23 September 2008

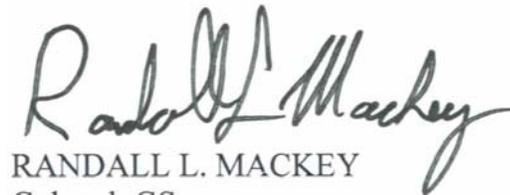# UNITED STATES ARMY TRAINING AND DOCTRINE COMMAND STANDARD SCENARIOS FOR CAPABILITY DEVELOPMENTS

FOR THE COMMANDER:

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History. This regulation is a rapid action revision. The portions affected by this rapid action revision are listed in the summary of change.

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 capability developments.

Applicability. This regulation applies to all TRADOC elements, to include Headquarters (HQ) TRADOC staff, major subordinate commands, centers, schools, battle labs, and activities which comprise the scenario community of practice. For purposes of this regulation, the term "proponent TRADOC centers, schools, and battle labs" includes the Army Medical Department. Agencies outside TRADOC should follow the policies described in this regulation when requesting scenario support from TRADOC.

Proponent and exception authority. The proponent for this regulation is the Director, Army Capabilities Integration Center (ARCIC)/Deputy Chief of Staff (DCS), G-9. 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.

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), 20 Whistler Lane, Fort Monroe, Virginia 23651-1046.

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), 20 Whistler Lane, Fort Monroe, Virginia 23651-1046. 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/regndx.htm.

Summary of Change

TRADOC Regulation 71-4
TRADOC Standard Scenarios for Capabilities Developments

This rapid action revision, dated 23 September 2008-

o Updates references from the Futures Center to the Army Capabilities Integration Center.

o Updates terminology throughout the publication to comply with guidance from Chief of Staff, Army.

o Updates the methods by which suggested changes to this regulation are submitted.

o Updates roles and responsibilities for all elements 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 Experimentation, when and if desired.

o Permits Director, United States Army Training and Doctrine Command Analysis Center to approve brigade and below scenarios that are 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, etc., as desired.

o Adds appendix C, background regarding scenario development, to explain to new members of the scenario and/or experimentation community how the process works (app C).

Contents

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 U.S. Army Training and Doctrine Command (TRADOC) experiments, studies, and analyses. This regulation applies to TRADOC scenarios developed and used to support experiments, studies, and analyses for capability developments.

1-2. References
Required and related publications and prescribed and referenced forms are listed in appendix A.

1-3. Explanation of abbreviations and terms
Abbreviations and special terms used in this regulation are explained in the glossary.

1-4. Responsibilities

   a. Headquarters (HQ), TRADOC.

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

      (a) Provide staff guidance, set priorities for scenario development, exercise staff supervision for scenario development, and oversee use of TRADOC scenarios.

      (b) Review and approve corps and division scenarios (CDS) and similarly echeloned studies, to include the scenario construct – the "vision," or "way ahead" - during initial development. Approval authority may be delegated to the Deputy Director, ARCIC, or the Director, Concept Development and Experimentation (CDE) Directorate, as desired.

      (c) Ensure the joint nature of full spectrum operations is addressed.

      (d) Allocate resources through the normal resource cycle.

      (e) Coordinate development of and publish the biennial Scenario Strategy document, and include the annual scenario production priorities in the annual ARCIC Campaign Plan (ArCP).

      (2) Director, CDE, will approve brigade and below scenarios (BBS) and vignettes derived from TRADOC-approved CDS scenarios, and similarly echeloned studies.

      (3) Chief, Joint and Army Concepts Division (JACD), will execute scenario responsibilities of the ARCIC and coordinates scenario activities for TRADOC. As required, develop the TRADOC Scenario Development Strategy (SDS) in coordination with the proponent TRADOC centers, schools, battle labs, and U.S. Army Training and Doctrine Command Analysis Center (TRAC), and Center for Army Analysis (CAA). Coordinate scenario development activities with Headquarters,

Department of the Army (HQDA) DCS, G-3/5/7 and participate in multi-Service force deployment (MSFD) development.

(4) TRADOC Deputy Chief of Staff (DCS), G-2 is 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, etc. TRADOC Intelligence Support Activity (TRISA) executes this responsibility. The OE is portrayed in the joint operational environment (JOE) product.

(a) TRADOC DCS, G-2 will assist in visualizing and developing the OE over time. This includes not only the enemy, weather, and terrain effects, but also the composite of other variables that describe the OE from the continental U.S. to the area of operations, and that affect combat operations. TRISA executes this responsibility through close coordination with school threat managers and TRAC scenario developers.

