



21st Theater Sustainment Command



21st TSC Communications Strategy

Commander's Initiatives Group

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10 October 2018



Agenda



- 21st TSC – Mission, Vision, and Center of Gravity
- Command Structure
- Operational Environment
- Communications and Engagement Strategy
- Vectoring Tools
- Sample Engagement Process
- Strategic Effects
- Discussion

“...resurgent Russia striving to project itself as a world power...we must continue to maintain and enhance our levels of readiness and our agility in the spirit of being able to fight tonight if deterrence fails.”

- Gen. Curtis M. Scaparrotti, Commander, U.S. European Command, and Supreme Allied Commander, 4 May 2016



Mission, Vision, and Center of Gravity

Mission

21ST Theater Sustainment Command executes mission command of operational sustainment across European Theater, conducts *Reception, Staging, Integration, and Onward Movement (RSOI)*, sets Atlantic Resolve, executes *theater opening, theater distribution, and theater sustainment* in support of *USEUCOM* and *NATO* operations; and, as directed executes joint security operations, and support to USAFRICOM operations.

Vision

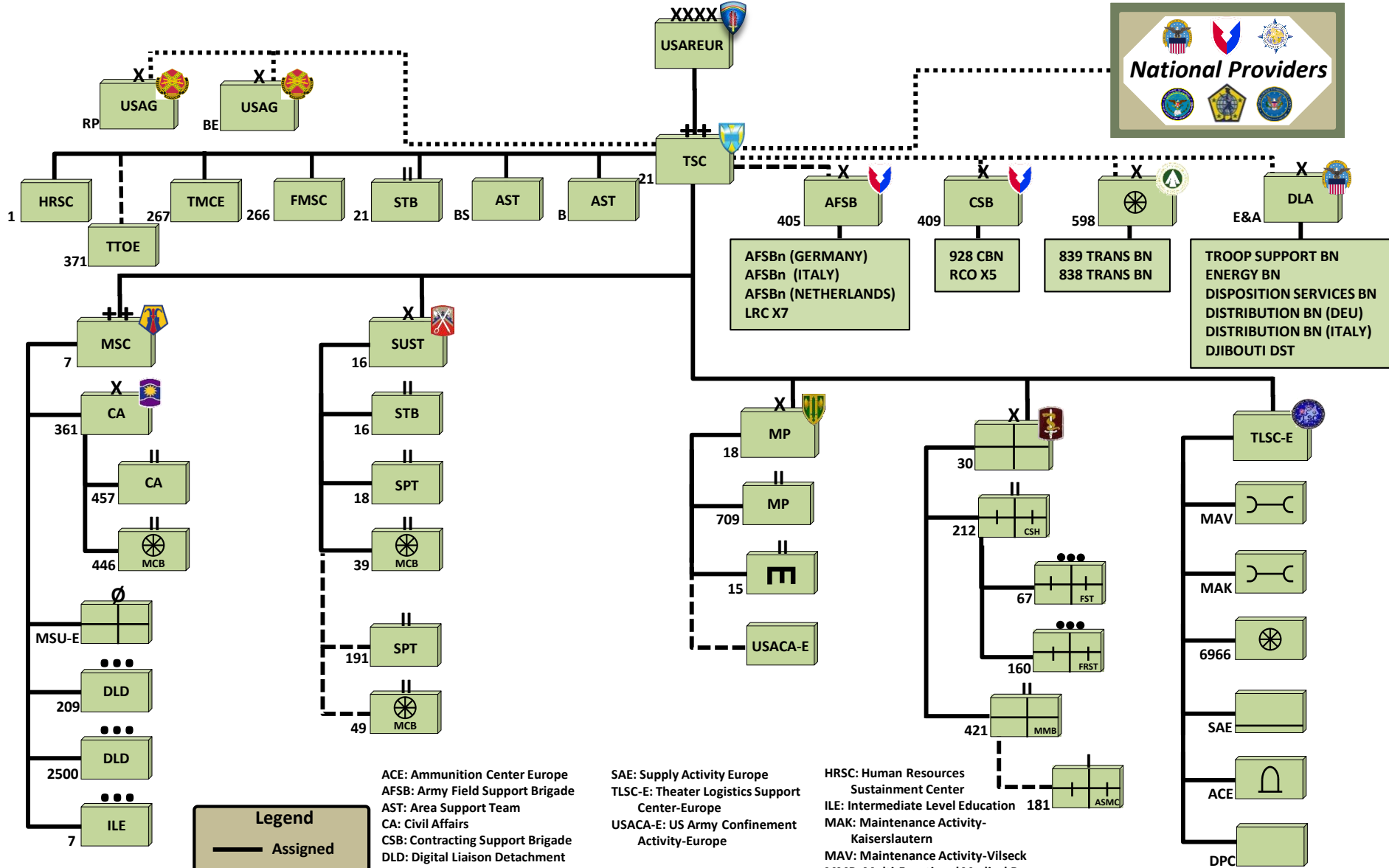
21ST TSC *achieves something bigger than the sum of our pieces*. We are capable of *integrating* with the Joint Logistics Enterprise (JLENT), our NATO Allies and Partners.

