Keep ⇒ it ⇒ Moving!

A Simple Educational Game about Operational Momentum

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Keep it Moving!

The balloon has gone up and your brigade is on the attack, defeat the enemy and Keep it Moving!

Keep it Moving! is a simple educational game about operational momentum at the Brigade level. It is designed to be played in 10 minutes and foster a discussion of what variables affect operational momentum and what effects they have.

To Play

Print out the cards and cut them out. You need at least at least 1 six-sided dice (a d6), and a number of markers (coins or other small objects work well) to mark attrition on your units. Dice (or markers) can be used to track operational momentum.

Setup

Place 2 six-sided dice, both on the 6 face of the die, on the Operational Momentum card to keep track of your current operational momentum (operational momentum may go above 12, in which case use an extra die). Place the Battalion cards in front of you with a marker on each to show the current level of attrition they are at. All units start at Fresh.

Turn

Each turn you draw one card from the deck and resolve its effects. Each card says what it does, with the exception of Battles. Some cards may need to be kept until their effect is resolved.

Battle

If a card says battle, you have engaged the enemy and need to defeat them before drawing a new card. A battle then occurs in Rounds. When battling you commit Battalions and your Supporting Assets (from here on units) to achieve successes against the enemy. Supporting Assets may never be committed by themselves. You need to generate a number of successes equal to the number on the card to win the battle (these may be generated across multiple rounds). If you fail to win a battle on a given round, a new round takes place until the player is out of operational momentum or usable units.

When you commit a unit, you roll a die for it to generate a success. The number required is noted next to their current level of attrition, with the notation of #+ meaning that number or higher on the die is necessary to generate a success. For example, 1st Battalion at Fresh needs a 2+ (2 or higher on the die) to generate a success. You must decide what units you are committing to battle before you roll any dice.

After rolling a unit is immediately attritted by 1, and if it fails to generate a success it is attritted by a further 1. In the next round if needed, any unit can be recommitted to the attack, rolling again normally (at its new current level of attrition), potentiality succeeding again (or for the first time if it failed previously). If a unit is pushed below Combat Ineffective it is flipped and is no longer usable for the rest of the game.

Random Unit or Battalion

When a card says to inflict attrition or an effect on a unit at random, the die roll depends on the wording. If a card says to inflict attrition multiple times, roll separately for each attrition.

Unit means any of your four units. Roll a d6:

D6 Roll	~ 1 ~	~ 2 ~	~ 3 ~	~ 4 ~	~ 5-6 ~
Attritted Unit	1st Battalion	2nd Battalion	3rd Battalion	Supporting Assets	Re-roll

Battalion means any of the 3 battalions. Roll a d6:

D6 Roll	~ 1-2 ~	~ 3-4 ~	~ 5-6 ~
Attritted Unit	1st Battalion	2nd Battalion	3rd Battalion

Winning the Game

There are three possible outcomes in the game: Win, Lose, or Operational Pause. You win the game if you win the Decisive Battle card. Conversely you lose the game if you lose the Decisive Battle Card. Operational Pause is a neutral outcome achieved by running out of operational momentum without having won, lost, or even engaged in a Decisive Battle: having failed to decisively defeat the enemy, you have reached culmination and must wait (or be rotated out and replaced) before offensive action can resume.

Keep it Moving! Design Notes

What is operational momentum is difficult to answer,[1] but for the simple purposes of this game it is loosely defined (in a Patton-esqe way) as "the ability to keep punching the other person in the face."[2] What variables affect operational momentum is a similarly difficult question to answer, in this game time and attrition are the major variables.

Thus, the game seeks to create discussion on the following questions:
- What is operational momentum?
- How is operational momentum affected?[3]
- How do you manage attrition and how does that affect the chances of a decisive battle?

