

Central Intelligence Agency



Washington, D.C. 20505

7 November 2017

Mr. Mitchell Kotler
MuckRock News
DEPT MR 35175
411A Highland Avenue
Somerville, MA 02144-2516

Reference: F-2017-01128

Dear Mr. Kotler:

This is a final response to your 21 March 2017 Freedom of Information Act (FOIA) request for **copies of all materials (including but not limited to boards, cards, and rule books) for the CIA training game "Collection Deck."** We processed your request in accordance with the FOIA, 5 U.S.C. § 552, as amended, and the CIA Information Act, 50 U.S.C. § 3141, as amended.

We completed a thorough search for records responsive to your request and located two documents, consisting of five pages, which we determined can be released in their entirety. Copies of the documents are enclosed at Tab A.

We also determined that seven documents, consisting of 94 pages, can be released in segregable form with deletions made on the basis of FOIA exemptions (b)(1), (b)(3), (b)(4), and/or (b)(5). Copies of the documents and an explanation of exemptions are enclosed at Tab B. Exemption (b)(3) pertains to information exempt from disclosure by statute. The relevant statutes are Section 6 of the Central Intelligence Agency Act of 1949, as amended, and Section 102A(i)(1) of the National Security Act of 1947, as amended.

As the CIA Information and Privacy Coordinator, I am the CIA official responsible for this determination. You have the right to appeal this response to the Agency Release Panel, in my care, within 90 days from the date of this letter. Please include the basis of your appeal.

If you have any questions regarding our response, you may contact us at:

Central Intelligence Agency
Washington, DC 20505
Information and Privacy Coordinator
703-613-3007 (Fax)

Please be advised that you may seek dispute resolution services from the CIA's FOIA Public Liaison or from the Office of Government Information Services (OGIS) of the National Archives and Records Administration. OGIS offers mediation services to help resolve disputes between FOIA requesters and Federal agencies. You may reach CIA's FOIA Public Liaison at:

703-613-1287 (FOIA Hotline)

The contact information for OGIS is:

Office of Government Information Services
National Archives and Records Administration
8601 Adelphi Road – OGIS
College Park, MD 20740-6001
202-741-5770
877-864-6448
202-741-5769 (fax)
ogis@nara.gov

Contacting the CIA's FOIA Public Liaison or OGIS does not affect your right to pursue an administrative appeal.

Sincerely,

A handwritten signature in black ink, appearing to read 'Allison Fong', with a long horizontal flourish extending to the right.

Allison Fong
Information and Privacy Coordinator

Enclosures

TAB A



Collection Deck is a training game designed to teach about various collection capabilities. Students playing the game use cards representing various collection techniques to solve intelligence problems, but their efforts to do so may be hindered by other players using cards representing challenges or obstacles that analysts face when driving collection. Collection Deck has been described as a cross between classic card games like *Bridge*, *Hearts* and *Whist* and collectible card games like *Magic: the Gathering* and *Pokemon*.

(UNCLASSIFIED//FOUO)

MACEDONIA
ETHNIC
VIOLENCE

INTELLIGENCE
PROBLEM

1

TECHNIQUE REQUIRED

P	M	DIFFICULTY
WA	PA	3

Intelligence Problem Cards

(UNCLASSIFIED//FOUO)

CHINA
CYBER
WARFARE

INTELLIGENCE
PROBLEM

3

TECHNIQUE REQUIRED

P	M	DIFFICULTY
WA	PA	8

(UNCLASSIFIED//FOUO)

HANDHELD
IMAGERY

GEOINT
TECHNIQUE

Human collectors and
sources can take pictures
of places or activities
of interest

P	M	RANGE
E	PA	3-7

Not affected by
Bad Weather

Collection Technique Cards

(UNCLASSIFIED//FOUO)

DEFENSE
ATTACHE
OFFICES

HUMINT
TECHNIQUE

US military representatives
overseas overtly
collect information
of intelligence interest

P	M	RANGE
WA	W	4-8

(UNCLASSIFIED//FOUO)

AGGRESSIVE
COUNTER-
INTELLIGENCE

REALITY
CHECK

Counter a
HUMINT collection
technique

"If you can't stand the heat,
get out of the kitchen."

Reality Check Cards

(UNCLASSIFIED//FOUO)

PROVIDE
TARGETING
HELP

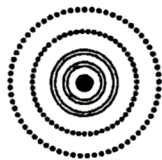
REALITY
CHECK

Expand a collection
technique's
range by one

"Stay on target ...
stay on target!"

UNCLASSIFIED//FOUO

UNCLASSIFIED//FOUO



COLLECTION DECK

Game Instructions

PREMISE

Players use intelligence collection techniques to solve intelligence problems.

COMPONENTS

COLLECTION TECHNIQUE CARDS (66)

(UNCLASSIFIED//FOUO)		
FOREIGN MEDIA TRANSCRIPTION		
OSINT TECHNIQUE		
<i>English-language foreign media products can be provided directly to the IC without translation</i>		
P E	M W	RANGE 1-7
Not affected by Linguists Reassigned		

Each Collection Technique card lists the name of the technique as well as:

- What collection discipline it falls under: GEOINT, HUMINT, MASINT, OSINT, or SIGINT
- A description of the technique
- The types of intelligence aspects it can be used against: (P)olitical, (M)ilitary, (E)conomic, and (W)eapons
- The difficulty range of problems it can be used against

Some technique cards may have additional language if they are immune to certain reality cards or have restrictions on the kinds of intelligence problems they can be used against.

INTELLIGENCE PROBLEM CARDS (46)

(UNCLASSIFIED//FOUO)		
PAKISTAN NUCLEAR SECURITY		
INTELLIGENCE PROBLEM		
3		
TECHNIQUES REQUIRED		
P E	M W	DIFFICULTY 9

Each Intelligence Problem card lists the name of the problem as well as:

- How many Collection Technique cards must be used to solve it (this is also how many points the card is worth)
- The intelligence aspects of the problem: (P)olitical, (M)ilitary, (E)conomic, and (W)eapons
- The problem's difficulty rating

REALITY CHECK CARDS (55)

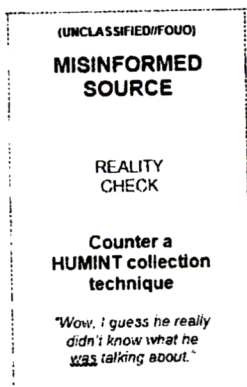
Reality cards can have a positive effect or negative effect on a player's ability to use Collection Technique cards against an Intelligence Problem card, either by affecting some aspect of the cards or outright countering the card's use. There are a few special Reality Check cards:

Collection Manager Challenge: If a Collection Manager Challenge card is played against a player's Collection Technique card, the player has to provide an explanation of how that technique could *actually*

Updated May 2012 (v4.3)

UNCLASSIFIED//FOUO

UNCLASSIFIED//FOUO



be used against the issue identified on the Intelligence Problem card in the real world. If the facilitator (in a facilitated game) or other players (in a non-facilitated game) find the explanation feasible, the challenge has been defeated and the Collection Management Challenge card is discarded. Otherwise, the Collection Management Challenge card counters the Collection Technique card, both are discarded, and the player must replace the Collection Technique card or end his turn.

Think Outside the Box: Players can use one of these cards to defeat any Reality Check card that another player uses against one of their Collection Technique cards, with the *exception* of Collection Manager Challenge.

INITIAL SETUP

Separate out the Intelligence Problem cards from the deck, and shuffle the remaining cards (Collection Technique and Reality Check cards) together. Deal seven cards from the Collection Technique / Reality Check deck to each player.

Place ten cards from the Intelligence Problem deck face up on the table between the players; this is known as **The Field**.

PLAYING THE GAME

Players will have in their hands some combination of Collection Technique and Reality Check cards. Players use their Collection Technique cards to solve Intelligence Problem cards on the Field, and can use their Reality Check cards to help them do so, or hinder their opponent's ability to do so.

However, not every Collection Technique card can be used against every Intelligence Problem card. In order to use a technique against a problem, the Collection Technique card has to meet two conditions.

1. The intelligence aspects listed on the Collection Technique card have to match at least one of the intelligence aspects listed on the Intelligence Problem card.
2. The range listed on the Collection Technique card has to cover the difficulty rating of the Intelligence Problem card.

Reality Check cards can be used to modify a technique or a problem to create matches that would otherwise not be possible.

The player who most recent talked with someone in a collection organization gets to go first.

PLAYER TURN

On their turn, each player or will announce which (if any) of the problems on The Field they want to solve, and Collection Technique cards and any Reality Check cards to do so. This is the player's **Collection Strategy**. A player can only target one Intelligence Problem card a turn, but should play as many collection techniques cards as they need to solve the problem (i.e. if it's a 2 point card, they should play two techniques). Players may also choose to pass and not target any problem, at which point it's the next player's turn.

UNCLASSIFIED//FOUO

UNCLASSIFIED//FOUO

Once a player has played his Collection Strategy, the other players then have a chance to act as "the system" and try and disrupt the strategy. Up to three cards can be played by all the other players combined to disrupt the played Collection Strategy. After each disruption attempt, the player whose turn it is has the opportunity to respond to the disruption by either playing his own Reality Check cards or replacing a countered Collection Technique card with another one from his hand. Countered techniques and associated Reality Check cards are placed in the discard pile; Reality Check cards which are used to modify an Intelligence Problem card stay on the Field until the Intelligence Problem is solved.

If the player still has an intact collection strategy after all disruption attempts have been made (or if none of the other players attempt to disrupt his strategy), the player keeps the Intelligence Problem card, and counts the number of techniques required to solve the problem (as identified on the Intelligence Problem card) towards his point total. Play then continues to the next player. If a player is unable to respond to a disruption attempt, his turn is over and play continues to the next player.

When a player is trying to solve a problem that requires multiple techniques, his turn may end with some Collection Technique cards still being on the Field but not enough to solve the problem. In this case, the non-countered Collection Technique cards stay associated with that Intelligence Problem card on the Field, and other players can opt to solve the problem by adding their own Collection Technique cards to complete the Collection Strategy on their turn.

STARTING A NEW ROUND

Play continues around the table until all players have determined there is nothing else they can do. This ends the round. Before the next round starts:

- If there are less than ten cards on The Field, place additional cards from the Intelligence Problem deck on the table until there are ten.
- Any player who has cards left over can discard any unused cards that they don't want for the next round.
- After all players have discarded unwanted cards, deal cards to each player so they are back up to a hand of seven cards.

The next round starts with the player who went second in the last round.

LATE ARRIVALS RULE

Players who want to join in the middle of a game are welcome to do so, but have to wait until a new round to do so. At the beginning of a new round, they are dealt seven cards and can join the game.

SELF-DEFEATIST RULE

Players may not play Reality Check cards to counter their *own* Collection Technique cards or otherwise defeat their own collection strategies (e.g. in an attempt to get rid of cards).

UNCLASSIFIED//FOUO

UNCLASSIFIED//FOUO

VICTORY

The game ends when one of the players solves 10 points worth of intelligence problems, or until everyone has had enough and wants to go do something else.

VARIANT RULESTEAM PLAY

Players play in teams of two or three people, with three to five teams per game; each team gets only one set of cards and play as if they were a single player, but should discuss and come to agreement on each move.

HARDCORE

Remove all the *Collection Manager Challenge* cards (12) from the deck. **Every** time a player plays a Collection Technique card against an Intelligence Problem card, the player must explain to the satisfaction of the facilitator or other players how that technique could actually be used against the issue identified on the Intelligence Problem card in the real world.

UNCLASSIFIED//FOUO

TAB B

Explanation of Exemptions

Freedom of Information Act:

- (b)(1) exempts from disclosure information currently and properly classified, pursuant to an Executive Order;
- (b)(2) exempts from disclosure information which pertains solely to the internal personnel rules and practices of the Agency;
- (b)(3) exempts from disclosure information that another federal statute protects, provided that the other federal statute either requires that the matters be withheld, or establishes particular criteria for withholding or refers to particular types of matters to be withheld. The (b)(3) statutes upon which the CIA relies include, but are not limited to, the CIA Act of 1949;
- (b)(4) exempts from disclosure trade secrets and commercial or financial information that is obtained from a person and that is privileged or confidential;
- (b)(5) exempts from disclosure inter-and intra-agency memoranda or letters that would not be available by law to a party other than an agency in litigation with the agency;
- (b)(6) exempts from disclosure information from personnel and medical files and similar files the disclosure of which would constitute a clearly unwarranted invasion of privacy;
- (b)(7) exempts from disclosure information compiled for law enforcement purposes to the extent that the production of the information (A) could reasonably be expected to interfere with enforcement proceedings; (B) would deprive a person of a right to a fair trial or an impartial adjudication; (C) could reasonably be expected to constitute an unwarranted invasion of personal privacy; (D) could reasonably be expected to disclose the identity of a confidential source or, in the case of information compiled by a criminal law enforcement authority in the course of a criminal investigation or by an agency conducting a lawful national security intelligence investigation, information furnished by a confidential source; (E) would disclose techniques and procedures for law enforcement investigations or prosecutions if such disclosure could reasonably be expected to risk circumvention of the law; or (F) could reasonably be expected to endanger any individual's life or physical safety;
- (b)(8) exempts from disclosure information contained in reports or related to examination, operating, or condition reports prepared by, or on behalf of, or for use of an agency responsible for regulating or supervising financial institutions; and
- (b)(9) exempts from disclosure geological and geophysical information and data, including maps, concerning wells.