Center of Gravity

The unified *synchronization of the JLENT, NATO Allies, Partners* (both commercial and military); *Joint, Interagency, Intergovernmental, Multinational* (JIIM), and NGOs to provide *strategic and operational access, reach, and freedom of action* throughout the area of responsibility.



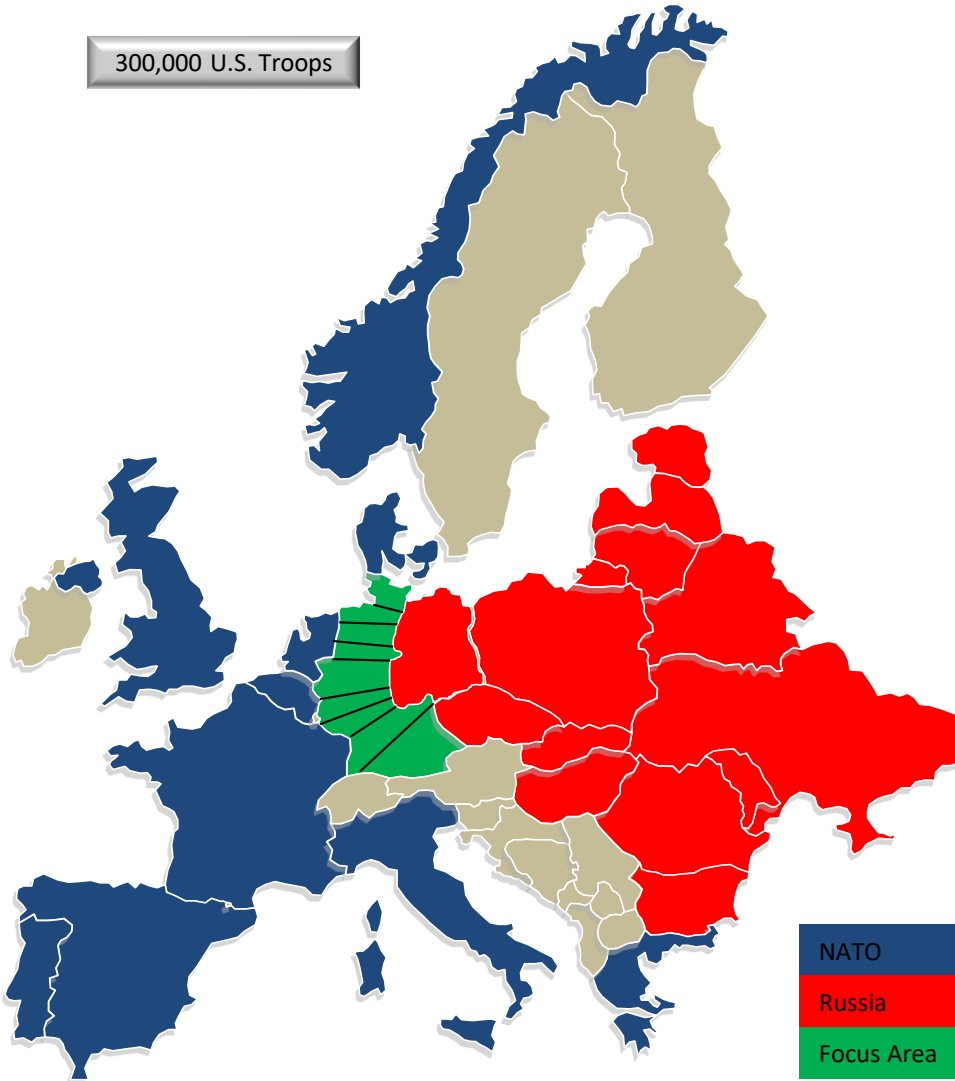
Mission Command Structure





Operational Environment

300,000 U.S. Troops



Fight on the Plains of Europe

1945 – 1989

- Germany centric – focus eastward
- Mass
- REFORGER – everybody knew their roles
- RSOI from West European ports to German defense positions
- Large commercial buy in
- Large stockpiles of fuel (Class III) and munitions (Class V)
- Theater Set

