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*TRADOC Regulation 71-4

12 February 2014

Force Development

UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND STANDARD
SCENARIOS FOR CAPABILITIES DEVELOPMENT

FOR THE COMMANDER:

OFFICIAL:

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History. This publication is a rapid action revision. The summary of changes reflects the portions affected.

Summary. This regulation establishes U.S. Army Training and Doctrine Command (TRADOC) policies, procedures, and responsibilities for the management of scenarios used to support TRADOC capabilities development. It also addresses the Common Framework of Scenarios (CFoS).

Applicability. This regulation applies to all U.S. Army elements that comprise the capabilities development community of practice. Agencies outside of TRADOC are encouraged to review scenarios within the areas of their proponenty and follow the policies described in this regulation as they apply, when requesting scenario support from TRADOC.

Proponent and exception authority. The proponent for this regulation is the Director, Army Capabilities Integration Center (ARCIC). The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and regulations.

Army management control process. This regulation does not contain management control provisions.

*This regulation supersedes TRADOC Regulation 71-4, dated 23 September 2008.

Supplementation: The U.S. Army TRADOC Analysis Center (TRAC) may supplement this regulation. Further supplementation is prohibited without prior approval from TRADOC ARCIC (ATFC-ED), 950 Jefferson Avenue, Fort Eustis, Virginia 23604-5700.

Suggested improvements. Users are invited to submit comments and suggested improvements via The Army Suggestion Program online at <https://armysuggestions.army.mil> (Army Knowledge Online account required) or via DA Form 2028 (Recommended Changes to Publications and Blank Forms) to Director, TRADOC ARCIC (ATFC-ED), 950 Jefferson Avenue, Fort Eustis, Virginia 23604-5700. Suggested improvements may also be submitted using DA Form 1045 (Army Ideas for Excellence Program Proposal).

Availability. This regulation is available on the TRADOC homepage at <http://www.tradoc.army.mil/tpubs/>.

Summary of Change

TRADOC Regulation 71-4

TRADOC Standard Scenarios for Capabilities Development

This rapid action revision, dated 12 February 2014-

- o Updates responsibilities throughout para 1-4.
- o Changes CDE to Concept Development and Learning Directorate (para 1-4a).
- o Changes Scenario Development Strategy to Capabilities Development Scenario Strategy (para 1-4a).
- o Adds the Capabilities Development Senior Scenario Council (para 1-4a).
- o Expands collaboration necessary for United States Army Training and Doctrine Command and other Army and Office of the Secretary of Defense-level activities (1-4a).
- o Adds discussion of the Training Brain Operations Center (para 1-4a).
- o Adds emphasis on coalition involvement in scenario development (para 2-4c).
- o Restructures chapter 3 subsections (ch 3).
- o Adds new figure 3-1 (fig 3-1).
- o Adds new Table 3-1 (table 3-1).

- o Updates references from the Futures Center to the Army Capabilities Integration Center (para 1-4a(1)).
- o Updates terminology throughout the publication to comply with guidance from Chief of Staff, Army (Glossary).
- o Updates the methods to submit suggested changes to this regulation (page 2).
- o Updates roles and responsibilities due to process evolution (paras 1-4 and 1-5).
- o Permits corps and division scenario approval authority to be delegated from the Director, Army Capabilities Integration Center, to the Deputy Director, Army Capabilities Integration Center, or the Director, Concept Development and Learning, when and if desired.
- o Permits Director, United States Army Training and Doctrine Command Analysis Center to approve brigade and below scenarios nested within an already approved corps and division scenarios (para 1-4a(1)(b)).
- o Decreases the minimum classification of scenarios from For Official Use Only to unclassified/approved for public release to facilitate collaboration and experimentation with Allies, academia, and others, as desired (para 1-4a(1)(b)).

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Chapter 1

Introduction

1-1. Purpose

This regulation establishes general management policies, procedures, and responsibilities for planning, development, approval, release, distribution, and use of scenario material for the United States (U.S.) Army capabilities development (CD). This regulation applies to scenarios used to support concepts development and capabilities identification, analysis, experimentation, and integration. These scenarios provide realistic operational environments and context for CD and force structure assessment.

1-2. References

Required and related publications and prescribed and referenced forms are in [appendix A](#).

1-3. Explanation of abbreviations and terms

Abbreviations and special terms used in this regulation are in the [glossary](#).

1-4. Responsibilities

- a. U.S. Army Training and Doctrine Command (TRADOC).

- (1) Deputy Commanding General (DCG), Futures/Director, Army Capabilities Integration Center (ARCIC), is the TRADOC staff proponent for TRADOC CD scenarios. Director, ARCIC performs the following-

- (a) Provides staff guidance, sets priorities for scenario development, exercises staff supervision for scenario development, and oversees use of TRADOC scenarios.

- (b) Approves candidate scenarios for inclusion into the common framework of scenarios (CFoS) as recommended by the Scenario Board of Governors (SBoG) upon earlier recommendation from the Scenario Advisory Working Group and capabilities development Senior Scenario Council (CDSSC).

- (1) The CFoS include those scenarios that share common characteristics and comply with TRADOC's criteria and definition of a scenario among leader development and education, capabilities development, and training scenario communities.

- (2) TRADOC established a registry for the CFoS on the Army Training Network (ATN). The registry directs users to the scenarios and acts as a one-stop shop for information on the TRADOC CFoS. The registry is located at <https://atn.army.mil/tradoccommonscenarios/>

- (c) Reviews and approves echelon above corps scenarios, corps and division scenarios (CDS) and similarly echeloned studies. Approval authority may be delegated to the Deputy Director, ARCIC, or the Director, Concept Development and Learning Directorate (CDLD).

- (d) Ensures all scenarios address the joint nature of unified action.

(e) Ensures active involvement in shaping scenario development efforts by coordination, collaboration and participation with and through Headquarters, Department of the Army (HQDA) stakeholders as led by Strategy, Plans and Policy (HQDA G-35). This involvement, as facilitated by HQDA G-35, may include activities led by elements within the Joint Chiefs of Staff (JCS) or within the Office of the Secretary of Defense (OSD).

(f) Allocates resources to scenario development through the normal resource cycle.

(g) Coordinates development and publication of the two year Capabilities Development Scenario Strategy (CDSS), which includes the annual scenario production plan.

(2) Commanding General (CG), Combined Arms Center (CAC) approves leader development and education and training scenarios placed in the TRADOC common scenario registry. CG, CAC, in coordination with ARCIC, will provide staff guidance, exercise staff supervision for scenario development in the leader development and education and training communities, and oversee the use of TRADOC scenarios in these communities.

(3) Director, CDLD performs the following-

(a) Reviews and approves the constructs for brigade and below scenarios (BBS) or vignettes not derived from or nested within approved TRADOC CDS.

(b) Approves final operational scenario products for BBS or vignettes that are not derived from, or nested within, approved TRADOC CDS.

(c) Chairs the CDSSC that guides the selection and development of scenario material for capability assessments, experiments, and requirements determination.

(4) Chief, Joint and Army Concepts Division (JACD) executes ARCIC scenario responsibilities and coordinates scenario activities for TRADOC. Develops the two year TRADOC CDSS in coordination with the Center for Army Analysis (CAA), TRADOC centers of excellence (CoEs), schools and centers, and TRADOC Analysis Center (TRAC). Coordinates scenario development activities with HQDA, G-3/5/7 and participate in related OSD and/or joint staff (JS) sponsored scenario development efforts as part of the HQDA G3/5/7-led Army team.

(5) TRADOC Deputy Chief of Staff (DCS), G-2-

(a) Serves as the TRADOC executive agent for development, coordination, and approval of the operational environment (OE) portrayal, including threat forces and OE variables, for standard CDS and BBS products, vignettes, and others. The TRADOC Intelligence Support Activity (TRISA) executes this responsibility.