April 2012

~~TOP SECRET~~

IMAGERY**GEOINT
TECHNIQUE**


		RANGE
		4 – 10

**GEOINT (SATELLITE)
TECHNIQUE**


		RANGE
	W	4 – 8
Not affected by Satellite Warning		

**GEOINT (SATELLITE)
TECHNIQUE**


		RANGE
	W	5 – 10
Not affected by Bad Weather		

**GEOINT (SATELLITE)
TECHNIQUE**


P		RANGE
E		1 – 7
Not affected by Competition or Satellite Warning		

(b)(3)
(b)(1)

(b)(1)



**GEOINT (SATELLITE)
TECHNIQUE**

*Private companies collect
medium and high resolution
black and white imagery*

P		RANGE
E		1 – 7
Not affected by Competition or Satellite Warning		

**GEOINT (SATELLITE)
TECHNIQUE**



		RANGE
	W	5 – 10
Not affected by Bad Weather		


**HANDHELD
IMAGERY****GEOINT
TECHNIQUE**

*Human collectors and
sources can take pictures
of places or activities
of interest*

P		RANGE
E		3 – 7
Not affected by Bad Weather		

**GEOINT (SATELLITE)
TECHNIQUE**



		RANGE
E	W	3 – 9

(b)(3)
(b)(1)

(b)(1)

~~TOP SECRET~~

**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



~~TOP SECRET~~

GEOINT (SATELLITE)
TECHNIQUE

--

P		RANGE
E	W	3 - 10

GEOINT (SATELLITE)
TECHNIQUE

--

		RANGE
	W	5 - 10
Not affected by Denial and Deception		

GEOINT (SATELLITE)
TECHNIQUE

--

		RANGE
E	W	3 - 10
Not affected by Bad Weather		

GEOINT (SATELLITE)
TECHNIQUE

--

		RANGE
E	W	3 - 10

(b)(3)

(b)(1)

(b)(1)

--

--

GEOINT (SATELLITE)
TECHNIQUE

--

P		RANGE
E		1 - 7

Not affected by
Competition or
Satellite Warning

--

--

GEOINT (SATELLITE)
TECHNIQUE

--

		RANGE
	W	5 - 10
Not affected by Satellite Warning		

--

--

GEOINT (SATELLITE)
TECHNIQUE

--

		RANGE
E	W	5 - 10
Not affected by Bad Weather		

--

--

HUMINT
TECHNIQUE

--

P		RANGE
E	W	5 - 9

(b)(3)

(b)(1)

(b)(1)

(b)(1)

(b)(1)

~~TOP SECRET~~

**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



~~TOP SECRET~~

HUMINT
TECHNIQUE

--

P		RANGE
E	W	7 - 10

HUMINT
TECHNIQUE

--

P		RANGE
E		5 - 8
Not affected by Persona Non-Grata		

HUMINT
TECHNIQUE

--

P		RANGE
E	W	7 - 10

--

DEFENSE
ATTACHÉ
OFFICESHUMINT
TECHNIQUE*US military representatives
overseas overtly
collect information
of intelligence interest*

P		RANGE
	W	4 - 8

(b)(3)

(b)(1)

(b)(1)

--

DOCUMENT
AND MEDIA
EXPLOITATIONHUMINT
TECHNIQUE*Captured documents and
electronic media can
provide many
intelligence insights*

P		RANGE
		4 - 8
Not affected by Persona Non-Grata		

--

HUMINT
TECHNIQUE

--

		RANGE
	W	5 - 9

--

HUMINT
TECHNIQUE

--

		RANGE
	W	5 - 9
Not affected by Persona Non-Grata		

--

FOREIGN
MATERIAL
EXPLOITATIONHUMINT
TECHNIQUE*The acquisition of foreign
equipment or technology
for intelligence purposes*

		RANGE
	W	3 - 7
Not affected by Persona Non-Grata or Misinformed Source		

(b)(3)

(b)(1)

(b)(1)

~~TOP SECRET~~

**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



~~TOP SECRET~~(b)(1)
(b)(3)

**HUMINT
TECHNIQUE**

The debriefing of US DOD personnel who interact with foreign entities or activities of interest

P		RANGE
		2 - 6
Not affected by Persona Non-Grata		

**HOMELAND
SECURITY FUSION
CENTERS****HUMINT
TECHNIQUE**

FBI and DHS work closely with state and local authorities across the US

P		RANGE
	W	2 - 6
Not affected by Persona Non-Grata		

**LEADERSHIP
DEBRIEFING****HUMINT
TECHNIQUE**

--

P		RANGE
E	W	2 - 8
Not affected by No Exploitation Resources or Persona Non-Grata		

**LEGAL
ATTACHÉ
OFFICES****HUMINT
TECHNIQUE**

FBI representatives overseas interact with foreign police and investigative services

P		RANGE
		3 - 7

--

**NON-TITLE 50
AGENCIES****HUMINT
TECHNIQUE**

US agencies that are not funded by the intelligence budget can provide useful foreign information

P		RANGE
E		1 - 6
Not affected by Persona Non-Grata		

--

**STATE
DEPARTMENT****HUMINT
TECHNIQUE**

US diplomats overseas encounter information of interest in the course of their normal duties

P		RANGE
E		1 - 6

--

--

**HUMINT
TECHNIQUE**

--

	W	RANGE
	W	6 - 9

--

--

**HUMINT
TECHNIQUE**

--

	W	RANGE
	W	6 - 9

(b)(3)
(b)(1)

(b)(1)

~~TOP SECRET~~

**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



~~TOP SECRET~~

--

**TACTICAL
MILITARY
HUMINT****HUMINT
TECHNIQUE**

*Deployed US combat
forces can provide
excellent access to
"ground" intelligence*

	M	RANGE
		3 - 6
Not affected by Persona Non-Grata		

--

BIOMETRICS**MASINT
TECHNIQUE**

*The collection of
characteristics in order to
identify a specific person
or group of people*

P	M	RANGE
	W	6 - 10

--

**MASINT
TECHNIQUE**

--

	M	RANGE
	W	7 - 10

--

**MASINT
TECHNIQUE**

--

		RANGE
	W	5 - 10
Can only target missile problems		

(b)(3)

(b)(1)

(b)(1)

--

--

**MASINT
TECHNIQUE**

--

		RANGE
	W	5 - 10
Can only target missile problems		

--

--

**MASINT
TECHNIQUE**

--

	M	RANGE
	W	5 - 10
Can only target problems in Eurasia, Middle East, or Asia		

--

--

**MASINT
TECHNIQUE**

--

		RANGE
	W	5 - 10
Can only target nuclear problems		

--

--

**MASINT
TECHNIQUE**

--

		RANGE
	W	4 - 8
Can only target nuclear or chemical problems		

(b)(3)

(b)(1)

(b)(1)
(D)(1)~~TOP SECRET~~

**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



~~TOP SECRET~~

**MASINT
TECHNIQUE**

--

		RANGE
	W	5 – 10
Can only target missile problems		

--

**COMMERCIAL
DATABASES****OSINT
TECHNIQUE**

IC agencies subscribe to databases with public data on foreign companies and transactions

P		RANGE
E		1 – 7
Not affected by Linguists Reassigned or Media Blackout		

--

**ANALYTIC
OUTREACH****OSINT
TECHNIQUE**

Analysts can tap into the insights of US academics and other private experts

P		RANGE
E		1 – 7
Not affected by Media Blackout, Competition, Linguists Reassigned, or No Exploitation Resources		

--

**CONTRACT
OPEN SOURCE
EXPLOITATION****OSINT
TECHNIQUE**

Contractors can be hired to exploit open sources

P		RANGE
E	W	4 – 8
Not affected by Linguists Reassigned or No Exploitation Resources		

**OSINT
TECHNIQUE**

--

P		RANGE
E		4 – 8
Not affected by Linguists Reassigned or Media Blackout		

--

**FOREIGN
MEDIA
TRANSCRIPTION****OSINT
TECHNIQUE**

English-language foreign media products can be provided directly to the IC without translation

P		RANGE
E	W	1 – 7
Not affected by Linguists Reassigned		

**OSINT
TECHNIQUE**

--

P		RANGE
E		1 – 7
Not affected by Media Blackout, Competition, Linguists Reassigned, or No Exploitation Resources		

--

**FOREIGN
MEDIA
TRANSLATION****OSINT
TECHNIQUE**

The translation of openly available foreign media sources like newspapers, radio and TV broadcasts

P		RANGE
E	W	1 – 7

(b)(3)

(b)(1)

(b)(1)

(b)(1)

(b)(3)

~~TOP SECRET~~

**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



~~TOP SECRET~~

**GRAY
LITERATURE**

OSINT
TECHNIQUE

*Foreign open sources that
are unclassified, but hard
to get, like school textbooks
or military brochures*

P		RANGE
E	W	4 – 8
Not affected by Media Blackout		

SIGINT
TECHNIQUE

P		RANGE
	W	7 – 10

INTERNET

OSINT
TECHNIQUE

*Analysts can do their
own open source research*

P		RANGE
E	W	1 – 7
Not affected by Competition, Internal Politics, Red Tape, Linguists Reassigned, or No Exploitation Resources		

SIGINT
TECHNIQUE

		RANGE
	W	5 – 8
Not affected by Linguists Reassigned or Encryption		

**NATIONAL
VIRTUAL
TRANSLATION
CENTER**

OSINT
TECHNIQUE

*This organization provides
translation services*

P		RANGE
E	W	3 – 7
Not affected by Linguists Reassigned		

**COMINT
MAPPING**

SIGINT (SATELLITE)
TECHNIQUE

*Satellites can geolocate
foreign transmissions*

		RANGE
	W	4 – 10
Not affected by Linguists Reassigned or Encryption		

WIRE SERVICES

OSINT
TECHNIQUE

*Services like AP and Reuters
can provide timely reporting*

P		RANGE
E	W	1 – 7
Not affected by Competition, Internal Politics, Red Tape, Linguists Reassigned, or No Exploitation Resources		

**COMPUTER
NETWORK
EXPLOITATION**

SIGINT
TECHNIQUE

*Accessing a foreign
computer system remotely
or through physical access*

P		RANGE
E	W	5 – 9

(b)(3)
(b)(3)

(b)(3)
(b)(1)

(b)(1)

~~TOP SECRET~~

**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



~~TOP SECRET~~

SIGINT
TECHNIQUE

--

P		RANGE
E	W	4 - 10

SIGINT
TECHNIQUE

--

P		RANGE
	W	7 - 10

SIGINT (SATELLITE)
TECHNIQUE

--

P		RANGE
E	W	4 - 10

--

**OVERHEAD
COMINT**SIGINT (SATELLITE)
TECHNIQUE*Satellites monitor and
collect foreign voice and
data communications*

P		RANGE
E	W	4 - 10

(b)(3)

(b)(1)

(b)(1)

--

**OVERHEAD
ELINT**SIGINT (SATELLITE)
TECHNIQUE*Satellites collect signals
from radar and electronic
warfare systems*

		RANGE
	W	4 - 10
Not affected by Linguists Reassigned or Encryption		

--

**OVERHEAD
FISINT**SIGINT (SATELLITE)
TECHNIQUE*Satellites collect data
transmissions (telemetry)
associated with testing
military systems*

		RANGE
	W	4 - 10
Not affected by Linguists Reassigned		

--

SIGINT
TECHNIQUE

--

P		RANGE
	W	4 - 10
Not affected by Linguists Reassigned		

--

SIGINT
TECHNIQUE

--

P		RANGE
		5 - 8

(b)(3)

(b)(1)

(b)(1)

~~TOP SECRET~~

**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



~~TOP SECRET~~

SIGINT
TECHNIQUE

--

P	M	RANGE
E	W	7 - 9

--

**TACTICAL
MILITARY
SIGINT**SIGINT
TECHNIQUE*US military forces deploy
with their own SIGINT
capabilities that can
sometimes be leveraged
by national IC analysts*

	M	RANGE
		3 - 7

--

**AGGRESSIVE
COUNTER-
INTELLIGENCE**REALITY
CHECK**Counter a
HUMINT collection
technique***"If you can't stand the heat,
get out of the kitchen."*

--

**PERSONA
NON
GRATA**REALITY
CHECK**Counter a
HUMINT collection
technique***"Your presence is no
longer required."*

--

**MISINFORMED
SOURCE**REALITY
CHECK**Counter a
HUMINT collection
technique***"Wow, I guess he really
didn't know what he
was talking about."*

--

**BAD
WEATHER**REALITY
CHECK**Counter a
GEOINT collection
technique***"Well, Bill, it looks like
another stormy day!"*

--

**SATELLITE
WARNING**REALITY
CHECK**Counter a
satellite-based
GEOINT collection
technique***"Let's give a hand to all those
amateur satellite watchers!"*~~TOP SECRET~~

**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



~~TOP SECRET~~

(b)(3)

**SATELLITE
FAILURE**REALITY
CHECK**Counter a
satellite-based
GEOINT or SIGINT
collection technique***"How much did we pay
for this thing again?"***GROUND
STATION
FAILURE**REALITY
CHECK**Counter a
satellite-based
GEOINT or SIGINT
collection technique***"The satellite is working,
we just can't talk to it."***CORRUPT
SIGNATURE
DATABASE**REALITY
CHECK**Counter a
MASINT collection
technique***"Did you try rebooting?"***ENCRYPTION**REALITY
CHECK**Counter a
SIGINT collection
technique***"Xcvx a2sdf rf436 78~>/a."***LINGUISTS
REASSIGNED**REALITY
CHECK**Counter a
SIGINT or OSINT
collection technique***"Chinese isn't really all
that different from Russian."***DISINFORMATION
CAMPAIGN**REALITY
CHECK**Counter an
OSINT collection
technique***"But you know that I
know that you know that
I know, so ..."***CUSTOMER
BIAS**REALITY
CHECK**Counter an
OSINT collection
technique***"We pay you to find
out secrets, not to
read the paper!"***MEDIA
BLACKOUT**REALITY
CHECK**Counter an
OSINT collection
technique***"I'm sorry, our offices
are currently closed."*

(b)(3)

~~TOP SECRET~~

**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



~~TOP SECRET~~

<div></div> COMPARTMENTED REALITY CHECK Counter a non-OSINT collection technique <i>"You're no longer cleared for that information."</i>	<div></div> DENIAL AND DECEPTION REALITY CHECK Counter a non-MASINT collection technique <i>"These are not the droids you are looking for."</i>	<div></div> NO EXPLOITATION RESOURCES REALITY CHECK Counter any collection technique <i>"I'm sorry, we just don't have time to look at that for you."</i>	<div></div> COMPETITION REALITY CHECK Counter any collection technique <i>"Sometimes the free market isn't fair."</i>
<div></div> RED TAPE REALITY CHECK Counter any collection technique <i>"No, bureaucracy isn't always your friend."</i>	<div></div> INTERNAL POLITICS REALITY CHECK Counter any collection technique <i>"Trust me, you don't want to get involved."</i>	<div></div> HARD TARGET REALITY CHECK Increase difficulty of an intelligence problem by one <i>"They've gone to ground."</i>	<div></div> HARD TARGET REALITY CHECK Increase difficulty of an intelligence problem by one <i>"They've gone to ground"</i>

(b)(3)

(b)(3)

~~TOP SECRET~~

**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



~~TOP SECRET~~**REALLY
HARD
TARGET**REALITY
CHECK**Increase difficulty
of an intelligence
problem by two***"It's like they never existed!"***SOFT
TARGET**REALITY
CHECK**Decrease difficulty
of an intelligence
problem by one***"Open doors are meant
to be walked through."***SOFT
TARGET**REALITY
CHECK**Decrease difficulty
of an intelligence
problem by one***"Open doors are meant
to be walked through."***REALLY
SOFT
TARGET**REALITY
CHECK**Decrease difficulty
of an intelligence
problem by two***"Wow, it's like they
want us to know
what they're doing!"*

(b)(3)

**UPDATE
INTELLIGENCE
REQUIREMENTS**REALITY
CHECK**Expand a collection
technique's
range by one***"Sometimes, the
system works."***COORDINATE
REQUIREMENTS
ACROSS IC**REALITY
CHECK**Expand a collection
technique's
range by one***"Embrace the power
of the people."***WORKING
GROUP
MEETING**REALITY
CHECK**Expand a collection
technique's
range by one***"If we just put everyone
in one room ..."***PROVIDE
TARGETING
HELP**REALITY
CHECK**Expand a collection
technique's
range by one***"Stay on target ...
stay on target!"*

(b)(3)

~~TOP SECRET~~

**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



~~TOP SECRET~~

(b)(3)

**PROVIDE
FUNDING TO
A COLLECTOR**

REALITY
CHECK

**Expand a collection
technique's
range by one**

*"Money makes the world
go round."*

**SUPPORT
FROM IC
LEADERSHIP**

REALITY
CHECK

**Expand a collection
technique's
range by one**

*"It helps to have friends
in high places."*

**GOOD
JUSTIFICATION**

REALITY
CHECK

**Expand a collection
technique's
range by one**

*"Sometimes, it just
takes a little
convincing."*

**LEVERAGE
PERSONAL
RELATIONSHIP**

REALITY
CHECK

**Expand a collection
technique's
range by one**

"Hi, Bob!"