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

(c) Director, TRISA will-

(1) Develop the OE and threat portrayal for future scenarios beyond the defense planning scenario (DPS) to facilitate TRADOC scenario development.

(2) Coordinate 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 should include level of illumination and moon phases, percentage of overcast, cloud cover, wind conditions, precipitation, etc.

(3) In coordination with TRAC, ensure intelligence community validated threat and approved JOE, and future Modular Force representation for these scenarios. ARCIC, TRAC, and TRISA representatives to MSFD development conferences will pursue the development of long-range key variation to near term MSFDs in support the goal of DPS/MSFD compliance in TRADOC standard scenarios. Development will include different infrastructure capabilities, such as a mature versus an immature theater, and accessibility issues, such as threat actions at ports of embarkation/debarkation. Consider threat forces that gain technological surprise or use adaptive tactics to counter U.S. strengths.

(5) 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-

(1) Coordinate scenario activities with HQDA, ARCIC, proponent TRADOC centers, schools, and battle labs, CAA, U.S. Army Materiel Systems Analysis Activity (AMSAA), combatant commands (COCOM), other services, other major commands, and study agencies.

(2) Publish the resource-informed annual Scenario Production Plan resulting from the TRADOC Scenario Strategy and the annual scenario development priorities; provide input to JACD for the ArCP.

(3) Develop CDS and BBS in support of capability developments, and submit to TRADOC ARCIC for approval. Each scenario can support a multitude of capability development studies, and as such, is designed in the baseline form and offers a feasible, acceptable, and suitable construct that is both illustrative and flexible in order to support all of its intended uses.

(4) Collect and apply approved concepts and data to scenario production.

(5) Certify standard scenarios and the loading of scenarios into various models.

(6) Be responsible for scenario release to TRADOC and outside organizations.

c. Commanding General (CG), U.S. Army Combined Arms Support Command (CASCOM), in coordination with TRAC, will develop and recommend the logistics aspects of CDS and BBS for studies, analysis, and experimentation. CASCOM also incorporates input from the Army Medical Department Center and School (AMEDDC&S), The Judge Advocate General's Legal Center and School, Soldier Support Institute, and their proponent schools. CASCOM, Planning Data Branch provides logistics planning data (classes of supply), per Army Regulation (AR) 700-8.

d. Commanders, TRADOC Centers of Excellence will provide a point of contact and office of primary responsibility for representation during scenario development. These points of contact must have authority and responsibility to help develop, coordinate, and approve U.S. Army proponent input and forward to TRAC for integration into scenario developments.

e. Directors, TRADOC battle labs will develop, coordinate, and provide ArCP 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 SDS.

f. Commandant, U.S. Army War College will provide consultant services in the development of geo-political guidance and friendly theater-level or higher campaign plans. This is normally accomplished through discussion and review of draft proposed guidance or friendly campaign plans with faculty/staff of the Center for Strategic Leadership and/or the Department of National Security and Strategy and/or the Department of Military Strategy, Plans, and Operations, respectively.

1-5. Roles of other organizations

a. Director, Program Analysis and Evaluation, Office of the Secretary of Defense (OSD), in coordination with Director, OSD Policy, will provide the DPS sets that are the basis for all TRADOC standard scenarios.

b. Director, Force Structure, Resource, and Assessment (J-8) will provide MSFD documentation used as the baseline for TRADOC standard scenarios.

c. HQDA staff elements will-

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

(2) DCS, G-3/5/7 will-

(a) Provide guidance for TRADOC scenario activities.

(b) Serve as primary HQDA interface to OSD and joint staff DPS/MSFD development process.

(c) Develop U.S. theater force structure.

d. Director, CAA, as a field operating agency for G-8, will provide information on CAA-developed theater level scenarios.

e. CG, U.S. Army Test and Evaluation Command will apply TRADOC scenarios to testing and evaluations.

f. Commander, AMEDDC&S will develop, coordinate, and approve scenario inputs within the Army Medical Department area of expertise and forwards to CASCOM for incorporation into combat service support scenario inputs.

g. Director, AMSAA will-

(1) Provide systems performance data and the methodology for using the data in combat models.

(2) Upon request, provide 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
AR 10-87, paragraph 3-2(l) states TRADOC conducts experiments to explore innovative methods of operating, especially to assess their feasibility, evaluate their utility, or determine their limits to reduce risk in the current Modular Force (today's operations) and the future Modular Force (developments).

a. 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) solutions.

b. Scenarios facilitate the CBA and experimentation of Army concept based capability requirements. Selected DPS/MSFD based TRADOC scenarios or vignettes will be developed utilizing longer-range timeframes vice near-term program objective memorandum cycle timeframes.

