



RISK GAMING

01

Hampton at the Cross-Roads

DANNY CRICHTON

Hampton at the Cross-Roads

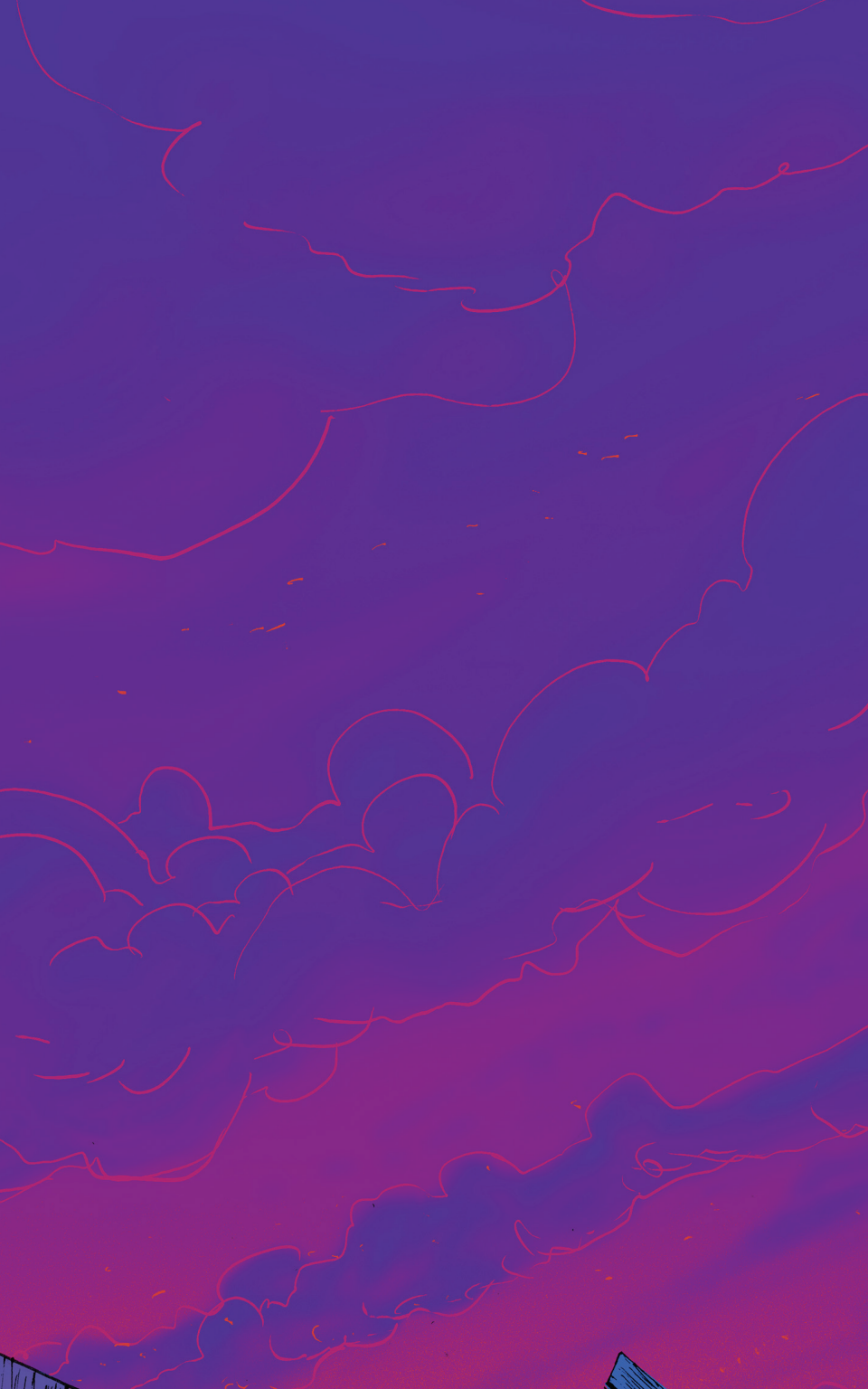
**Climate Change and the Future of
American Maritime Security**

CREATED BY
Danny Crichton

PUBLISHED BY
Lux Capital

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Introduction

About Lux Capital

Lux Capital is a New York- and Silicon Valley-based venture capital firm investing in companies on the edge of scientific and technological breakthroughs. Over the past two decades, Lux has expanded from our New York City roots to Silicon Valley, and built a firm with over \$5 billion AUM and more than 30 full-time professionals, with a wide spectrum of technical backgrounds and the versatility to invest at any stage, from \$100,000 to \$100 million.

About Riskgaming

Riskgaming is a strategic simulation game that immerses players in complex scenarios reflecting real-world challenges and dynamics.

CHARACTER-DRIVEN STRATEGY

Players take on the role of richly-detailed characters who can strategically build or break trust with each other throughout the game.

EMERGENT BEHAVIOR

Players make strategic decisions influenced by personal and external incentives, allowing for spontaneity and surprise.

AUTONOMOUS DECISION-MAKING

All players select their actions independently of each other during a scenario, reflecting the autonomy of real-world decision-makers.

PROFOUND EXPERIENCES

Each scenario faithfully models the real world, allowing players to experience an alternative reality that informs our own.

About the Creator

Danny Crichton analyzes technology, growth and power as Editor-in-Chief of “Securities” and Head of Editorial at Lux Capital. In addition, he’s a Fellow with the Manhattan Institute. He’s published research on semiconductors, technology and economic development with Manhattan Institute’s City Journal, the Foreign Policy Research Institute, and the National Review.

Prior to Lux, he was managing editor at TechCrunch as well as previously a foreign correspondent based in Seoul, South Korea. While there, he wrote more than 1,000 news stories and longform analyses chronicling U.S.-Asia technology relations, semiconductors, data infrastructure, fintech, disaster and climate tech, venture finance, product development, and a wide number of other complex subjects with technical and policy intersections.

In addition to his reporting and analysis at TechCrunch, he co-hosted its leading podcast Equity; co-programmed stages at its flagship Disrupt SF and Berlin conferences as well as its Sessions and Early Stage events; launched the premium news service Extra Crunch and grew it to seven figures of revenue; co-managed a multi-million dollar freelance budget; developed the TC-1 series of deep startup profiles and The TechCrunch List; and contributed broadly to the organization’s news, operational, and talent development strategy.

Formerly, he was an early-stage venture capitalist with General Catalyst in Palo Alto and Charles River Ventures in Boston and New York.

He was awarded a Fulbright research scholarship to South Korea, where he studied the development of Korea’s startup ecosystem. He’s an honors graduate of Stanford University, where he studied mathematical and computational sciences and wrote a thesis on the development of computer science as an academic discipline, which won the school’s Firestone Medal for Excellence in Undergraduate Research.

Danny is based in Brooklyn, New York.

Acknowledgements

On climate change and national security, this scenario was inspired by details presented in Michael Klare's book *All Hell Breaking Loose: The Pentagon's Perspective on Climate Change* as well as a special issue of the *Journal of Advanced Military Studies* on national security and disaster response (Volume 13, Issue 1).

On the specific challenges of labor and unionization at America's naval shipyards, this scenario was inspired by Michael Fabey's book *Heavy Metal: The Hard Days and Nights of the Shipyard Workers Who Build America's Supercarriers*.

The author acknowledges the 76 players who beta tested this scenario across the United States over several months and across three iterated versions, including an extensive third edition that greatly improved the scenario's realism, balance and scope of policy issues.

This scenario would not have been possible without the universal and continued support of the Lux Capital partnership and staff. Thank you for all of your help.

Credits

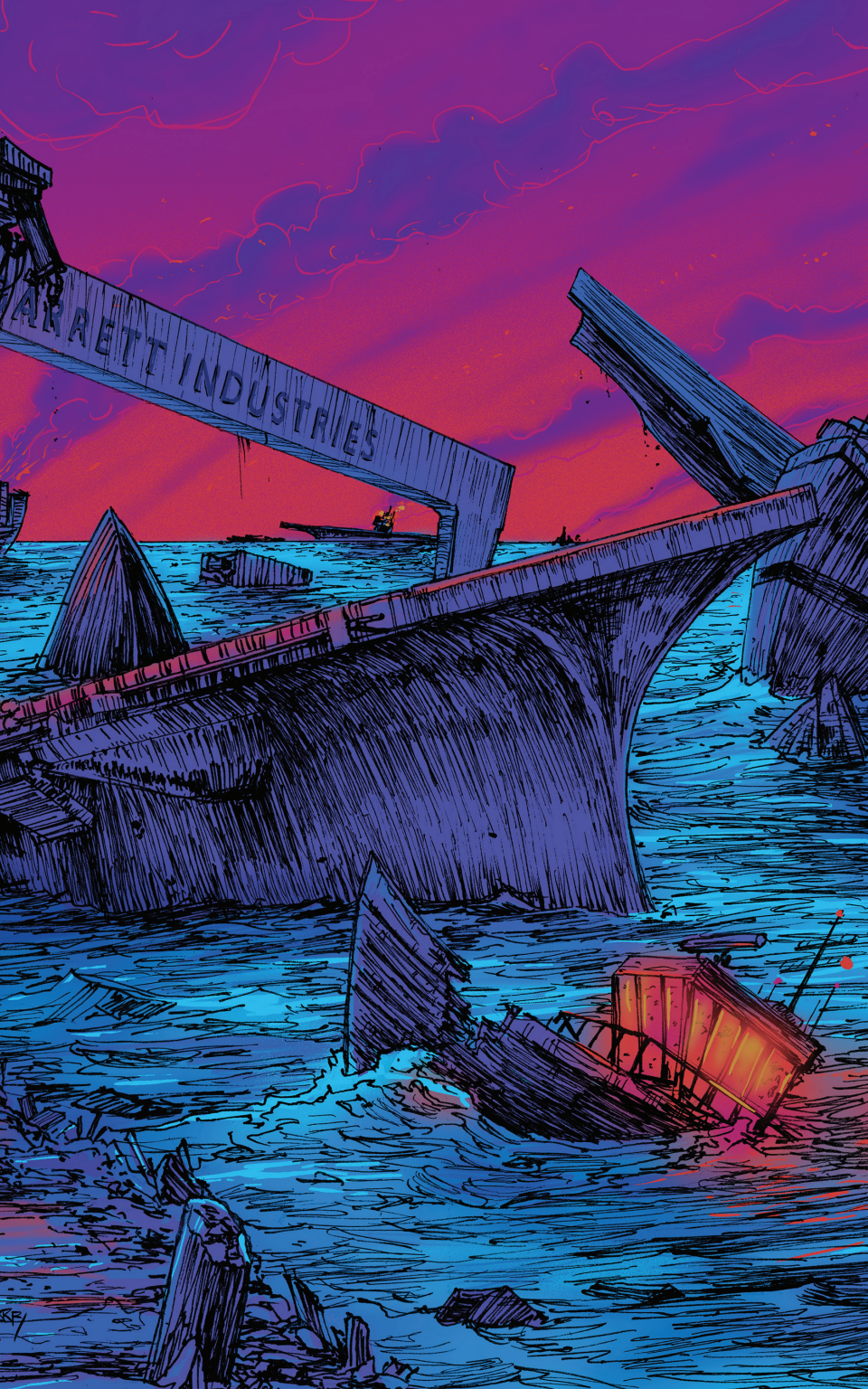
Editor in Chief, Danny Crichton
Producer, Chris Gates
Front Cover Illustration, Barry Blankenship
Production Designer, Justin Barber
Website Designer, James Clements
Associate, Ken Bui

HOW TO DOWNLOAD THE GAME

All materials for the game, including the spreadsheet that drives it, design notes and player handouts, are available on the Lux Capital website.

To download the game materials, please head to luxcapital.com/riskgaming or use this QR code.





The Story

The region of Hampton Roads, Virginia hosts the most vital U.S. naval installations in the world.