(b) Assists in visualizing and developing the OE over time. This includes the enemy, weather, and terrain effects, and the composite of other variables that describe the OE for the area of operations, to include the homeland, and that affect combat operations. TRISA executes

this responsibility through close coordination with proponent threat managers and TRAC scenario developers.

(c) The Foreign Disclosure Officer, Foreign Disclosure Office, TRADOC G-2, is the TRADOC staff proponent for the release of scenario material to foreign nationals.

(d) Director, TRISA performs the following-

(1) Develops the OE and threat portrayal for future scenarios beyond the integrated security construct (ISC) and defense planning scenario (DPS) to facilitate TRADOC scenario development.

(2) Certifies that the threat concept of operations is valid for scenario constructs prior to approval by ARCIC.

(3) Certifies that the threat documentation and OE description are valid prior to final scenario or vignette approval.

(4) As required, depending upon the specificity and the level of detail needed, coordinates with the staff weather officer to obtain a typical and complete weekly weather forecast for the specific month and geographical region of the scenario. This detail includes level of illumination and moon phases, percentage of overcast, cloud cover, wind conditions, precipitation, and other unique conditions germane to the geographical area(s).

(5) In coordination with TRAC, ensures intelligence community validated threat and appropriate host nation future army forces representation for these scenarios. ARCIC, TRAC, and TRISA provide representatives to the ISC development conferences to ensure compliance in TRADOC standard scenarios. Development includes different infrastructure capabilities, such as a mature versus immature theater accessibility issues, such as threat actions at ports of embarkation and debarkation and threat forces that gain technological surprise or use adaptive tactics, such as commercial space capabilities, to counter U.S. strengths.

(e) Director, Training Brain Operations Center. The Training Brain Operations Center provides the capability to acquire current operational data and information for use to enrich common scenarios with the complexity, unpredictability, volume, and depth of current OEs. Upon request, Training Brain Operations Center will provide data support to inform the development, documentation, and dynamic gaming of current scenarios within the Common Framework of Scenarios (CFOS).

(f) TRADOC DCS, G-3/5/7 is the TRADOC staff proponent for application of scenarios to training evaluations, studies, simulations, and exercises.

b. Director, TRAC is the TRADOC executive agent for development of scenarios for use in studies and analyses. Director, TRAC will perform the following-

(1) Coordinates scenario activities with HQDA, HQTRADOC staff, major subordinate organizations, force modernization proponents, combatant commands, other services, other Army commands, Army service component commands, direct reporting units, CAA, U.S. Army Materiel Systems Analysis Activity (AMSAA), and study agencies.

(2) Publishes the resource-informed annual scenario production plan resulting from the TRADOC CDSS and annual scenario development priorities.

(3) Develops CDSs and BBSs in support of capabilities development, and submits to TRADOC ARCIC for approval. Each scenario supports a multitude of CD studies, and in its baseline form, offers a feasible, acceptable, and suitable construct that is both illustrative and flexible to support all of its intended uses.

(4) Approves BBS and vignettes derived from TRADOC-approved CDS, similarly echeloned studies, common scenario derivatives, and CD-specific scenarios.

(5) Collects and applies approved concepts and data to scenario production.

(6) Certifies the friendly concept of operations for the scenario and vignette constructs prior to construct approval by ARCIC.

(7) Certifies the final operational scenario or vignette documentation prior to final approval by ARCIC.

(8) Releases scenarios to TRADOC and outside organizations.

c. CG, U.S. Army Combined Arms Support Command (CASCOM), and Sustainment CoE in coordination with TRAC, develops and recommends the logistics aspects of CDS and BBS for concept development, capabilities analysis, experimentation, innovation, determination, and integration. CASCOM also incorporates input from the Army Medical Department Center and School (AMEDDC&S), the Judge Advocate General Legal Center and School, the Soldier Support Institute, and their proponent schools. CASCOM's Planning Data Branch provides logistics planning data (classes of supply), per Army regulation (AR) 700-8.

d. Commanders of TRADOC CoEs, AMEDDC&S, U.S. Army Space and Missile Defense Command, Army Special Operations Concept Integration Center, and U.S. Army Cyber Command provide to TRAC a point of contact (primary and alternate, or as personnel change) and office of primary responsibility for representation during scenario development no later than 30 September of each year. TRAC will consolidate the list of primary and alternate contacts and distribute to the scenario community of practice. These points of contact must have authority and responsibility to help develop, coordinate, and approve U.S. Army force modernization proponent input and forward to TRAC for integration into scenario developments. Directors of TRADOC Capability Development Integration Directorates will develop, coordinate, and provide ARCIC Guidance input and development support to TRAC for integration throughout the scenario developments. Provide scenario requirements input to ARCIC, JACD, and TRAC to inform the TRADOC CDSS.

e. The Commandant of the U.S. Army War College provides consultant services in the development of geopolitical guidance and friendly theater-level or higher campaign plans. This is accomplished through discussion and review of draft proposed guidance or friendly campaign plans with faculty and staff of the Center for Strategic Leadership, the Department of National Security and Strategy, and the Department of Military Strategy, Plans, and Operations, as appropriate.

1-5. Roles of other organizations

a. Director, Cost Assessment and Program Evaluation (CAPE), OSD, in collaboration with the Under Secretary of Defense for Policy and the Chairman of the Joint Chiefs of Staff and in coordination with the heads of the OSD and Department of Defense (DOD) components perform the following-

(1) Co-chairs and serves as the executive secretary of the governance group that oversees support for strategic analysis (SSA) activities.

(2) Maintains the currency of DOD issuances that implement this regulation.

(3) Identifies and approves SSA baselines. This approval authorizes the use of these baselines in the DOD planning, programming, budgeting, and execution system (PPBES).

(4) Builds and maintains a repository to facilitate the management and distribution of SSA products and associated data, as well as DOD component studies and analyses supporting the development and implementation of defense strategy, planning and programming, and resourcing activities.

b. The Under Secretary of Defense for Policy in collaboration with the Director CAPE and the Chairman of the Joint Chiefs of Staff, and in coordination with the heads of OSD and DOD components, performs the following-

(1) Co-chairs the governance group that oversees SSA activities.

(2) Manages the development of, establishes priorities among, and approves SSA scenarios.

c. HQDA staff elements perform the following-

(1) DCS, G-2 provides necessary threat guidance and coordinates threat approval of capabilities development scenarios, when appropriate.

(2) DCS, G-3/5/7 performs the following-

(a) Provide guidance for TRADOC scenario activities.

(b) Serves as primary HQDA interface to OSD and joint staff scenario development efforts for SSA.

- (c) Develops U.S. theater force structure.
 - d. Director, CAA, as a field operating agency for HQDA G-8, provides information on CAA-developed theater-level scenarios.
 - e. CG, U.S. Army Test and Evaluation Command applies TRADOC scenarios to testing and evaluations.
 - f. Commander, AMEDDC&S develops, coordinates, and approves scenario inputs within his or her area of expertise and forwards to CASCOM for incorporation into sustainment scenario inputs.
 - g. Director, AMSAA performs the following-
 - (1) Provides systems performance data and the methodology for using the data in combat models.
 - (2) Upon request, provides reviews of data for particular study efforts to ensure that data and methodologies are up to date with current system capabilities.
-

Chapter 2

Scenario Terminology

2-1. Purpose of scenarios

- a. TRADOC conducts experiments to explore innovative methods of operating, especially to assess feasibility, evaluate utility, or determine limits to reduce risk in the current force (today's operations) and future Army forces (developments).¹
- b. A scenario is a tool that supports the evaluation of Army concepts, capability requirements, and solutions prioritized through capabilities-based assessments (CBAs), including doctrine, organizations, training, materiel, leadership and education, personnel, and facilities (DOTMLPF), to produce resource-informed, integration-focused, and outcome-based solutions.
- c. Scenarios facilitate the CBA and experimentation of Army concept-based capability requirements, and provide support to strategic analysis. Selected ISC, DPS, and multi-service force deployment (MSFD)-based TRADOC scenarios or vignettes will be developed utilizing a variety of timeframes as required vice the timeframes as depicted in the OSD approved scenario products.