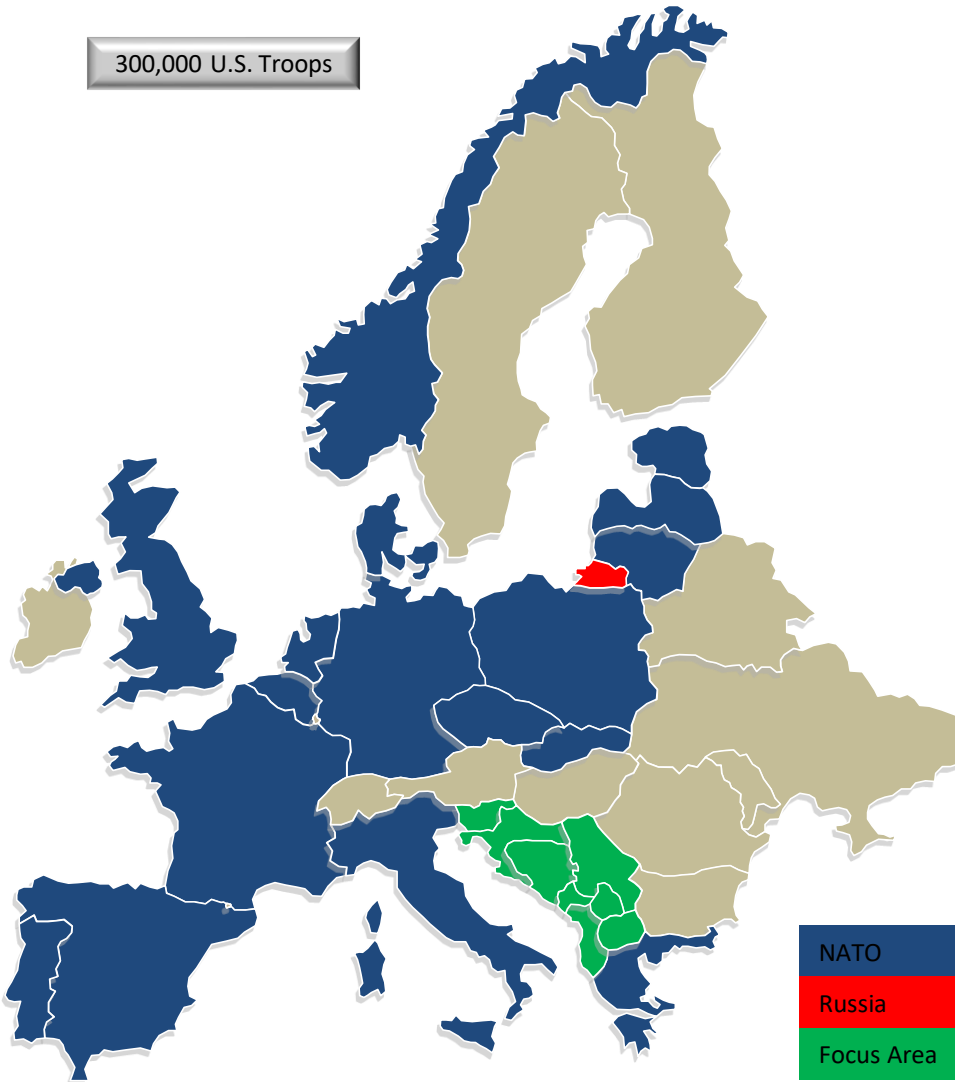
NATO Forces

- 9 x Corps (2 x US Corps ~ 175 mile front)
- Mature NATO C2 Structure
- Russian – Maintain Strategic Depth
 - Near Frozen Conflict
- Familiar terrain we controlled
- Massed Forces
- Germany centric LOCs
- Theater Set





Operational Environment



Force Projection into the Balkans

1995 – 2001

- Germany centric - expansion into the Balkans
- Balkan Wars
- RSOI from Central Europe to the Balkans
- Commercial partners on board
- Mass with periods of precision
- Reduction of classes of supply stockpiles back to CONUS