These facilities include the **Norfolk Naval Shipyard (NNSY)**, the country's largest and oldest publicly-owned naval shipyard and repair facility; the nearly-identically-named **Naval Station Norfolk**, America's largest naval base, which hosts half of the nation's carrier fleet as well as dozens of other ships and nuclear-powered submarines; as well as the private shipyard operated by **Newport News Shipbuilding**, which is constructing America's next-generation Gerald R. Ford-class aircraft carriers and owned by HII (formerly Huntington Ingalls Industries).

These three facilities are just a fraction of the massive military presence in the region, which includes the largest number of active-duty military personnel in the world at around 83,000 as well as the only foreign command in the United States, the NATO **Allied Command Transformation**.

In this riskgaming scenario, it's 2024, and this year's hurricane season has been the most intense in history given rising ocean temperatures. About three weeks ago, Tropical Storm Helen was identified in the Atlantic Ocean and projected to make landfall across Key West and much of south Florida. Within days, the storm accelerated to Category 4 and nearly Category 5 sustained winds, and widespread preparations were made in Florida for its impending arrival. Surprising the **National Hurricane Center's** meteorologists, extremely warm currents along the Eastern Seaboard shifted the trajectory of Helen to the north with limited forewarning, and in a matter of just two days, the storm made direct landfall in the Hampton Roads region.

The devastation is immense. While the Navy and the Air Force were able to fly out many of their air squadrons as well as ferry thousands of military personnel out of harm's way, the Navy's surface fleet wasn't so fortunate. Hurricane Helen's intensity and sudden change in trajectory prevented the standard protocol of moving ships out to sea, and more than two dozen ships suffered catastrophic damage, including the Gerald R. Ford-class aircraft carrier *John F. Kennedy* (CVN-79), which was undergoing long-delayed final engineering reviews. Most of the region's shipyards and drydocks also suffered extensive damage and are inoperable at this time.

For the past two weeks since Helen's landfall, the Pentagon and local officials were engaged in emergency response operations and disaster management in concert with FEMA. Now that the immediate humanitarian crisis has subsided, hard decisions about the future of the region and the Navy's presence have to be made. The pressure on the Navy is acute: with so many ships and facilities damaged or destroyed, maritime operational effectiveness is at a nadir during a time of intense geopolitical balancing between the United States and China.

The key question for the Pentagon, the shipyard and local officials is what future commitment to make to the Gerald R. Ford aircraft carrier program. A record-setting three-contract commitment would be an economic boon in a region rocked by heavy destruction, but the high costs of such a deal would make it exceedingly unlikely to pass the House and Senate, particularly in the context of future potential hurricanes. On the other hand, reducing the number of contracts to one or even zero would limit the region's recovery and also circumscribe the Navy's future effectiveness.

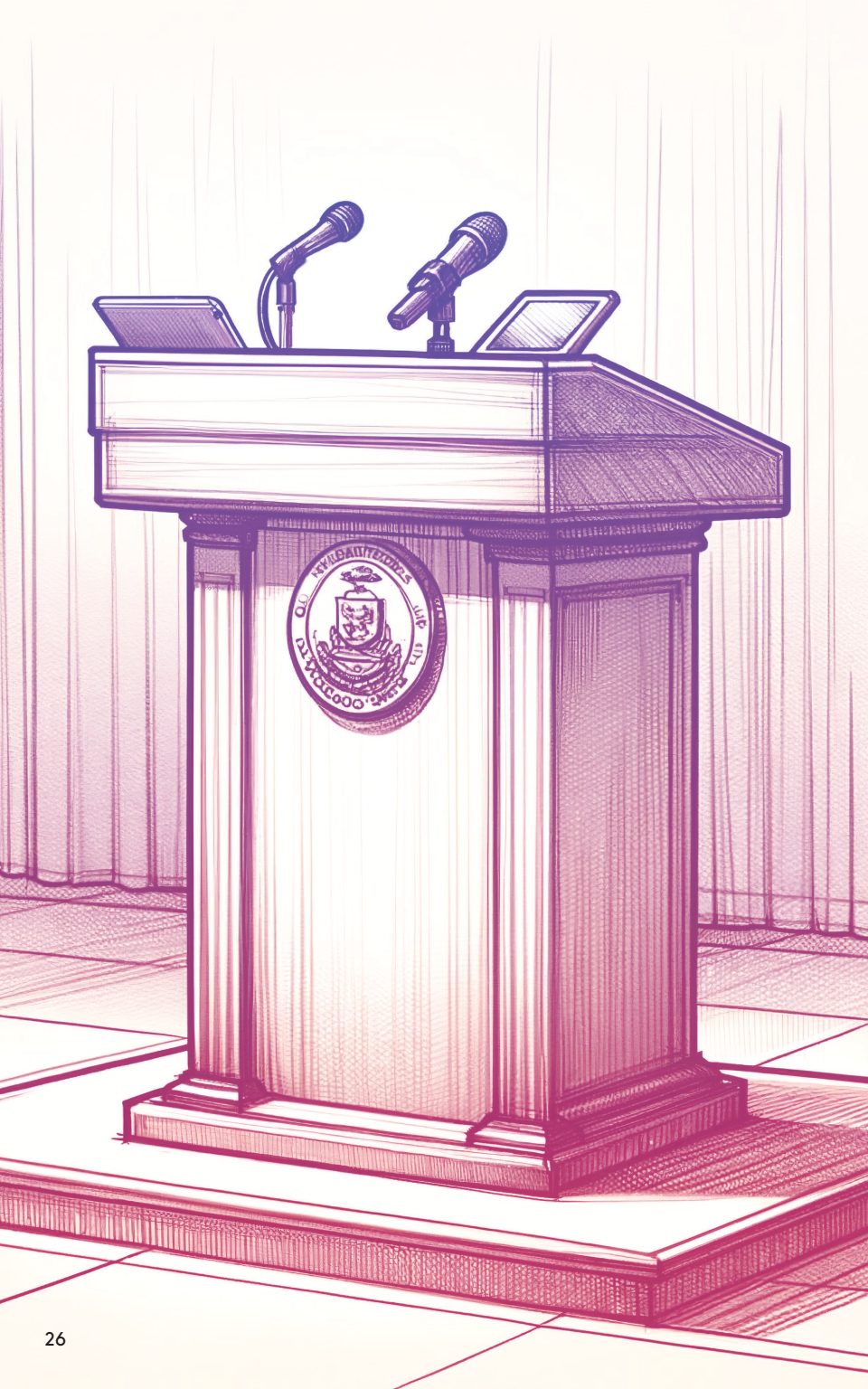
Increasing the challenge for all parties is growing labor tension in the wake of Covid-19 and now Hurricane Helen. Like most Southern states, Virginia is a right-to-work or open-shop state, which means that workers do not have to join a company's union

to be employed. Even so, inflation has eaten away at compensation and there's growing interest in labor representation. A pro-labor incumbent president sees a political opportunity in a critical swing state to prove that the federal government is committed to union employment.

Everyone has the same goal, but every person has their own motivations and personal objectives. Can they collectively find a path forward that helps their interests and the nation's? It's Hampton at the Cross-Roads — and the future is in your hands.



Character Descriptions





Mayor Wallace CITY OF NEWPORT NEWS

Mayor Sam or Susan Wallace was elected in 2020 as mayor of Newport News, a major city in the Hampton Roads region. A native of the city, Wallace graduated from the University of Virginia with a major in Systems Engineering. Their undergraduate thesis explored the challenges of constructing clean water systems in the developing world. Intending to join the Army Corps of Engineers, Wallace joined Virginia's Army ROTC program but ultimately received a medical discharge for depression, in part triggered by the relentless news of climate calamities emanating from the Global South.

Changing trajectories, Wallace joined the Peace Corps following graduation, working in Dhaka, Bangladesh on its urban sewage systems. They returned to the United States to work for the Natural Resources Defense Council and then began a political career, first as a union organizer at the shipyard with Local 9999, then as a city council representative, and now most recently as mayor.

Wallace is keenly aware of the long-term risks of climate change to the Navy's installations, but also deeply concerned that the Navy might shortchange Newport News on critical shipbuilding contracts, a move that would devastate the local economy and prove disastrous for the nearly two million residents in the metropolitan region. Running on a campaign slogan of "Building for the Future," Wallace focused their campaign on urban resilience and advocacy for long-term strategic adaptation to climate change while uncovering high-paying, green-collar jobs, beating a long-time incumbent in an upset victory.





Representative Chase

HOUSE ARMED SERVICES COMMITTEE

After a multi-decade career in the House of Representatives, Daryl or Denise Chase finally arrived at that apex seat in Washington for a littoral district: chair of the Seapower and Projection Forces subcommittee of the House Armed Services Committee. With every spending bill originating in the House, Chase has extensive influence on defense spending, particularly with regards to the Navy. They have built an almost unassailable base in the Hampton Roads congressional district by supporting further development and sustainment of military installations throughout the region.

Chase is also affiliated with the American Defense Project's Super PAC, and while not legally directing its funding, does indirectly drive much of its electoral strategy.

Chase has been a staunch opponent of policies related to climate change, both disagreeing with the science and also concerned that considerations of climate change might lead to the movement of naval facilities out of Hampton Roads. They have also opposed unionization at the region's shipyards, worried that higher costs could turn Hampton Roads into the "Detroit of the Ocean." Witnessing the final vote on the 2005 Base Realignment and Closure (BRAC) recommendations in the House, Chase saw firsthand how strategic considerations could rapidly shut down long-running military installations — and has vowed to not let history be repeated.





CEO Brewer

GRIFFITH BARRETT INDUSTRIES

Alexander or Alexandra Brewer grew up in Biloxi, Mississippi, the descendants of sharecroppers and whose father was a banker in the growing economy of this state perched on the Gulf of Mexico. Life was pleasant if not rich, and Brewer ended up studying accounting at the Patterson School of Accountancy at the University of Mississippi in Oxford. Brewer interned at a shipyard in Gulfport, and after graduation, joined Griffith Barrett Industries (GBI) in a rotational management program.

From those early starts, Brewer ascended to the top spot of the massive defense contractor following a 25-year management career at GBI. A shrewd political operator in the cutthroat defense contracting industry, Brewer oversees a sprawling range of activities, but most importantly, the company's shipyard in Hampton Roads, which is its largest revenue and profit center.

Now, with Hurricane Helen endangering the future of the Gerald R. Ford aircraft carrier program, it's all hands on deck at GBI to secure as many carrier contracts as possible and guarantee the company's revenues for a decade or more. But it's the home front that is most challenging. Brewer insisted that GBI's laborers return to work during the early waves of the Covid-19 pandemic, stoking tension over workplace health and safety rules. Brewer has actively worked to thwart unionization of the company's shipyard facilities, attuned to the need to maintain the highest profit margins allowable under Pentagon rules to satisfy the demands of Wall Street. But a pro-labor president is throwing off Brewer's equilibrium, and the future of GBI lies in the balance.





Substacker Carmichael

VIRGINIA STRIPES NEWSLETTER

Ryan or Rhonda Carmichael began their career at the *Daily Press* — the daily newspaper of the city of Newport News within Hampton Roads — nearly ten years ago after graduating from the College of William & Mary with a major in Government. Over their college summers, Carmichael interned for *The Washington Post* on the metro desk, *The Virginia-Pilot* in Virginia Beach, and the *Army Times* (based in Springfield, VA), which ultimately led to a cub reporter role at the *Daily Press* after graduation. For the first five years, Carmichael reported on local issues, and they covered the last cycle of mayoral and congressional races in deeper detail.

Ambitious, Carmichael departed the *Daily Press* to begin the *Virginia Stripes* newsletter on Substack, wanting to build a local watering hole for the extensive military community in the Hampton Roads region. They have been trying to make the publication (and themselves) financially sustainable, but have struggled to find subscribers amidst tightening wallets.