¹ Army Regulation 10-87.

2-2. Scenario descriptions

a. Service components must use SSA products as starting points for OSD and DOD component-level studies to support the development and implementation of defense strategy, to examine appropriate statutory requirements and responsibilities, and to support PPBES activities.² To be compliant, Army CD scenarios are based on DOD SSA products from the categories below.

(1) ISC.

(a) SSA ISCs provide the analytic representation of the force-sizing construct from the latest Quadrennial Defense Review, with specifics codified in the subsequent (and classified) Defense Planning Guidance. The ISCs provide a range of potential futures to size and shape the force. Each ISC is independent and covers a series of scenarios over a twelve-year timeline (for example, 2018-2030). Each ISC includes a baseline force requirement reflective of the combatant command's theater campaign plan requirements, as well as a residual steady state force. Surge scenarios are additive to these force requirements. Scenario set details are classified.

(b) Each SSA ISC is developed iteratively at three levels of detail: summary, macro, and detailed. The summary level, led by OSD Policy, outlines the scenario set and overarching assumptions, scenario overlaps and timing, to include policy constraints and limitations. The macro level, led by JS J-8, provides the concept of operations (CONOPS) and initial force lists and integrates demand for overlapping scenarios for a limited list of force elements. Joint Staff J-5 supports the effort with ISC risk identification. The detailed level, led by OSD-CAPE, provides specific data for programmatic decisions. Joint Staff J-5 assists with risk assessment.

(2) DPS. OSD Policy produces the DPSs. These documents set boundaries for scenario variables, provide a road to war, and describe strategic-level CONOPS. They further group variables into sets, including most stressful, least stressful and base case. DOD has used selected scenarios from the DPS portfolio in conjunction with other tools to gauge the sufficiency of the defense program. This process iteratively develops increasing levels of detail (summary, macro, detailed view) CONOPS and force lists from a singular base case. As DPSs in the library become obsolete or out-dated, they are replaced and archived.

(3) MSFD documents. The Joint Staff J-8 led the development of MSFD documents collaboratively with the analytic and defense intelligence community, with approval from the Director, Joint Staff. A multi-volume MSFD provided the detail necessary to conduct campaign analysis by establishing operational-level detail for use by modelers for the base case. Volume I included road to war, red and blue CONOPS, as well as relevant capabilities, and doctrine for all players. Volume II contained specific data sets required to establish forces for all players in the scenario at D-Day, H-Hour for the base case. Current MSFD-equivalent documents produced by the joint staff called "Macro-view MSFD" are no longer at the previous level of detail.

² Per DODD 8260.05.

(4) Steady-state security posture (SSSP) scenarios and vignettes. The SSSP describe military activities in a number of alternative strategic environments in a particular timeframe. They provide significant insight into the nature and magnitude of demand for DOD activities under steady state conditions. Steady state occurs when each military service is able to provide forces and capabilities for DOD activities and operations while maintaining a rotation base that is consistent with service rotation policies. SSSP vignettes were used in the creation of the integrated security posture, similar to the current ISC, and will be revised and/or replaced over time.

b. From the scenario categories previously discussed above, the Army develops scenarios as described below.

(1) Operational scenario. An operational scenario is a graphic and narrative description of the operational variables, political, military, economic, social, information, technological influence, infrastructure plus physical environment and time; it concerns events of a future hypothetical operation. An operational scenario describes the global conditions before and during operations; friendly and threat forces, to include weapons, munitions, and sensors listing (WMSL); friendly and threat strategic and theater plans, including air, naval, and special purpose forces; friendly, neutrals, or independent and threat behavioral and cultural operational aspects and considerations; and operational and tactical orders and plans for friendly and threat forces involved in the conflict. An operational scenario includes considerations of geographic setting (for example, weather, climate, topography, and vegetation), health hazards, transportation facilities, the electromagnetic environment, and other regional and operational elements. When appropriate, operational scenarios will also address those neutral or independent forces that may oppose threat, friendly, or both forces.

(a) Standard operational scenario. A TRADOC standard operational scenario follows a rigorous development and validation process. Standard scenarios are derived from the ISC, DPS, and/or MSFD and require TRADOC agencies' and senior leadership's detailed coordination, review, and approval. An approved standard operational scenario portrays approved doctrine and emerging concepts.

(b) Nonstandard operational scenario. A nonstandard operational scenario is developed as an exception to TRADOC policy when an analytic or experimentation requirement exists, and adequate standard operational scenarios either do not exist or are otherwise not usable (such as when classified not releasable to foreign nationals (NOFORN) under the provisions of AR 380-5, para 4-6b(5), and thus not releasable to allies). Nonstandard scenarios are not derived from the DPS, ISC, or related products. The TRADOC multi-level scenario is an example of a TRADOC-approved nonstandard operational scenario.

(2) Study scenario. A study scenario is an application of an operational scenario and/or a dynamic scenario in a modeling, simulation, or other gaming tool to serve as a base case for a particular study. The study scenario usually reflects modifications of the operational scenario to meet the specific needs of a study. The study scenario does not significantly differ from the operational scenario as to its validity. Study alternatives are measured using the study scenario as the base case.

(3) Vignette. A vignette is a study or experiment scenario focused on a specific region, action, or snapshot in time within an approved operational scenario. It is an extracted portion of a scenario that contains all elements necessary to set conditions for a specified outcome(s). Example operations include urban operations, large-scale civil disturbances, or cordon and search operations.

(4) Dynamic scenario. A dynamic scenario is a version of an operational scenario, study scenario, or vignette used in a live, virtual, constructive, or gaming environment. Final gaming may not match the planned operations of the operational or study scenario, based on circumstances occurring during gaming and associated contingency plans.

(5) Excursion. An excursion is typically a substitution or series of substitutions in an approved scenario. Substitutions may be the type of unit conducting an operation, the particular tactics, techniques, or procedures (TTP) used, or specific systems and system capabilities. In an excursion, substitution may be made for either U.S. or threat forces. For example, an approved scenario calls for a heavy brigade combat team to assault an area. The excursion may instead use a Stryker brigade combat team to conduct the assault. Alternatively, an excursion may provide a specific capability that was not previously written into the scenario to validate the capability and/or Army concepts (for example, operational maneuver from strategic distances, mounted vertical maneuver, and others).

2-3. Scenario uses

a. Capabilities development.

(1) The Joint Capabilities Integration and Development System is a structured process, to identify capabilities and integration needs based upon an approved joint or Army concept, CONOPS, or an identified operational need. A valid scenario sets the foundation for a properly conducted CBA. Scenarios provide the unit(s), mission(s), the environment in which the Army will operate, and establish the conditions for use with the CBA. The primary focus is ensuring the Army, as part of the joint force, has the necessary capabilities to perform its missions across unified land operations in all relevant OEs.

(2) Use more than one scenario for analysis to prevent selecting solutions that work for only a specific set of conditions. While it is important to scope the assessment to make it more manageable, it is equally important that the assessment explore all appropriate operational situations as required. Choose multiple scenarios or select two or three vignettes within a scenario to meet this intent. Base the selected scenarios and vignettes on a joint or Army concept document, a DPS and/or ISC scenario, or a TRADOC approved scenario.

(3) Studies include CBAs of capabilities required to execute concepts. Examples include studies of organizational changes needed for the future force, and studies to determine the types of facilities required to support potential future military operations. Studies include the use of approved scenarios.

(4) Evaluation of concepts includes the full range of experiments and Army Title 10, Title 32, and Title 50 wargames conducted to examine or demonstrate the potential of new technologies or new concept-based capabilities. TRADOC live, virtual, and constructive experiments should use approved TRADOC scenarios or vignettes.

b. Testing and evaluation. ISC or DPS-derived TRADOC standard scenarios provide the foundation for testing of materiel systems and organizations.³

c. Leader development, education and training. Organizations may use scenarios developed for capabilities development, and approved by the SBoG, for inclusion within the TRADOC CFoS as the basis for leader development and education, and training scenarios. TRADOC Pam 525-8-2 establishes the need to replicate the complexity and uncertainty of the OE with relevant common scenarios.