To keep focus on those questions the game is abstract in nature, both in theme and in abstracting tactics and space. This abstractness in terms of theme avoids an overfocus on a specific operation, doctrine, or forces that would distract players from the core of the game: a theory of operational momentum to pick apart, discuss, and critique. This logic also extends to the decision to make both space and battles relatively abstract. This avoids rivet counting to focus on the big effects and the myriad of different effects affecting operational momentum as opposed to just looking at time, space, positioning, and force ratios that would bog down a discussion. Furthermore, the goal of the game is to look at a multitude of factors, so if some of the more common things in reality are slightly underrepresented in how common they would be or are modeled only in their end effects (not processes) than that is a good tradeoff to make to increase the variety of effectors of operational momentum showcased in the game.

On the core theory of operational momentum my belief is that time and attrition are the major variables in operational momentum. This theory is derived from the following. Wallace[4] names motion, mass, sustainment, and initiative as the four important parts of operational momentum. Lovett[5] looking at operational momentum on the offensive identifies 1) scale of action (frontage, concentration, and sustainment) 2) "rapid and exploitable penetration of the enemy's tactical depth" 3) "minimize enemy resistance in depth by … simultaneous attacks in depth … and secure critical points along the line of advance, and rapid penetrations to deny him time" 4) "maximum speed" 5) mass at key points, and 6) sustainment. Lovett's 6 points compress down well into Wallace's 4 points, and I further compress these in the broad conceptual categories in the

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[1] *By Too Many Names - Operational Momentum,* Thomas R. Wallace Lt. Col, US Army, 1994, Naval Postgraduate School Thesis, https://apps.dtic.mil/sti/pdfs/ADA283467.pdf, see pg. 4-7. Further years after Wallace's publication have not alleviated the problem he identifies (see pg. 17-18) of a shared definition of Operational Momentum.

[2] Note my views on Operational Momentum are more complex that this may belie. My views in this game are mostly shaped by the Russo-Ukrainian War (especially the work of Rob Lee, Michael Kofman, and others), the 2023 Israeli invasion of the Gaza Strip, and to a lesser degree the Western Front of WW2. The papers *By Too Many Names - Operational Momentum (By Too Many Names - Operational Momentum,* Thomas R. Wallace Lt. Col, US Army, 1994, Naval Postgraduate School Thesis, https://apps.dtic.mil/sti/pdfs/ADA283467.pdf), and *The Essentials of Operational Momentum* (*The Essentials of Operational Momentum*, Major Brian A. Lovatt, 1987, School of Advanced Military Studies Monograph, https://apps.dtic.mil/sti/pdfs/ADA184741.pdf) are also the basis for my views. Numerous other wars, engagements, and other pieces of information inform this view, but those are the major ones. As for the Patton quote, this is based on his remarks to the Third Army, a set of remarks that is worth a read.

[3] Of course, the effectors of operational momentum may differ depending on unit size. Here a brigade is used, but the game would still apply if one were to have it at divisional level (though the game would be less accurate at battalion level). Conversely only certain cards in the game would make sense at Corps or Army level. This can be intuited, operational momentum in this game occurs at an operational level, so while some effects are consistent across tactical-operational-strategic, some are not, and divisional (as it slots in at the operational level of war), works better than Battalion or Corps.

[4] *By Too Many Names - Operational Momentum,* Thomas R. Wallace Lt. Col, US Army, 1994, Naval Postgraduate School Thesis, https://apps.dtic.mil/sti/pdfs/ADA283467.pdf, see pg. 5-6.

[5] *The Essentials of Operational Momentum*, Major Brian A. Lovatt, 1987, School of Advanced Military Studies Monograph, https://apps.dtic.mil/sti/pdfs/ADA184741.pdf pg.37.

game of time represented by cards (motion and initiative = time), and attrition of forces (available mass and sustainment = ability to resist attrition). These are represented thusly in the game:

Element	Wallace	Lovett	Implementation	In Game Representation
Motion	X (Motion)	X (Rapid Penetration) X (Maximum Speed)	Represented as key element of Momentum (e.g. finite resource) – Importantly the player must choose to pause or not pause (e.g. maintain Momentum and Initiative or not).	Time
Initiative	X (Initiative)	X (Minimize Resistance in Depth) X (Maximum Speed)		
Mass	X	X	Represented in force degradation	Attrition
Appropriate Scale		X	Subsumed into Mass	
Sustainment	X	X	Effector of attrition	

Time is important as it gives the enemy the ability to prepare, maneuver, and generate combat power. If one is operating faster than their opponent then one will maintain (or generate) momentum, whereas if one is slower the opposite will occur (a sort of negative feedback loop). This is represented in the game with the drawing of cards representing time passing and in the decisions the player makes to trade time for something else (regeneration of forces requiring a pause for example).