While deeply traumatizing for the community, the arrival of Hurricane Helen and the legacy of its destructive wake has been the story of a lifetime. With newly-gained influence, can Carmichael transform a fleeting disaster story into a Substack career at the center of the national conversation?



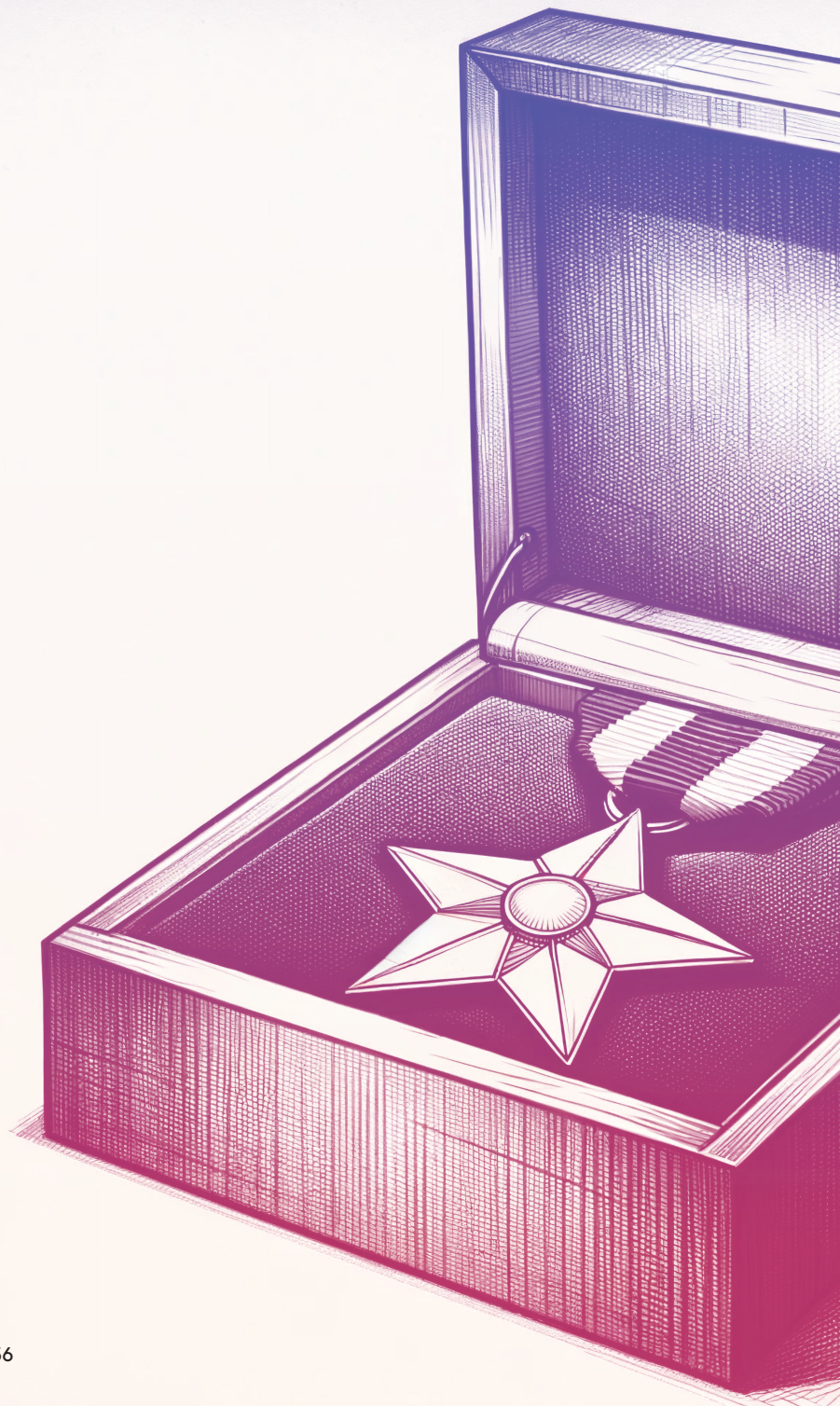


Union President McKinley LOCAL 9999

The McKinley star shined bright when Tobin's great-grandfather first arrived as a young boy at Ellis Island in 1898 during the presidency of (the presumably unrelated) William McKinley. That fortuitous destiny was shattered in September 1901 with the assassination of the U.S. president by Leon Czolgosz, which coincided with a series of setbacks to the newly-arrived McKinley family, including a death from tuberculosis and one during the Spanish Flu in 1919.

McKinley's grandfather eventually migrated down to Hampton Roads during World War II, joining the corporate ancestor of Griffith Barrett Industries (GBI) as a welder in the Allied fight against the Axis powers. McKinley's father also joined the shipyard as a welder, and McKinley knew from an early age that their stars would be aligned with the fate of that massive gantry on the coast. They've now worked at GBI for more than two decades.

While always a member of the shipbuilding union Local 9999, Tobin never paid much attention to the union representing GBI's workers until Covid-19 struck in 2020, where they watched as several colleagues succumbed to the mysterious airborne disease even as work continued on the Navy's ships. Shocked at the lack of any resistance to return-to-work orders, McKinley was a surprise candidate in the union leadership elections — and equally surprisingly — won the presidency of the local with a campaign to radically strengthen the union's membership and prospects. Now, as Hurricane Helen forces Hampton Roads to rebuild, McKinley wants to rebuild the union as a strong and durable force for all workers at GBI — and perhaps even beyond.





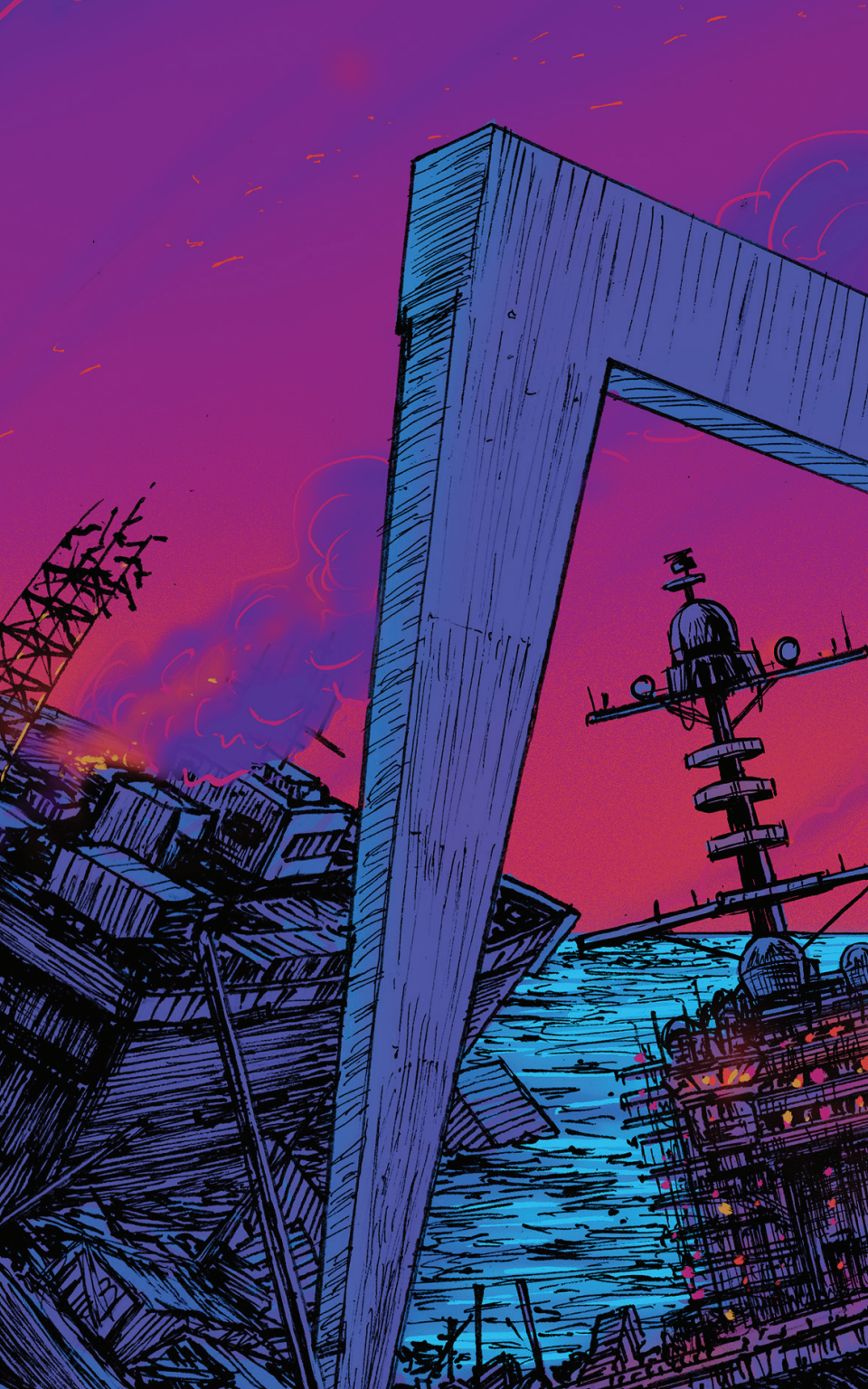
Admiral Reid

CHIEF OF NAVAL OPERATIONS

Admiral Marty or Martha Reid is a second-generation Navy veteran who deeply believes that a strong Navy will be central to America's power projection in the 21st century. Reid was confirmed as the Chief of Naval Operations (CNO) in 2020, and is currently serving out the final year of a 4-year term, which statutorily cannot be renewed. A member of the Joint Chiefs of Staff, Reid is considered a likely candidate to become Chairman of the Joint Chiefs, which would cap a lifetime of military service.

Admiral Reid has sounded the alarm on the Navy's vulnerabilities to climate change for many years, given the extensive coastal infrastructure the service uses. Reid commissioned the Navy's first comprehensive report on the subject, a report that was widely read but barely acted upon by Congress. The current situation in Hampton Roads was foreseeable, inevitable, and ultimately infuriating.

The Secretary of the Navy has charged Admiral Reid with developing the Navy's recovery strategy post-Hurricane Helen, and the admiral's legitimacy — and promotion to chairman — is on the line depending on how the future of the flagship Gerald R. Ford aircraft carrier program is handled. A signed deal and the strong backing of the incumbent pro-labor president will all but ensure that this decorated sailor reaches the pinnacle of the armed forces.



Game Setup

Each player will be assigned one of six roles for the duration of the game with instructions on that character's interactions with others, their objectives, and their private resources.

The game will take place over the course of **four scenes**. In each scene, story and context will be offered by the game leader, two random events will be played and the effects calculated, and then a period of about 15 minutes will allow for discussion around a set of public decisions that certain players will have to make. At the end of each scene, all players will privately fill out their decision sheets and hand them into the game leader. **All decisions both public and private are made simultaneously.**

All characters have special “**resources**” to spend to influence the game's outcomes, which can include money (Mayor, Representative, GBI CEO and Union President), free newsletter issues (Substacker) and assignments to public affairs officers (Admiral). These resources can help or hurt any player (including the player spending them) or help drive attention to the shipyard. New resources are offered each scene (except for the GBI CEO, who is offered a fix amount for the whole game). For characters spending money, leftover resources will be carried over to the next scene. GBI's overall resources are public to all players, and how the Substacker writes their newsletter issues is also public.

Throughout the game, a running total of **key metrics** will be offered to all players. Three metrics — the passage of the carrier contract in Congress as well as the Mayor and Representative's election results — are probabilities, and the final result will be randomly determined based on that probability.