2-2. Scenario descriptions

a. Operational scenario. An operational scenario is a graphic and narrative description of the operational variables, political, military, economic, social, information, 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, unaligned, 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 unaligned or independent forces that may oppose threat, friendly, or both forces.

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

(2) 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, paragraph 4-6b(5), and thus not releasable to Allies). Nonstandard scenarios are not derived from the DPS. The multi-level scenario (MLS) is an example of a TRADOC-approved nonstandard operational scenario.

b. Study scenario. Study scenarios are the application of the operational scenario in 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 is not so significantly different from the operational scenario as to affect validity. Alternatives are measured using the study scenario as the base case.

c. Vignette. A vignette is a study or experiment scenario focused on a specific region, action, or snapshot in time within an approved operational scenario. Example operations include, but are not limited to urban operations, civil disturbance, or cordon and secure.

d. Dynamic scenario. A dynamic scenario is a version of an operational or study scenario that is modeled in a simulation. Final gaming may not match the planned operations of the operational or study scenario, based on circumstances occurring during gaming and associated contingency plans.

e. 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 use a Stryker brigade combat team or a Future Combat System brigade combat team to conduct the assault. Alternatively, an excursion may provide a specific capability which 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, etc.).

2-3. Scenario uses

a. Capabilities development.

(1) Joint Capabilities Integration and Development System analysis is a structured, three-phased process. These phases are the functional area analysis, the functional needs analysis, and the functional solution analysis. Together they capture the required capabilities from conceptual documents, identify the tasks, conditions, and standards related to the execution of those required capabilities, perform an assessment of whether the current/programmed force can accomplish those tasks to standards or whether there are capability gaps, and finally it assesses potential non-materiel solutions and materiel approaches (in that order) to close or mitigate those gaps determined to pose an unacceptable risk to the force. Decisionmakers can use the CBA conclusions to initiate priority materiel programs initial capabilities document or non-materiel changes DOTLMPF change recommendation (see Chairman of the Joint Chief of Staff Instruction 3170, Chairman of the Joint Chief of Staff Manual 3170, for JCIDS guidance regarding CBA).

(2) Studies include CBAs of concept required capabilities. Examples include studies of organizational changes needed for the future Modular Force, and studies to determine the types of facilities required to support potential future military operations.

(3) Experimentation includes the full range of experiments and Title 10 wargames conducted to examine or demonstrate the potential of new technologies or new concept based capabilities. TRADOC live, virtual, and constructive experiments should all use approved TRADOC scenarios or vignettes.

b. Testing and evaluation. DPS-derived TRADOC standard scenarios provide the foundation for testing of materiel systems and organizations. See Army Regulation 381-11 and TRADOC Regulation 381-1 for TRADOC G-2 support in testing and evaluation.

c. Training. Training organizations may use scenarios developed for capabilities developments as the basis for training 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 the DPS has inherent credibility by depicting the joint concept based ways and means for conducting future joint operations across the range of military operations 8 to 20 years in the future.

(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 are developed to portray how the joint land force will conduct future operations in the land domain as derived from DPS, MSFD, joint concepts, Army concepts and concept capability plans.

b. Reasonable:

(1) The scenario reflects a likely road to war (derived from 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.

(2) The scenario must use approved Army Concepts Strategy family of concepts including the capstone, operating, and functional concepts and concept capability plans. The scenario will be constructed within the joint operations concepts family of concepts and the JOE.

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

d. Reusable:

(1) The scenario is well documented, 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 are not developed with a single use in mind; rather, scenarios provide an analytical framework for multi-functional operations across the spectrum of conflict. While not every scenario can provide every environment, condition, or variable, scenarios will be designed with flexibility to cover as

much of the spectrum of conflict as possible, involving the conduct of full spectrum operations across the major themes established in Field Manual 3-0 and Army concepts.

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

2-5. Scenario resolution
Scenario resolution describes the level of detail portrayed in a scenario and also the size of the force upon which the scenario focuses. TRAC produces scenarios at various levels of resolution generically divided into CDS and BBS.

a. CDS are usually derived directly from the DPS and/or MSFD, but theater-level scenarios that other organizations produce can be used. The primary source is 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. CDS focus on future Modular Force theater, corps, and division operations.

b. BBS are DPS/MSFD based and most often derived from existing CDS scenarios; however, as required, BBS may draw directly upon the DPS or the MSFD. As BBS scenarios 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. Scenario Development Strategy (SDS) and Production Plan

a. The process of developing an operational scenario begins with the SDS developed biennially and updated annually in the ArCP. The TRADOC SDS guides collective scenario development over a 2 to 3 year projection. SDS 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?

