APPENDIX A

Brief Scenario Overview

Situation: Jupiter is massing forces and threatening an invasion of Mercury. The Regional Combatant Commander (RCC) has established a Joint Task Force to address the situation. A planning team of experts from the RCC’s Standing Joint Force Headquarters has deployed to begin the planning process. Other experts from other government and non-government agencies have augmented them. The planning team begins the process by performing a mission analysis to identify effects most likely to achieve the RCC’s campaign objectives and endstate.

Sample Desired Endstate: Regional Security and Stability

Sample U.S. Campaign Objective: Maintain Mercurian Territorial Integrity

Scenario Excerpt

Tensions between Mercury and Jupiter

Pegasus has enjoyed a relatively peaceful 250 years aside from minor conflicts that fell mainly along religious and ethnic lines. The recent tensions between Mercury and Jupiter can be traced to religious feuds that erupted after both countries’ independence over 60 years ago. Until 1950, Russia controlled both countries as Mercupiter and kept religious and ethnic differences in check. After Mercupiter’s peaceful independence from Russia in 1950, Protestant-dominated Mercury and Catholic-dominated Jupiter separated into two countries and immediately disputed the territory of York, a region in the southern areas of both countries. Soon after independence, the United Nations (UN) established a Line of Control (LOC) in York splitting the territory between Mercury and Jupiter, creating a Mercury-controlled York (MCY) and Jupiter-controlled York (JCY). While both countries recognize the LOC, both sides also dispute the right of the other to occupy any portion of York. This decades-old dispute has brought both countries to the brink of war.

The seeds for conflict were sewn in 1951 as a large influx of Jupiterians, who were fleeing economic hardships in Jupiter, began to enter (legally and illegally) MCY. Pressures of increased immigration remained in check until the late 1970s when MCY, led by the city of Gammon, began to develop into the main industrial area for the Pegasus region. The large number of computer manufacturing jobs based there created another major influx of immigrants. Mercury’s fast-growing, capitalistic-oriented, industrial economy that lured the Jupiterians was mainly responsible for an ethnic Jupiterian population explosion in MCY. The majority of the workers in MCY factories are Jupiterians while management remains Mercurian. Most were hired due to the fact they were willing to work for lower wages than the Mercurians. This huge MCY Jupiterian population has been a major source of instability in the region.

Recently, there has been a rise in terrorism in MCY. Groups such as Jupiter’s Thunder have begun taking aggressive action to force Mercury to cede control of MCY to Jupiter. For its part, Jupiter is Jupiter suffers from outdated production facilities and working practices. Inflation is high and the government will need to take drastic and probably very unpopular action if the country is to be spared complete bankruptcy. The country is rich in natural resources, especially coal, iron ore and water, and this has sustained the economy for many years but can no longer mask production and trade imbalances with more technologically advanced countries, especially Mercury.
1 (JFCOM), "The Joint Warfighting Center Joint Doctrine Series Pamphlet 7: Operational Implications of Effects-Based Operations (Ebo)," 3-4.

2 The scenario excerpt is only meant to provide readers some background on the situation to understand the application of the methodology.
APPENDIX B

Cain’s EBO Verb List

Constructive Verbs
- Educate - Stimulate or develop mental or moral growth
- Confirm - Support or establish validity
- Sustain - Keep in existence or maintain
- Encourage - Inspire with hope, courage, or confidence
- Construct - Form or build by assembling or combining parts
- Heal - Restore to health or soundness, to set right
- Feed - Supply with nourishment, to serve food to
- Restore - Bring back to original condition
- Comfort - Soothe in time of distress
- Protect - Keep from being damaged, stolen, or injured
- Liberate - Set free
- Legitimate - Give legal force to

Destructive Verbs
- Deny - to prevent the use of
- Destroy - to ruin completely, to render useless or ineffective
- Delay - to cause to be slower than expected
- Isolate - to cut off from others
- Neutralize - to render ineffective
- Disrupt - to throw into confusion or disorder/to impede progress or movement
- Inform (Deceive) - to mislead
- Inform (Enlighten) - to inform or instruct
- Inform (Confuse) - to cause to be unable to think with clarity or act with intelligence or understanding

3 Based on Cain, “Ebo Universe.”
Bibliography