**PROVIDE
FEEDBACK**

REALITY
CHECK

**Expand a collection
technique's
range by one**

*"You like me!
You really like me!"*

**ROTATION
TO A
COLLECTOR**

REALITY
CHECK

**Expand a collection
technique's
range by one**

*"Walk a mile in my
shoes someday."*

**THINK
OUTSIDE
THE BOX**

REALITY
CHECK

**Counter any other
Reality Check card
except Collection
Manager Challenge**

*"Some rules are meant
to be broken."*

**THINK
OUTSIDE
THE BOX**

REALITY
CHECK

**Counter any other
Reality Check card
except Collection
Manager Challenge**

*"Some rules are meant
to be broken."*

(b)(3)

~~TOP SECRET~~

**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



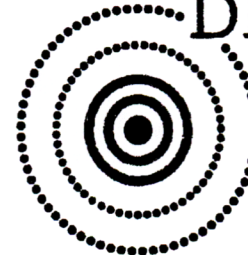
**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



~~TOP SECRET~~

(b)(3)

THINK
OUTSIDE
THE BOX

REALITY
CHECK

Counter any other
Reality Check card
except Collection
Manager Challenge

*"Some rules are meant
to be broken."*

THINK
OUTSIDE
THE BOX

REALITY
CHECK

Counter any other
Reality Check card
except Collection
Manager Challenge

*"Some rules are meant
to be broken."*

THINK
OUTSIDE
THE BOX

REALITY
CHECK

Counter any other
Reality Check card
except Collection
Manager Challenge

*"Some rules are meant
to be broken."*

THINK
OUTSIDE
THE BOX

REALITY
CHECK

Counter any other
Reality Check card
except Collection
Manager Challenge

*"Some rules are meant
to be broken."*

THINK
OUTSIDE
THE BOX

REALITY
CHECK

Counter any other
Reality Check card
except Collection
Manager Challenge

*"Some rules are meant
to be broken."*

THINK
OUTSIDE
THE BOX

REALITY
CHECK

Counter any other
Reality Check card
except Collection
Manager Challenge

*"Some rules are meant
to be broken."*

COLLECTION
MANAGER
CHALLENGE

REALITY
CHECK

Player must explain
how the technique
would be used
against the problem

"You want to WHAT?!"

COLLECTION
MANAGER
CHALLENGE

REALITY
CHECK

Player must explain
how the technique
would be used
against the problem

"You want to WHAT?!"

(b)(3)

~~TOP SECRET~~

**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



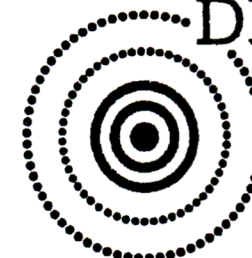
**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



~~TOP SECRET~~

(b)(3)

**COLLECTION
MANAGER
CHALLENGE**REALITY
CHECK

Player must explain
how the technique
would be used
against the problem

*"You want to WHAT?!"***COLLECTION
MANAGER
CHALLENGE**REALITY
CHECK

Player must explain
how the technique
would be used
against the problem

*"You want to WHAT?!"***COLLECTION
MANAGER
CHALLENGE**REALITY
CHECK

Player must explain
how the technique
would be used
against the problem

*"You want to WHAT?!"***COLLECTION
MANAGER
CHALLENGE**REALITY
CHECK

Player must explain
how the technique
would be used
against the problem

*"You want to WHAT?!"***COLLECTION
MANAGER
CHALLENGE**REALITY
CHECK

Player must explain
how the technique
would be used
against the problem

*"You want to WHAT?!"***COLLECTION
MANAGER
CHALLENGE**REALITY
CHECK

Player must explain
how the technique
would be used
against the problem

*"You want to WHAT?!"***COLLECTION
MANAGER
CHALLENGE**REALITY
CHECK

Player must explain
how the technique
would be used
against the problem

*"You want to WHAT?!"***COLLECTION
MANAGER
CHALLENGE**REALITY
CHECK

Player must explain
how the technique
would be used
against the problem

"You want to WHAT?!"

(b)(3)

~~TOP SECRET~~

**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



~~TOP SECRET~~**COLLECTION
MANAGER
CHALLENGE**REALITY
CHECK

Player must explain
how the technique
would be used
against the problem

*"You want to WHAT?!"***COLLECTION
MANAGER
CHALLENGE**REALITY
CHECK

Player must explain
how the technique
would be used
against the problem

*"You want to WHAT?!"***NORTH KOREA
NUCLEAR
TALKS**INTELLIGENCE
PROBLEM**3**

TECHNIQUES REQUIRED

P	M	DIFFICULTY
	W	7

INTELLIGENCE
PROBLEM**3**

TECHNIQUES REQUIRED

P		DIFFICULTY
E		6

(b)(3)
(b)(1)**PAKISTAN
NUCLEAR
SECURITY**INTELLIGENCE
PROBLEM**3**

TECHNIQUES REQUIRED

P	M	DIFFICULTY
	W	9

**IRAN
MISSILE
TESTING**INTELLIGENCE
PROBLEM**3**

TECHNIQUES REQUIRED

	M	DIFFICULTY
	W	7

**CHINA
MISSILE
TESTING**INTELLIGENCE
PROBLEM**3**

TECHNIQUES REQUIRED

	M	DIFFICULTY
	W	7

**IRAN CHEMICAL
WEAPON
PROGRAM**INTELLIGENCE
PROBLEM**3**

TECHNIQUE REQUIRED

	M	DIFFICULTY
	W	4

(b)(3)
(b)(1)~~TOP SECRET~~

**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



~~TOP SECRET~~**SYRIA
POLITICAL
UNREST**INTELLIGENCE
PROBLEM**3**

TECHNIQUES REQUIRED

P	M	DIFFICULTY
		5

**RUSSIA
INTELLIGENCE
ACTIVITIES**INTELLIGENCE
PROBLEM**3**

TECHNIQUE REQUIRED

P	M	DIFFICULTY
		8

**CHINA
CYBER
WARFARE**INTELLIGENCE
PROBLEM**3**

TECHNIQUE REQUIRED

P		DIFFICULTY
E		8

**CHINA
COUNTERSPACE
CAPABILITIES**INTELLIGENCE
PROBLEM**3**

TECHNIQUE REQUIRED

	M	DIFFICULTY
	W	6

(b)(3)

**ISIS
LEADERSHIP**INTELLIGENCE
PROBLEM**3**

TECHNIQUES REQUIRED

P	M	DIFFICULTY
		9

**TALIBAN
RESURGENCE**INTELLIGENCE
PROBLEM**3**

TECHNIQUES REQUIRED

P	M	DIFFICULTY
E		7

**AFGHANISTAN
OPIUM
NETWORK**INTELLIGENCE
PROBLEM**2**

TECHNIQUES REQUIRED

P	M	DIFFICULTY
E		7

**IRAQ
INSTABILITY**INTELLIGENCE
PROBLEM**2**

TECHNIQUES REQUIRED

P	M	DIFFICULTY
		8

(b)(3)

~~TOP SECRET~~

**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



~~TOP SECRET~~**ISRAEL
PALESTINIAN
CONFLICT**INTELLIGENCE
PROBLEM**2**

TECHNIQUES REQUIRED

P	M	DIFFICULTY
E		6

**RUSSIA
GEORGIA
CONFLICT**INTELLIGENCE
PROBLEM**2**

TECHNIQUES REQUIRED

P	M	DIFFICULTY
		6

**INDIA
MISSILE
PROGRAM**INTELLIGENCE
PROBLEM**2**

TECHNIQUES REQUIRED

	M	DIFFICULTY
	W	7

INTELLIGENCE
PROBLEM**2**

TECHNIQUES REQUIRED

	M	DIFFICULTY
	W	8

(b)(3)
(b)(1)INTELLIGENCE
PROBLEM**2**

TECHNIQUES REQUIRED

P		DIFFICULTY
	W	8

**CASPIAN
ENERGY
CRISIS**INTELLIGENCE
PROBLEM**2**

TECHNIQUES REQUIRED

P	M	DIFFICULTY
E		6

**AL-SHABAAB
ATTACKS IN
KENYA**INTELLIGENCE
PROBLEM**2**

TECHNIQUES REQUIRED

P	M	DIFFICULTY
		5

**UAE
REFORM
CRACKDOWN**INTELLIGENCE
PROBLEM**2**

TECHNIQUES REQUIRED

P	M	DIFFICULTY
		5

(b)(3)
(b)(1)~~TOP SECRET~~

**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



~~TOP SECRET~~

INTELLIGENCE
PROBLEM**2**

TECHNIQUES REQUIRED

	M	DIFFICULTY
	W	5

--

HIZBALLAH
WEAPON
ACQUISITIONINTELLIGENCE
PROBLEM**2**

TECHNIQUES REQUIRED

	M	DIFFICULTY
E		6

--

RUSSIA
NUCLEAR
WEAPON DESIGNINTELLIGENCE
PROBLEM**2**

TECHNIQUES REQUIRED

	M	DIFFICULTY
	W	9

--

KURD
ACTIVISM
IN TURKEYINTELLIGENCE
PROBLEM**2**

TECHNIQUES REQUIRED

P		DIFFICULTY
E		4

(b)(3)
(b)(3)
(b)(1)

--

RUSSIA
DEFENSE
REFORMINTELLIGENCE
PROBLEM**2**

TECHNIQUES REQUIRED

P	M	DIFFICULTY
	W	7

--

EGYPT ISLAMIST
POLITICAL
PARTIESINTELLIGENCE
PROBLEM**2**

TECHNIQUES REQUIRED

P		DIFFICULTY
		4

--

RUSSIA
MILITARY
SALESINTELLIGENCE
PROBLEM**2**

TECHNIQUES REQUIRED

P	M	DIFFICULTY
E	W	7

--

VENEZUELA
FOREIGN
POLICYINTELLIGENCE
PROBLEM**2**

TECHNIQUES REQUIRED

P		DIFFICULTY
E		6

(b)(3)

~~TOP SECRET~~

**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



~~TOP SECRET~~**BOLIVIA
ECONOMIC
REFORM**INTELLIGENCE
PROBLEM**1**

TECHNIQUE REQUIRED

P		DIFFICULTY
E		4

**CHINA
TAIWAN
POSTURING**INTELLIGENCE
PROBLEM**1**

TECHNIQUE REQUIRED

P	M	DIFFICULTY
		5

**WEAPONIZED
UAV
PROLIFERATION**INTELLIGENCE
PROBLEM**1**

TECHNIQUE REQUIRED

	M	DIFFICULTY
E	W	7

**G-8
SUMMIT**INTELLIGENCE
PROBLEM**1**

TECHNIQUE REQUIRED

P		DIFFICULTY
E		4

(b)(3)

**EUROPE
CRIME AND
CORRUPTION**INTELLIGENCE
PROBLEM**1**

TECHNIQUE REQUIRED

P		DIFFICULTY
E		6

**GLOBAL
WARMING
SUMMIT**INTELLIGENCE
PROBLEM**1**

TECHNIQUE REQUIRED

P		DIFFICULTY
E		3

**INDONESIA
TSUNAMI**INTELLIGENCE
PROBLEM**1**

TECHNIQUE REQUIRED

P		DIFFICULTY
E		4

**IRAQ
OIL
INFRASTRUCTURE**INTELLIGENCE
PROBLEM**1**

TECHNIQUE REQUIRED

	M	DIFFICULTY
E		5

(b)(3)

~~TOP SECRET~~

**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



~~TOP SECRET~~

INTELLIGENCE
PROBLEM

1

TECHNIQUE REQUIRED

P		DIFFICULTY
E		5

MACEDONIA
ETHNIC
VIOLENCE

INTELLIGENCE
PROBLEM

1

TECHNIQUE REQUIRED

P	M	DIFFICULTY
		3

INTELLIGENCE
PROBLEM

1

TECHNIQUE REQUIRED

P		DIFFICULTY
		4

CHINA
YUAN
REVALUATION

INTELLIGENCE
PROBLEM

1

TECHNIQUE REQUIRED

P		DIFFICULTY
E		5

(b)(3)
(b)(3)
(b)(1)
(b)(1)

ATROCITIES
IN DARFUR

INTELLIGENCE
PROBLEM

1

TECHNIQUE REQUIRED

P	M	DIFFICULTY
		5

INTELLIGENCE
PROBLEM

1

TECHNIQUE REQUIRED

P		DIFFICULTY
E		4

SYRIA CHEMICAL
WEAPON
TESTING

INTELLIGENCE
PROBLEM

1

TECHNIQUE REQUIRED

	M	DIFFICULTY
	W	8

ZIMBABWE
UNREST

INTELLIGENCE
PROBLEM

1

TECHNIQUE REQUIRED

P	M	DIFFICULTY
		5

(b)(3)
(b)(3)
(b)(1)~~TOP SECRET~~

**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



**COLLECTION
DECK**



Card Name	Difficulty	Political	Military	Economic	Weapons	Points	Type
al-Qa'ida Leadership	9	P	M			3	
China Missile Testing	7		M		W	3	Missile
Iran Missile Testing	7		M		W	3	Missile
	6	P		E		3	
North Korea Nuclear Talks	7	P	M		W	3	Nuclear
Pakistan Nuclear Security	9	P	M		W	3	Nuclear
Taliban Resurgence	7	P	M	E		3	
Total		5	6	2	4		

(b)(1)