My view of Attrition (note that attrition doesn't just mean soldier and material loses at this level but also the burning up of supplies, fatigue, and other intangibles) as the other major element comes heavily from the Russo-Ukrainian War and WW2, nicely summed up by Michael Kofman's repeated statement that "attrition enables maneuver".[6] Note that the ability of units in this game to keep fighting even when ground down heavily (more than classically assumed to make a unit "combat ineffective") is based on *The Relationship of Battle Damage To Unit Combat Performance*.[7] Some may argue space is another important element as well, but I view space as part of the equation that makes up time, and hence not worth representing on its own (the Long Road March card is the exception to this), and thus space is abstract in this game and assumed to otherwise have effects as necessary. Attrition is represented though the levels of damage that units accumulate.

In this game I made a conscious decision to have a decent chance that players would not have a "Win" or "Lose" outcome. Winning or losing is done through the drawing of the *Decisive Battle* card, the intention of which was to show that forces needed to be in a very good state to inflict such a decisive blow on the enemy that it is decisive on the overall outcome of an operation or war. There is some bias towards the player of the game in that most units in a campaign don't engage in the potentially decisive battle with the enemy (of course the whole idea of decisive battle can be debated too), but the player is much more likely than the average unit to end up in the decisive battle because it is interesting to do so (and people like to be the heroes in their games and win the day, high stakes make for a good game). On the other side however, I also wanted to represent the high likelihood that most units experience in fighting where they push until exhausted and have to conduct an operational pause or be rotated off the line. Thus, a roughly 75% chance of an Operational Pause outcome or a 25% chance of a Win/Loss outcome in a run of the game balances these two competing types of outcomes.[8] I also choose not to paint this

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[6] See for example *Making Attrition Work: A Viable Theory of Victory for Ukraine* by Franz-Stefan Gady and Michael Kofman, February–March, https://doi.org/10.1080/00396338.2024.2309068, pg. 7.

[7] *The Relationship of Battle Damage to Unit Combat Performance*, Leonard Wainstein, 1986, Institute for Defense Analyses https://apps.dtic.mil/sti/pdfs/ADA170631.pdf.

[8] Most games end up going though ~20 cards (of 43) so there is a ~50% chance to not have a decisive battle. Even when the Decisive Battle card is drawn it is possible (I estimate based on the games I have seen ~50% of the time) to thread the needle on it and not win but not lose the decisive battle and continue to an operational pause outcome.

operational pause outcome as a negative outcome as it is neither good or bad, rather an operational pause outcome is a neutral outcome. Representing this neutral outcome that a commander is likely to experience in an operation I view as important for verisimilitude to real life (and for a educational discussion of operational momentum). When a decisive battle doesn't occur, a unit will be slowly ground down until it needs to stop or be rotated off the line and this inclusion was therefore important.

Repeatedly raised in playtesting is the question of "why there is no penalty for being unethical in the game?" If the player does nothing on the *Refugees* and *Civilian Disease Outbreak* cards, the player suffers no ill effects in game. For the *Ethics Breach Card*, the player is directly incentivized to do nothing in game, as they would be relieving the commander of the best battalion they have, hobbling its ability to fight. It is true that in the game there is no penalty for being unethical (sometimes there is even an advantage to being unethical[9]), but there are two reasons why I did this:

1. In the real world there is (generally) no incentive in doing these things (e.g. it does not provide a tangible benefit to the unit's mission),[10] in fact sometimes it may be very determinantal to act (for example if the unit needs to keep advancing on a key objective).
2. A slightly more esoteric point is that people from a moral/ethical perspective will feel a compulsion to do these things in real life regardless of the lack of a direct incentive. This is implemented as follows.