2-4. Scenario characteristics

a. Relevant.

(1) A relevant scenario portrays appropriate forces and tactics on real terrain in expected environmental conditions.

(2) A scenario derived from an ISC or DPS has inherent credibility as it depicts the jointly developed ways and means for conducting future joint operations across the range of military operations.

(3) Projected or programmed capabilities (U.S., friendly, or threat) are derived from concepts, budget projections, military force structure plans, and intelligence preparations.

(4) Army standard scenarios portray how, as part of a joint force, it will conduct future operations in the land, air, space, maritime, and cyberspace domains, as derived from ISC, DPS, MSFD, SSSP, and joint and Army concepts.

b. Reasonable.

(1) The scenario reflects a plausible road to conflict (derived from an ISC or DPS).

(2) The concept of the operation is acceptable, suitable, and feasible.

c. Robust (a prerequisite for reusability).

(1) A stressful situation or combat action provides measurement space to assess the concept-based capabilities and proposed DOTMLPF solutions for closing capability gaps established in the functional needs analysis of a CBA.

³ See Army Regulation 381-11 and TRADOC Regulation 381-1 for TRADOC G-2 support in testing and evaluation.

(2) The scenario must use approved Army Concept Framework family of concepts including the capstone, operating, and functional concepts. The scenario must also be consistent within joint concepts.

(3) Concepts provide the foundation for scenario construction. Current doctrine and TTPs can inform the scenario construct when the doctrine and TTPs are compatible with the concepts.

(4) Where appropriate, and depending upon the echelon under study, scenarios should reflect U.S. forces operating within the larger context of a coalition of nations and include participation across the unified action partner construct. This coalition of nations needs to go beyond the traditional **British, Canadian, Australian, and New Zealand** partners and include countries that could be involved in future regional conflicts.

d. Reusable.

(1) The scenario has the appropriate documentation and the appropriate approval authority staffs and approves the scenario.

(2) For maximum reusability, implement the scenario in accredited combat models and simulations.

(3) Ensure the scenario is applicable over a variety of studies or experiments. Scenarios provide an analytical framework for multifunctional operations across the range of military operations. While not every scenario can provide every environment, condition, or variable, scenarios will have flexibility to cover as much of the spectrum of conflict as possible, involving the conduct of decisive actions across the major themes established in capstone documents in concepts and doctrine.

e. Responsive: The scenario design meets the analytical and capabilities decisionmaking needs of the OSD, joint staff, and Army.

2-5. Scenario resolution

a. Scenario resolution describes the level of detail portrayed in a scenario and the size of the force upon which the scenario focuses. TRAC produces scenarios at various levels of resolution; generically divided into the CDS and the BBS.

b. A CDS originates from an ISC or from direct linkage to a specific DPS, MSFD, and/or SSSP. The primary sources are the ISC detailed view or the MSFD illustrative theater operational construct, developed through the joint staff. The military services and national agencies jointly develop these scenarios for use throughout the analytic community. The MSFD is a critical source of joint data. CDSs focus on future force theater, corps, and division operations.

c. A BBS typically falls within the ISC or is linked to a DPS, MSFD, and/or SSSP. However, a BBS is derived most often from an existing CDS, but may draw directly upon DPS, MSFD,

and/or SSSP. As BBSs focus on a smaller operations area within the CDS mission area, it is possible to build more than one BBS scenario from each CDS. BBS can extend from platoon level operations to reinforced brigade combat team operations.

2-6. Capabilities Development Scenario Strategy (CDSS) and production plan

a. The process of developing an operational scenario begins with the CDSS developed for a two year future and updated as required. The TRADOC CDSS is a living document and guides collective scenario development over two years. The CDSS addresses the following issues to provide critical TRADOC guidance, establish responsibilities, identify resource requirements, and ensure relevancy to current and projected capability development efforts.

- (1) What scenarios to produce and why?
- (2) Who needs the scenarios?
- (3) What organizations will participate in development?
- (4) When is scenario completion required?
- (5) What are the scenario characteristics?
- (6) What are the resource requirements?

b. ARCIC is responsible for developing the CDSS, in conjunction with TRAC and TRISA. Director, ARCIC is the CDSS approval authority. Development and coordination of the CDSS will occur via a variety of possible venues, to include electronic coordination with the scenario community of practice or ARCIC-sponsored CDSS conferences. The CDSS process facilitates coordination, integration, and synchronization of the scenario development efforts among various TRADOC elements (the scenario community of practice) and other agencies (for example, OSD, HQDA), and guidance and directives established at higher HQs.

c. TRAC produces an annual scenario production plan, which supports the goals of the ARCIC Guidance and the CDSS. Director, TRAC approves the scenario production plan and subsequent publication into the ARCIC Guidance.

Chapter 3 Scenario Development Process

3-1. Corps and division scenarios (CDS) development

a. OSD Policy and OSD CAPE have adopted several new scenarios in the form of ISCs designed to replace the older suite of DPSs. DOD has provided for the archiving of several stand-alone DPS scenarios upon the approval of the ISCs. This move to the ISCs may result in significant modifications to current TRADOC scenarios to meet the needs of the capabilities

development community. ISCs more accurately reflect the requirements for unified action in the OE. The development of the ISCs is an ongoing effort and may require subsequent changes to this directive.

b. Sources. Credible sources, such as the ISC products, DPSs, SSSPs, joint and Army concepts, combatant command staff-developed operation plans and exercise material, CAA- and OSD-developed theater and campaign plans, and MSFD products provide the basis for standard scenario development. These sources lend credibility to the final product and ensure a valid service representation in a joint context. Scenario construct development must include the documentation that led to the requirement, or need for the CDS scenario, and the basis for the scenario. See figure 3-1 for the scenario development process.

c. CONOPS. TRAC and the proponents develop the friendly CONOPS, while TRISA shapes the OE portrayal and develops the threat CONOPS. Detailed scenario development occurs during a subject matter expert conference. Proponents will ensure participation in these conferences. Prior to, during, and after the subject matter expert conference, TRAC and TRISA conduct supporting scenario analysis to ensure development of a feasible, acceptable, and suitable construct. TRAC also produces the background documentation.

d. Construct review and approval. Director, TRAC reviews and certifies in writing the friendly CONOPS, and Director, TRISA reviews and certifies in writing the threat CONOPS. TRAC and TRISA then present this combined construct (through Director, CDLD) to the Director, ARCIC in the form of a scenario development plan briefing for approval. Appropriate staffing of the construct through the CDSSC will take place before submission to Director, ARCIC. All backup documentation for the scenario development plan will be available for review. TRAC will prepare a scenario development plan approval memorandum for the Director, ARCIC signature at the conclusion of the briefing. Once approved, TRAC and TRISA will incorporate Director, ARCIC guidance and begin development of the operational scenario documentation. (Note: Dir, ARCIC has delegated approval authority to Dir, CDLD).