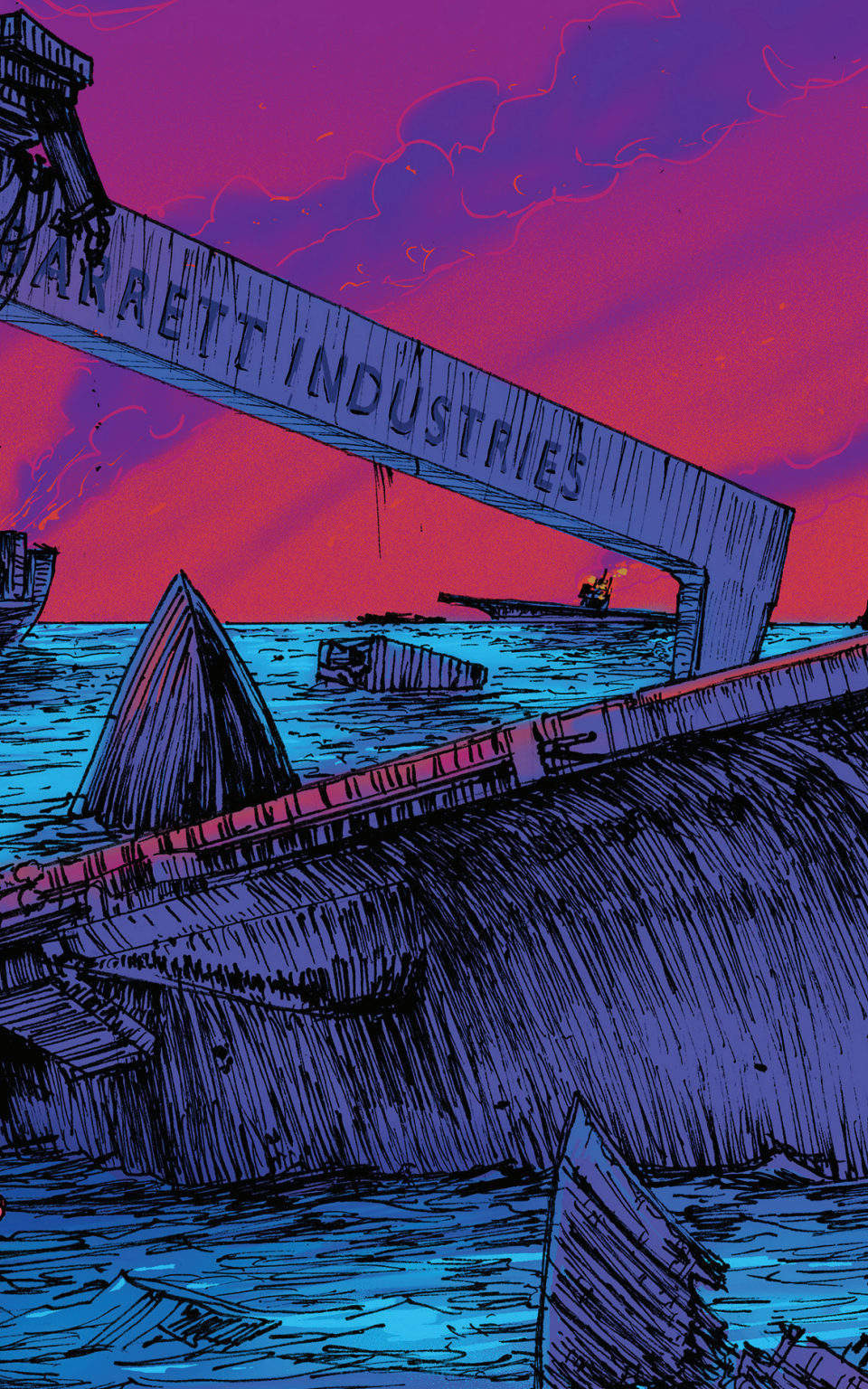
At the end of the game, each player will be scored out of 10 points based on their success in reaching their character's own objectives. The player with the most points wins, and in the event of a tie, the victory is shared.

5 PLAYER SETUP

In the event that only 5 players are present, the game leader should assume the role of whatever character is leftover after selection.

7 PLAYER SETUP

In the event of an extra player, offer the role of "god" to the extra player (what I dub "Seventh Heaven"). The player of "god" can listen and discuss the hopes and dreams of all the players, as well as any curses they want to happen to other players. Working with the game leader, "god" can narrate additional changes to the start of each scene, in the same way as an event card. For example, "god" could say that the Mayor and Representative crash their cars into each other while campaigning, helping or hurting their poll numbers. The hope is that this offers some additional creativity, and is reasonable to maintain balance (or even to force more balancing than the game generally has).



The Economics of GBI's Stock Price



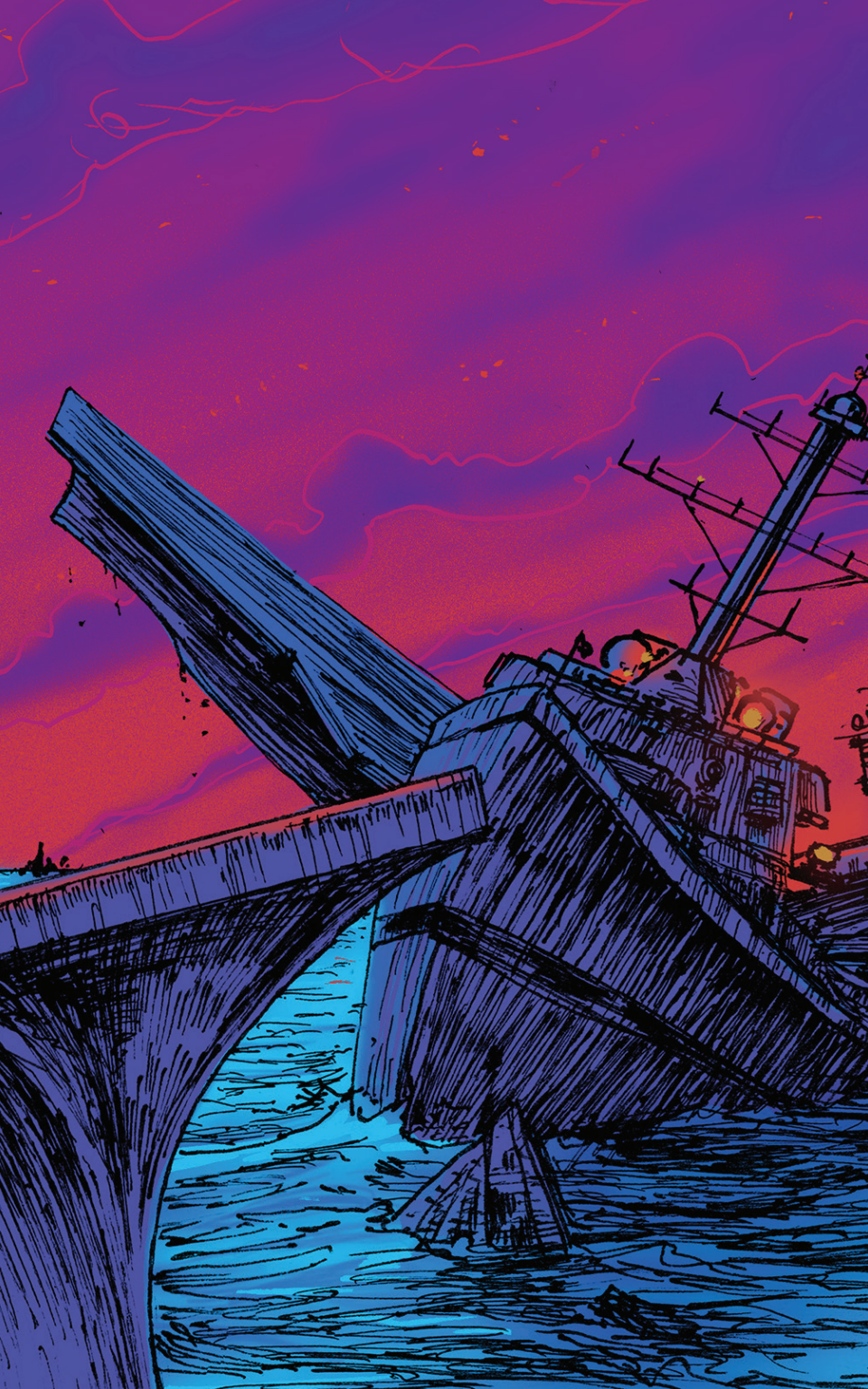
One critical aspect of this scenario is the economic health of Griffith Barrett Industries (GBI), the ship-builder of the nation's carrier fleet and the owner of the shipyard in Hampton Roads.

GBI's stock price fluctuates widely given its anticipated revenues from defense contracts and its efficiency in building ships.

GBI's stock is generally priced at \$5 for every billion dollars of future profits from defense contracts, adjusted for their probability of passage. For instance, if a contract has a future profit of \$1 billion and the probability of passage is 50%, then the company's stock would be valued at \$2.50 (\$500 million future expected profit).

In addition to the expected value of future profits, another \$10 of GBI's stock price is determined by its spending of corporate resources, which start at \$100 million. So in our example above, assuming the company hadn't spent any corporate resources, then GBI's final stock price would be \$12.50.

The margin on a single carrier contract is \$5 billion minus the cost of labor. Pentagon planners generally expect about 10,000 workers per carrier, although less workers or more workers can be used by GBI to increase profits or to show its commitment to the project. A non-union laborer costs \$100,000 and a union laborer costs \$300,000 given salary increases, health benefits, vacation days requiring worker substitutes, and more. Therefore, a standard carrier with 10,000 non-unionized workers makes a profit of \$4 billion, and the same carrier with 10,000 unionized workers makes a profit of \$2 billion.



Public Key Metrics

Overall Metrics

NUMBER OF CONTRACTS

Starts at 0. Determined by the Admiral at various points of the game. Determines the current “deal” in Congress for the number of contracts to be offered to the shipyard in Hampton Roads.

SHIPYARD REPAIRS

Starts at \$0. The total number of dollars devoted from local sources to fix the shipyard, the costs of which are estimated at \$100 million. More repairs will increase the Probability of Passage.

SHIPYARD EMPLOYEES

Starts at 10,000. Determined by GBI CEO every scene. This is the designated target for hires at GBI, based on potential carrier contracts. Probability of Passage increases as more employees are hired.

Individual Key Metrics



Probability of Reelection Mayor

Starts at 20%. Determined by the Mayor’s likability as well as the scale of the carrier contracts being offered.



Probability of Reelection Representative

Starts at 20%. Determined by the Representative’s likability as well as the scale of the carrier contracts being offered.



Stock Price CEO

Starts at \$10. Derived from the expected value of future profits from carrier contracts and controlling extraneous expenses.



Substack Subscribers Substacker

Starts at 1,000. Heavily influenced by the Substacker's judgment on the future stock movements of GBI as well as marketing from all characters.