Starting with a bit of theory from my PhD, [11] I expand on the base conceptualization in Wake[12] to come with a conceptualization of the space in which games take place. Wake is helpful in understanding that board games exist in two simultaneous modes while being played. There is both the game being played "inside"; what we typically consider to be the game, like chess with pieces on the board, or the "regular" gameplay that we think of. There is also the metagame between players playing the game "outside" where mind games, negotiation, and metaknowledge affect play. These are not wholly rigid categories and different games blend and combine them in different ways, and the same parts of the game may be in one or the other (or both) in different games. One must understand that the game world is much larger than might be intuitively understood and incorporates part of the world outside of the game, making it part of the game world, while being affected by the real world as well. This conceptualization is something like this:[13]

A Rough Conceptualization Of The Space In Which Games Take Place
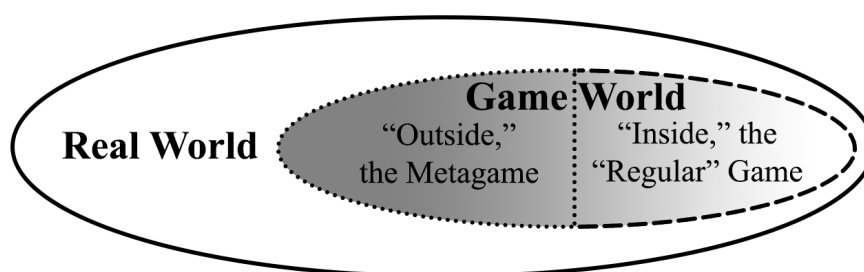
Dashed Lines indicate permeable boundaries, dotted very permeable boundaries

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[9] The exception to this would be evacuation of civilians for the *Urban Battle* card (as happened in 2nd Battle of Fallujah) where doing the right thing (minimizing civilian harm) also provides a tangible benefit (expanding ROE and what supporting fires can be used, making the fight easier).

[10] This does not mean that it provides no benefit, just not a *large tangible benefit* to the commander's mission.

[11] My PhD is in the production and effects of immersion in professional wargaming.

[12] Wake, Paul. 'Token Gestures: Towards a Theory of Immersion in Analog Games'. *Analog Game Studies* 9, no. 4 (16 September 2019). https://analoggamestudies.org/2019/09/token-gestures-towards-a-theory-of-immersion-in-analog-games/.

[13] If this all sounds very academic, it's because it's close to verbatim from part of my PhD work.

Thus, this combination of having no real world ("inside") incentive to act (see point 1 above), but a personal ethical/moral compulsion to act ("outside") is a more realistic modeling of how and why people would act even when it might be detrimental to their stated ("inside") objectives, than incentivizing action through an in-game bonus.[14]

Some specific cards are based on certain historical occurrences or bear some explanation:

- Breakthrough – The Breakthrough card posits that the player must first breakthrough (e.g. 1 success), but then can exploit (further success), but runs a high risk of being counterattacked and cut off if they over extend (costs for any units scoring failures).
- C2 Under Attack! – Western militaries have not had to contend with their C2 networks coming under any sort of large scale and sustained attack in wartime for decades, and often cannot practice loss or degradation of communications in garrison.[15] Thus, I put this card in to make players think about the importance of coordination of forces to sustain operational momentum.[16]
- CBRN Risk – Based off Gulf War fears (and drills) of Saddam using CBRN weapons against Collation troops.
- Ethics Breach – A military that acts ethically and follows its ethical guidelines when they are broken is of high importance. On those grounds it warrants including in wargames wherever possible, before considering that it also presents an interesting dilemma to the player (permanently make your best battalion worse). See the above section of the design notes on why the ethical dilemma presented is included in the manner it is.
- Fatigue – A general gripe of mine is that rules fail to include fatigue of units and how it affects fighting, hence the appearance of fatigue in this game.
- HQ Struck! – Based on renewed discussion about the vulnerability of command posts due to their large signature in a more transparent modern battlespace.[17]
- Long Road March – In my discussions with a wargamer who has assisted on looking at road marches with the British military, it appears that this has become somewhat of a "lost art" from the days of the Cold War. Thus, I wanted to include this to show its importance, as well as illustrating that repositioning of forces eats into operational momentum.
- Preparation – This represents serious time dedicated to planning and use of various ISR assets (at brigade and above) to see what is (or might be) coming and preparing to meet those challenges.
- Refugees – Fighting displaces people creating immense human suffering. It often doesn't immediacy concern (or is not the immediate responsibility of) military commanders on the ground during large scale combat operations, but refugees have a large effect on the post