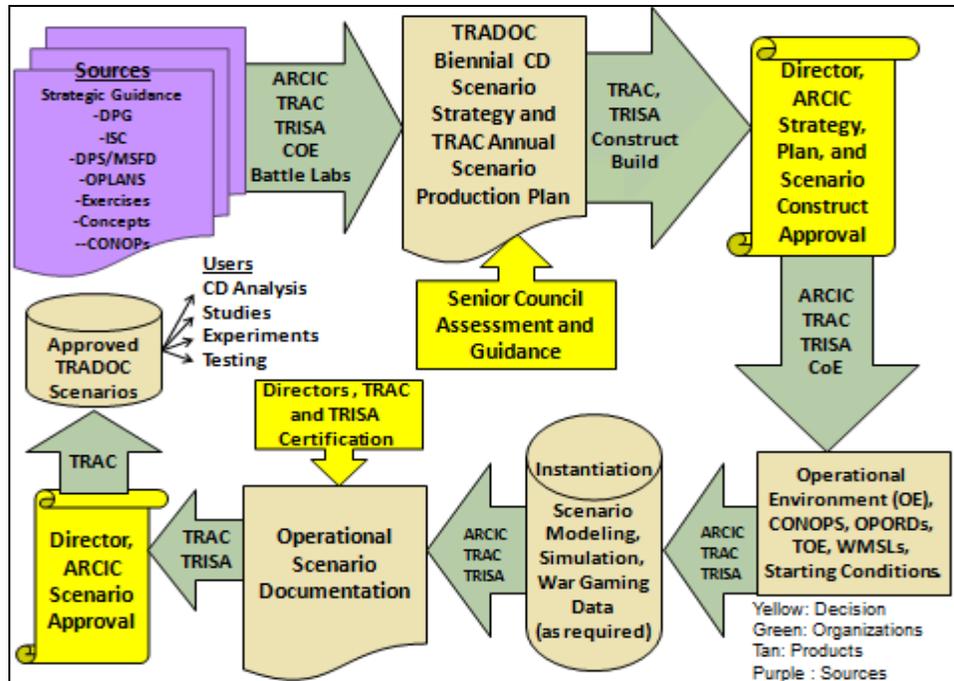


Figure 3-1. Scenario development process

e. Forces. The future force database serves as the DOD centralized source of out-year joint service force, units, and equipment data. For joint service forces, TRAC uses the most current future force database published through the joint data support website and will document exceptions. For out-year foreign forces and equipment, TRISA will use the Defense Intelligence Agency-validated joint country force assessment database, a product of the National Ground Intelligence Center. Joint country force assessment products provide both forces and equipment data Intelligence Community projections 20 years from the current year. Thus, a joint country force assessment published in 2012 will have projections out to 2032.

(1) TRISA provides TRAC foreign force tables of organization and equipment and a WMSL. Extrapolations, updates, modifications, and changes are coordinated with the intelligence community production agency.

(2) TRAC coordinates with ARCIC Force Design Directorate and proponent Capability Development Integration Directorates for approved U.S. Army force structure, and coordinates with HQDA DCS, G-3/5/7 to obtain the necessary U.S. weapon system data and ammunition data for the required scenario force years.

(3) TRAC and TRISA, in coordination with centers, prepare U.S, friendly, and threat WMSL and identify critical target-firer pairs. TRAC coordinates with AMSAA to provide system performance data for critical pairs; obtains digitized terrain data from appropriate sources; and other modeling data (for example, operational and/or TTPs) from the proponents, battle labs, and other agencies. TRISA reviews gaming runs and modeling data, as necessary, to ensure appropriate portrayal of the threat.

f. Courses of action (COA). TRAC and TRISA develop the threat and friendly COAs. They coordinate the COAs with Army battle labs, TRADOC headquarters, combatant commanders, and other services as required. Deputy Director, TRAC, with assistance from TRAC-Fort Leavenworth and TRAC- White Sands Missile Range senior military analysts, will select the friendly COA. TRISA selects the threat COA. The Director, ARCIC approved construct is the basis for COA selections.

g. Scenario documentation.

(1) TRISA, in coordination with TRAC, completes development of the threat operational scenario. TRISA will coordinate the contents, which include threat table of organization and equipment, WMSL, and operational plan, with HQDA DCS, G-2 and, when appropriate, the Defense Intelligence Agency for threat validation.

(2) TRAC, with required assistance from the proponents and battle labs, completes development of the friendly operational scenario. Proponents will produce supporting plans and annexes. CASCOM coordinates the development of support command plans thru proponents. Friendly and enemy operational scenario development and documentation begin in the form of a joint operation order (OPORD), functional component OPORDs, a CDS OPORD, and BBS OPORDs. TRAC and TRISA prepare these OPORDs, with input from TRADOC ARCIC, and the proponents. The appropriate TRADOC directorates, joint and service planners, analysts and intelligence experts, theater level agencies, or applicable combatant command staffs coordinate and review these OPORDs. When foreign nations are involved in scenario development, releasability guidance is issued at the beginning of the process.

(3) CDS development must include the developmental documentation and the friendly and threat validation from the appropriate organizations (such as TRAC, CoEs, battle labs, and TRISA).

h. Review and approval. After Director, TRAC reviews and certifies the CDS operational scenario documentation in writing, TRAC presents a briefing to the Director, ARCIC (or the appropriately designated individual) for approval. The briefing may be in person, via video teleconference, or simply a briefing packet. JACD prepares a scenario approval memorandum for Director, ARCIC signature at the conclusion of the briefing. Once approved, TRAC publishes and distributes the CDS operational scenario for use in TRADOC studies and/or experimentation.

3-2. Brigade and below scenario (BBS) scenario development

a. Sources. TRAC develops a BBS from a completed and approved CDS or other joint theater perspective. If no CDS or other theater perspective precedes the development of the BBS, TRAC, in coordination with TRISA and CAA, will develop the theater perspective using ISC, DPS, MSFD, SSSP, and/or CAA's theater-level work as the basis. If there is a need for a non-DPS derived scenario to supplement DPS-based scenarios, and there is no reasonable theater perspective available, then TRAC, in coordination with TRISA, will develop that theater perspective. Director, CDLD will provide additional guidance. TRISA in coordination with

TRAC develops the threat tactical scenario, which the Director of TRISA approves. TRISA reviews gaming runs and modeling data as necessary, to ensure appropriate portrayal of the threat. TRAC will publish the theater perspective as part of the BBS operational scenario (see figure 3-1 for the scenario development process).

b. Construct review and approval. Director, TRAC and Director, TRISA review and certify the BBS construct in writing. Ideally, the BBS and CDS undergo simultaneous development, with the BBS neatly nested within the CDS. If circumstances do not allow that development, then TRAC and TRISA present the construct to the Director, CDLD in the form of a BBS construct approval briefing. The construct briefing outlines everything that normally is in the CDS brief, such as: the road to conflict; theater environment; friendly, threat, and neutral objectives and desired end states; general and special situations; assumptions and limitations, unit locations, system strengths, higher headquarters intent, COAs, orders, and other data as required. All documentation will be available for review, posted to the Army Knowledge Online (AKO) or AKO-Secret site, as appropriate. Documentation will include the requirement for the suggested BBS scenario, friendly and threat CONOPS validation, and validation of the OE portrayal. TRAC or JACD will prepare a construct approval memorandum for the Director, CDLD signature at the conclusion of the briefing. Once approved, TRAC and TRISA will incorporate Director, CDLD guidance, and prepare the operational scenario documentation.

c. Forces. The theater perspective or CDS provides TRAC and TRISA with force structure data. If this scenario is not sufficiently detailed, TRISA will provide the foreign force structure. TRAC coordinates with HQDA DCS, G-3/5/7 to obtain the necessary weapon system data and ammunition data for the required scenario force years. TRAC and TRISA prepare both U.S., friendly, and threat WMSL and identify critical pairs. TRAC coordinates with AMSAA to provide system performance data for critical pairs; obtains digitized terrain data from appropriate sources; obtains foreign force structure and tactical employment information from TRISA; and other modeling data (for example, operational and TTP) from proponents, battle labs, and other staff agencies. TRISA reviews additional threat data obtained to ensure this modeling data appropriately portrays the threat.

d. Production and documentation. TRAC manages production of each BBS scenario. Designated proponent and battle labs participate in development of the friendly operational scenarios. TRISA develops the threat operational scenario, in coordination with the appropriate intelligence production agencies as required to obtain necessary threat information." TRAC combines friendly and threat operational scenarios. TRADOC schools and centers provide expertise to produce supporting plans, annexes, and support simulation.

e. Approval. Deputy Director, TRAC reviews and ensures documentation of the friendly and threat validation of the BBS operational scenario, and concurs with the completed scenario. The Directors of TRAC and TRISA review and certify in writing the BBS operational scenario documentation. See table 3-1.