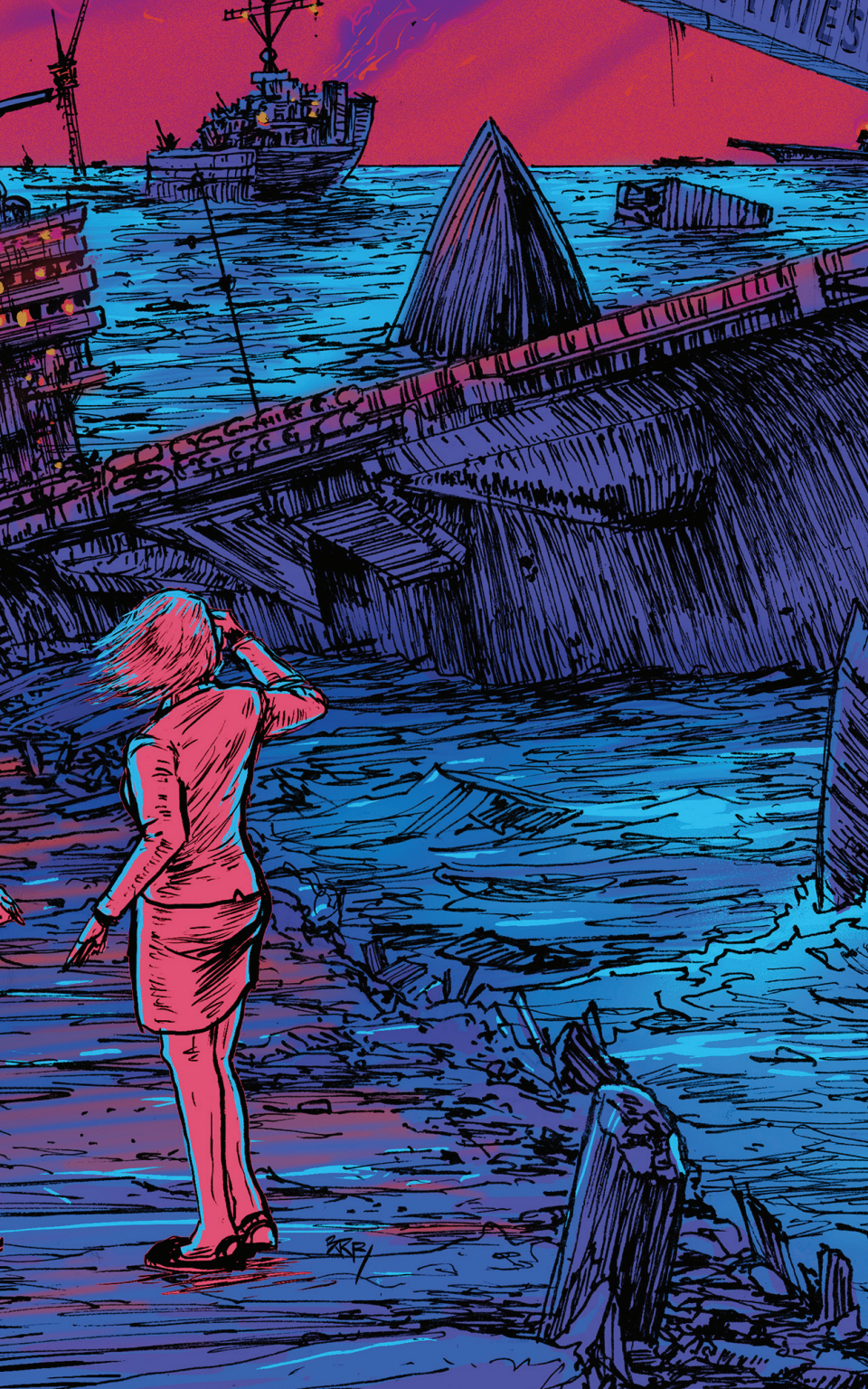
Union Membership Rate Union President

Starts at 20% (or 2,000 workers). Influenced by grassroots support as well as the employment situation of GBI. The number of members equals the revenue available per scene. The union will receive union dues of \$200 per union worker per scene as a resource.



Probability of Passage Admiral

Starts at 100%. This is determined by the number of carrier contracts, the likability of the Admiral and the scale of repairs to the shipyard.



Character Cards

WARNING — CONFIDENTIAL

The information provided in this section for each character, such as their relationships to other characters and the resources at their disposal, should only be shared with that character.



Mayor Wallace CITY OF NEWPORT NEWS

RELATIONS TO OTHER CHARACTERS



Representative Chase: Very testy relations. The Representative endorsed Wallace's opponent in the last election, and actively worked to thwart Wallace's campaign. While acknowledging common points of economic interest, the two are otherwise deep political enemies despite sharing a similar party.



GBI CEO Brewer: A required relationship for any mayor, the two have not always seen eye to eye on the need for climate resilience and particularly union support. However, the CEO understands that building up the shipyard for resilience could be a lucrative opportunity and has had a somewhat open mind on the future direction required for the shipyard and its workforce.



Substacker Carmichael: Cordial relations. As a reporter at the *Daily Press*, Carmichael covered the mayoral campaign in a mostly balanced way. Now writing a Substack with *Virginia Stripes*, Wallace is curious how Carmichael will shape their opinions in the years ahead.



Union President McKinley: Good relations but not an automatic ally. President McKinley has been focused on building up the voice of GBI workers, and in this way, is aligned with Wallace's goals of a vibrant and future-proofed economy for the region.



Admiral Reid: Limited prior interactions.

OBJECTIVES

For this Newport News native, the demise of the shipyard would also be a loss of a way of life. It cannot happen. As with all politicians, **Wallace wants to win reelection**, and at the same time, would be extraordinarily thrilled if Representative Chase were to lose theirs, despite their positive influence on the House Armed Services Committee. Building a strong and vibrant GBI union is a hope, and minimizing scandalous coverage is an obvious goal as well.

SPECIAL RESOURCES

Mayoral Campaign Fund (Mayor): \$500,000 will be added at the beginning of each scene to spend as small donations from the community roll in. Double down on your own campaign, even while burnishing or burning the reputations of allies and enemies, respectively.



Representative Chase

HOUSE ARMED SERVICES COMMITTEE

RELATIONS TO OTHER CHARACTERS



Mayor Wallace: Very testy relations. Representative Chase backed the previous mayor who was running for reelection, and actively worked to thwart Mayor Wallace's campaign. While acknowledging common points of economic interest, the two are otherwise political enemies.



GBI CEO Brewer: A quiet if strong ally. The two are natural partners, with CEO Brewer often supporting the Representative's goals with the American Defense Project Super PAC, while the Representative has influenced naval and other defense contracts for the CEO. That said, it's a strategic relationship, and both understand when the two need each other when it comes to limiting the local union — and when they don't.



Substacker Carmichael: Somewhat negative view of each other. Carmichael was not a muckraker as a journalist at the *Daily Press*, but did cover the Representative's reelection opponent far more extensively than Chase had desired. Now writing the *Virginia Stripes*, Chase is concerned that Carmichael might become even more of a loose cannon.



Union President McKinley: Testy relations and not an ally. President McKinley has been focused on building up GBI's union, a cause that Chase is deeply worried will make the shipyard financially unattractive for national funding.



Admiral Reid: Representative Chase has had extensive negotiations with Admiral Reid on all matters of Naval procurement over the past three years. The two have traditionally had something of a détente, and are not close friends.

OBJECTIVES

Like all politicians, **Representative Chase desperately wants to win reelection**, and Hurricane Helen is upending a carefully choreographed campaign. The Representative would also like to see Mayor Wallace lose election, with an ally once again running city hall. Keeping the union membership to small numbers and keeping scandals to a minimum are both on-going priorities.

SPECIAL RESOURCES

Super PAC Funding (Representative): \$2,500,000 will be added at the beginning of each scene to spend as large dark money donors sign checks to the American Defense Project Super PAC. Double down on your own campaign, even while burnishing or burning the reputations of allies and enemies, respectively.



CEO Brewer GRIFFITH BARRETT INDUSTRIES

RELATIONS TO OTHER CHARACTERS



Mayor Wallace: A real nuisance, to be frank. The mayor's obsession with climate change as well as support for the union could threaten the entire future of the shipyard, and thus undermine GBI's most important business line. Brewer quietly funded Mayor Wallace's opponent (a fact unknown to Mayor Wallace), but was unsuccessful in halting Wallace's victory.



Representative Chase: A quiet if strong ally. The pair are natural allies, with Brewer often supporting Representative Chase's goals with the American Defense Project Super PAC, while the Representative has influenced naval and other defense contracts for GBI. That said, it's a strategic relationship, and both understand when the two need each other when it comes to limiting the local union — and when they don't.



Substacker Carmichael: Limited prior interactions since Carmichael recently started the *Virginia Stripes* to cover GBI and other issues in Hampton Roads. Could be a great ally or foe depending on their ultimate influence.



Union President McKinley: Deep antipathy. Brewer has successfully fought union efforts through Virginia's right-to-work laws, but McKinley seems hell bent on damaging GBI's long-term viability as a company. Reducing McKinley's influence is an always-on, important priority.



Admiral Reid: Brewer and Admiral Reid have friendly ties given the close business interests of GBI with the Navy's strategy. Brewer has implied — but never said explicitly — that there would be an opening for the admiral on GBI's board of directors in the future.

OBJECTIVES

If in real estate the quip is "location, location, location", as CEO of a publicly-traded defense contractor, the equivalent is "stock price, stock price, stock price." **GBI's stock must move up** — and it's only going to get there with the the Navy's backing of as many new carriers that will pass through Congress. A strong stock price will ensure Brewer keeps their job.

RECURRING DECISIONS

GBI Workforce Target: In each scene, Brewer must designate the target size of the shipyard workforce. The Pentagon generally expects 10,000 workers per carrier, but GBI can decrease or increase that number to heighten profits or show its commitment to a carrier as strategically desired. The number of union personnel can not be directly determined.

SPECIAL RESOURCES

GBI Corporate Resources (CEO): Starts at \$100,000,000, and unlike all other characters, is not replenished each scene. Also unlike all other characters, the total amount is public given the listing requirements of the New York Stock Exchange. Spending these resources negatively affects GBI's share price by demonstrating to Wall Street the inefficiency of the company. Balance making the right investments and burning the corporate coffers.



Substacker Carmichael

VIRGINIA STRIPES

RELATIONS TO OTHER CHARACTERS



Mayor Wallace: Cordial relations. Carmichael covered Mayor Wallace's last campaign in a mostly balanced manner as a reporter for the *Daily Press*, and has been energetic in covering early policies in their administration now on Substack.



Representative Chase: Somewhat negative view of each other. Carmichael has not traditionally been a muckraker, but covered the Representative's reelection opponent far more extensively than Representative Chase desired as a reporter with the *Daily Press*. Now on Substack, the relationship is open for interpretation.



GBI CEO Brewer: Limited prior interactions. Carmichael hopes to make a name for themselves covering GBI better than other writers, and this is a relationship that could build up the *Virginia Stripes* brand — or sink it.



Union President McKinley: Cordial but limited relations. Carmichael's focus with their Substack has been on the military installations in the region, which has limited their coverage of unions dependent on but not directly related to the vagaries of the services.



Admiral Reid: Limited to no interaction.

OBJECTIVES

In the tumultuous world of modern digital journalism, the currency of the realm in 2024 is subscribers. **You want to drive your subscribers as high as possible**, both to ensure your stories reach the widest possible audience and also to ensure your own financial livelihood in the always-churning media industry. Carmichael wants to make it nationally, and that's only going to come from a good local story.

RECURRING DECISIONS

GBI Stock Price Prediction: As a service to subscribers, the *Virginia Stripes* newsletter analyzes GBI's business and offers a stock price prediction. In every scene, you will submit a prediction for GBI's next stock price, which will help or hurt subscriber numbers depending on how accurate it is.

SPECIAL RESOURCES

Free Newsletter Analyses (Substacker): In each scene, Carmichael can write 3 articles positively or negatively on other characters (including themselves), as well as write about the shipyard. Unlike other resources, these issues are publicly announced to all players. Build up brands or burn bridges?



Union President McKinley LOCAL 9999

RELATIONS TO OTHER CHARACTERS



Mayor Wallace: Good relations and a regular ally. McKinley has been focused on building up the shipyard union, which in most cases is aligned with Wallace's vision for an economically dynamic and resilient Hampton Roads region that offers robust job opportunities for all citizens.



Representative Chase: Testy relations, and much more distant than the relationship with Mayor Wallace. McKinley has tended to stay clear of national politics where Representative Chase spends the bulk of their time. Chase has not been an enthusiastic supporter of Local 9999 compared to Mayor Wallace.