Afghanistan Opium Network	7	P	M	E		2	
	8	P			W	2	Nuclear
Caspian Energy Crisis	6	P	M	E		2	
India Missile Program	7		M		W	2	
Iraq Instability	8	P	M			2	
Israel Palestinian Conflict	7	P	M	E		2	
Russia Georgia Conflict	6	P	M			2	
Russia Military Sales	7	P	M	E	W	2	
	8		M		W	2	
Venezuela Foreign Policy	6	P		E		2	
Total		8	8	5	4		

(b)(1)

(b)(1)

Atrocities in Darfur	5	P	M			1	
Bolivia Economic Reform	4	P		E		1	
China Yuan Revaluation	5	P		E		1	
Europe Crime and Corruption	6	P		E		1	
G-8 Summit	4	P		E		1	
Global Warming Summit	3	P		E		1	
Indonesia Typhoon	4	P		E		1	
Iraq Oil Infrastructure	5		M	E		1	
	4	P				1	
Syria Chemical Weapon Training	8		M		W	1	Chemical
China Taiwan Posturing	5	P	M			1	
Weaponized UAV Proliferation	7		M	E	W	1	
Zimbabwe Unrest	4	P	M			1	
Total		10	6	8	2		

(b)(1)

Totals

23

20

15

10

Total cards

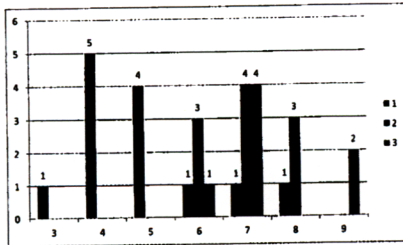
30

~~TOP SECRET~~

~~TOP SECRET~~
~~TOP SECRET~~
Points Diff

Points	Diff
1	3
1	4
1	4
1	4
1	4
1	4
1	5
1	5
1	5
1	5
1	6
1	7
1	8
2	6
2	6
2	6
2	7
2	7
2	7
2	8
2	8
2	8
3	6
3	7
3	7
3	7
3	9
3	9

Count of Diff Points				
Diff	1	2	3	Grand Total
3	1			1
4	5			5
5	4			4
6	1	3	1	5
7	1	4	4	9
8	1	3		4
9			2	2
Grand Total	13	10	7	30

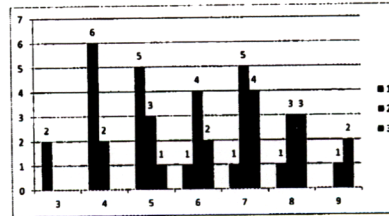


New Problem Ideas (need 16)

Al-Shabaab Attacks in Kenya
UAE Reform Crackdown
ASEAN Summit
Egyptian Islamist Political Parties
Brazil Economic Innovation
South Sudan Political Infrastructure
Sri Lanka Political Unrest
Bulgaria Law Reforms
Cuba Privatization
Russian Intelligence Activities
Iran Cyber Warfare
Iran Chemical Weapon Program
Russia Chemical Weapon Capability
India Nuclear Program
Russia Nuclear Warhead Redesign
Macedonia Ethnic Violence
Arctic Territorial Claims
NATO Infiltrating
Hizballah Weapon Acquisition
Russia Defense Reform
Kurdish Activism in Turkey

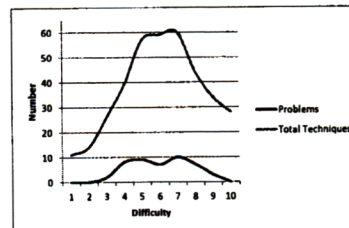
Points	3	4
1	3	
1	4	
1	4	
1	4	
1	4	
1	5	
1	5	
1	5	
1	6	
1	7	
1	8	
1	4	
1	5	
1	3	
2	6	
2	6	
2	7	
2	7	
2	7	
2	7	
2	8	
2	8	
2	8	
2	4	
2	5	
2	9	
2		4
2		5
2		6
2		7
3		8
3		8
3		8
3		5
3		6
3	6	
3	7	
3		7
3		7
3		7
3		9
3		9

Count of Diff Points				
Diff	1	2	3	Grand Total
3	2			2
4	6	2		8
5	5	3	1	9
6	1	4	2	7
7	1	5	4	10
8	1	3	3	7
9		1	2	3
Grand Total	16	18	12	46



	Problem s	GEQINT Techniq ues	HUMINT Techniq ues	MASINT Techniq ues	OSINT Techniq ues	SIGINT Techniq ues	Total Techniq ues	% of Techniq ues in Range
1	0	3	2	0	6	0	11	17%
2	0	3	5	0	6	0	14	22%
3	2	8	8	0	9	1	26	40%
4	8	10	10	1	10	8	39	60%
5	9	15	14	6	11	11	57	88%
6	7	15	15	7	11	11	59	91%
7	10	15	12	8	11	14	60	92%
8	7	11	10	8	2	13	44	68%
9	3	10	6	7	0	11	34	52%
10	0	10	2	7	0	9	28	43%

Aspect	Matching Techniques	Matching Problems	Ratio
P	37	34	1.09
M	53	31	1.71
E	32	20	1.60
W	49	15	3.27



(b)(1)

(b)(1)

(b)(1)

(b)(1)

(b)(1)

(b)(1)

~~TOP SECRET~~

~~TOP SECRET~~

Approved for Release: 2017/11/01 C06711363

Card Name	Difficulty	Political	Military	Economic	Weapons	Points	Type
al-Qa'ida Leadership	9	P	M			3	
China Missile Testing	7		M		W	3	Missile
Iran Missile Testing	7		M		W	3	Missile
	6	P		E		3	
North Korea Nuclear Talks	7	P	M		W	3	Nuclear
Pakistan Nuclear Security	9	P	M		W	3	Nuclear
Taliban Resurgence	7	P	M	E		3	
Syria Political Unrest	5	P	M			3	
Russia Intelligence Activities	8		M			3	
China Cyber Warfare	8	P		E		3	
China Counterspace Capabilities	6		M		W	3	
Iran Chemical Weapon Program	8		M		W	3	Chemical
Total		8	10	3	6		

Afghanistan Opium Network	7	P	M	E		2	
	8	P			W	2	Nuclear
Caspian Energy Crisis	6	P	M	E		2	
India Missile Program	7		M		W	2	
Iraq Instability	8	P	M			2	
Israel Palestinian Conflict	7	P	M	E		2	
Russia Georgia Conflict	6	P	M			2	
Russia Military Sales	7	P	M	E	W	2	
	8		M		W	2	
Venezuela Foreign Policy	6	P		E		2	
Al-Shabaab Attacks in Kenya	5	P	M			2	
UAE Reform Crackdown	5	P	M			2	
Egypt Islamist Political Parties	4	P				2	
	5		M		W	2	Missile
Hizballah Weapon Acquisition	6		M	E		2	
Russia Nuclear Warhead Design	9		M		W	2	Nuclear
Kurd Activism in Turkey	4	P		E		2	
Russia Defense Reform	7	P	M		W	2	
Total		13	14	7	7		

Atrocities in Darfur	5	P	M			1	
Bolivia Economic Reform	4	P		E		1	
China Yuan Revaluation	5	P		E		1	
Europe Crime and Corruption	6	P		E		1	
G-8 Summit	4	P		E		1	
Global Warming Summit	3	P		E		1	
Indonesia Typhoon	4	P		E		1	
Iraq Oil Infrastructure	5		M	E		1	
	4	P				1	
Syria Chemical Weapon Training	8		M		W	1	Chemical
China Taiwan Posturing	5	P	M			1	
Weaponized UAV Proliferation	7		M	E	W	1	
Zimbabwe Unrest	4	P	M			1	
	4	P		E		1	
	5	P		E		1	
Macedonia Ethnic Violence	3	P	M			1	
Total		13	7	10	2		
Totals		34	31	20	15		

Total cards

46

~~TOP SECRET~~

Approved for Release: 2017/11/01 C06711363

3		(b)(1)
3	Syria Political Unrest	
3	Russia Intelligence Activities	
3	China Cyber Warfare	(b)(1)
3	China Counterspace Capabilities	
3	Iran Chemical Weapon Program	
2	Al-Shabaab Attacks in Kenya	
2	UAE Reform Crackdown	(b)(1)
2	Egyptian Islamist Political Parties	
2	Brazil Economic Innovation	
2	South Sudan Political Infrastructure	
2		(b)(1)
2	South Korean Missile Program	
2	India Nuclear Program	
2		(b)(1)
2	Russia Nuclear Warhead Redesign	
2	Hizballah Weapon Acquisition	
2	Russia Defense Reform	
2	Kurdish Activism in Turkey	
2		(b)(1)
1	ASEAN Summit	
1		(b)(1)
1	Bulgaria Law Reforms	
1	Cuba Privatization	
1		(b)(1)
1	Macedonia Ethnic Violence	
1	Arctic Territorial Claims	
1	NATO Infighting	(b)(1)
		(b)(1)

~~TOP SECRET~~

Card Name	Effect
Aggressive Counterintelligence	Counter a HUMINT collection technique
Persona Non-Grata	Counter a HUMINT collection technique
Misinformed Source	Counter a HUMINT collection technique
Encryption	Counter a SIGINT collection technique
Linguists Reassigned	Counter a SIGINT or OSINT collection technique
Bad Weather	Counter a GEOINT Technique
Satellite Warning	Counter a satellite-based GEOINT collection technique
Satellite Failure	Counter a satellite-based GEOINT or SIGINT collection technique
Ground Station Failure	Counter a satellite-based GEOINT or SIGINT collection technique
Corrupt Signature Database	Counter a MASINT collection technique
Disinformation Campaign	Counter an OSINT collection technique
Customer Bias	Counter an OSINT collection technique
Media Blackout	Counter an OSINT collection technique
Compartmented	Counter a non-OSINT collection technique
Denial and Deception	Counter a non-MASINT collection technique
No Exploitation Resources	Counter any collection technique
Competition	Counter any collection technique
Red Tape	Counter any collection technique
Internal Politics	Counter any collection technique
Hard Target	Increase difficulty of problem by 1
Hard Target	Increase difficulty of problem by 1
Soft Target	Decrease difficulty of problem by 1
Soft Target	Decrease difficulty of problem by 1
Really Hard Target	Increase difficulty of problem by 2
Really Soft Target	Decrease difficulty of problem by 2
Provide Feedback	Expand a collection technique's spectrum by 1
Rotation to a Collector	Expand a collection technique's spectrum by 1
Update Intelligence Requirements	Expand a collection technique's spectrum by 1
Coordinate Requirements Across IC	Expand a collection technique's spectrum by 1
Working Group Meeting	Expand a collection technique's spectrum by 1
Provide Targeting Help	Expand a collection technique's spectrum by 1
Provide Funding to a Collector	Expand a collection technique's spectrum by 1
Support from IC Leadership	Expand a collection technique's spectrum by 1
Good Justification	Expand a collection technique's spectrum by 1
Leverage Personal Relationship	Expand a collection technique's spectrum by 1
Think Outside the Box	Counter any other Reality Check card except Collection Manager Challenge
Think Outside the Box	Counter any other Reality Check card except Collection Manager Challenge
Think Outside the Box	Counter any other Reality Check card except Collection Manager Challenge
Think Outside the Box	Counter any other Reality Check card except Collection Manager Challenge
Think Outside the Box	Counter any other Reality Check card except Collection Manager Challenge
Think Outside the Box	Counter any other Reality Check card except Collection Manager Challenge
Think Outside the Box	Counter any other Reality Check card except Collection Manager Challenge
Think Outside the Box	Counter any other Reality Check card except Collection Manager Challenge
Collection Management Challenge	Player must explain how the technique would be used against the problem
Collection Management Challenge	Player must explain how the technique would be used against the problem
Collection Management Challenge	Player must explain how the technique would be used against the problem
Collection Management Challenge	Player must explain how the technique would be used against the problem
Collection Management Challenge	Player must explain how the technique would be used against the problem
Collection Management Challenge	Player must explain how the technique would be used against the problem
Collection Management Challenge	Player must explain how the technique would be used against the problem
Collection Management Challenge	Player must explain how the technique would be used against the problem
Collection Management Challenge	Player must explain how the technique would be used against the problem
Collection Management Challenge	Player must explain how the technique would be used against the problem
Total	

~~TOP SECRET~~

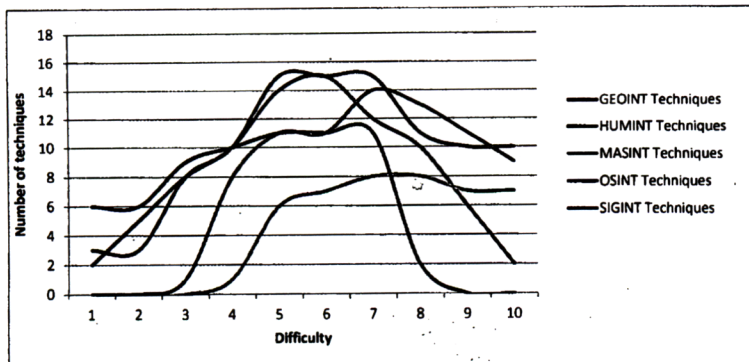
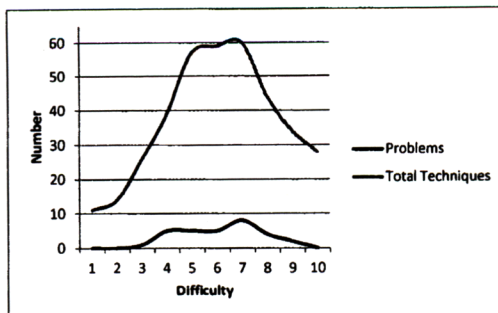
~~TOP SECRET~~

Difficulty	Problems	GEOINT Techniques	HUMINT Techniques	MASINT Techniques	OSINT Techniques	SIGINT Techniques	Total Techniques	% of Techniques
1	0	3	2	0	6	0	11	17%
2	0	3	5	0	6	0	14	22%
3	1	8	8	0	9	1	26	40%
4	5	10	10	1	10	8	39	60%
5	5	15	14	6	11	11	57	88%
6	5	15	15	7	11	11	59	91%
7	8	15	12	8	11	14	60	92%
8	4	11	10	8	2	13	44	68%
9	2	10	6	7	0	11	34	52%
10	0	10	2	7	0	9	28	43%

Total 30

Aspect	Matching Techniques	Matching Problems	Ratio
P	37	23	1.61
M	53	20	2.65
E	32	15	2.13
W	49	10	4.90