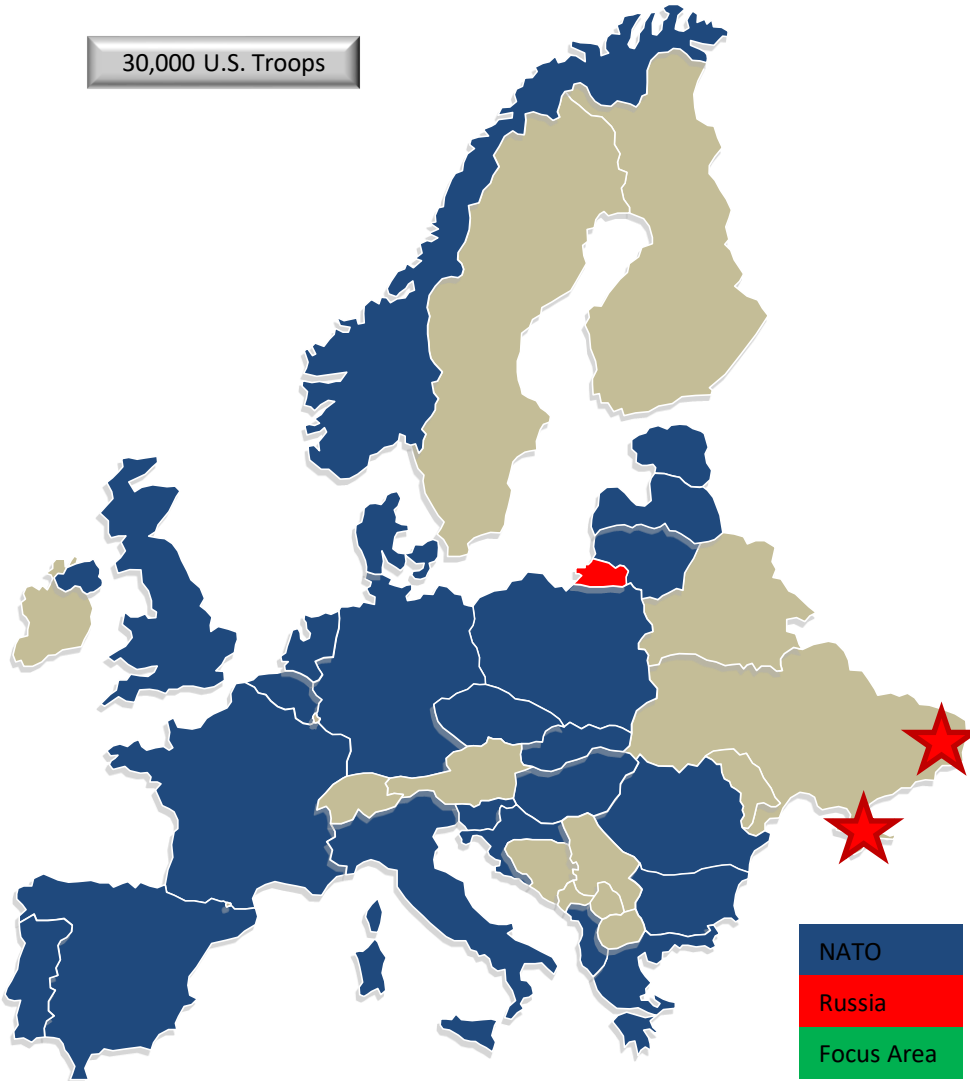
NATO Forces

- NATO begins expansion into Eastern Europe: Czech Republic, Hungary, and Poland
- Implementation Force (IFOR), Stabilization Force (SFOR), Kosovo Force (KFOR)



Operational Environment

30,000 U.S. Troops



Force Provider & Downsize

2001 – 2014

- German centric force – look internally
- US forces become part of the larger force pool
- Commercial partners went to other profit making ventures
- “Un-Set” the Theater
- Mass is gone

NATO Forces

- NATO continues expansion into Bulgaria, Estonia, Latvia, Lithuania, Romania, Slovakia, Slovenia, Albania, and Croatia
- KFOR remains
- European partners contribute to Operation Enduring Freedom (Afghanistan) and Operation Iraqi Freedom (Iraq)