GBI CEO Brewer: Sworn enemy. Brewer has met once or twice with McKinley on union issues, but has remained aloof, and has actively thwarted the growth of the union in corporate-friendly Virginia. Brewer needs to respect the union's importance in protecting GBI's workforce and long-term health.



Substacker Carmichael: Cordial but limited relations. Carmichael's focus with the *Virginia Stripes* Substack has been on the military installations in the region, which has limited their coverage of unions dependent on but not directly related to the vagaries of the services.



Admiral Reid: Limited prior interactions.

OBJECTIVES

With such a lightweight organization in the midst of a terrible tragedy, **McKinley feels the deep need to build up the Local 9999 union into a more influential organization by growing membership.**

McKinley has become something of a local political power broker, and increasingly sees the need for political friends in City Hall and on Capitol Hill. Like other locals, McKinley believes that limiting carrier contracts for Hampton Roads would be disastrous for the local economy, but if none of the jobs are union — does it really matter?

SPECIAL RESOURCES

Union Membership Dues (Union President): Starts at \$2 million given the union's prior savings. Each scene, the union gains \$200 for each member of the union (Shipyard Employees x Union Membership Rate). Thus, 5,000 union members equates to \$1,000,000 in dues.



Admiral Reid

CHIEF OF NAVAL OPERATIONS

RELATIONS TO OTHER CHARACTERS



Mayor Wallace: Limited prior interactions.



Representative Chase: Admiral Reid has had extensive negotiations with Representative Chase on all matters of Naval procurement over the past three years as the military counterpart to the Secretary of the Navy. The two have traditionally had something of a *détente*, and are not close friends.



GBI CEO Brewer: CEO Brewer and Reid have friendly ties given the close business interests of the company with the Navy's strategy. Reid wants carriers for the fleet; Brewer wants carriers to build in order to make profit. There is an implied exit from the Navy for Reid, as several retired flag officers have joined Griffith Barrett Industries as paid advisors.



Substacker Carmichael: Limited prior interactions.



Union President McKinley: Limited prior interactions. Reid has no strong views on America's labor policy, but serves at the pleasure of the president, and right now, the president is pro-labor. Reid is attuned to the political dynamics and what is needed to get stuff done.

OBJECTIVES

As the highest commissioned naval officer in America, Admiral Reid is acutely aware of how Washington works and what it takes to get the fleet the Navy needs. Reid has always played the long game, and is striving to make it to Chairman of the Joint Chiefs, which requires an endorsement from the president and from the Senate.

Reid needs to get a carrier deal — *any deal* — through the Senate, and hopes to get as many carriers as possible without having the deal scuttled entirely. They will accept an approved zero carriers over a failed deal.

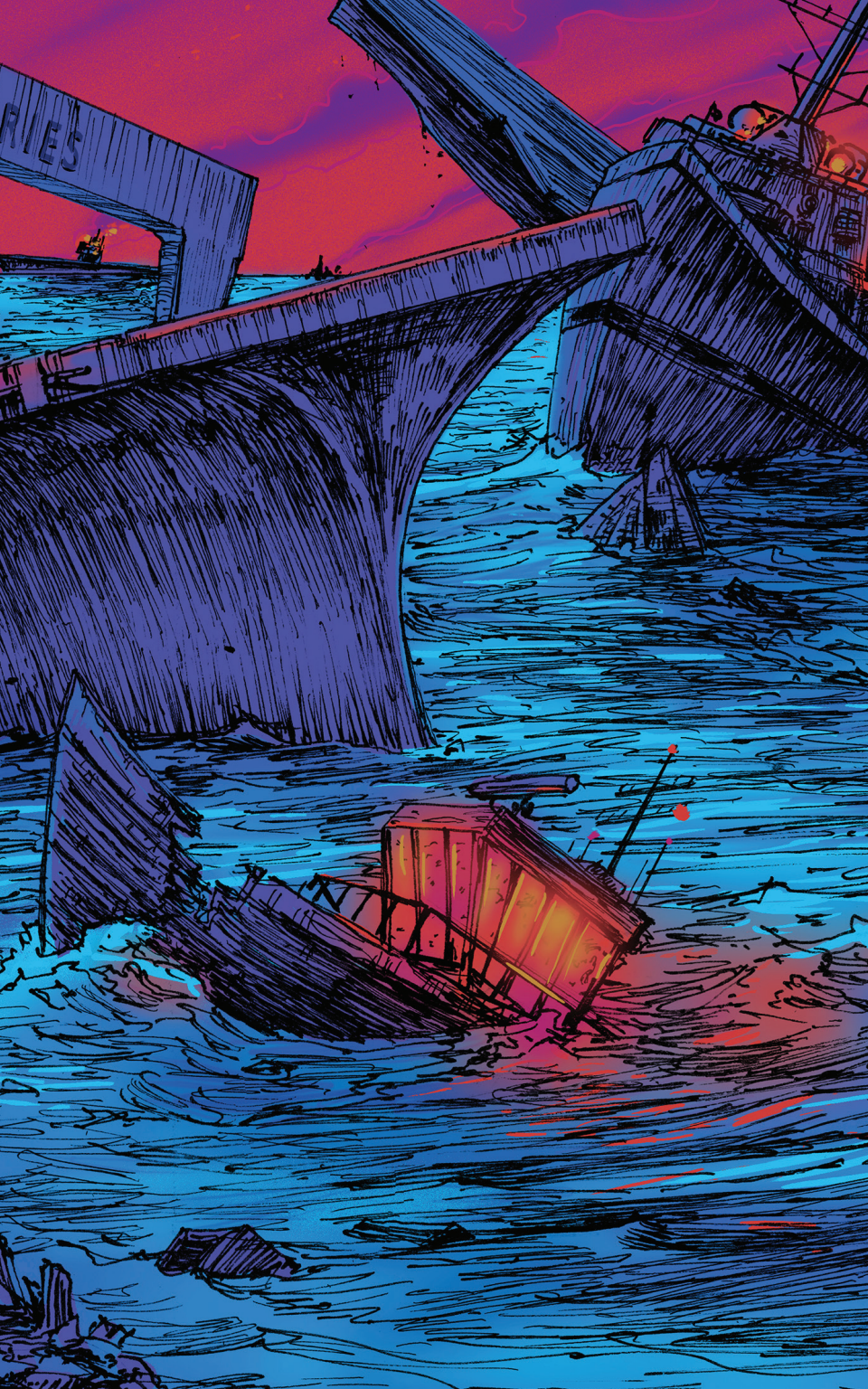
The president has demanded a majority of shipyard jobs be union in swing state Virginia. It's that or retirement.

RECURRING DECISIONS

Number of Contracts: In several scenes, the Admiral can update their ask to Congress on how many carrier contracts to fund in Hampton Roads. Increasing the number of contracts lowers the probability of passage and vice versa. The number of contracts that can be requested ranges from 0 to 3.

SPECIAL RESOURCES

Public Affairs Officers (Admiral): The Admiral has been assigned 3 public affairs officers (PAOs). Each scene, the Admiral can assign each of the 3 officers to help or hurt any key metric or to discuss the shipyard.



Scene Guides

1

Scene

Admiral's Study

(August)



SCENE 1

With the Navy's installations in Hampton Roads badly damaged following Hurricane Helen, Admiral Reid has driven down from DC to assess the damage directly (avoiding helicopter usage given the presence of search-and-rescue operators still in the air even two weeks after the storm made landfall).

The situation is grim, with the car unable to reach the shipyard due to heavy debris on local access roads. The Admiral has set up a small office in one of the Navy's few undamaged equipment warehouses.

In this first scene, Admiral Reid must decide what recommendation to make to Congress for the next carrier contract. They must also apportion blame for the catastrophe. As in every scene, GBI CEO Brewer will need to determine the company's target workforce, and Substacker Carmichael will need to assess the future stock price of the company.

SCENE DECISION 1-1



Admiral: Designate an intended number of carrier contracts for the shipyard. Can be between zero (0) and three (3).

SCENE DECISION 1-2



Admiral: Select the causes of the catastrophe at the shipyard. Can be any combination of:

- ☐ **SELF BLAME:** "As Chief of Naval Operations, I take personal and professional responsibility for the catastrophe that Helen has wrought on the military installations in Hampton Roads."
- ☐ **NAVY:** "The Navy recognizes that as a service, it has ignored repeated warnings from climate scientists and others about the long-term risks of climate change. Those risks have now become realized, and the service must accept the consequences of its planning mistakes."
- ☐ **CONGRESS:** "While the Navy has long intended to buttress its climate resilience at critical facilities, such efforts have failed to gain attention as high priorities in the country's appropriations process."
- ☐ **LOCAL GOVERNMENT:** "While the Navy has remained committed to a climate resilience plan for more than a decade, local concerns have regularly thwarted the efforts of the service from building toward long-term climate resilience."

- **GRIFFITH BARRETT INDUSTRIES:** “The Navy as an institution has long been committed to climate preparedness, but recognizes that many of its private-sector counterparts do not desire the increased capital contributions required for long-term strategic resilience.”
- **ACT OF GOD:** “Unforeseen calamities are a regular part of any complex organization, and while eventualities are regularly and properly assessed, the Navy concludes that Hurricane Helen was an exceptional storm with an exceptional trajectory that caused exceptional consequences.”

RECURRING DECISION



GBI CEO Brewer: Determine the number of intended employees at GBI given the information from the scene.



Substacker Carmichael: Analyze the information from the discussion and assess what GBI's next stock price will be.

2

Scene

City Hall

(September)



SCENE 2

At the invitation of the Newport News City Council, Admiral Reid stays in town to hear and respond to questions about the future of the shipyard.

The City Council, led by Mayor Wallace, must determine how to apportion the city's emergency budget given the circumstances following Hurricane Helen. The city has \$100 million in its reserves, and the city council has already voted to authorize spending the entire budget on the city's priorities.

Meanwhile, election season is heating up, and there is growing demand from the Local 9999 union membership and the *Virginia Stripes* Substack readership to understand who to campaign for or against. Finally, Representative Chase will offer an exclusive interview from the City Council hearings to a publication.

SCENE DECISION 2-1



Mayor: Determine how to spend Newport News's emergency city budget of \$100 million. Spending can be apportioned across (in million dollar increments):

- ☐ PUBLIC WORKS
- ☐ POLICE
- ☐ INCOME
- ☐ HOUSING
- ☐ SHIPYARD
- ☐ UNION EMPLOYMENT FUND
- ☐ DC LOBBYING
- ☐ PRESS RELATIONS

SCENE DECISION 2-2



Union President:

- ☐ Determine whether to endorse the **Mayor** for reelection, stay neutral, or oppose reelection.
- ☐ Determine whether to endorse the **Representative** for reelection, stay neutral, or oppose reelection.

SCENE DECISION 2-3



Substacker:

- ☐ Determine whether to endorse the **Mayor** for reelection, stay neutral, or oppose reelection.
- ☐ Determine whether to endorse the **Representative** for reelection, stay neutral, or oppos

SCENE DECISION 2-4



Representative: Your press secretary wants to offer an exclusive interview live from City Hall. Determine which media outlet you want to talk to:

- **Joe Rogan (The Joe Rogan Experience Podcast):** A wide-ranging podcast interview that is popular among right-wing, young and male listeners.
- **Eric Bolling The Balance (Newsmax):** A harder-right cable show interview focused on culture war politics.
- **Hannity (Fox News):** A right-wing cable show interview focused on national security.
- **All In with Chris Hayes (MSNBC):** A left-wing cable show interview focused on climate change and progressivism.
- **Wall Street Journal Editorial Board:** A sit-down interview with the business newspaper focused on the challenges of economic recovery.
- **David Sanger (NYT):** A sit-down interview with the paper of record focused on national security.
- **Our Unequal Earth (The Guardian):** A sit-down interview with the left-wing UK paper on climate change and progressivism.

RECURRING DECISION



Substacker: Analyze the information from the discussion and assess what GBI's next stock price will be.