Discipline	# Techniques
GEOINT	15
HUMINT	17
MASINT	8
OSINT	11
SIGINT	14
Total	65

~~TOP SECRET~~

Card Name	Discipline	Note	Classification	Spectrum	Political	Military	Economic	Weapons	
Airborne Imagery	GEOINT			4-10		M		W	(b)(3)
	GEOINT	Not affected by Satellite Warning		4-8		M		W	(b)(1)
	GEOINT	Not affected by Bad Weather		5-10		M		W	
	GEOINT	Not affected by Competition or Satellite Warning		1-7		M	E	W	
	GEOINT	Not affected by Competition or Satellite Warning		1-7	P	M	E	W	
	GEOINT	Not affected by Bad Weather		5-10		M		W	
Handheld Imagery	GEOINT	Not affected by Bad Weather		3-7	P	M	E	W	
	GEOINT			3-10		M	E	W	(b)(1)
	GEOINT			3-10	P	M	E	W	
	GEOINT	Not affected by Denial and Deception		5-10		M		W	
	GEOINT	Not affected by Bad Weather		3-10		M	E	W	
	GEOINT			3-10		M	E	W	
Open Surveillance Imagery Collection	GEOINT	Not affected by Competition or Satellite Warning		1-7	P		E		
	GEOINT	Not affected by Satellite Warning		5-10		M		W	(b)(1)
	GEOINT	Not affect by Bad Weather		5-10		M	E	W	(b)(1)
Defense Attache Offices Document and Media Exploitation	HUMINT			5-9	P	M	E	W	
	HUMINT			7-10	P	M	E	W	
	HUMINT	Not affected by Persona Non-Grata		5-8	P		E		
	HUMINT			7-10	P		E	W	
	HUMINT			4-8	P	M		W	
	HUMINT	Not affected by Persona Non-Grata		4-8	P	M		W	
Foreign Material Exploitation	HUMINT			5-9		M		W	(b)(1)
	HUMINT	Not affected by Persona Non-Grata		5-9		M		W	
	HUMINT	Not affected by Persona Non-Grata		3-7		M		W	
Homeland Security Fusion Centers Leadership Debriefing	HUMINT	Not affected by Persona Non-Grata		2-6	P	M			
	HUMINT	Not affected by Persona Non-Grata		2-6	P			W	(b)(1)
	HUMINT	Not affected by No Exploitation Resources or Persona Non-Grata		2-8	P	M	E	W	
Legal Attaches	HUMINT			3-7	P				
Non-Title 50 Agencies	HUMINT	Not affected by Persona Non-Grata		1-6	P		E		
State Department	HUMINT			1-6	P		E		
Tactical Military HUMINT	HUMINT			6-9		M		W	(b)(1)
	HUMINT	Not affected by Persona Non-Grata		3-6		M			
Biometrics	MASINT			6-10	P	M		W	
	MASINT			7-10		M		W	(b)(1)
	MASINT	Can only target missile problems		5-10				W	
	MASINT	Can only target missile problems		5-10				W	
	MASINT	Can only target problems in Eurasia, Middle East or Asia		5-10		M		W	
	MASINT	Can only target nuclear problems		5-10				W	
	MASINT	Can only target nuclear or chemical problems		4-8				W	
	MASINT	Can only target missile problems		5-10		M		W	
Analytic Outreach	OSINT	Not affected by Competition, Media Blackout, Linguists Reassigned, or No Exploitation Resources		1-7	P	M	E		
	OSINT	Not affected by Linguists Reassigned or No Exploitation Resources		4-8	P	M	E		(b)(1)
Commercial Databases	OSINT	Not affected by Linguists Reassigned or Media Blackout		1-7	P		E		
Contract Open Source Exploitation	OSINT	Not affected by Linguists Reassigned or No Exploitation Resources		3-7	P	M	E	W	
Foreign Media Transcription	OSINT	Not affected by Linguists Reassigned		1-7	P	M	E	W	
Foreign Media Translation	OSINT			1-7	P	M	E	W	
Gray Literature	OSINT	Not affected by Media Blackout		4-8	P	M	E	W	
Internet	OSINT	Not affected by Competition, Internal Politics, Red Tape, Linguists Reassigned, or No Exploitation Resources		1-7	P	M	E	W	
National Virtual Translation Center	OSINT	Not affected by Linguists Reassigned		3-7	P	M	E	W	
Open Source Works	OSINT			3-7	P	M	E		
Wire Services	OSINT	Not affected by Competition, Internal Politics, Red Tape, Linguists Reassigned, or No Exploitation Resources		1-7	P	M	E	W	
COMINT Mapping	SIGINT			7-10	P	M		W	(b)(1)
	SIGINT	Not affected by Linguists Reassigned or Encryption		5-8		M		W	
	SIGINT	Not affected by Linguists Reassigned or Encryption		4-10		M		W	
Computer Network Exploitation	SIGINT			5-9	P	M	E	W	

TOP SECRET

	SIGINT			4-10	P	M	E	W
	SIGINT			7-10	P	M		W
	SIGINT			4-10	P	M	E	W
	SIGINT			4-10	P	M	E	W
	SIGINT			4-10		M		W
	SIGINT	Not affected by Linguists Reassigned or Encryption		4-10		M		W
	SIGINT	Not affected by Linguists Reassigned		4-10	P	M		W
	SIGINT	Not affected by Linguists Reassigned		5-8	P	M		
	SIGINT			7-9	P	M	E	W
	SIGINT			3-7		M		
	Tactical Military SIGINT		(U//FOUO)					
	SIGINT							
TOTAL		65			37	53	32	49

(b)(3))

~~TOP SECRET~~

(b)(3)

Collection Deck Technique Cards

Updated June 2016 (v6.1)

Geospatial Intelligence Cards (15)

Technique	Description
Airborne Imagery	<div></div> Piloted and unmanned aircraft carry a variety of imagery sensors, providing unique access to targets
<div></div>	
Commercial Multispectral Imagery	<div></div> Commercial collection of color and the non-visible spectrum (e.g. near-infrared)
Commercial Panchromatic Imagery	<div></div> Private companies collect medium and high resolution black and white imagery
<div></div>	
Handheld Imagery	<div></div> Human collectors and sources can take pictures of places or activities of interest
<div></div>	

(b)(3)

(b)(1)
(b)(3)

(b)(3)

(b)(3)

(b)(1)
(b)(3)

(b)(3)

(b)(1)
(b)(3)

(b)(3)

(b)(3)
(b)(5)

(b)(3)

(b)(3)

Open Surveillance Imagery Collection	<div style="border: 1px solid black; width: 80px; height: 15px;"></div> Low elevation angle imagery may defeat satellite warning programs
Vibrometry	<div style="border: 1px solid black; width: 30px; height: 15px;"></div> This geospatial analytic technique uses radar to detect vibrating targets, like operating machinery

(b)(3)

(b)(3)

Human Intelligence Cards (18)

Technique	Description
<div style="border: 1px solid black; width: 30px; height: 15px;"></div>	<div style="border: 1px solid black; width: 30px; height: 15px;"></div>
Defense Attaché Offices	<div style="border: 1px solid black; width: 30px; height: 15px;"></div> US military representatives overseas overtly collect information of intelligence interest
Document and Media Exploitation	<div style="border: 1px solid black; width: 30px; height: 15px;"></div> Captured documents and electronic media can provide many intelligence insights
<div style="border: 1px solid black; width: 30px; height: 15px;"></div>	<div style="border: 1px solid black; width: 30px; height: 15px;"></div>
Foreign Material Exploitation	<div style="border: 1px solid black; width: 80px; height: 15px;"></div> The acquisition of foreign equipment or technology for intelligence purposes
<div style="border: 1px solid black; width: 30px; height: 15px;"></div>	<div style="border: 1px solid black; width: 30px; height: 15px;"></div>
Homeland Security Fusion Centers	<div style="border: 1px solid black; width: 80px; height: 15px;"></div> FBI and DHS work closely with state and local authorities across the US
Leadership Debriefing	<div style="border: 1px solid black; width: 30px; height: 15px;"></div> Analysts can debrief other USG employees to find out unreported information
Legal Attaché Offices	<div style="border: 1px solid black; width: 80px; height: 15px;"></div> FBI representatives overseas interact with foreign police and investigative services
Non-Title 50 Agencies	<div style="border: 1px solid black; width: 30px; height: 15px;"></div> US agencies that are not funded by the intelligence budget can provide useful foreign information
State Department	<div style="border: 1px solid black; width: 30px; height: 15px;"></div> US diplomats overseas encounter information of interest in the course of their normal duties

(b)(3)
(b)(3)

(b)(3)

(b)(3)

(b)(1)(3)
(b)(3)

(b)(3)

(b)(1)(3)
(b)(3)

(b)(3)

(b)(3)

(b)(3)

(b)(3)

(b)(3)

(b)(3)

(b)(b)(3)
(b)(3)

(b)(3)

(b)(1)
(b)(3)

(b)(3)

(b)(3)

Foreign Media Transcription	English-language foreign media products can be provided directly to the IC without translation	(b)(3)
Foreign Media Translation	The translation of openly available foreign media sources like newspapers, radio and TV broadcasts	(b)(3)
Gray Literature	Foreign open sources that are unclassified, but hard to get to, like school textbooks or military brochures	(b)(3)
Internet	Analysts with internet access can do their own research into open source material	(b)(3)
National Virtual Translation Center	This organization provides translation services	(b)(3)
Wire Services	Many analysts rely on the timely reporting of services like AP, AFP and Reuters	

Signals Intelligence Cards (14)

Technique	Description	
		(b)(1)(3) (b)(3)
COMINT Mapping	This technique uses satellites to geolocate foreign transmissions	(b)(3)
Computer Network Exploitation	Accessing a foreign computer system remotely or through physical access	(b)(3)
		(b)(1)(3) (b)(3)
Overhead COMINT	Satellites monitor and collect foreign voice and data communications	(b)(3)
Overhead ELINT	Satellites collect and classify signals from radar and electronic warfare systems	(b)(3)
Overhead FISINT	Satellites collect data transmissions (telemetry) associated with testing military systems	(b)(3)
		((b)(3) (b)(3)

(b)(3)

(b)(3)

[Redacted]

[Redacted]

Tactical Military SIGINT	[Redacted]	US military forces deploy with their own SIGINT capabilities that can sometimes be leveraged
--------------------------	------------	---

(b)(1)
(b)(3)
(b)(3)

[Redacted]

(b)(3)

C06711366

Approved for Release: 2017/11/01 C06711366

■ . . . ■

Approved for Release: 2017/11/01 C06711366

~~TOP SECRET~~COLLECTION DECK

- ① 1st Round: each player discards all collection problems & draws until they have full deck level of (5)

Rule → Increase & Decrease Cards
 Can't move difficulty below
 1 or higher than 10

Rule → Contested Cards are discarded
 Cards no longer valid if
 a decrease / increase is difficulty
 are discarded

PLAYTEST 1: Draw 1, drop problems
 on field. Play as many as you like
 • a lot of problems on field
 • after 1st round, nobody has
 techniques at which you get on
 automatically for other level
 1 problems

• Players who captured 3 & 2 pts
 in 1st round had advantage

scores

(5/5 / 10 / 8)

~~TOP SECRET~~

~~TOP SECRET~~

Playtest 2 - 5 card max
 at signing & each round
 Rotate First player (aka bridge)

CARD

(b)(1)

CARD

FOREIGN (SP) media translation

CARD

Collector Rotation → Berline

(b)(1)

CARD

Collector

Rotation or sorting

(b)(1)

CARD

SPACING

CARD

UAW - SPACING

CARD

Schulte (SP)

Rule

Close to end of
 Round (3)

CARD

LEVEL 1 Missile Program >

" " "

Malice ?

" " "

Clinical ?

Let to reshuffle cards

Cycled 1 1/2 through players

9/10/11/12

~~TOP SECRET~~

~~TOP SECRET~~PLAYTEST 3

5 CARD START

6 CARD HAND LIMIT

Pick 1 play as many as
you want / PLAY Intel problems as you like

1 2 3 4

CARD

CLASSIFICATION INCREASE

"you no longer cleared for that
information."

CARD

[REDACTED] - Spacing

Intel problems go out

- drops 5 drops

(b)(1)

~~TOP SECRET~~

~~TOP SECRET~~

Play Test 4

- Search out Problem Cards

- Create a ~~Field~~ 10 Card

Field

- at End of Round, replace

Field to 10

- 5 card shut / ~~card~~ not out

- draw 1 if play as many

CARD

LEVEL FPS Say "Tier"

1

2

3

4

II

III

II

II

~~TOP SECRET~~

~~TOP SECRET~~

Playlist 5

- ① IP field /10 at a time
- ② 6 card lands rolled
- ③ ~~in card~~ plays
- ④ Rotate play order

1
///2
||3
///||4
/// |||

- ⑤ Rotate reaction

CARD

→ collection → collect

(b)(1)

~~TOP SECRET~~

~~TOP SECRET~~Playtest &

- ① IP field of 2x players
- ② 6 cards rule 11
- ③ Rotate play order
- ④ Action - Counter - Reaction (x1)
- ⑤ Dump options

1
~~||||~~

2

~~||||~~ 111

3

~~||||~~

4

~~||||~~ 11

2 rounds

Thorough Deck 1.5 times

Pretty balanced

~~not~~ Rarely with all CS grids
 mesh techniques & dups

turned in

~~TOP SECRET~~

~~TOP SECRET~~Playlist #7

instruction sheet: rde difficulty scale

Types and aspects

Arrows pointing to graphic

Teaching on Technique and

Color the cards

1
|||||2
|||||3
|||||4
|||||

Underground facilities as booster

not clear on using boosters

Bold level of trouble

Color code cards

CAED

Type on FME

New name for Boosters

→ "REACTIVITY CHECK"

doubled at beginning of Round 4

Visualization

Political Disputes - Allies in Afghanistan?