(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 SDS, in conjunction with TRAC and TRISA. Director, ARCIC is the Scenario Strategy approval authority. Development and coordination of the SDS occurs biennially via a variety of possible venues to include electronic coordination with the

Scenario Community of Practice or ARCIC-sponsored SDS conference. SDS 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 headquarters.

   c. TRAC produces an annual Scenario Production Plan which supports the goals of the ARCIC Campaign Plan and the SDS Director, TRAC approves the Scenario Production Plan and the results are incorporated into the ArCP.

Chapter 3
Scenario Development Process

3-1. Corps and division scenario development

   a. Credible sources, such as the DPS, joint and Army concepts, COCOM staff-developed operation plans and exercise material, CAA- and OSD-developed theater and campaign plans, and MSFD products provide the basis for scenario development. These sources lend credibility to the final product and ensure a valid service representation in a joint context. Scenario concept 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.

   b. TRAC, TRADOC schools, battle labs, and integrating centers develop the friendly concept of operations (CONOPS), while TRISA shapes the OE portrayal and develops the threat CONOPS. Detailed scenario development occurs during a subject matter expert (SME) conference. TRADOC centers, schools, and labs will ensure participation in these conferences. Prior to, during, and after the SME conference, TRAC and TRISA conduct supporting scenario analysis to ensure development of a feasible, acceptable, and suitable construct. TRAC also produces the background documentation.

   c. Director, TRAC reviews and certifies in writing the friendly CONOPS, and Director, TRISA reviews and certifies in writing the enemy CONOPS. TRAC and TRISA then present this combined construct (through ARCIC Director, CDE) to the Director, ARCIC in the form of a scenario development plan briefing for approval. All backup documentation for the scenario development plan is available for review. TRAC or JACD 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.
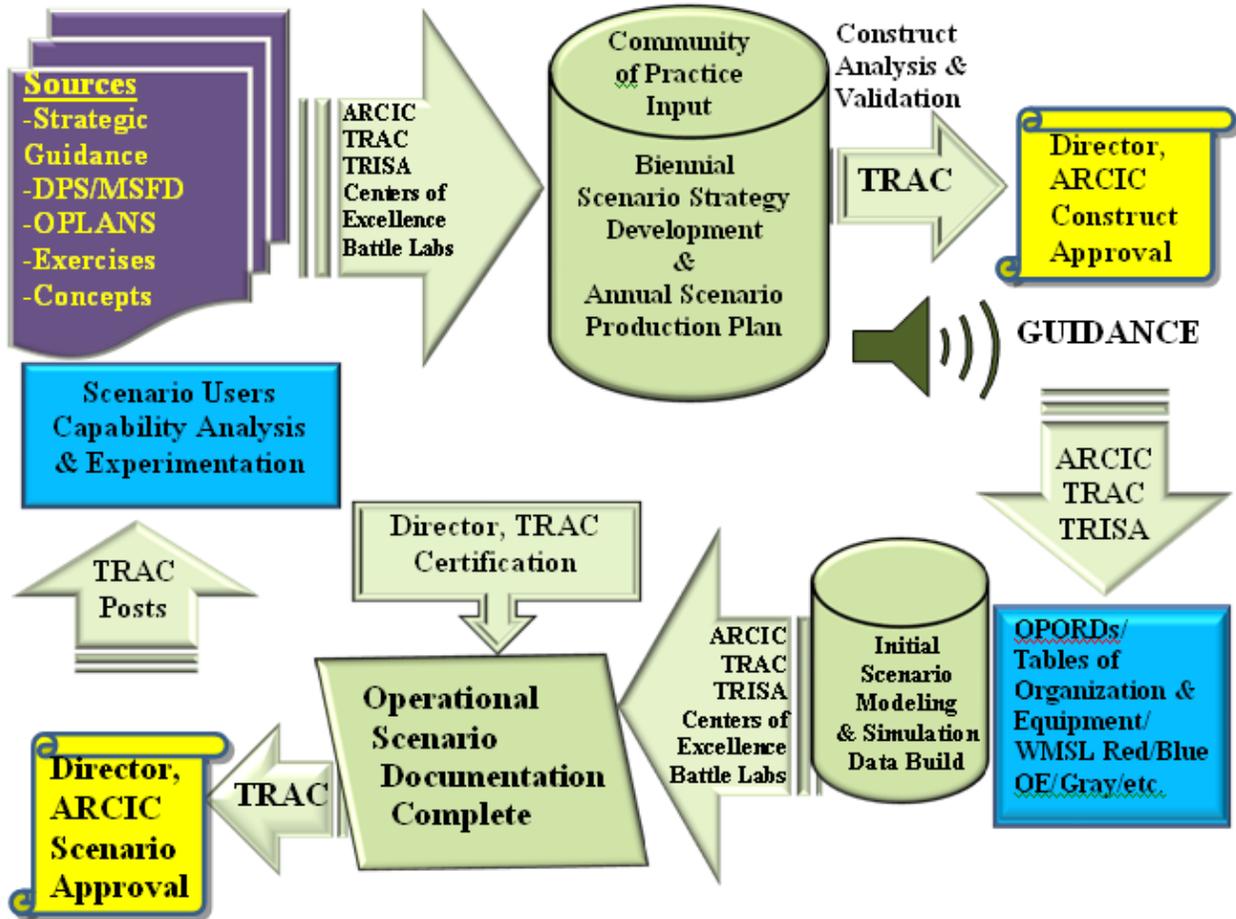
Figure 3-1. Scenario development process