Russia

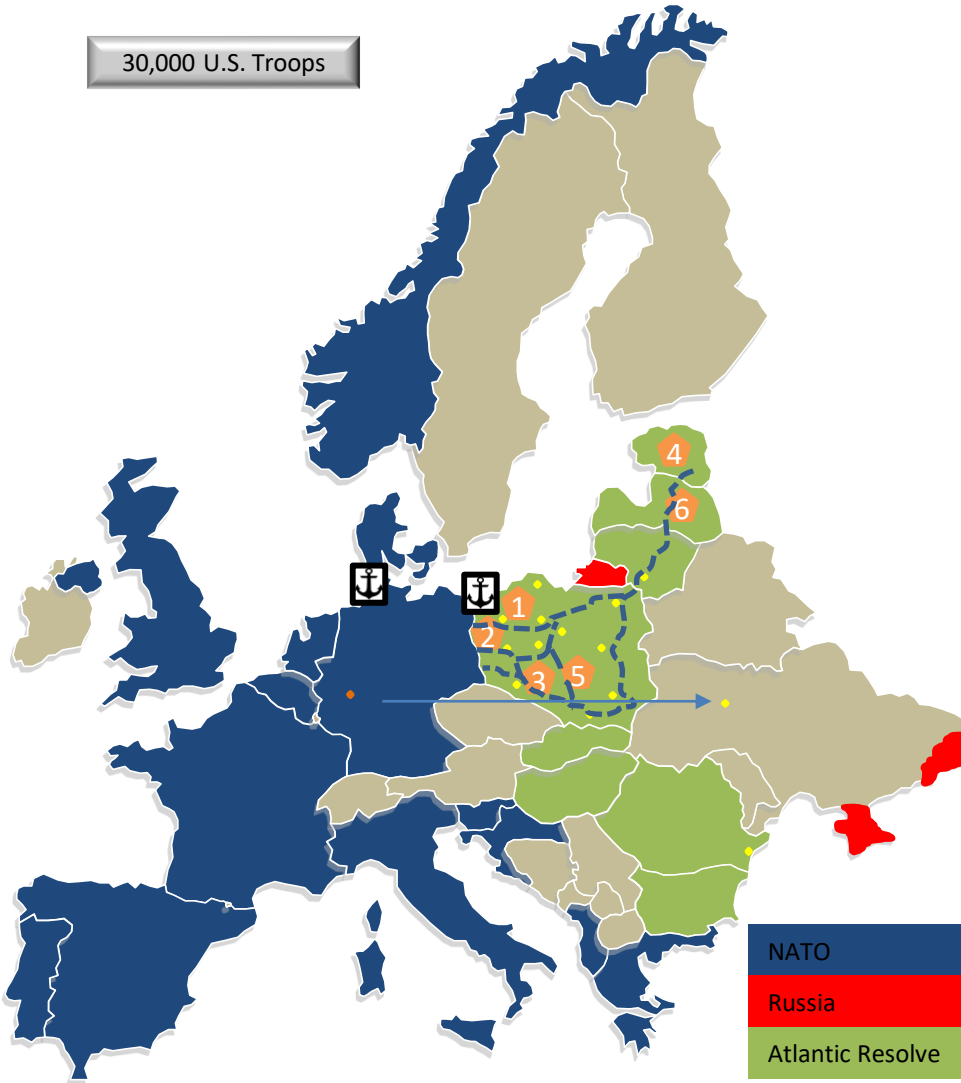
- Russia intervenes militarily in Ukraine





Operational Environment

30,000 U.S. Troops



Assurance ... Deterrence

2016

- European Defense Initiative establishes Atlantic Resolve
- Eastern Europe focus expand Joint Security Area
- RSOI from West and East European ports to Eastern Europe
- Commercial partners cooperating, but still need to work for profits
- “Re-Setting” the Theater
- Precision and distribution