Rad. & Coup
Civil Military Prob.~~TOP SECRET~~

~~TOP SECRET~~

Challenge number - 1/round

D. Abstract Also text &
limitation text

D. Difficulty vs level - send as early
↳ level Expectations

Points (3) Techniques

(Priority)

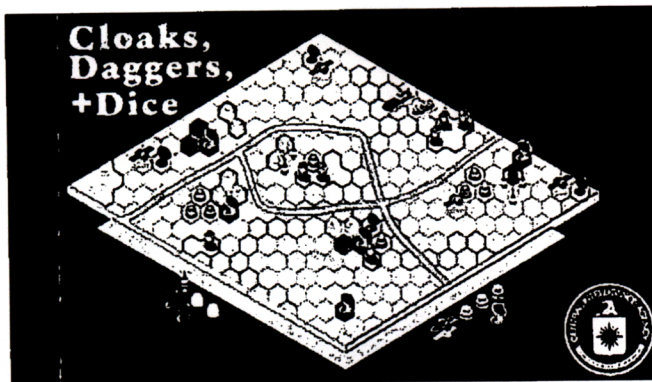
HIGH (3) pts
MEDIUM (2) pts
LOW (1) pts

HIGH (high) (2) 3 PTS
MEDIUM 2 PTS

~~TOP SECRET~~

~~UNCLASSIFIED~~***Cloaks, Daggers, and Dice: How the CIA Uses Games*****CIA Panel at South by Southwest Conference****Prepared Remarks, Talking Points for Anticipated Questions, and Slides****Panel Participants:**

- Carolyn R (moderator)
- David C
- Volko R
- Rachel G

**Instructions**

- 1 Games as a training tool
- 2 Games as a model for thinking
- 3 Designing games for complexity

~~UNCLASSIFIED~~

~~UNCLASSIFIED~~

Opening Statement – David

The year is 2008. It's a beautiful spring day in the Washington DC metro area. The sun is shining, the birds are singing, and I've recently been promoted to the CIA's senior analytic service. So, as you can imagine, I'm feeling pretty good about myself. Then, I get a call from my boss's boss. "Umm, David, I'd like to see you in my office when

you have a moment." Ookay, that sounds a little ominous to me. But, I head on over to his office – when I have a moment, of course – and ask him what's up. He turns to me and says "David, I have an opportunity for you." Now, I don't know about you, but when management says "I have an opportunity for you" that doesn't necessarily fill me with hope and excitement.

But in this case, it turned out my fears were unwarranted. The opportunity in question was for me to become an instructor at the CIA's Sherman Kent School for Intelligence Analysis, where -- among other things -- they wanted me to stand up a new class that would teach analysts how to work more effectively with their colleagues in the intelligence collection agencies. And I enjoyed that job so much, I stayed there for four years even though it was originally only supposed to be a one year rotation. And one of the reasons I enjoyed it so much is that I was able to bring my love of gaming into the classroom, and explore ways of using games to help train the CIA's analytic cadre.

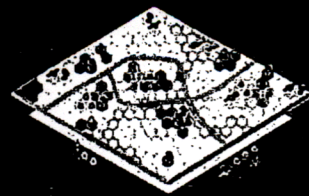
And that's one of the things we'd like to talk with you about today – to give you some insight into how we at the CIA have used games and gaming concepts to support our national security mission. We all come at this from a slightly different angle, so each of us will give a brief opening remark that tells you a little something about how we've incorporated games into our work process, and then we'll open it up to the floor for any questions. So, I'll go ahead and kick things off.

Now typically in a professional class at the CIA, you have a certain number of days of classroom instruction, followed by some kind of exercise at the end – usually involving teams and flipcharts – to see whether or not you've absorbed the lessons of the class. But when I was designing my classes, I started thinking "that's soooo boring. Surely I can come up with some other way of reinforcing the class's teaching points." And I hit on the idea of developing a boardgame that would play off of the teaching objectives of the class.

Why a game? Let me answer that question with a question. By show of hands, how many people in this room play card games? What about board games? Any role players out there – Dungeon and Dragons, for example? Video games? Anyone enjoy going to a casino? How about fantasy football?

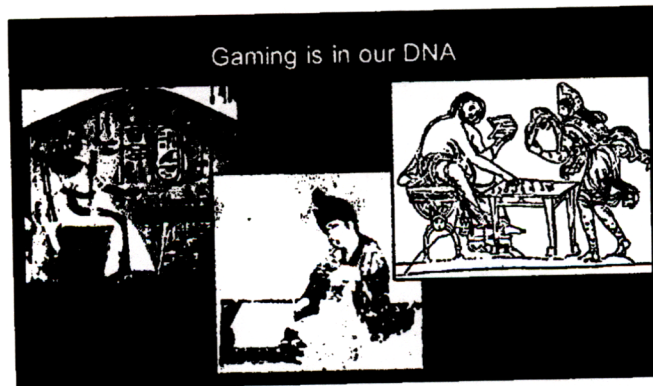
Player One

Using Games to Train
Intelligence Officers

~~UNCLASSIFIED~~

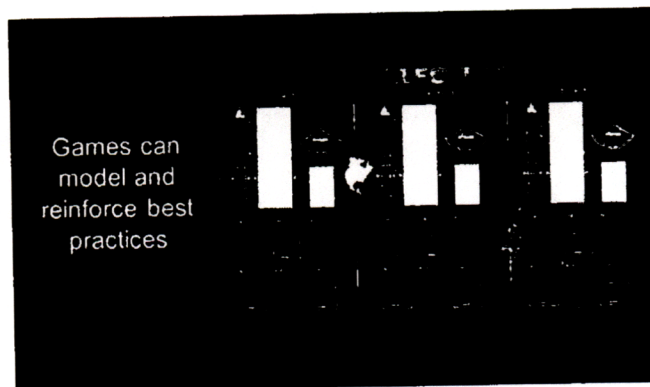
~~UNCLASSIFIED~~

Playing games is part of the human condition. You might even say it's in our DNA. The ancient Egyptian game *Senet* dates back to at least 3500 BC according to some archeological finds. The Chinese game *Go* is considered by many historians to be the oldest game that's still played today. And we have evidence that ancient Greeks and Romans used sand tables for simulations – which, when you think about it, are also a form of game.



So, given the human propensity to play games then, it seems to make sense to take advantage of that as part of the work process. Leverage the game-playing instinct into learning, for example. So, let me talk a little bit about the different games I created at the CIA for use in training and what they helped teach.

Here we have a board game I called simply **Collection: The Boardgame**. The premise of the game was that the players were a team of analysts, working cooperatively to get reporting from different intelligence collectors against different international crises. Each of the players is a different kind of analyst – for example, a military analyst, a political analyst or an economic analyst – and they each have different “abilities” they can use to get reporting from the collectors. However, while they are trying to get reporting, the different crises are getting hotter and hotter—and if any reaches a crisis level of 10, it's game over: an intelligence failure. For anyone out there who's played **Pandemic** or **Forbidden Island**,



you'll be familiar with this kind of cooperative game, where it's you and the fellow players against a deck of cards and a ticking clock. What I liked about this game was that it was really about the value of collaboration. When we played it in class, we'd usually have 3 or 4 teams playing the game concurrently at different tables. Those teams that learned to work well together and leverage each other's strengths did much better than those teams where the players struck out on their own.

~~UNCLASSIFIED~~

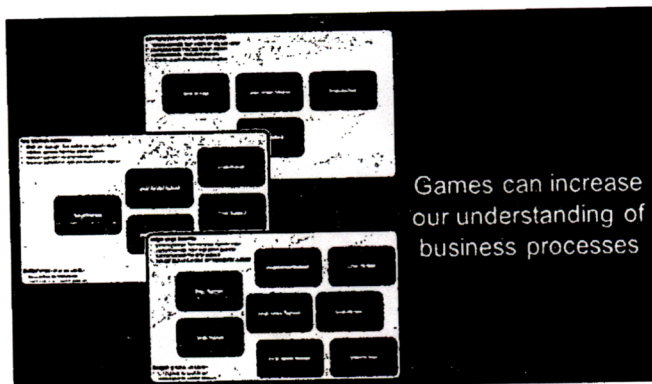
~~UNCLASSIFIED~~

The next game I created was a card game called **Collection Deck**. This game was created kind of in response to the board game. While the board game did a good job in teaching the value of collaboration between analysts and collectors, it didn't really teach analysts about all the different ways collectors can gather information. **Collection Deck**



was designed to meet that training objective. Kind of a combination of a trick-capturing game like Bridge or Whist, and a collectible card game like **Pokémon** or **Magic: the Gathering**, in this game the players use collection technique cards in order to "capture" or solve intelligence problems – but only certain techniques can be used against certain problems, and the other players can play reality check cards in order to throw obstacles in your path. For example, a player may try to use a overhead satellite to take pictures of something, but another player throws down a card indicating there was a ground station failure, and so they can't use that overhead satellite. The idea behind the game is to introduce players to a bunch of intelligence collection capabilities they may not otherwise have been aware of, and to think logically about how they could use those capabilities, and what obstacles they might encounter while doing so.

This final game I'd like to share with you is one that I'm still in the process of designing. So, it doesn't even really have a name. Let's call it **Satellite Construction Kit**. The basic concept is that teams of students would have to work together to design an intelligence satellite constellation. They'd have to work within a budget, and decide what size constellation to build as well as what kinds of



capabilities to put on the satellites. Do you build a constellation with lots of small satellites, which can only have limited capabilities, or one big satellite which can have lots of capabilities? Do you design it to take pictures from space, collect communications signals, or track friendly forces? Every decision they make will have both costs and benefits. If they choose A, then they can't choose B. If they choose B, they can't choose C. As they are working together and coming to consensus on what kind of satellite to build, certain obstacles might be thrown in their path. For example, all of a sudden they find that their budget has been slashed by 10% and maybe they now have to give up one of the payloads they were going to build into the satellite. Or Congress directs them to make sure that they definitely build it with one specific capability, and now they have to figure out what they are going to drop to accommodate that (if they don't already have it). Although designing a satellite constellation is the framework for the game, it's not about teaching them how to design an actual satellite constellation – it's about

~~UNCLASSIFIED~~

~~UNCLASSIFIED~~

understanding the tradeoffs and decisions that occur in the intelligence community when designing a collection system, and the different things that can impact those decisions.

So with that, let me turn it over to my colleague Volko, for his perspective and thoughts on this issue.

Talking Points – David

1) *What's your approach to designing a game?*

Since I've designed games for use in classes, I always start with the training objective. What's the lesson we're trying to get across? I then let that guide the design process. I also have to consider the class environment. How many students will there be? How many instructors? How much time will they have for the game? All these feed into it. So, you start off with a bunch of constraints that you wouldn't have when just designing a game for fun. However, there's one big freedom you have that traditional game designers don't: you generally don't have to worry about replayability – students will only take your class once, so you can design a game that's only meant to be played once.

2) *What advice would you offer others who might be interested in incorporating games into their work process?*

Two things. 1) Play lots of games for ideas. There are a lot of different game mechanics out there and the best way to be exposed to them is to play them via other games. 2) Always keep the purpose of the game in mind – what are you trying to achieve? Games in the workplace should have a purpose, not just be for fun (although they certainly should be as fun as you can make them). Keeping the purpose in mind will help guide your decisions during the design process and better position yourself to justify the use of the game to any skeptics.

3) *What challenges have you faced when using games in your organization, and how did you deal with those challenges?*

I definitely saw some resistance among students and managers who weren't "game people." But as I stated at the start of this session, I think all humans are "game people"; we just sometimes forget it. I also saw resistance from folks who thought that games were too "frivolous" to be in the workplace. I think the way I dealt with both types of people were to point out that some of the most serious organizations in the world use games to great effect. The military, for example, regularly uses war games to train the soldiers and leaders. Hospitals and airlines uses simulations to train their doctors and pilots – people who literally hold the lives of others in their hands.

4) *Can you provide an example of something that you learned through a game, or a time when a game was successful in meeting an objective?*

~~UNCLASSIFIED~~

~~UNCLASSIFIED~~

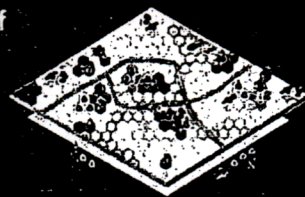
Any time I've used a game in a class or a training brownbag, I always have some kind of wrap-up session to help bring the lessons of the game together. And I always ask three questions: 1) How was the game realistic? 2) How was the game unrealistic? and 3) What lessons can we take away from the game to incorporate into our day-to-day workflow? And pretty much every single time, this is when I see the light dawn in the players' eyes, as they realize how the game reflected on reality and what they can carry away from it. But to be specific, I mentioned the Collection Deck game earlier. I've had numerous students tell me after playing that game something along the lines of "I had no idea that capability existed in the Intelligence Community – do you have someone I can talk to about how to bring it to bear on my intelligence problem?" That's a huge win for me.

Opening Statement – Volko

My name is Volko Ruhnke. Like David, among my jobs at CIA has been to help train our analysts and facilitate their research. I've used a particular kind of game—simulation games, especially manual, tabletop simulations such as board wargames—to do this.

Player Two

Using Games to
Synthesize Models of
Intelligence Issues



I am particularly interested in helping analysts join their various types of expertise into what we call a "corporate product"—a synthesis of their individual knowledge that represents CIA's best judgment as an agency.

For example, if we were asked to project broadly what might happen in the war in Afghanistan over the next year, we would need to involve military, political, and economic analysts focused on Afghanistan; counterterrorism specialists who know something about the plans and capabilities of extremist groups activities there; perhaps experts in the foreign policies of various regional powers around Afghanistan; and so on.

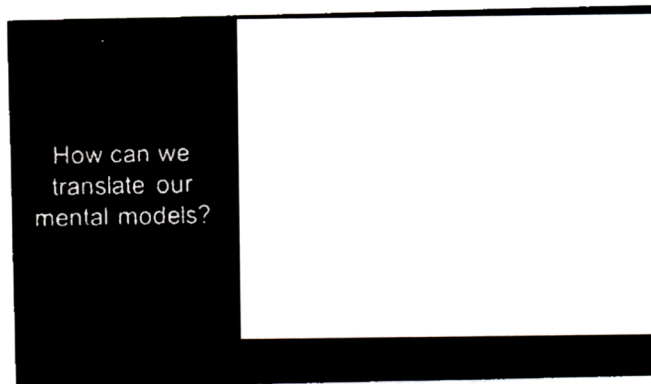
Each of these analysts would bring their expert perspective on the many aspects of Afghanistan that interact with one another—each expert has a "mental model" of Afghanistan, a representation in their head of these interactions or dynamics. Each of their mental models is unique, and a major hurdle is how to express, share, and mutually refine their models.

~~UNCLASSIFIED~~

~~UNCLASSIFIED~~

Here is a model of war in Afghanistan, from some years ago. The US commanding general there when shown this image supposedly joked "When we understand that slide, we'll have won the war!" It's not our slide, but it is a well-constructed model of war in Afghanistan at the time.

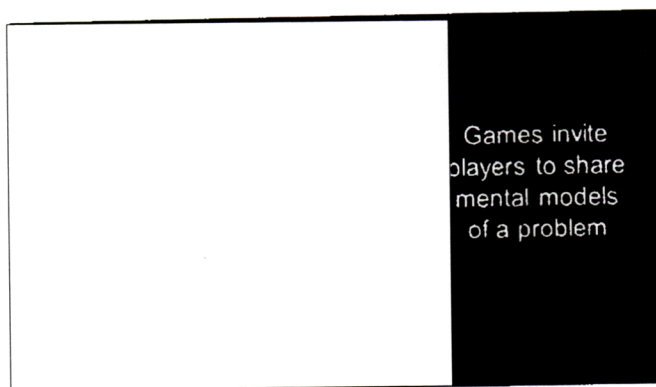
Imagine, though, that we are analysts and each of us has something like this in our head—how are we going to explain it too each other, much less refine and learn from it? Not an inviting task!