(1) If the BBS is not from an already approved CDS (standard or non-standard), TRAC presents it in the form of a briefing to the Director, CDLD for approval. TRAC prepares a scenario approval memorandum for Director, CDLD's signature at the conclusion of the briefing.

(2) If the BBS is from an already approved CDS (standard or non-standard), Director, TRAC, may approve the BBS directly, providing he has written concurrence from the CoEs. This concurrence covers the description, depiction, and utilization of the force in the scenario per concepts, capabilities, and DOTMLPF-resource-informed, integration-focused, and outcome-based solutions. The CoEs should participate in the scenario development orders drill and other documentation processes to facilitate rapid approval. Once approved, TRAC publishes and distributes the BBS operational scenario for use in TRADOC studies.

Table 3-1.
Certification and approval authority of TRADOC CD scenarios

	CDS	BBS <i>Not derived from Approved CDS</i>	BBS <i>Derived from Approved CDS</i>	Illustrative Vignette Scenarios
Deputy Director, TRAC				Overall certification authority
Director, TRISA	Threat certification authority	Threat certification authority	Threat certification authority	Threat certification authority
Director, TRAC	Overall certification authority	Overall certification authority	Overall certification and approval authority	Approval authority
Director, ARCIC CDL		Approval authority		
Director, ARCIC	Approval authority			

3-3. Illustrative vignette development

a. Purpose. Joint illustrative vignettes help to visualize and evaluate future joint concepts. They provide operational context to describe how a joint force commander might organize and employ forces eight to 20 years into the future. These vignettes clarify and increase understanding of the concepts. The Army uses a similar approach for a 10 to 20 year timeframe. Study teams and TRISA will derive illustrative vignette(s) from an approved ISC, DPS, MSFD scenario, CDS, or BBS. The study team must obtain Director, CDLD approval prior to vignette development and add the record of approval to the vignette documentation packet.

b. Construct review and approval. The study team and TRISA jointly develop and coordinate the vignette construct brief for Deputy, TRAC certification and Director, CDLD approval. The brief outlines the same elements detailed in para 3-2b, and should specifically highlight those changes or deviations from the approved CDS or BBS required for study or experiment purposes.

c. Forces. CDS or BBS already have sufficient documentation to provide the study team and TRISA with force structure data. The study team and TRISA identify the weapons munitions list and critical pairs with TRAC, and coordinate with AMSAA to provide system performance data for those critical pairs. The study team and TRAC obtain digitized terrain data from appropriate sources; foreign force structure and tactical employment information from TRISA; and other modeling data from proponent battle labs, other staff agencies; U.S. Army Medical Department Center and School, U.S. Army Space and Missile Defense Command, Army Special Operations Concept Integration Center, and U.S. Army Cyber Command. TRISA reviews additional threat data obtained to ensure this modeling data appropriately portrays the threat.

d. Documentation. The study team will use the vignette concept brief and input from designated proponent school or battle labs to develop the friendly operational scenarios that contain the friendly CONOPS and draft OPORDS. Study team and proponent battle lab or school coordinate with TRISA for all threat actions for vignette development. TRISA, in coordination with the appropriate threat management office, develops the threat operational scenario. Study team combines friendly and threat operational scenarios.

e. Review and approval. Deputy Director, TRAC, through coordination with TRISA and battle labs, reviews and certifies the completed vignette. Once certified as a reasonable representation of enemy and friendly forces, certified as an appropriate portrayal of the OE, and confirmed as useful and relevant for CD use, then the Director, TRAC approves the vignette.

3-4. Experiment scenarios

Experiments will normally use previously developed standard scenarios and vignettes. (Multi-level scenario currently used is a non-standard scenario). If it is necessary to develop a new scenario or vignette, apply the same development and approval process described above for CDS, BBS, and vignettes to integrated experiment scenarios. The scenario focus will determine the steps taken to achieve development, documentation, certification, and approval. Generally, follow the same guidelines established above for approved CDS and BBS, but Director, TRAC, may approve vignettes.

3-5. Study, experiments, and wargame scenario selection

a. A TRADOC CDS or BBS, once approved, is available for use in studies and experiments (including Title 10 wargames).

b. Proponents will use the steps outlined below to select the correct scenario for study use.

(1) Review the study directive and/or guidance to determine the study purpose, objectives, issues, and system(s) or forces for analysis.

(2) Review the available scenarios listed and described in the TRADOC Scenario Gist Book (see para 3-6 for Gist Book information). Choose a list of scenarios that could provide a foundation for the study.

(3) Narrow the list of scenarios to those with the appropriate force years or, when modified, represent the appropriate force years (coordinate with TRAC and TRISA as necessary).

(4) Narrow the list of scenarios to those appropriate for the type of study or experiment. The selection of the scenarios in support of a study should provide a solid foundation for analyzing system or force requirements. The specific scenario requirements originate from the study team's development of measurement space. If the study is an analysis of alternatives, select multiple scenarios that provide a challenging environment and provide the needed measurement space so that differences in capabilities, functions, and contribution to mission success are measurable.

(5) Review the study readiness of the scenarios. Select scenarios that are available to use in the appropriate simulation or gaming venue (such as the One Semi-Automated Forces [OneSAF], and other model or simulation tools) to meet study milestones. Consider leveraging scenarios already used in training, leader development, and studies throughout TRADOC.

(6) Evaluate the resources available to execute study scenarios to meet study objectives. In addition to the preparing organization, consider other TRADOC, Army, or contractor-support gaming and modeling teams. Determine the availability of people and funding to support the study.

(7) Obtain approval of selected scenario from the appropriate study oversight authority.

c. The scenarios selected for the study are the source from which schools, Capability Development Integration Directorates, and battle labs will develop their vignettes.

Chapter 4

Scenario Release

4-1. Release authority

Director, TRAC is the TRADOC authority for release of scenario information to DOD agencies and activities, other government agencies, allied nations, industry partners, academia, and contracting officers. Contractors with a valid requirement for scenario information can request access through their contracting officer.

4-2. Scenario distribution

a. TRAC makes initial distribution of the TRADOC scenarios. TRADOC classified scenarios are available on the AKO-Secret file transfer protocol site. Other government agencies will forward requests to Director, TRAC (ATRC-PR), 255 Sedgwick Avenue, Ft Leavenworth, KS 66027-2345.

b. Submit requests from foreign governments and/or representatives for TRADOC scenario documentation through appropriate foreign disclosure channels to the TRADOC DCS, G-2. Send requests to Commander, TRADOC (ATIN-SD), 950 Jefferson Avenue, Ft Eustis, VA 23604-5700.

c. TRAC will not release TRADOC scenario material, or portions thereof, for distribution prior to ARCIC final approval of scenarios. This restriction does not apply to force structure, terrain data, or systems performance data other agencies provide to TRAC. Until approved, TRAC will not release study, vignette, modified, or integrated experiment scenario material. Obtain exceptions to this policy in writing from Director, ARCIC.

d. Agencies requiring TRADOC standard scenario material submit requests via AKO-Secret. TRAC posts approved unclassified scenarios on AKO, and may post other relevant materials on-line (for example, approval briefing slides).

4-3. U.S. Army Training and Doctrine Command (TRADOC) Scenario Gist Book

The TRADOC Scenario Gist Book is an unclassified publication maintained by TRAC, which describes all approved TRADOC scenarios and those in development. TRAC updates and distributes this book as required. The Gist Book is available through TRAC (ATRC-PR), 255 Sedgwick Avenue, Ft Leavenworth, KS 66027-2345. The updated Gist Book is also available on the TRAC AKO website. If using AKO, the drilldown is: AKO Files Home; Organizations; DOD Organizations, Army, Army Command, TRADOC; Commands and Centers; TRAC; TRAC Misc Ref; TRAC Products; Gist Book.