Key Events

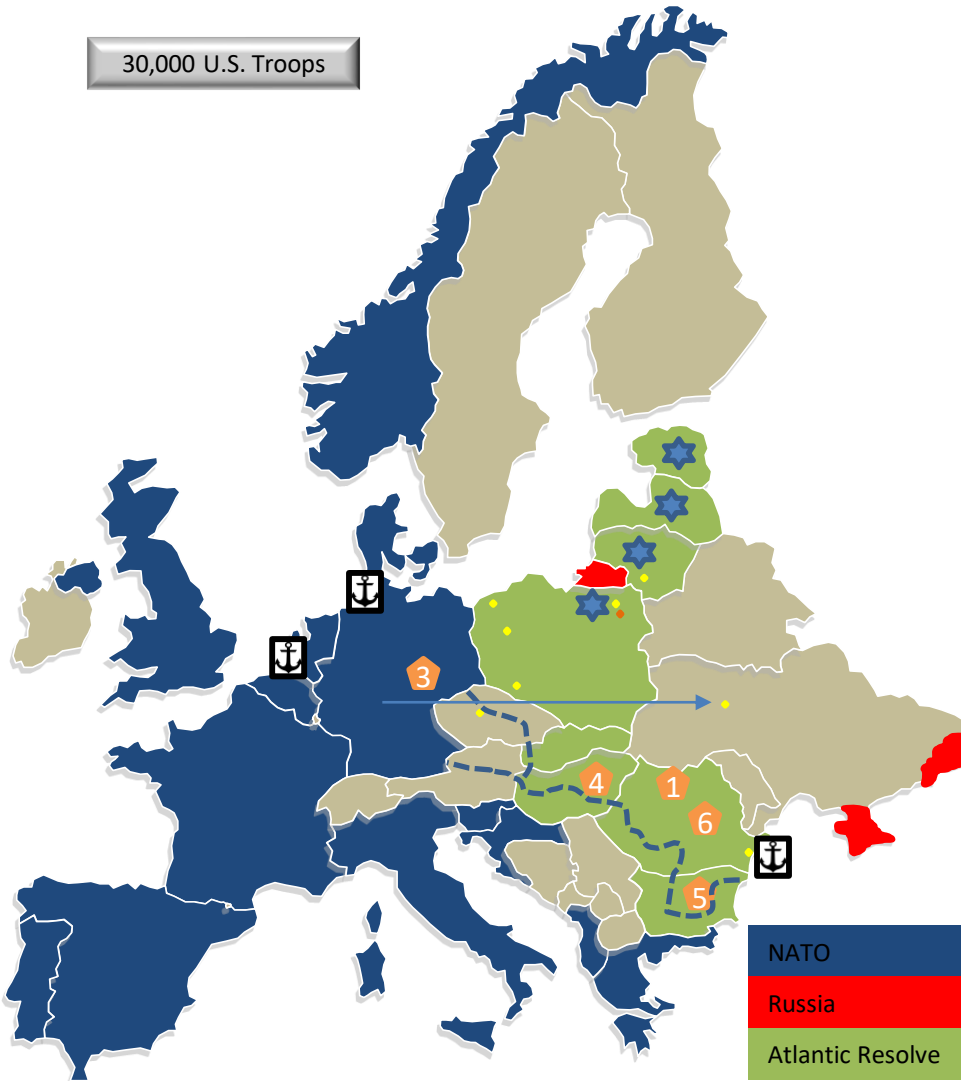
- Exercises
 - Anakonda ¹
 - Swift Response ²
 - Brilliant Jump ³
 - Trojan Footprint ⁴
 - Combined Resolve ⁵
 - Saber Strike ⁶
- NATO
 - Commits to the enhanced forward presence (eFP)
- US Army
 - Mission Command Element (MCE).