   d. The Future Forces Data Base serves as the Department of Defense (DOD) centralized source of out-year force, units, and equipment data. For U.S. forces, TRAC uses the most current Future Force Data Base published through the Joint Data Support site. Exceptions will be documented. For out-year foreign forces and equipment, TRISA will use the Defense Intelligence Agency-validated Joint Country Force Assessment (JCOFA) data base that is created/published by the National Ground Intelligence Center. Current JCOFA products provide both forces and equipment data out to the year 2024. JCOFA products currently in development will provide data out to the year 2028. Friendly and enemy operational scenario development and documentation begins 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, proponent centers, and schools. The appropriate TRADOC directorates, joint and service planners, analysts and intelligence experts, theater level agencies, or applicable COCOM staffs, coordinate and review these OPORDs.

   (1) TRISA provides TRAC foreign force tables of organization and equipment and a WMSL (coordinated with the intelligence community).

(2) TRAC coordinates with ARCIC Force Design Directorate and proponent battle labs for approved U.S. 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 prepare both 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/TTP) from proponent TRADOC centers, schools, battle labs, and other agencies. TRISA reviews gaming runs and modeling data, as necessary, to ensure appropriate portrayal of the threat.

(4) TRAC and TRISA develop the threat and friendly course of action (COA). They coordinate the COA with TRADOC centers, schools, and battle labs; HQ TRADOC; combatant commanders; and other services, as required. Deputy Director, TRAC, with assistance from TRAC-Fort Leavenworth, and TRAC- White Sands Missile Range (WSMR) senior military analysts, will select the friendly COA. TRISA selects the threat COA. The Director, ARCIC approved construct (with guidance) is the basis for COA selections.

(5) 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.

(6) TRAC, with assistance from proponent TRADOC centers, schools, and battle labs, as required, completes development of the friendly operational scenario. Proponent TRADOC, centers, schools, and battle labs produce supporting plans and annexes. CASCOM coordinates the development of support command plans with proponent TRADOC centers and schools.

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

e. 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 a briefing packet. JACD prepares a scenario approval memorandum for the Director, ARCIC signature at the conclusion of the briefing. Once approved, TRAC publishes and distributes the CDS operational scenario for use in TRADOC studies.

3-2. Brigade and below scenario development

a. TRAC-WSMR develops 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 the MSFD, DPS, 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, TRAC

will develop that theater perspective. Director, CDE will provide additional guidance. 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. Director, TRAC-WSMR and Director, TRISA review and certify the BBS construct in writing. Ideally, the BBS is created simultaneously with the CDS; both are briefed simultaneously, 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, CDE in the form of a BBS construct approval briefing. The construct briefing outlines everything that would have been covered 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, includes assumptions and limitations, unit locations, system strengths, higher headquarters intent, COA, 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, CDE signature at the conclusion of the briefing. Once approved, TRAC and TRISA will incorporate Director, CDE guidance, and prepare the operational scenario documentation.

c. 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/TTP) from proponent TRADOC centers, schools, battle labs, and other staff agencies. TRISA reviews additional threat data obtained to ensure this modeling data appropriately portrays the threat.

d. TRAC manages production of each BBS scenario. Designated proponent TRADOC centers, schools, and battle labs participate in development of the friendly operational scenarios; TRISA, in coordination with the appropriate threat management office, develops the threat operational scenario. TRAC will combine friendly and threat operational scenarios. TRADOC schools and centers (for example, maneuver, fires, maneuver support, etc.) provide their 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-WSMR and TRISA review and certify in writing the BBS operational scenario documentation.