(b)(4)

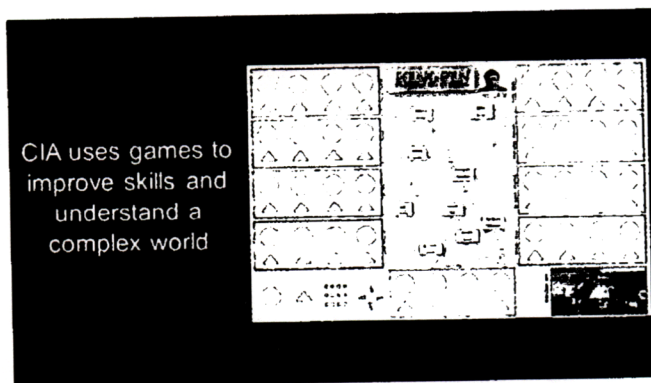
Here is a commercial boardgame about Afghanistan that I co-designed on the outside. It too, I would argue, is a well-constructed model of that war (though for a different purpose).

These friends playing the game are experiencing, together, the designers' mental model. The players are inside the model, operating it, and will quickly come to understand, well enough to critique it and even improve it their tastes and purposes. And though they are learning and refining their own mental models, they are doing this for fun!



(b)(4)

Here is the game board from a tabletop simulation that we use to train analysts, in this case, analysts who might work with law enforcement, counter-narcotics, or counter-terrorism authorities around the world. This game, "KINGPIN", presents a model of many of the interactions that go into hunting a well-armed and well-protected bad guy—in this case a drug cartel kingpin. We use a real-world historical case—Mexico's successful hunt for Sinaloa Cartel boss "El Chapo" Guzman—to improve our analysts' own mental models of how to help hunt down such "hard target" fugitives from justice. This is the game, by the way, that I'd like to share with those of you who will be able to join us for our demo session later

~~UNCLASSIFIED~~

~~UNCLASSIFIED~~

Talking Points – Volko

1) *What's your approach to designing a game?*

Since I focus on simulation games, the first (and hardest) question is, what is the nature of the model that the game will represent? It's not easy to develop—much less express—a mental model of the actors, factors, and their interactions that are important to understanding the sorts of issues that CIA must assess—wars, politics, economies, and such. These interactions are fundamental to the kind of complexity that Rachel discussed.

The second question then is, what game mechanics are best suited to represent these interactions: victory conditions for the incentives of the actors concerned; what is the playing field, the boundaries of the model; what resources do the players have in the game; how do the players use them to advance their goals against one another, the rules that represent real-world capabilities? And so on.

2) *What advice would you offer others who might be interested in incorporating games into their work process?*

Be diligent in identifying first the learning or research purpose of the game. Ask Why a game? Do we need a simulation or just a frame game (like "jeopardy" or "trivial pursuit")? Will the time to find or build the right game be worth it? What does the game have to have in it, and what can be left out—so that we don't get a "Christmas tree" weighed down by too many ornaments to achieve our focused purpose.

3) *What challenges have you faced when using games in your organization, and how did you deal with those challenges?*

Time commitment by players is a concern, for both training and research simulation games. In our training house, we don't get students for a semester. In a few hours to days, we have to have shown them something that they can use back on the line, to produce analysis (in my case). Simulation games can get complicated, and having to learn to play a game before you can extract real-world understanding is an additional hurdle.

We deal with that (or should) by ruthlessly stripping away all that is not needed, purposeful to our learning objectives or intelligence questions. "Keep is simple" is obvious but can be hard to achieve.

4) *Can you provide an example of something that you learned through a game, or a time when a game was successful in meeting an objective?*

One of my training games on political systems—this one models parliamentary politics—inspired a student political analysts to design his own tabletop game about democratization in the country he is expert on. He then played the game with a series of experts on that country and on regional democratization, then got one of our data scientist to generate probabilistic findings from that tabletop expression of his mental model. This research generated several finished intelligence products—before, by the way, that particular country experienced a prolonged internal political crisis that brought several issues that he had explored to the fore in the real world.

~~UNCLASSIFIED~~

~~UNCLASSIFIED~~

Opening Statement - Rachel

Hello, my name is Rachel and I'm the Chief Strategist and Deputy Director for Digital Futures, an organization within CIA's Directorate for Digital Innovation. In my current role and actually over the course of my career my focus has been to translate unconventional and innovative thinking—whether it's mine or other officers—into opportunities and solutions that help us continuously

leverage the evolving digital landscape. And games and simulations have played a large role in that. I got into game design because as a cyberterrorism analyst a million years ago we were getting asked questions by policymakers that we could not answer using traditional intelligence. As a result I started designing wargames to come up with insights and truths that could inform those answers.

Player Three

Designing Intelligence
Games to Capture Real
World Complexity



So, as David described you can see that the IC has a healthy appetite for simulating intelligence problems, and as you have heard from Volko, we pay a great deal of attention to what happens in the heads of our players as games progress and are played out. We continuously subject our players to new data and information, forcing them to repeatedly refine their decisions and assumptions. It sounds fun and exciting in theory right? But how well does it conform to the real world and how complex events actually evolve? I suspect that at this point many of you have questions about the correlation between what we design and what we follow going on among the participants, and, what actually goes on in the real world and what actually happens with people caught up in real life crisis where decisions are made collectively.

That is a long way of asking what the correlation is between human behavior among players in a game and human behavior among real decision makers as events unfold in real life. So I thought I would spend a few minutes sharing with you how I address the challenge of designing intelligence games that do justice emulating real world complexity and behavior.

Key points on this slide:

- Embedded creativity is integral to the game
- Players are connected to purpose
- Game controller has to use a light touch

How Do You Design For...

Black swans and
unintended
consequences?

Realistic, plausible
behavior?

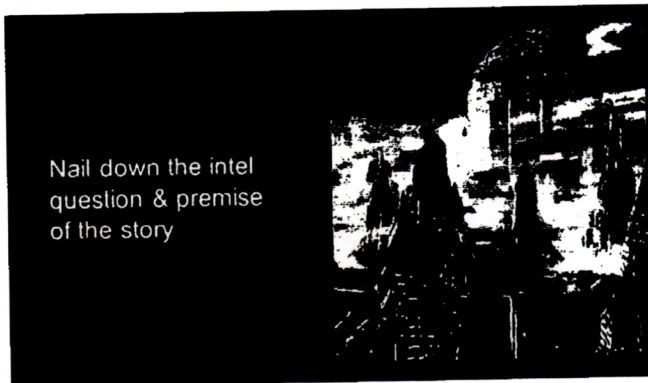
Scope and pacing
that supports
genuine decision
making?

~~UNCLASSIFIED~~

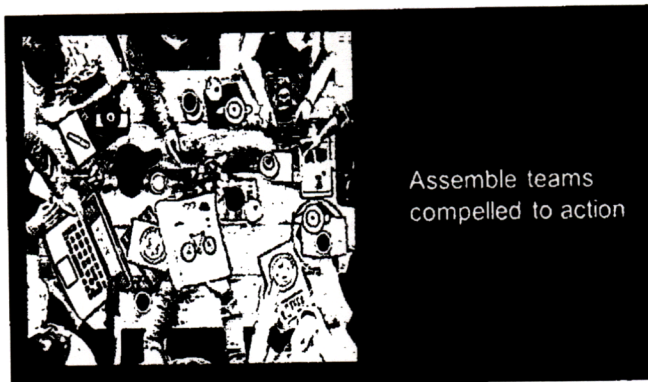
~~UNCLASSIFIED~~**Key point on this slide**

- Introduce hypothetical intelligence question and unpack next steps:

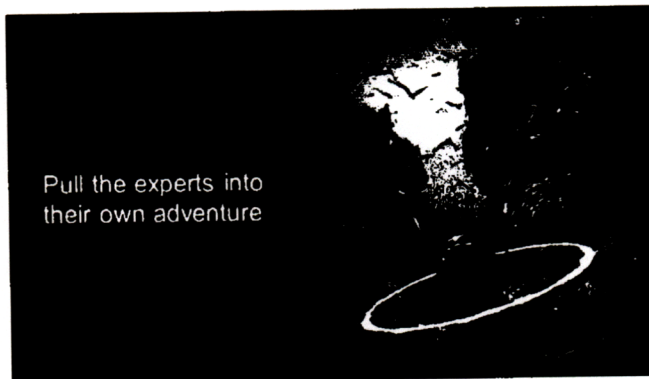
"In a fully digitized environment—such as a smart city that is full of sensors, is data driven, and artificially intelligent, how would the business of intelligence work?"

**Key point on this slide**

- Teams need to reflect more than just the intelligence question.

**Key points on this slide**

- Building out the story is key.
- Players need to integrate & become part of the story early.



"It's 2040 and the fictional country of Alileal—a developing country of strategic importance to the major state powers including the US—becomes the sole beneficiary of a newly discovered, highly prized material that triggers a technological breakthrough. Alileal becomes rich overnight. They have a new set of geopolitical levers to use for re-negotiating their position in the world. One result of their good fortune is that it has enabled them to exponentially leapfrog past everyone technologically and rapidly transform their cities into fully instrumented, smart

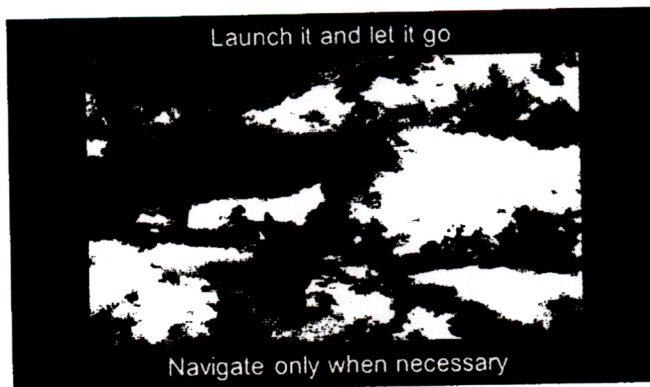
~~UNCLASSIFIED~~

~~UNCLASSIFIED~~

environments run by advanced AI systems. Alileal's cities are highly efficient—sophisticated analytics automate and optimize the management of everything from public utilities and critical infrastructure to individual movement and mobility. Also, this 'system' or collection of systems have perfect knowledge of all information. This includes anything that has ever been reported or disclosed about every country's intelligence capabilities."

Key point this slide:

- Done right, complexity will emerge organically.
- Don't try to control it too much.



Talking Points – Rachel

1) What's your approach to designing a game?

I immediately start thinking about the sparks and tension that I could create around the intelligence question to be explored. I'm thinking through ways that I would try and break the game before I've even designed it. Sometimes that means trying to challenge the validity of the question being asked in order to pressure-test whether or not it's worth putting all of these resources and time into. I also start thinking about how to cast as wide a net as possible to pull in experts from across many different disciplines.

2) What advice would you offer others who might be interested in incorporating games into their work process?

Do it! Honestly I don't know how you can get away with not embedding some sort of a game element into everything you do now—it feels like that is just increasingly how our brains are wired to ingest, process, and react to information given all of the technology and data coming at us as a normal part of our routines.

3) What challenges have you faced when using games in your organization and how did you deal with that?

Players will always try to break the game or game the game. That's a given. The challenge is that they won't always tell you that is what they did to win. It's super, super important—actually vital for intelligence games—to know what is behind or enabling the 'win' or outcome. This is what gives the insight its plausibility. I had one game where the blue team 'recruited' someone who was providing support to both blue and red team rooms. The blue team 'won'

~~UNCLASSIFIED~~

~~UNCLASSIFIED~~

but never explained why they had made certain decisions. We knew something was off and only found out because the tech started talking about how much fun he had – he never even knew he had been recruited!! Without knowing that information the intelligence write-up would have been different, drawing on a different set of conclusions. I was a player in a field game a few years ago where I got played—I was leader of a team tasked with pulling off a 'terrorist' attack. We succeeded—but not as a result of the plan I had laid out. Little did I know that the Spec Ops person on my team had decided to unilaterally go in a different direction and 'update' my orders when I wasn't around. THAT (unanticipated social dynamics amongst bad guys) ended up being the focus of our intel write-up.

4) *Can you provide an example of something that you learned through a game, or a time when a game was successful in meeting an objective?*

I designed a game a few years ago that explored how various external events could shape or influence terrorism. We saw a shift in the balance of power between two wealthy, developed countries because of third and fourth order effects from an event that was conceived by the players. No way linear analysis would have ever given us that insight. The cyber games I ran many years ago still provide insight to this day. I screenwriters, directors, and other creatives from the entertainment industry for many of the red teams I design. What I learned is that there are a lot of scary ingenious people out there we are lucky are American citizens!