Operational Environment









30,000 U.S. Troops



Assurance ... Deterrence

2017

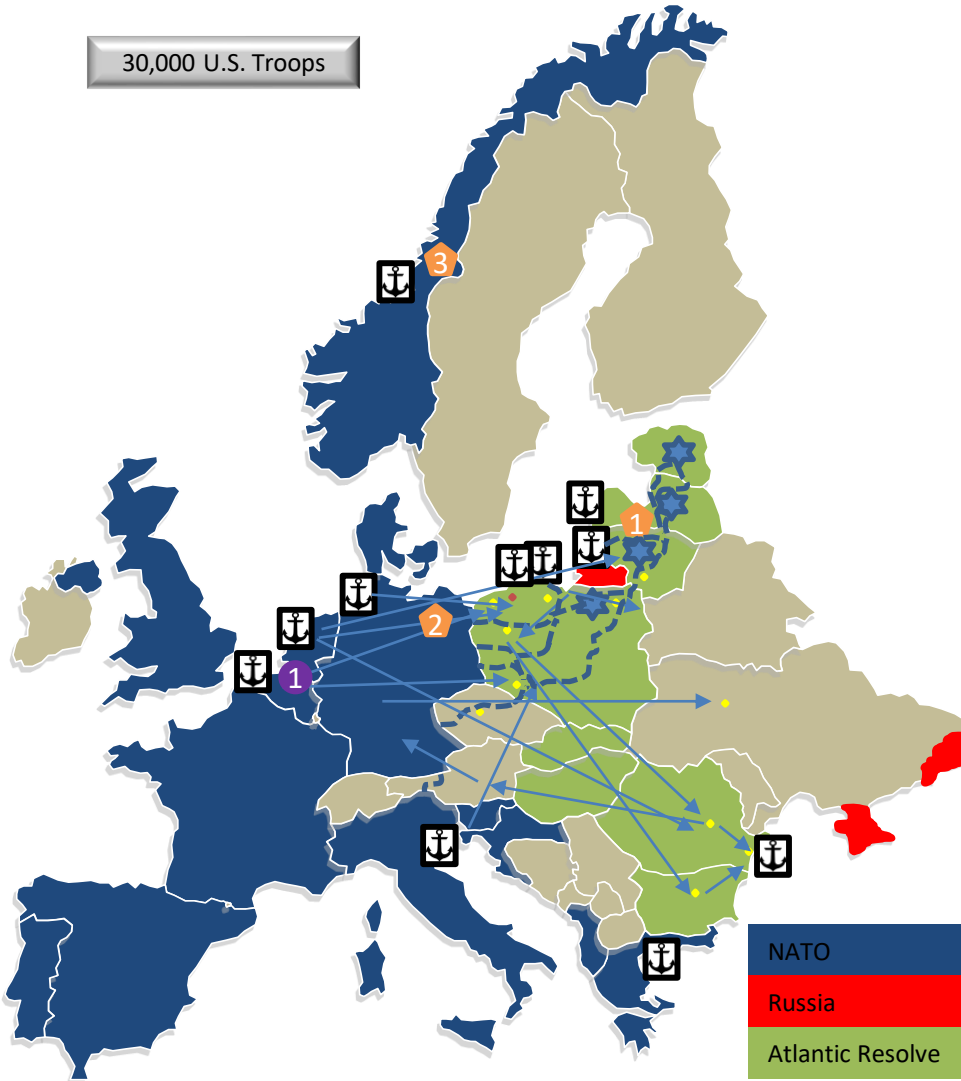
Key Events

- Exercises
 - Saber Guardian 
 - Noble Partner
 - Swift Response 
 - Black Swan 
 - Peace Sentinel 
 - Tobruq Legacy 
- NATO
 - eFP established with British, Canadian, German, and American led battlegroups 
 - MCE moves from Germany to Poland •
- US Army
 - Heel-to-toe rotations of Armored Brigade Combat Team (ABCT) and Combined Aviation Brigade (CAB)



Operational Environment

30,000 U.S. Troops



Assurance ... Deterrence

2018

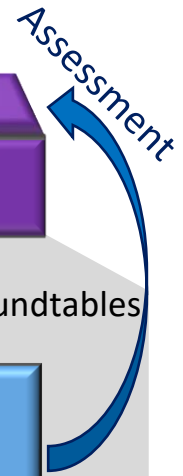
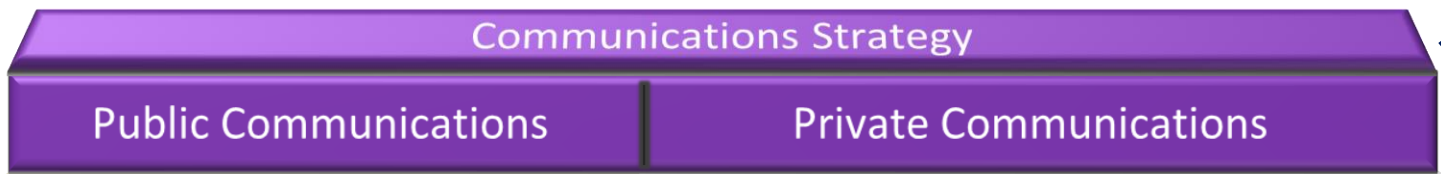
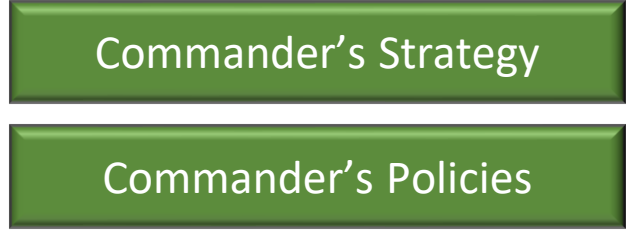
Key Events

- Exercises
 - Saber Strike 1
 - Resolute Castle 2
 - Trident Juncture 3
- NATO
 - Multinational Corp Northeast become operation
- EU
 - Permanent Structure Cooperation begins the “Action Plan on Military Mobility” 1
- US Army
 - Heel-to-toe rotations continue
 - Exercising increasing number of ports and routes for RSOI



21st TSC Communications Strategy Visualized

Communication Strategy is the orchestration of the ways we communicate in order to advance the Commander's agenda.



Ways We Communicate

Audience Groups

Desired Effects

Public Affairs

MISO*

*Wartime Only

KLEs

Training Events

Visits, Meetings, Roundtables

Local, International, U.S.