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[14] Of course, I know that many people playing a game will discount their morals as it is "just a game", but it is for the small group of players who do not do that or are so deeply immersed in a game that this becomes a real decision with real tradeoffs that this is done. At the very least the discounting of ethics in wargaming by students can be a useful instructional point for students in understanding how we engage with the tool and how that may affect results of games.

[15] *Thinking Inside the Box – The Gauntlet,* Episode 3: Delegating Decision Making, LTC Adam Latham and MAJ Timothy Davis, https://www.dvidshub.net/podcast/574/thinking-inside-the-box-the-gauntlet

[16] Taylor lists the typical reason for culmination of brigade attacks at the National Training Center as "the inability to communicate reliably." See *Preparing Your Unit To Win The First Fight Of The Next War*, Curt Taylor, March 1, 2024 https://mwi.westpoint.edu/preparing-your-unit-to-win-the-first-fight-of-the-next-war/, or if you are more podcast inclined see the NTC's podcast, *Thinking Inside the Box – The Gauntlet,* Episode 3: Delegating Decision Making, LTC Adam Latham and MAJ Timothy Davis, https://www.dvidshub.net/podcast/574/thinking-inside-the-box-the-gauntlet.

[17] See works like *The Graveyard of Command Posts, What Chornobaivka Should Teach Us about Command and Control in Large-Scale Combat Operations*, Lt. Gen. Milford Beagle, Brig. Gen. Jason Slider, Lt. Col. Matthew Arrol, U.S. Army, May-June 2023, https://www.armyupress.army.mil/Journals/Military-Review/English-Edition-Archives/May-June-2023/Graveyard-of-Command-Posts/; or discussion from the National Training Center: *Preparing to Win the First Fight of the Next War*, Feb 23, 2024 Maj. Gen. Curt Taylor, https://mwi.westpoint.edu/preparing-to-win-the-first-fight-of-the-next-war/; *Preparing Your Unit to Win the First Fight of the Next War*, March 1st, 2024 Maj. Gen. Curt Taylor, https://mwi.westpoint.edu/preparing-your-unit-to-win-the-first-fight-of-the-next-war/. or again for the podcast inclined *Thinking Inside the Box – The Gauntlet,* Episode 6: Command Post Survivability, Maj. Steven Pyles, and Capt. Seth Revetta, https://www.dvidshub.net/podcast/574/thinking-inside-the-box-the-gauntlet.

conflict (or creating instability and more conflicts down the line) and can clog up movement routes. As many wargames have a "clean" view of warfare devoid of civilians, I try to include civilians in wargames whenever possible as a counter to this. See the above section of the design notes on why the ethical dilemma presented is included in the manner it is.

- Regeneration – These allow you to only regenerate one battalion, forcing the player to choose. In large scale combat operations, I would expect this to be less deterministic than the player choosing, but this is a concession to playability and player agency.[18] Also note that "Regeneration" (though this may often in game terms be representing "reorganization")[19] is in response to attrition (here a combination of KIA, WIA, morale, equipment losses, supply issues, C2 degradation, unit quality degradation, etc.).[20]
- Secure POW's and Movement to the Rear – A conversation I had with some members of the British military is that they are unprepared for how to deal with a large number of POW's in wartime (I cannot assess this perfectly as I was not able to talk to a MP who might have more knowledge on the subject). The experience of the Gulf Wars also shows that many frontline units were unprepared for such an eventuality on such a large scale. This card is included to make players think about handing such an eventuality, and the effect it would have on a unit and its momentum.
- Urban Battle – the ability to evacuate civilians to open up the ROE to make the fighting easier is based on the 2nd Battle of Fallujah.