(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, CDE for approval. TRAC prepares a scenario approval memorandum for Director, CDE'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 Centers of Excellence. This concurrence covers the description, depiction, and utilization of the force in the scenario per concepts, capabilities, and DOTMLPF solutions. It is recommended that the Centers of Excellences be afforded the opportunity to participate in the orders drill and other documentation processes to facilitate rapid approval.

Note: In either case, once approved, TRAC publishes and distributes the BBS operational scenario for use in TRADOC studies.

3-3. Study 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 following steps for selecting the correct scenario for study use:

      (1) Review the study directive and/or guidance to determine the study purpose, objectives, study 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).

      (4) Narrow the list of scenarios to those appropriate for the type of study or experiment. If it is a requirements study, select as many different scenarios from the list as possible in order to provide a solid foundation for system or force requirements. If the study is a system analysis of alternatives, select scenarios that provide a challenging environment 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 gaming venue (for example, One Semi-Automated Forces (OneSAF), JANUS, etc.) to meet study milestones. Consider leveraging scenarios already used in studies throughout TRADOC.

      (6) Evaluate the resources available to execute study scenarios to meet study milestones. 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) Present the scenario selections to the appropriate approval authority for approval or further guidance.

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

3-4. Illustrative vignette development

a. Joint illustrative vignettes provide operational context to describe how a joint force commander might organize and employ forces 8 to 20 years into the future. These vignettes are used to 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 develop illustrative vignette(s) from a completed and approved CDS or BBS concept or scenario. Study team must obtain Director, CDE approval prior to vignette development and add the record of approval to the vignette documentation packet.

b. Study teams and TRISA jointly develop and coordinate the vignettes construct brief for Deputy, TRAC certification and Director, CDE approval. The brief outlines the same elements detailed in paragraph 3-2b, and should specifically highlight those changes or deviations from the approved CDS or BBS required for study or experiment purposes.

c. CDS or BBS already has 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/TRAC obtains digitized terrain data from appropriate sources; foreign force structure and tactical employment information from TRISA; and other modeling data from proponent TRADOC centers, schools, battle labs, and other staff agencies. TRISA reviews additional threat data obtained to ensure this modeling data appropriately portrays the threat.

d. 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. TRAC Senior Military Analyst, through coordination with TRISA and battle labs, will review and ensure documentation of the friendly and threat validation of the vignette, and certify the completed scenario vignette. Director, TRAC, will review the completed and validated vignette and, if confirmed as a reasonable and representative setting for combat operations, approves the vignette.

3-5. Experiment scenarios
Experiments will normally use previously developed standard scenarios and vignettes. 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.

3-6. TRADOC Scenario Gist Book
The TRADOC Scenario Gist Book is an unclassified pamphlet that TRAC maintains, which describes all approved TRADOC scenarios and those in development. TRAC updates and distributes this book annually, normally after the annual scenario conference. The Gist Book is available through TRAC (ATRC-PR), 255 Sedgwick Avenue, Fort Leavenworth, KS 66027-2345. The updated Gist Book is also available on the TRAC AKO web site. If using AKO, the drilldown is: AKO Files Home; U.S. Army Organizations; TRADOC; Commands and Centers; TRAC; TRAC Misc. References; TRAC Products; Gist Book.

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, 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 made available on the AKO-Secret file transfer protocol site. Other government agencies will forward requests to Director, TRAC (ATRC-PR), 255 Sedgwick Avenue, Fort Leavenworth, KS 66027-2345.

   b. Submit requests from foreign governments/representatives for TRADOC scenario documentation through appropriate foreign disclosure channels to the TRADOC DCS, G-2. Send requests to Commander, TRADOC (ATIN-SD), 33 Ingalls Road, Fort Monroe, VA 23651-1067.

   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, the TRAC will not release study, vignette, modified, or integrated experiment scenario material. Obtain exceptions to this policy in writing from the Director, ARCIC.

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

Appendix A
References

Section I
Required Publications
ARs, Department of the Army (DA) pamphlets, and DA forms are available at
http://www.usapa.army.mil/. TRADOC publications and forms are available at
http://www.tradoc.army.mil/publications.htm.

AR 380-5
Department of the Army Information Security Program

AR 381-11
Production Requirements and Threat Intelligence Support to the U.S. Army

TRADOC Regulation (Reg) 381-1
Threat Management

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.