Appendix A References

Section I

Required Publications

Army Regulations, Department of the Army (DA) pamphlets, and DA forms are available at <http://armypubs.army.mil/index.html>. TRADOC publications and forms are available at <http://www.tradoc.army.mil/TPUBS/>.

CG TRADOC, GEN Dempsey, M. (3 February 2010). Fragmentary Order 19 to OPORD 09-008, TRADOC Campaign Plan 10-11. Available under AKO on the Common Framework of Scenarios registry homepage under documents.

Section II

Related Publications

(A related publication is a source of additional information. The user does not have to read a related reference to understand this publication).

ADP 3-0
Unified Land Operations

AR 5-5
Army Studies and Analysis

AR 5-11
Management of Army Models and Simulations

AR 5-14
Management of Contracted Advisory and Assistance Services

AR 10-87
Army Commands, Army Service Components Commands, and Direct Reporting Units

AR 70-1
Army Acquisition Policy

AR 71-9
Warfighting Capabilities Determination

AR 380-5
Department of the Army Information Security Program

AR 381-11
Intelligence Support to Capability Development

TRADOC Regulation 71-4

AR 700-8
Logistics Planning Factors and Data Management

Chairman, Joint Chiefs of Staff Instruction 3010.02B
Joint Operations Concepts Development Process (Available at <http://www.dtic.mil/cjcs/directives/cjcs/instructions.htm>)

Chairman, Joint Chief of Staff Instruction 3170.01G
Joint Capabilities Integration and Development System

Department of Defense Directive 8260.05
Support for Strategic Analysis

DA Pam 5-5
Guidance for Army Study Sponsors, Sponsor's Study Directors, Study Advisory Groups, and Contracting Officer Representatives

Executive Order 13526
Classified National Security Information

Field Manual 7-100.4
Opposing Force Operations

TRADOC Regulation 5-11
U.S. Army TRADOC Models and Simulations

TRADOC Regulation 10-5
Headquarters, U.S. Army Training and Doctrine Command

TRADOC Regulation 11-8
TRADOC Studies and Analysis

TRADOC Regulation 71-20
Concept Development, Experimentation, and Requirements Determination

TRADOC Regulation 381-1
Threat Management

TRADOC Supplement 1 to AR 380-5
Department of the Army Information Security Program

Section III**Prescribed Form**

This section contains no entries

Section IV**Referenced Forms**

This section contains no entries

Appendix B**Scenario Classification Guide****B-1. Purpose and scope**

a. The purpose of this guide is to ensure consistency within TRADOC for the classification of scenarios, model output, and analyses. The intent is to protect information in the interest of national security by preventing the unauthorized disclosure of classified material while eliminating unnecessary classification, preventing over-classification, and safeguarding materials that require no such protection. This policy provides guidance on minimum classification requirements based on the subject matter.

b. These guidelines apply to TRADOC organizations and personnel, and encompass scenarios, simulation input and output, and analyses TRADOC develops or uses to support CD.

B-2. TRADOC information

a. The following paragraphs provide specific guidelines regarding TRADOC information and products as related to scenarios, models and simulations, and wargaming efforts supporting TRADOC analyses.

b. Scenarios. Most TRADOC standard scenarios derive from classified information residing in the joint data support classified website and thus contain derivatively classified information. Those TRADOC scenarios that are DPS-compliant will continue with the classification of the DPS information. Mark any information in these TRADOC scenarios from the DPS consistent with classification markings from the source information. Director, TRAC, as the original classification authority for non-DPS compliant scenarios, determines the classification level. The classification of the information in table B-1 is typically classified at a minimum of Secret, but is dictated by the classification of the parent document. For example, if a particular country name is classified as Secret//NOFORN, then that classification will remain with the usage of the name at all times. See table B-1 for guidelines for classification of scenarios and compiled scenario information.

Table B-1.
Classification of scenario information

Compiled Information	Classification	Reason*
DPS listed threat associated with a specific country, nation, or threat organization	S, REL	1.4 a, d, & e
DPS listed specific country name associated with a specific scenario.	S, REL	1.4 a & d
DPS listed specific countries with specific cities, roads, rivers, or any geographical or manmade features associated with specific scenario or scenario force locations. Linking the unclassified scenario name of a classified scenario with latitude and longitude or other military grid references or geospatial locations is also classified.	S, REL	1.4 a, c, & d
DPS listed specific present-day countries and their actual military forces.	S, REL	1.4 a & d
DPS listed specific threat names of forces and their organizational structure relating specific numbers of systems and personnel.	S, REL	1.4 c & d
Maps depicting military operational graphics versus a DPS listed threat in a specific country in the scenario.	S, REL	1.4 a & d
S = Secret; REL = authorized for release to...		

*Refers to Executive Order 13526, Section 1.4, Volume 68, Federal Register, page 15317.

c. Unclassified map exercises or wargames. If it is necessary to perform an unclassified wargame in support of study efforts, do not use the actual name of a current DPS threat. This includes any form of data that would make clear the identification of the real enemy.

d. Development and use of unclassified scenarios. If it is necessary to develop unclassified scenarios to support TRADOC analysis, use the following guidelines:

(1) If developing an unclassified scenario for the study or project, this disclaimer: "The following scenario is purely fictitious and does not represent any official policy of the U.S. or any other country. This scenario does not portray any real military or future plans. This scenario does not reflect the official position of the U.S. on foreign policy or the foreign policies of any other country. The scenario depicted is intended for the purposes of addressing analytic issues as they relate to specific military problems. The scenario may also be used for training purposes."

(2) Ensure foreign forces are fictitious and do not identify any current DPS threat.

(3) Label products appropriately. It is entirely possible that an unclassified scenario, such as multi-level scenario, will be generated with the specific intent to share with the public, academia, allied nations, and others; thus, unclassified and approved for public release is a valid classification if the scenario documentation meets the unclassified criteria.

(4) If using classified data, ensure the model output is not traceable to a classified data point. Extract unclassified information from the classified model, as long as the output from the model is not traceable and transfer of the data uses approved HQDA procedures and authorized software.

e. Model input data.

(1) System data. AMSAA provides weapon system performance data, and provides appropriately classified information to TRADOC.

(2) Operational data. Most operational data derives from the same sources as the TRADOC standard scenarios. Supporting the wargaming or simulation of scenarios may require additional operational data. Classify the information based on the source documents – the study director must refer to the original documents to determine classification. When subject matter experts must create operational data due to lack of published information, consider national security guidance regarding classification of the information.

f. Model output data. Use model output to prepare reports and briefings. Any output, either operational or performance, used to regenerate classified input is classified. This type of classified output is normally in the form of results that detail a one-on-one relationship, such as a specific sensor versus a specific platform, or specific munitions versus a specific target. Generally, the typical results of threat and friendly losses, loss exchange ratios, and others, will not link back to input data and are considered unclassified. Model output requires careful analysis.

g. Preparing TRADOC products. It is important to consider and review the entire content, context, and information when preparing TRADOC products. Consider the prepared product in relation to other prepared products and information. For example, consider the briefing as associated with other briefings from other organizations given at the same time. Avoid unauthorized disclosure of information, either by itself, or in context with other information, which one could logically expect to cause damage to national security.

(1) Context. The context in which statistical results appear is crucial to determining their level of classification. A statistic or number alone is not classified. Tying the statistic to other aspects of the scenario or study, however, could give it another classification. For example, stating in a document the specific vulnerabilities of a generic light armored vehicle is unclassified. However, adding context to the same document that mentions force structure or organizations to which this vehicle belongs, allows the threat to compile this information and decipher which specific vehicle has these vulnerabilities, and may render the document classified.

(2) Compilation. Normally, a compilation of unclassified information is not classified. However, in unusual circumstances, certain information that otherwise is unclassified may require classification when combined or associated with other unclassified information. Information may require classification if the combination of unclassified items of information provides an added factor that warrants classification using the following categories found in

Executive Order 13292, 68 Federal Register 15317, which states information shall not be considered for classification unless it concerns the following.