Images
- Regular Deck Images – Urban and Decisive Battle cards are from the Taiwanese MNA, all others are from DVIDS. All images are in the Public Domain.
- Northern Operations, Woodland Warfare, and Desert Deck Images – The Decisive Battle card is from the Taiwanese MNA, all others are from DVIDS. All images are in the Public Domain.

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[18] Basically, that brigades are not one day allocated a platoon or companies worth of new kit that all goes to one battalion of the brigade commander's choice, but rather when they are on the attack that they get new kit and personnel as well as personnel returning to duties and repaired equipment at various different points in time and allocate it when it becomes available.

[19] See *ATP 3-94.4 Reconstitution Operations*, May 2021. https://armypubs.army.mil/epubs/DR_pubs/DR_a/ARN32296-ATP_3.94.4-000-WEB-1.pdf.

[20] See *The Relationship of Battle Damage To Unit Combat Performance*, Leonard Wainstein, 1986, Institute for Defense Analyses, specifically pg. 2 and pg. 11-12 for several of these attritional factors.

1st Battalion

2+ ❑ Fresh
3+ ❑ Bloodied
4+ ❑ Depleted
4+ ❑ Ground Down
6+ ❑ Combat Ineffective

2nd Battalion

2+ ❑ Fresh
2+ ❑ Bloodied
4+ ❑ Depleted
5+ ❑ Ground Down
6+ ❑ Combat Ineffective

3rd Battalion

3+ ❑ Fresh
3+ ❑ Bloodied
4+ ❑ Depleted
5+ ❑ Ground Down
6+ ❑ Combat Ineffective

Supporting Assets

1+ ❑ Fresh
2+ ❑ Bloodied
3+ ❑ Depleted
5+ ❑ Ground Down
6+ ❑ Combat Ineffective

Operational Momentum

Start at 12. Game ends at 0.
(use 2d6 to mark)

Decisive Battle!

If any 2 Battalions are at *Ground Down* or less, you lose. Otherwise attrit 2 Battalions and Supporting Assets by 1 and lose 2 operational momentum OR attrit all Battalions and Supporting Assets by 1 and lose 1 operational momentum. After this if less than 2 Battalions are at Ground Down you win. Otherwise continue the game.

Logistics Shortfall

Either pause and lose 1 operational momentum, OR Supporting Assets are attritted by 2.

Regeneration

You may pause and lose 1 operational momentum to regenerate a unit by 1. OR you may ignore this card.

Regeneration

You may pause and lose 1 operational momentum to regenerate a unit by 1. OR you may ignore this card.

Breakthrough

Battle – 1 or more successes to clear.

Battle normally but gain 1 operational momentum for each success. If any units fail, you gain no operational momentum and instead lose 3 operational momentum and attrit failing units by 2. *This battle lasts only 1 round, discard this card after that round.*

Hard Going

Battle – 2 successes to clear

Each round you fail to clear this card you lose 1 operational momentum.

Easy Going

Battle – 1 success to clear

Each round you fail to clear this card you lose 1 operational momentum. If you clear this card on the 1st try, gain 1 operational momentum instead.

Preparation

Lose 1 operational momentum, look at the next five cards in the deck, and reorder them before placing them back on top of the deck. OR you may ignore this card.

River Crossing

Battle - 2 successes to clear

One success must come from Supporting Assets OR if you do not wish to commit your supporting assets, lose 1 operational momentum, bringing up higher echelon supporting assets instead. Each round you fail to clear this card you lose 1 operational momentum.

Outrunning Supply

Either pause and lose 1 operational momentum OR all units are attritted by 1.

Fatigue

Zzzz

Either pause and lose 1 operational momentum OR 1st Battalion is attritted by 1.

Fortified Position

Battle – 3 successes to clear

Each round you fail to clear this card, you lose 1 operational momentum.

Partisan Attacks

Either pause and lose 1 operational momentum to secure your lines of supply OR roll a d6: [1] No effect, [2-5] attrit one unit by 1, [6] attrit one unit by 1 and lose 1 operational momentum.

Fatigue

Zzzz

Either pause and lose 1 operational momentum OR 2nd Battalion is attritted by 1.