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
Major Army Commands in the Continental United States

AR 70-1
Army Acquisition Policy

AR 71-9
Materiel Requirements

AR 381-1
Security Controls on Dissemination of Intelligence Information

AR 700-8
Logistics Planning Factors and Data Management

Army concepts
See TRADOC Homepage: http://www.tradoc.army.mil/tpubs/pamndx.htm

Chairman of the Joint Chiefs of Staff Instruction 3010.02B
Joint Operations Concepts Development Process (Available at
http://www.dtic.mil/futurejointwarfare/concepts/cjcsi3010_02b.pdf.)

Chairman of the Joint Chief of Staff Instruction 3170
Joint Capabilities Integration and Development System

Chairman of the Joint Chief of Staff Manual 3170
Operation of the Joint Capabilities Integration and Development System

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

Executive Order 12958
Classified National Security Information

Field Manual 3-0
Operations

TRADOC Reg 5-11
U.S. Army Training and Doctrine Command (TRADOC) Models and Simulations

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

TRADOC Reg 11-8
TRADOC Studies and Analysis

TRADOC Suppl 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 all TRADOC organizations and personnel, and encompass all scenarios, simulation input and output, and analyses TRADOC develops or uses in support of capability developments.

B-2. TRADOC information
The following paragraphs provide specific guidelines regarding TRADOC information and products as related to scenarios, models and simulations, and wargaming efforts supporting TRADOC analyses.

a. Scenarios. Most TRADOC standard scenarios derive from classified DPS information and thus contain derivatively classified information. Those TRADOC scenarios that are DPS-compliant will continue the classification of the DPS information. Mark any information in these TRADOC scenarios from the DPS that is already classified and incorporated, paraphrased, restated, or generated in new form, consistent with classification markings from the source information. Director, TRAC, as the original classification authority for non-DPS compliant scenarios, determines the classification level. See table B-1 for guidelines for classification of scenarios and compiled scenario information.

b. 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.

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 man-made features associated with specific scenario or scenario force locations.	S/REL	1.4 a, c, & d

Table B-1.
Classification of scenario information, cont.

Compiled Information	Classification	Reason*
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

*Refers to Executive Order (EO) 13292, Section 1.4, Volume 68, Federal Register (FR), page 15317.

   c. 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, use the following disclaimer: "The following scenario is purely fictitious and does not represent any official policy of the United States or any other country. This scenario does not portray any real military plans or future plans. This scenario does not reflect the official position of the United States in regard to 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 MLS, might be generated with the specific intent to share to the public, academia, Allied nations, etc.; thus, unclassified/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.

   d. Model input data.

     (1) System data. The 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 SMEs must create operational data due to lack of published information, consider national security guidance regarding classification of the information (see para B-2f(2)).

e. 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 munition versus a specific target. Generally, the 'typical' results of threat and friendly losses, loss exchange ratios, etc., will not link back to input data and are considered unclassified. Model output requires careful analysis.

f. 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 EO 13292, 68 FR 15317, which states "information shall not be considered for classification unless it concerns:

(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 United States, including confidential sources;

(e) Scientific, technological, or economic matters relating to the 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 the national security, which includes defense against transnational terrorism; or

(h) Weapons of mass destruction."

(3) Basics. As a general rule, the following is usually always classified:

(a) 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 (1) revealing actual U.S. military war plans that remain in effect, or (2) revealing information, including foreign government information, that would seriously and demonstrably impair relations between the U.S. and a foreign government, or seriously and demonstrably undermine 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 Experimentation Directorate (ATFC-ED), 10 Whistler Lane, Fort Monroe, VA 23651-1046.

Appendix C
Background Information Regarding Scenario Development

C-1. Purpose and scope
The purpose of this appendix is to provide a general description and diagram of the standard scenario development process. Process familiarity should not necessarily be presumed.

C-2. Standard scenarios
As alluded to throughout this document, the standard scenario development process normally involves the following steps:

   a. DPS creation. J-8 currently oversees this OSD-driven process. HQDA G-3/5/7 staff works in coordination with J-8 to ensure maximum flexibility, utility, and proper representation of ground forces. This is national level strategy, regarding potential future adversaries and the national response to such concerns. The threat depiction may involve anything from internal strife/loss of host nation control over resources or key assets (for example, rogue elements seize national weapons of mass destruction capabilities), to humanitarian relief efforts (for example, natural disasters), to conflict along the full range of military operations. Any or all portions of the six phases of conflict may be considered. Very often, the scope of a DPS involves at least one nation,

if not an entire region. An example would be an earthquake affecting multiple nations along the same rift, and the future capabilities enabling proper, responsive, timely force projection for humanitarian assistance. Thus far, all DPS builds are classified at least Secret.