- (a) Military plans, weapons systems, or operations.
 - (b) Foreign government information.
 - (c) Intelligence activities (including special activities), intelligence sources or methods, or cryptology.
 - (d) Foreign relations or foreign activities of the U.S., including confidential sources.
 - (e) Scientific, technological, or economic matters relating to national security, which includes defense against transnational terrorism.
 - (f) U.S. government programs for safeguarding nuclear materials or facilities.
 - (g) Vulnerabilities or capabilities of systems, installations, infrastructures, projects, plans, or protection services relating to national security, which includes defense against transnational terrorism.
 - (h) Weapons of mass destruction.
- (3) Basics. As a rule, the following are usually classified.
- (a) ISC, DPS and operation plan information that associate specific real-world units with locations, objectives, operational terms, and symbols, such as avenues of approach.
 - (b) Military tactics, procedures, doctrine, and organizations related to a specific foreign country, nation, group, organization, or coalition (when derivative classification requires or when describing sensitive vulnerabilities or capabilities).

B-3. Duration of classification

For other than derivative classification, the original classification authority will determine that the sensitivity of the information requires marking for declassification for up to 25 years from the date of the original classification. This is performed if the unauthorized disclosure of the information is reasonably expected to cause damage to the national security, specifically, through revealing actual U.S. military war plans that remain in effect; or, revealing information, including foreign government information, that would seriously and demonstrably impair relations between the U.S. and a foreign government, or ongoing diplomatic activities of the U.S.

B-4. Office of primary responsibility

Address all inquiries concerning content and interpretation of this guide to Army Capabilities Integration Center (ARCIC), Concept Development and Learning Directorate (ATFC-ED), 950 Jefferson Avenue, Fort Eustis, Virginia 23604-5700.

Glossary

Section I Abbreviations

AKO	Army Knowledge Online
AMEDDC&S	Army Medical Department Center and School
AMSAA	Army Materiel Systems Analysis Activity
AR	Army regulation
ARCIC	Army Capabilities Integration Center
BBS	brigade and below scenario
CAA	Center for Army Analysis
CAC	Combined Arms Center
CAPE	Cost Assessment and Program Evaluation
CASCOM	Combined Arms Support Command
CBA	capabilities-based assessment
CD	capabilities development
CDLD	Concept Development and Learning Directorate
CDS	corps and division scenarios
CDSS	Capabilities Development Scenario Strategy
CDSSC	capabilities development Senior Scenario Council
CG	commanding general
COA	course of action
CoE	center of excellence
CONOPS	concept of operations
CFoS	common framework of scenarios
DA	Department of the Army
DCS	deputy chief of staff
DOD	Department of Defense
DOTMLPF	doctrine, organization, training, materiel, leadership, and education, personnel, and facilities
DPS	defense planning scenario
G-2	Intelligence
G-3/5/7	Operations, Plans, and Training
G-6	Command, Control, Communications, and Computers
HQDA	Headquarters, Department of the Army
ISC	integrated security construct
J-8	Director for Force Structure, Resources, and Assessment
JACD	Joint and Army Concepts Division
MSFD	multi-service force deployment
NOFORN	not releasable to foreign nationals (classification)
OE	operational environment
OPORD	operation order
OSD	Office of the Secretary of Defense
PPBES	planning, programming, budgeting, and execution system
SBoG	Scenario Board of Governors

SSA	Support for Strategic Analysis
SSSP	steady state security posture
TRAC	TRADOC Analysis Center
TRADOC	U.S. Army Training and Doctrine Command
TRISA	TRADOC Intelligence Support Activity
TTP	tactics, techniques, and procedures
U.S.	United States
WMSL	weapons, munitions, and sensors list

Section II

Terms

consequence management

Actions taken to respond to and mitigate the effects of weapons of mass destruction use against the U.S., its forces, and U.S. interests abroad, and to assist friends and allies to enable rapid recovery and restore essential services.

baseline

An integrated set of data used by the DOD components as an agreed upon starting point for studies supporting the development and implementation of defense strategy and DOD PPBES activities.

defense planning scenario

Sets boundaries for scenario variables, provide a road to war, and describes strategic-level CONOPS.

defense planning scenario compliant

A scenario derived from an approved DPS that retains the DPS-specified country or region, timeframe, road to war, threat strategic and operational objectives, U.S. and/or coalition strategic and operational objectives, operational theme under the spectrum of conflict, and the joint concept of the operation. Only timeframes can be adjusted to remain DPS compliant and adjustments must be coordinated with National Ground Intelligence Center or the Defense Intelligence Agency to ensure threat objectives remain consistent with the adjusted timeframe. Threat must be consistent with the force structure outlined in the National Ground Intelligence Center country force assessment file and detailed in the MSFD.

derivative classification

The incorporating, paraphrasing, restating, or generating in new form information that is already classified, and marking the newly developed material consistent with the classification markings that apply to the source information.

exercise

A military maneuver or simulated wartime operation involving planning, preparation, and execution carried out for the purpose of training and evaluation.

integrated security construct

Scenario products designed to portray a campaign approach and force usage data to provide a strategic perspective in addition to operational considerations to force planning.

multi-service force deployment

Scenario provides the detail necessary to conduct campaign analysis by establishing operational-level detail for use by modelers for the base case.

original classification authority

An individual authorized in writing, either by the President, the Vice President in the performance of executive duties, or by agency heads or other officials designated by the President, to classify information in the first instance.

outcome

The envisioned and desired endstate in terms of learning, training, analysis, or discovery.

product

Communication of information in any form, including word documents, spreadsheets, databases, briefings, or graphics.

scenario

A tool that supports the evaluation of Army concepts, capability requirements, and solutions prioritized through (CBAs, DOTMLPF), to produce resource-informed, integration-focused, and outcome-based solutions.

steady state

A condition that does not change over time or in which any one change is continually balanced by another. such as the stable condition of a system in equilibrium.

steady state security posture

Describes ongoing military activities in a number of alternative strategic environments in a particular timeframe, providing significant insight into the nature and magnitude of demand for DOD activities under steady state conditions. Occurs when each military service is able to provide forces and capabilities for DOD activities and operations while maintaining a rotation base that is consistent with service rotation policies.

vignette

An extracted portion of a scenario that contains all elements necessary to set conditions for a specified outcome(s).

wargame

A simulation, by whatever means, of a military operation involving two or more opposing forces using rules, data, and procedures designed to depict an actual or assumed real life situation.

Section III

Special Abbreviations and Terms

derivative scenario

Scenario derived from a related base common scenario that provides greater detail to an operations order, force structure, and/or OE complexity, that creates appropriate conditions to enable specific outcomes or applications (note: any modification other than time for capabilities development is not a derivative, but a new scenario).

driver

Forcing function (such as a fragmentary order, simulation, report, change in conditions) that causes progression through a scenario or vignette and generates outcomes.

Capabilities Development Senior Scenario Council

Council of one-and/or two-star general officer and senior executive service civilian equivalent within the capabilities development community and of CDLD division chiefs that guides the formulation of policies and responsibilities for the development and integration of CD scenario material for experiments, studies, analyses, and requirements determination.

Scenario Advisory Working Group

Develops and validates scenario requirements, provides analysis to the SBoG to ensure CFoS scenarios are consistent with established scenario criteria set forth in the directive, recommends approval to SBoG for inclusion of nominated scenarios or into or removal from the CFoS, facilitates the revision of appropriate TRADOC regulations necessary to ensure the CFoS meets the CG's objectives.

Scenario Board of Governors

A senior-level advisory board that meets quarterly and approves a common scenario strategy, endorses scenarios to Director, ARCIC and CG, CAC for including into the CFoS, and identifies scenarios outside of common framework for the respective domains.

strategic analysis

Analysis conducted to inform senior leader deliberations and other studies on strategy, policy, and PPBES matters.