Fatigue

Zzzz

Either pause and lose 1 operational momentum OR 3rd Battalion is attritted by 1.

Fatigue

Zzzz

Either pause and lose 1 operational momentum OR Supporting Assets are attritted by 1.

Urban Fight

Battle – 4 successes to clear.

Each round instead of battling you may evacuate civilians from the urban area and reduce the number of successes needed to clear this card by 1 (to a minimum of 1 success). Each round you fail to clear this card, you lose 1 operational momentum.

Refugees

Either pause to assist the refugees and lose 1 operational momentum OR ignore this card.

Secure POW's and Movement to the Rear

Either pause and lose 1 operational momentum moving the large numbers of captured POW's to the rear, or roll a d6: [1] No effect, [2-5] attrit one unit by 1, [6] attrit supporting assets by 1.

Capture Political Objective

Battle – d6 successes to clear

Each round you fail to clear this card, you lose 1 operational momentum.

You may elect to discard this card by losing 2 operational momentum. If you clear this card, you gain a number of operational momentum equal to the number of needed successes.

Bad Commander

Affecting a Random Battalion

The unit's commander is performing poorly and not liked by troops. Either relieve them and lose 1 operational momentum while reestablishing command, or the unit suffers -1 on all rolls until relieved or the officer is killed by the *Subordinate Killed c*ard.

Civilian Disease Outbreak

Either pause to assist the civilians and lose 1 operational momentum OR ignore this card.

Long Road March

Choose one of the following options *Push* or *Conserve*:
Conserve – No effect.
Push – Roll a d6:
[1-2] lose 1 operational momentum
[3-5] no effect
[6] gain 1 operational momentum

Subordinate Killed

Affecting a Random Battalion

Either pause and lose 1 operational momentum to reestablish the unit's full command OR push forward attriting the Battalion by 1.

Bad Weather

Lose 1 operational momentum. Supporting Assets may not be used on the next card if it is a Battle.

Low Morale

Affecting a Random Battalion

Either pause and lose 1 operational momentum to attempt to restore morale, or attrit the Battalion by 1.

Higher Echelon Politics

Lose 1 operational momentum.

Political Meddling

Add 1 success to the total needed to win the next battle.

C2 Under Attack!

All Battalions die rolls are at -1 until resolved. To resolve, pause and lose 1 operational momentum to restore proper C2.

Ceasefire

Lose 3 operational momentum. Regenerate all units by 1.

HQ Struck!

Lose d3 (1d6/2 rounded up) operational momentum. Add 1 success to the total needed to win the next battle.

Ethics Breach
2nd Battalion

A serious breach of military ethics occurred on the orders of the CO of 2nd Battalion. Either ignore the breach or relieve them of command. If you relieve them of command, the unit has a permanent -1 on die rolls.

Domestic Political Divisions

Lose 1 operational momentum.

Embedded Reporter

This card remains in play for 2d6 cards. For each Battle card that is cleared, gain 1 operational momentum.

Higher Echelon Support

Gain 1 operational momentum. Reduce the number of successes needed to win the next battle by 1.

Enemy Counterattack

Battle - 2 successes to clear.

Each round you fail to clear this card, you lose 2 operational momentum, and 1 unit is attritted at random.

Hurry Up and Win Already!

Resolve this card when you battle next. If you have two or more successes than required to clear it, you have won a victory of propaganda value and gain 1 operational momentum.

Ally and Partner Support

Gain 1 operational momentum.

Growing Anti-War Sentiment

Lose 1 operational momentum.

Info Ops/ STRATCOM

Roll a d6:
[1-2] lose 1 operational momentum.
[2-4] no effect.
[5-6] gain 1 operational momentum.

Ally, Partner, and Local Imposed Restrictions

Lose 1 operational momentum.

VIP Visit

If operational momentum is 6 or higher, gain 1 operational momentum. If operational momentum is 5 or lower, lose 1 operational momentum.

CBRN Risk

Either change MOPP level to prepare: all Battalions die rolls are at -1 until MOPP level is changed back to normal OR do nothing.