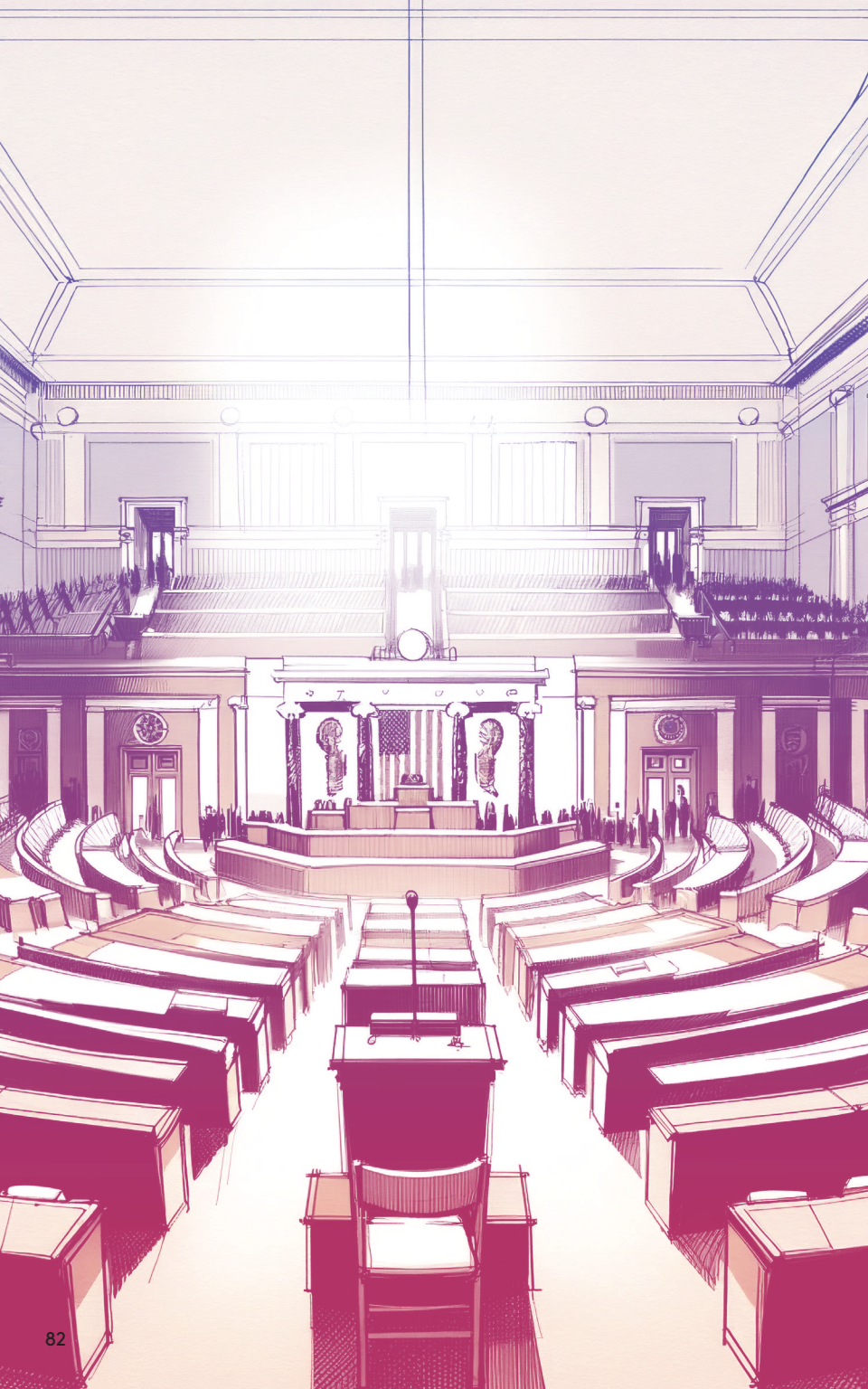
CEO: Determine the number of intended employees at GBI given the information from the scene.

3

Scene

Capitol Hill

(October)



SCENE 3

As Newport News and the broader Hampton Roads community moves on from the worst of Hurricane Helen's immediate aftermath, attention turns to Capitol Hill and how Congress should respond to the disaster.

As chairman, Representative Chase has control over the next 10 days of the Seapower and Projection Forces subcommittee of the House Armed Services Committee — what should be scheduled?

The heightened national media attention from the hearings has led to rumors that Mayor Wallace and Union President McKinley will seize the spotlight and protest what's happening in Hampton Roads.

Meanwhile, Admiral Reid has been gathering further information on the future of the shipyard and what the consequences are for Newport News. Reid will revise their request to Congress on the number of carrier contracts.

SCENE DECISION 3-1



Representative: Determine how to schedule 10 “working days” of the subcommittee. Each day can be focused on:

- Positive or Negative hearings focused on any character (including yourself)
- Positive or Negative hearings on the shipyard
- Leaving the committee to fundraise for the American Defense Project’s Super PAC, which will offer more Super PAC resources in the fourth and final scene

SCENE DECISION 3-2



Union President: Determine whether to organize a protest in front of Capitol Hill about the situation in Hampton Roads



Mayor: Determine whether to organize a protest in front of Capitol Hill about the situation in Hampton Roads

SCENE DECISION 3-3



Admiral: Designate an intended number of carrier contracts for the shipyard. Can be between zero (0) and three (3). The number can be the same or different from your plan in August (Scene 1) in the Admiral’s Study.

RECURRING DECISION



Substacker: Analyze the information from the discussion and assess what GBI’s next stock price will be.



CEO: Determine the number of intended employees at GBI given the information from the scene.

4

Scene

Twitter (X) Space

(November)



SCENE 4

The election is now a week away, and regardless of outcome, Congress is expected to vote on the carrier contract during the “lame duck” session after the election before new representatives are sworn into office in January.

The growing readership of the *Virginia Stripes* Substack has given it local influence, and Substacker Carmichael has decided to host a live Twitter (X) Space to discuss the issues affecting Hampton Roads. All characters are invited to discuss their topics of interest, and Carmichael will offer commentary.

Meanwhile, Admiral Reid must submit a last-and-final request for the number of carrier contracts to Congress.

SCENE DECISION 4-1

All Except Substacker: Each player has time to offer 3 comments to Substacker Carmichael during the livestream. Those arguments can be positive or negative on any individual character, or promotion of the shipyard.

SCENE DECISION 4-2



Substacker: Offer a positive, neutral or negative bias to your commentary on every character except yourself.

SCENE DECISION 4-3



Admiral: Designate an intended number of carrier contracts for the shipyard. Can be between zero (0) and three (3). The number can be the same or different from your plan in August (Scene 1) in the Admiral's Study as well as your plan in October (Scene 3) on Capitol Hill. This is the final carrier contract request that will be put to a vote during the lame duck session of Congress and cannot be changed.

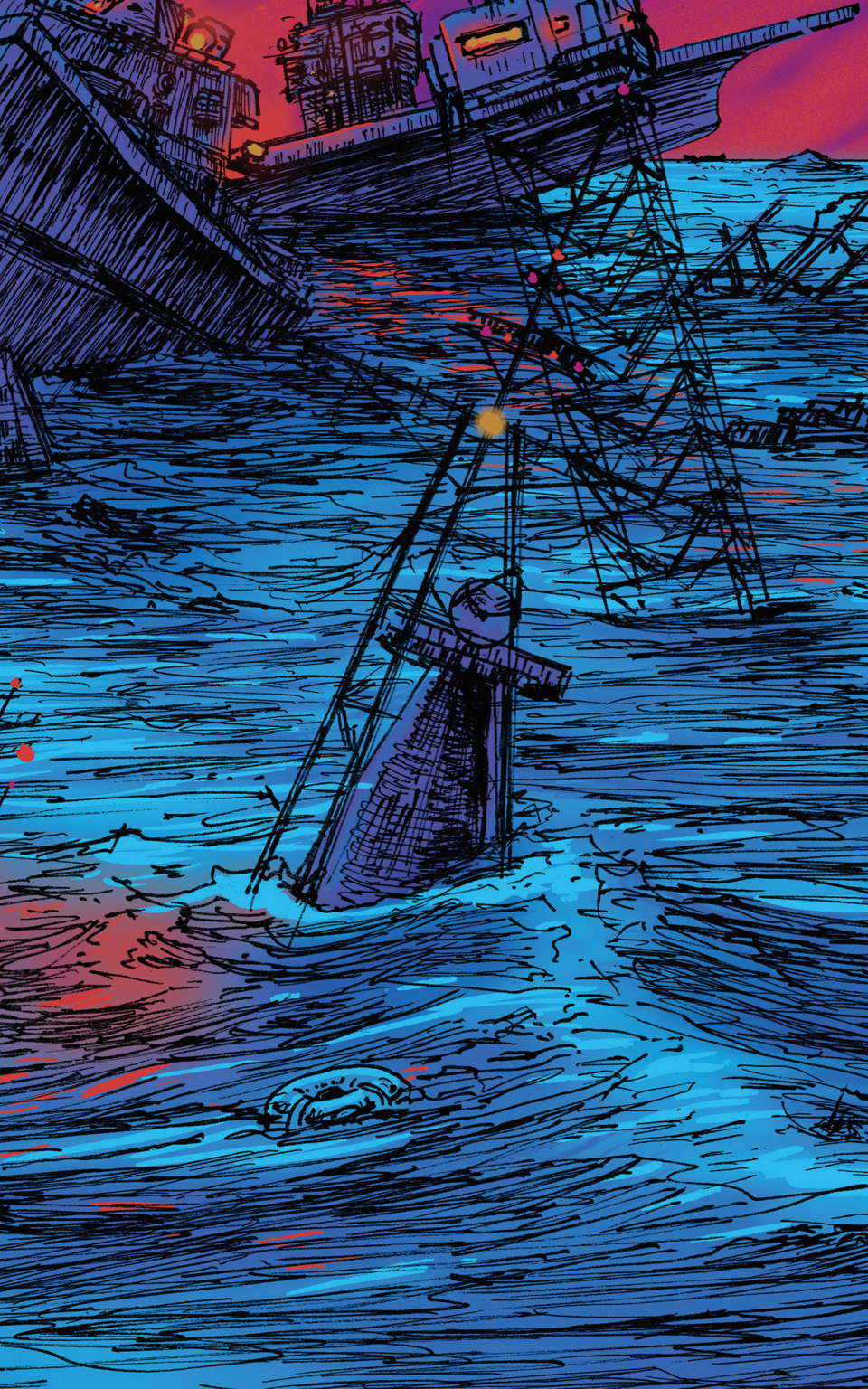
RECURRING DECISION



Substacker: Analyze the information from the discussion and assess what GBI's next stock price will be.



CEO: Determine the number of intended employees at GBI given the information from the scene. This is the final commitment for the workforce before the carrier contract is determined by Congress.



End Game Scoring

Scoring

STEP 1

Determine whether the carrier contract passes Congress by rolling out of 100 and checking against probability.

STEP 2

Determine the reelection of the Mayor and Representative by rolling out of 100 and checking against probability.

STEP 3

Determine if there were scandals during Scenes 2 and 3 per the Scoring Rules.

STEP 4

Determine GBI's final stock price and whether GBI CEO Brewer retains their job.

STEP 5

Determine the final number of union workers at the shipyard.