   b. MSFD creation. Multiple representatives from various services (both Active duty and Guard/Reserve), agencies, non-governmental organizations, etc., meet virtually and physically to create a more robust, documented product that gets to service and agency requirements and concerns. The scope of the MSFD is tied to the same considerations as the DPS, in both time and physical location. By virtue of the regulations pertaining to derivative classification, all MSFD builds are classified at least Secret.

   c. CDS creation. TRAC Fort Leavenworth is lead for this development, and coordinates extensively with TRISA, TRAC WSMR, JACD, and other units, organizations, and personnel, as required, to develop the scenario vision or way ahead. This proposal is briefed to the Director, CDE, and then to Director, ARCIC (or his designated representative). Upon approval, resources are then committed to full research and documentation at an extraordinary depth of detail, as described previously in this regulation. The CDS is linked to the MSFD, and therefore, has inherent joint linkages, and has sufficient depth and breadth in development to withstand scrutiny even for material acquisition purposes. However, the CDS is not constrained to the exact same scope of time and location – logical variances are authorized to create the necessary analytic space to explore viability of concepts, capabilities, emerging technologies, and related matters, as appropriate. All DPS/MSFD derived CDS are classified at least Secret.

   d. BBS creation. TRAC WSMR is lead for this development, and normally involves a smaller, more defined area. For example, brigade combat teams may stage in one country and move to another country, but do not normally move throughout the entire region. This contextual concentration allows for a different level of refinement and experimentation. All DPS/MSFD derived BBS are classified at least Secret.

C-3. Non-standard scenarios
Non-standard scenarios are those which are not derived from either a DPS or an MSFD. An example of a TRADOC-approved non-standard scenario is the MLS, which has various modules and both CDS and BBS builds. The primary advantage of the MLS is that it is protectively marked FOUO, and some portions are completely unclassified. This facilitates experimentation involving foreign allies, uncleared academic experts, etc. The scenario can use a DIA-approved "universal adversary" and remain unclassified. If data builds are required involving the specific capabilities of a particular adversary, the databases used then drive the classification, as appropriate. Thus, the scenario can operate at multiple levels (hence the name). It is possible other non-standard scenarios will be built, but currently, only MLS (in various modules) exists as an example of this form.

Glossary

Section I
Abbreviations

AKO	Army Knowledge Online
AMEDDC&S	Army Medical Department Center and School
AMSAA	U.S. Army Materiel Systems Analysis Activity
AR	Army regulation
ARCIC	Army Capabilities Integration Center
ArCP	ARCIC Campaign Plan
BBS	brigade and below scenarios
CAA	Center for Army Analysis
CASCOM	U.S. Army Combined Arms Support Command
CBA	capabilities based assessment
CDE	Concept Development and Experimentation (Division)
CDS	corps and division scenarios
CG	commanding general
COA	course of action
COCOM	combatant command
CONOPS	concept of operations
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
EO	executive order
FR	Federal Register
G-2	intelligence
G-3/5/7	operations, plans and training
G-6	information technology
G-9	Army Capabilities Integration Center Deputy Chief of Staff
HQ	headquarters
HQDA	Headquarters, Department of the Army
J-8	Director for Force Structure, Resource, and Assessment
JACD	Joint and Army Concepts Division
JCOFA	Joint Country Force Assessment
JOE	Joint Operational Environment
MLS	multi-level scenario
MSFD	multi-Service force deployment
NOFORN	Not Releasable to Foreign Nationals
OE	operational environment
OPORD	operation order
OSD	Office of the Secretary of Defense
OneSAF	One Semi-Automated Forces

Reg	regulation
SDS	scenario development strategy
SME	subject matter expert
TRAC	U.S. Army Training and Doctrine Command 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
WSMR	White Sands Missile Range

Section II
Terms

Derivative classification
Derivative classification means 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. The duplication or reproduction of existing classified information is not derivative classification.
(EO 13292, 60 FR 19830 and AR 380-5, app B, sec 2.1)

Information
Information (as used in this regulation) means any knowledge that can be communicated, or documentary material, regardless of its physical form or characteristics, owned by, produced by or for, or under the control of the United States Government. (EO 13292, 60 FR 19825 and AR 380-5, app B, sec 1.1)

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. (EO 13292, 60 FR 19826 and AR 380-5, app B, sec 1.1)

Product
A product is communication of information in any form, including word documents, spreadsheets, databases, briefings, or graphics.

Section III
Special Abbreviations and Terms

This section contains no entries.