End Game

- 1 CIA uses games to understand our world
- 2 Games help clearly communicate complexity
- 3 Design should connect players to your objective

~~UNCLASSIFIED~~

~~UNCLASSIFIED~~

Cloaks, Daggers, +Dice

#CIAGAMES

~~UNCLASSIFIED~~

~~UNCLASSIFIED~~

#CIAGAMES

Instructions

- 1 Games as a training tool
- 2 Games as a model for thinking
- 3 Designing games for complexity

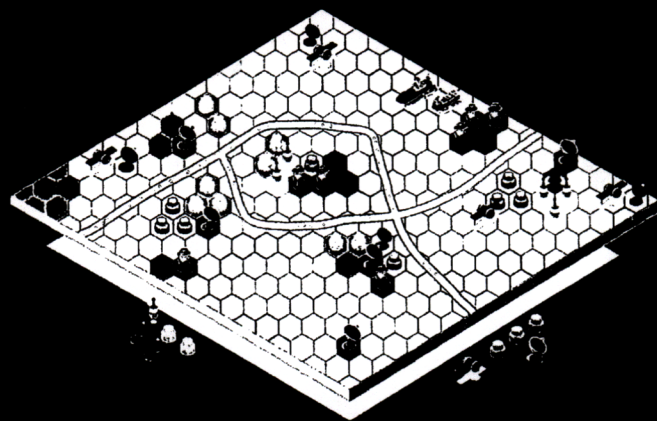
~~UNCLASSIFIED~~

~~UNCLASSIFIED~~

Player One

#CIAGAMES

Using Games to Train Intelligence Officers

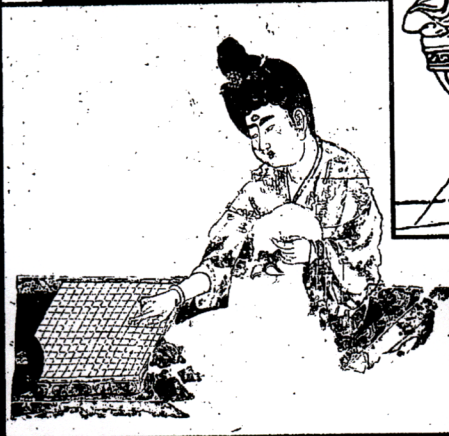


~~UNCLASSIFIED~~

~~UNCLASSIFIED~~

#CIAGAMES

Gaming is in our DNA

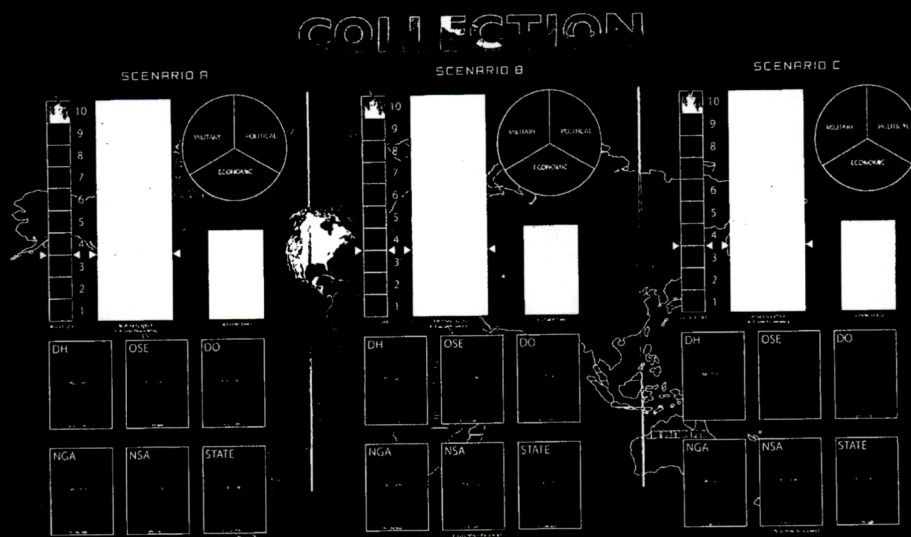


~~UNCLASSIFIED~~

~~UNCLASSIFIED~~

#CIAGAMES

Games can
model and
reinforce best
practices

~~UNCLASSIFIED~~

~~UNCLASSIFIED~~

#CIAGAMES

COLLECTION DECK

Games can expose players to new ideas, concepts, and tools

~~UNCLASSIFIED~~

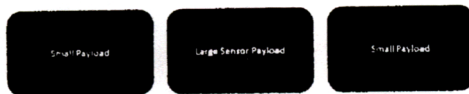
~~UNCLASSIFIED~~

#CIAGAMES

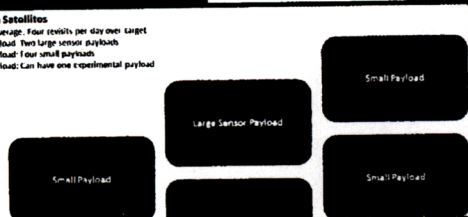
Games can increase
our understanding of
business processes

Constellation of Four Small Satellites

- Superior coverage: Eight revisits per day over target
- Limited payloads: One large sensor payload
- Limited payloads: Three small payloads
- Limited payloads: No experimental payloads

**Two Medium Satellites**

- Moderate coverage: Four revisits per day over target
- Balanced payload: Two large sensor payloads
- Balanced payload: Four small payloads
- Balanced payload: Can have one experimental payload

**Single Large Satellite**

- Limited coverage: Two revisits per day over target
- Superior payload: Three large sensor payloads
- Superior payload: Four small payloads
- Superior payload: Can have two experimental payloads

**Budget: \$500 million per satellite**

- \$160 million for satellite bus
- \$340 million for satellite payloads

Budget: \$1 billion per satellite

- \$750 million for satellite bus
- \$250 million for satellite payloads

~~UNCLASSIFIED~~

~~UNCLASSIFIED~~

#CIAGAMES

Player Two

Using Games to Synthesize Models of Intelligence Issues



~~UNCLASSIFIED~~

~~UNCLASSIFIED~~

#CIAGAMES

How can we
translate our
mental models?

(b)(4)

~~UNCLASSIFIED~~

~~UNCLASSIFIED~~

#CIAGAMES

(b)(4)

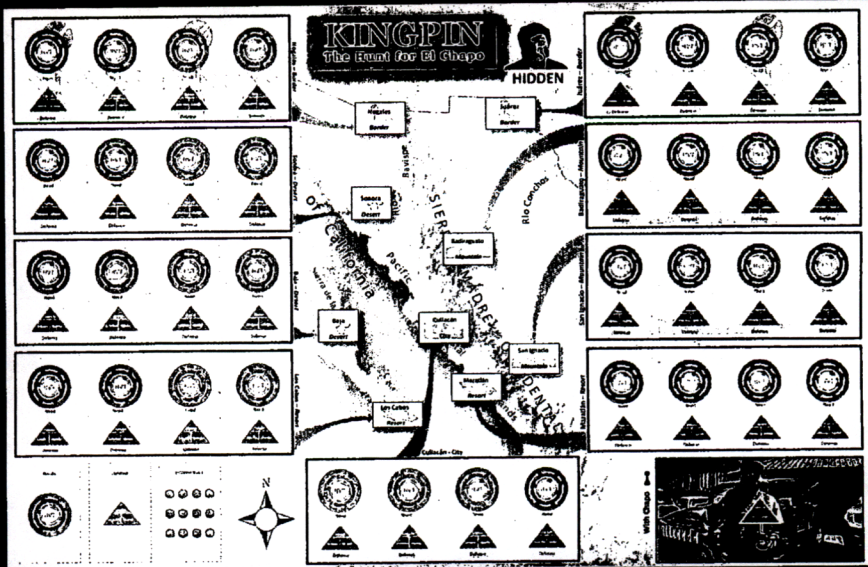
Games invite
players to share
mental models
of a problem

~~UNCLASSIFIED~~

~~UNCLASSIFIED~~

#CIAGAMES

CIA uses games to
improve skills and
understand a
complex world

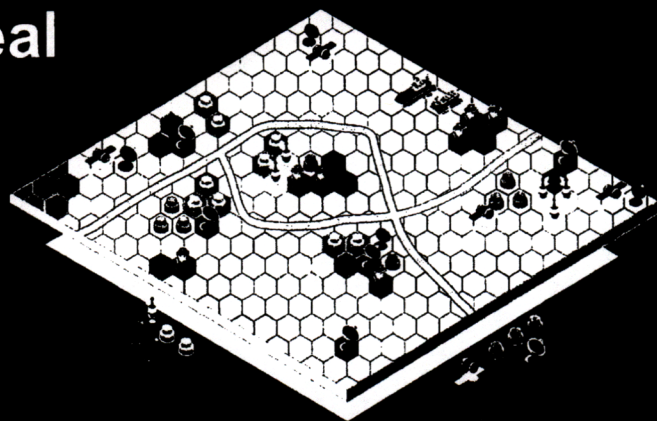
~~UNCLASSIFIED~~

~~UNCLASSIFIED~~

Player Three

#CIAGAMES

Designing Intelligence Games to Capture Real World Complexity



~~UNCLASSIFIED~~

~~UNCLASSIFIED~~

#CIAGAMES

How Do You Design For...

Black swans and
unintended
consequences?

Realistic, plausible
behavior?

Scope and pacing
that supports
genuine decision
making?

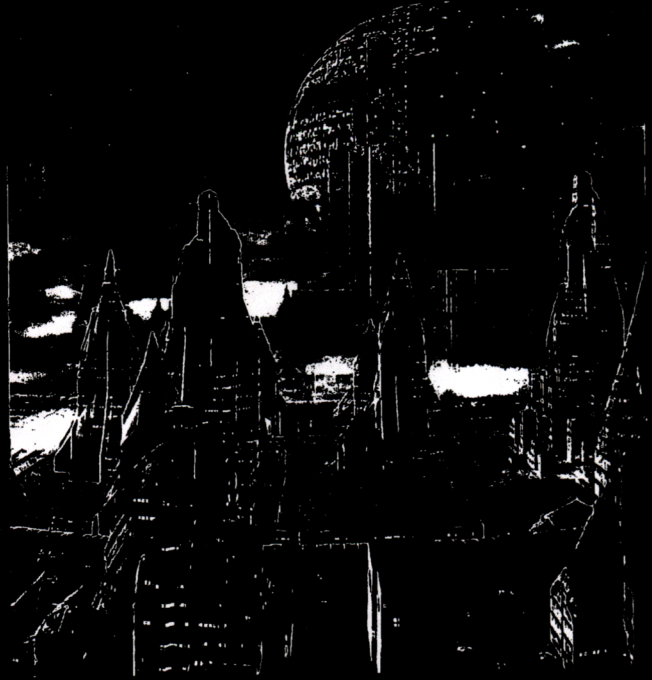


~~UNCLASSIFIED~~

~~UNCLASSIFIED~~

#CIAGAMES

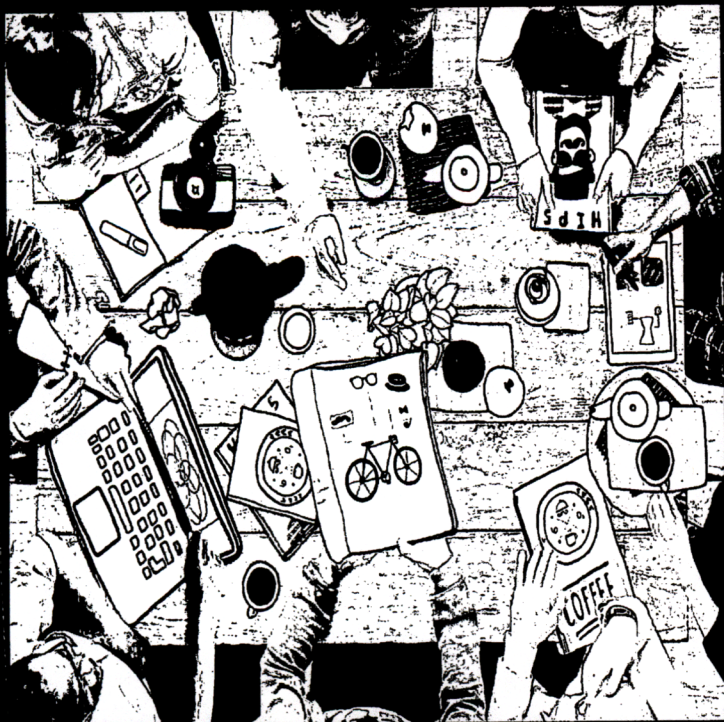
Nail down the intel
question & premise
of the story



~~UNCLASSIFIED~~

~~UNCLASSIFIED~~

#CIAGAMES



Assemble teams
compelled to action

~~UNCLASSIFIED~~

~~UNCLASSIFIED~~

#CIAGAMES

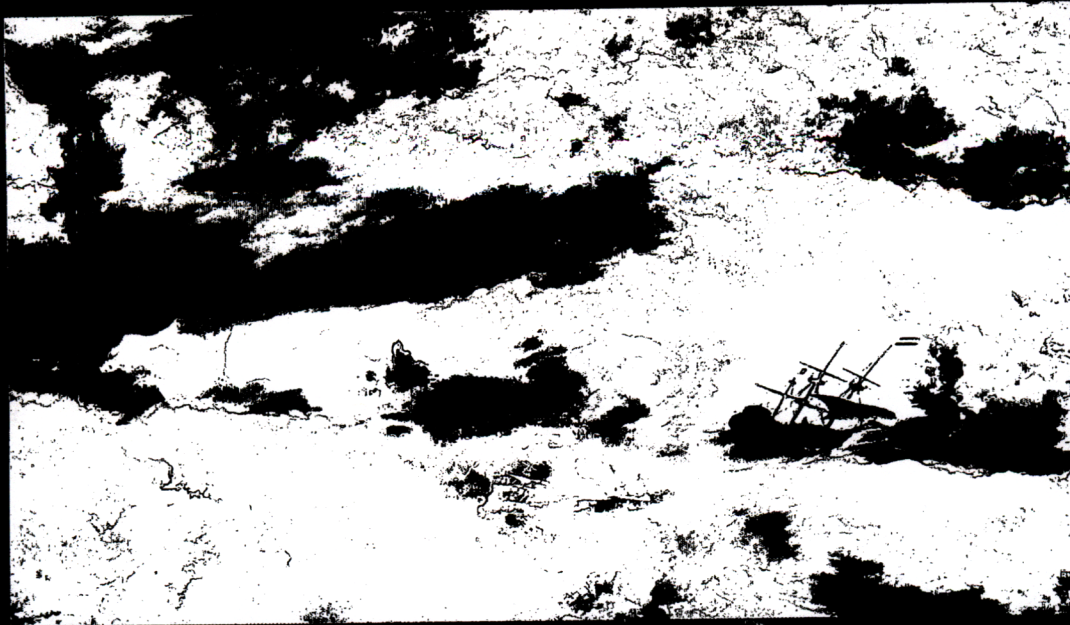
Pull the experts into
their own adventure

~~UNCLASSIFIED~~

~~UNCLASSIFIED~~

Launch it and let it go

#CIAGAMES



Navigate only when necessary

~~UNCLASSIFIED~~

~~UNCLASSIFIED~~

#CIAGAMES

End Game

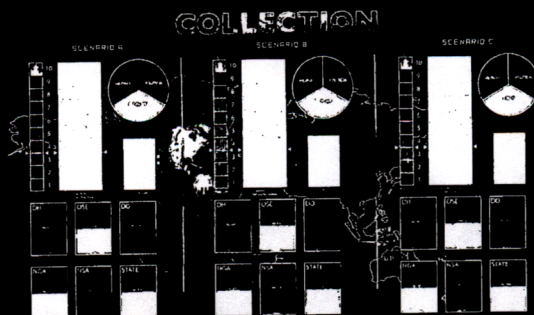
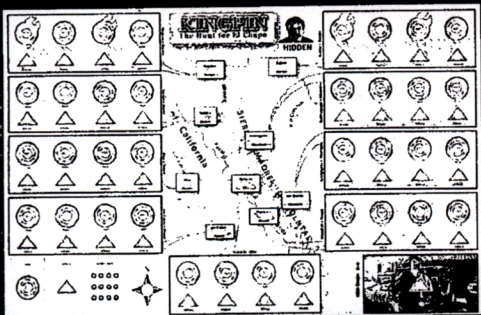
- 1 CIA uses games to understand our world
- 2 Games help clearly communicate complexity
- 3 Design should connect players to your objective

~~UNCLASSIFIED~~

~~UNCLASSIFIED~~

#CIAGAMES

Bonus Round!!!



Game Demo
Tomorrow 5:00 pm
JW Marriott Room 208

~~UNCLASSIFIED~~