STEP 6

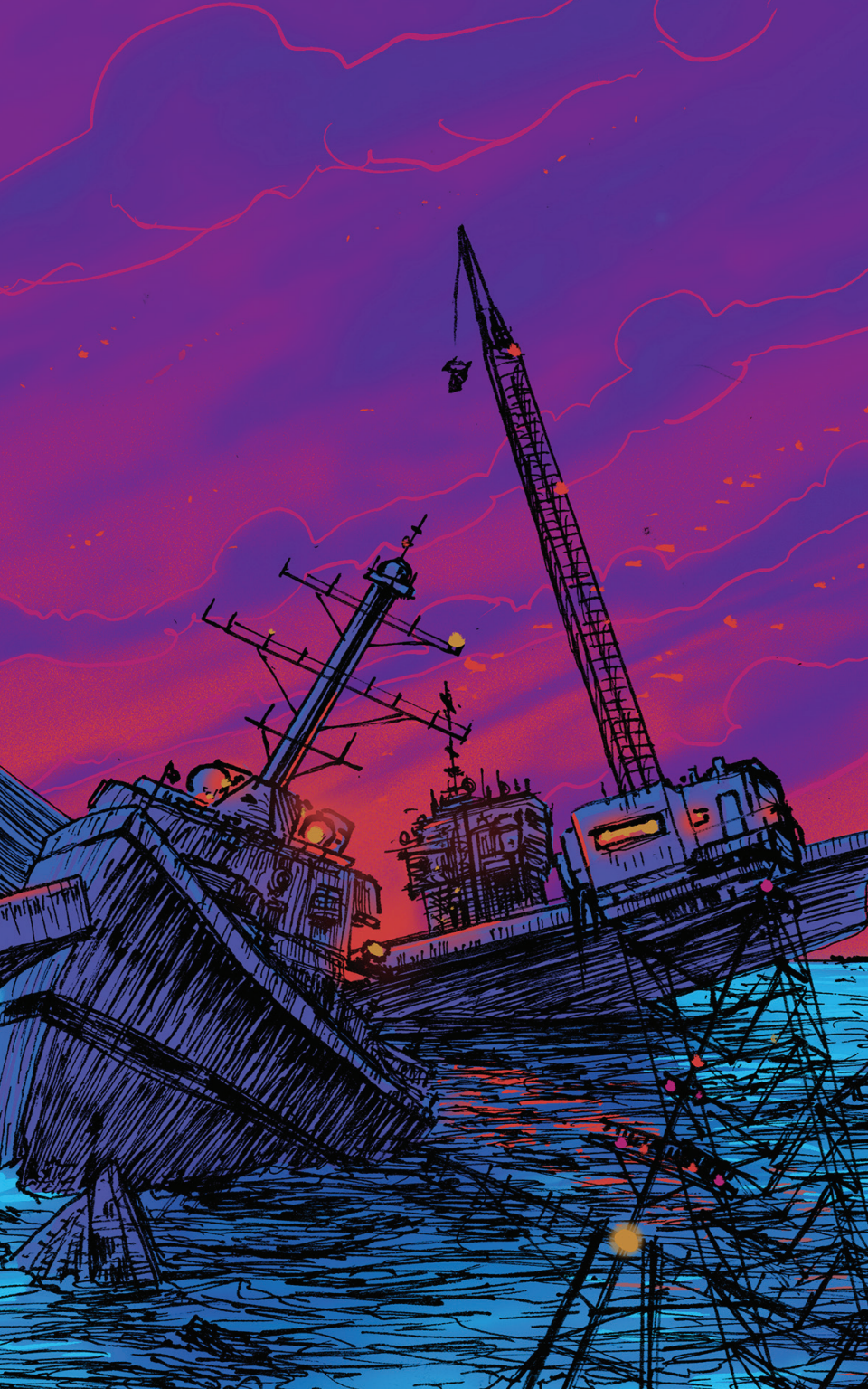
Determine whether Admiral Reid gets the president's endorsement for promotion to Chairman of the Joint Chiefs and whether the nomination is cleared (which happens if the carrier contract — any contract — is passed by Congress).

STEP 7

Then, apportion points based on the game's final outcomes.

STEP 8

The highest score is the winner, or in the event of a tie, they share the victory.



Event Cards & Appendix

Key Metrics Changed

1 DONOR DOUBLE DOWN:

Newport News Business Exchange doubles down on political incumbents through its campaign arm. (Mayoral Campaign Fund +50% and Super PAC +100%)

2 FUNDING FOUNDATIONS:

GBI launches local foundation for Hampton Roads community. (Mayoral Campaign -50% and GBI Corporate Resources +\$10M)

3 COMMITTEE CONDEMNATION:

The Seapower and Projection Forces subcommittee criticizes Admiral Reid in its annual report. (Representative Likability +10, Admiral Likability -10)

4 REPRESENTATIVE CRITIC:

Representative Chase uncovers and condemns campaign finance irregularities at the Mayoral Campaign Fund. (Mayoral Campaign Fund -25% and Representative Likability +20%)

5 SUPER PAC SUPERSPREAD:

The American Defense Project's Super PAC new campaign against Mayor Wallace goes hyper-viral. (Mayoral Likability -20% and Super PAC Funding +50%)

6 INVESTOR INVECTIVE:

A major GBI investor condemns Representative Chase at a conference, even while going long on the company's trajectory. (Representative Likability -20% and GBI Corporate Resources +\$5M)

7 AFL-CIO APPLAUSE:

The president of the national AFL-CIO comes to Hampton Roads and gives a fiery speech to Local 9999. (Unionization Rate +20% and Mayoral Likability +5%)

8 MURKY MONEY:

Local 9999 union finds additional funds in untracked bank account. (Union Membership Fees +50% and Unionization Rate -5%)

9 CORRUPTION CRACKDOWN:

Admiral Reid discovered an overcost kickback scheme at the Local 9999 union and orders a penalty fine. (Unionization Rate -20% and Admiral Likability +10%)

10 RAPACIOUS REPAIRS:

A senior exec at GBI has been charged and GBI fined by the Department of Justice in bilking the shipyard repair fund. (Shipyard Repairs -\$20M and GBI Corporate Resources -\$10M)

11 CANADIAN CHARITY, EH?:

Mayor Wallace successfully travels to Canada on a trade mission to fundraise for the shipyard. (Mayoral Likability +10% and Shipyard Repairs +\$10M)

12 SUBSTACK SUBMISSION:

Local 9999's newsletter thanks Substacker Carmichael for being a paid shill. Carmichael denies it in a major newspaper editorial. (Union Membership Dues -100% and Substack Subscribers -20%)

13 APLOMB ADDRESS:

Admiral Reid delivers a rapturous address to the US Naval Academy Alumni Association & Foundation. (Admiral Likability +20% and Shipyard Repairs +\$5M)

Key Metrics Changed (Cont.)

14 HELPFUL HEDGES:

A double bottom line hedge fund invests in GBI, claiming that greater unionization will lead to greater profits. (GBI Corporate Resources +\$20M and Unionization Rate +10%)

15 ACERBIC ANALYSIS:

Substacker Carmichael pans v's city budget in a scathing analysis. (Mayoral Likability -10% and Substack Subscribers +10%)

16 URL URN:

Mayor Wallace's campaign team accidentally directed all campaign fund web visitors to the wrong fundraising form. (Mayoral Likability -5% and Mayoral Campaign Fund -100%)

17 LOCAL LAZY LOOSE LIPS:

Representative Chase is recorded speaking badly about the work ethic of Local 9999 workers at a mansion on Martha's Vineyard. (Representative Likability -5% and Union Membership Fees +25%)

18 UNITED UNION:

A senator attached to the American Defense Project's Super PAC gives a barnstorming speech on the benefits of unions in Hampton Roads. (Super PAC Funding +25% and Union Membership Fees +100%)

19 LABOR OF LOVE:

Local 9999 holds a workathon to repair the shipyard on off-days. (Unionization Rate +5% and Shipyard Repairs +\$20M)

20 SUPER PAC SUPERPUNCH:

The American Defense Project's Super PAC obliquely attacks Admiral Reid, causing a donor revolt. (Admiral Likability -5% and Super PAC Funding -50%)

21 RUINOUS REPAIRS:

Union workers repairing the shipyard found to have caused faulty wiring, triggering a fire. (Shipyard Repairs -\$10M and Unionization Rate -10%)

22 EMBARRASSING ESCAPE:

Mayor Wallace's campaign team slams an executive junket at the American Defense Project's Super PAC. (Mayoral Campaign Fund +25% and Super PAC Funding -100%)

23 HEALTHY HELLHOLE:

State of Virginia's occupational safety office fines GBI after finding collusion to avoid Covid-19 testing mandates. (GBI Corporate Resources -\$20M and Union Dues -25%)

24 ARMED AWARDS:

Center for New American Security awards Representative Chase and Admiral Reid with leadership awards. (Representative Likability +5% and Admiral Likability +5%)

25 LEAKED LOOK:

Representative Chase's staff reaches out to Substacker Carmichael's business manager to talk about submitting a guest post without a sponsorship label, which is leaked to the local press. (Representative Likability -10% and Substack Subscribers -5%)

Key Metrics Changed (Cont.)

26 MARKETING MOMENTUM:

GBI aggressively sponsors a number of new media outlets, including the *Virginia Stripes*. (GBI Corporate Resources -\$5M and Substack Subscribers +20%)

27 PAID PIPER:

Admiral Reid accepts a paid speaking engagement from the American Defense Project's Super PAC, violating ethics rules. (Super PAC Funding -25% and Admiral Likability -20%)

28 BLOG BOON:

Mayor Wallace's campaign team fundraises off of a well-written *Virginia Stripes* newsletter. (Substack Subscribers +5% and Mayoral Campaign Funds +100%)

29 SHADOW SUBSCRIBERS:

Local 9999 discovered buying unused bulk subscriptions of the *Virginia Stripes* newsletter. (Substack Subscribers -10% and Union Membership Dues -50%)

30 LIGHTING LEADER:

Mayor Wallace gives electrifying speech after a lightning strike further damages the shipyard in Hampton Roads. (Mayor Likability +20% and Shipyard Repairs -\$5M)

Data Leaks

31 CITY CYBERHEIST:

International hackers break into Mayor Wallace's campaign database. Reveals the last scene's Mayoral Campaign Fund spending data.

32 SUPER LEAK OF SUPER PAC:

Cybersecurity leak of Super PAC files. Reveals the last scene's Super PAC spending data.

33 CORPORATE RAIDERS:

A PE firm conducting due diligence on GBI accidentally loses financial files. Reveals the last scene's GBI Corporate Resources spending.

34 LOCAL UNION, INTERNATIONAL HEIST:

Hacker groups break into Local 9999's computers and deep six them. Reveals the last scene's Union Membership Dues spending.

35 DISCLOSED DUTIES:

Admiral Reid's duty assignments are revealed to the press. Reveal last scene's assignments to the Admiral's Public Affairs Officers.

Game Material Printing

- 1 Print Name Cards on Avery #5309
- 2 Print Event Cards on Avery #5392
- 3 Print Decision Sheets (1x)
- 4 Print Private Character Sheets (1x)
- 5 Print Starting Handouts (6x)
- 6 Print Resource Sheets (1x)
- 7 Print Scene Guides

Further Readings

<https://www.nytimes.com/2023/02/04/us/politics/littoral-combat-ships-lobbying.html>

<https://www.washingtonpost.com/news/capital-weather-gang/wp/2017/07/13/why-a-single-hurricane-has-not-directly-hit-virginia-maryland-or-delaware-since-1851/>

https://www.wsj.com/articles/americas-climate-adaptation-ambitions-are-coming-to-life-in-coastal-virginia-c99774bd?reflink=integratedwebview_share

Contact

Contact Us

For questions or comments related to riskgaming or this scenario, please email riskgaming@luxcapital.com.

For press inquiries, please email comms@luxcapital.com.

New York

920 BROADWAY 11TH FLOOR
NEW YORK, NY 10010
[P] 646.475.4385

Silicon Valley

1600 EL CAMINO REAL, STE 290
MENLO PARK, CA 94025
[P] 646.475.4385



New York
920 BROADWAY 11TH FLOOR
NEW YORK, NY 10010

Silicon Valley
1600 EL CAMINO REAL, STE 290
MENLO PARK, CA 94025