- Media
- Public
- Government

*** Enemy (Phase I+)**

- Media
- Public
- Government

- Key Influencers
- Leaders: Local, International, U.S.
- Mil-to-Mil Events, Formal Partnerships

- Create media buy-in
- Garner public support
- Influence policy

- * Counter narrative / enable deception
- * Foster distrust / erode public support
- * Erode will / create confusion

- Build trust, foster relationships
- Create conditions for execution
- Enable integration, build interoperability

STRATEGIC

OPERATIONAL

TACTICAL

Strategic to Operational Synchronization



Host Nation Governments

STRATEGIC

OPERATIONAL

- Security Cooperation Division
- Desk Officers
- Strategic Effects
- Synchronization working group

Ambassador

Country Team

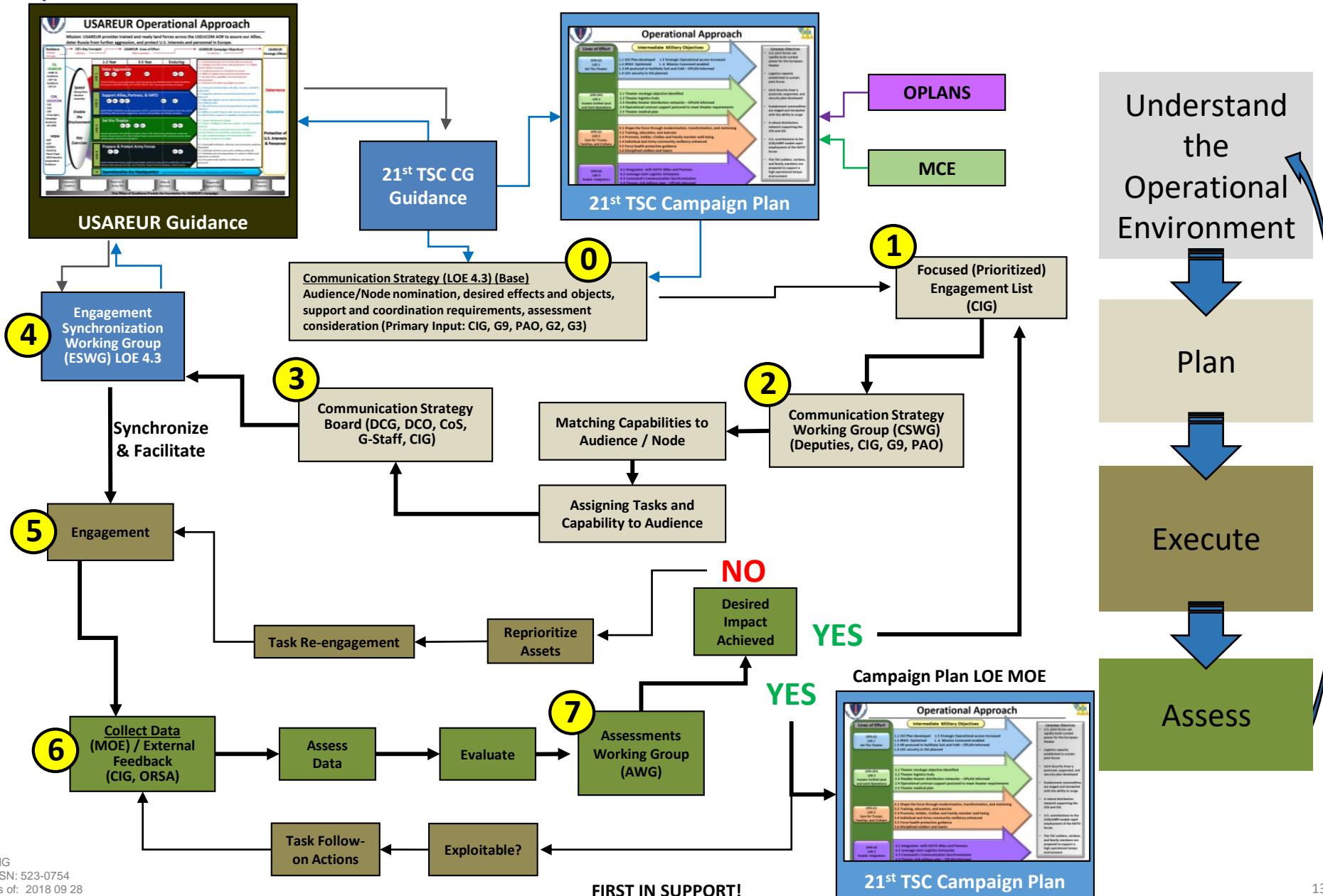
Defense Attaché

• 21ST TSC Execution





Communications Strategy Process Map



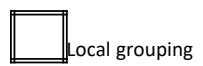


Operational Environment

	Estonia		Latvia		Lithuania		Poland		Austria		Czech Republic		Hungary		Slovakia		Russia		Bulgaria		Germany		Greece		Moldova		Romania		Turkey		United States	
	S	#	S	#	S	#	S	#	S	#	S	#	S	#	S	#	S	#	S	#	S	#	S	#	S	#	S	#	S	#		
Estonia	0.6	188	3.6	35	3.4	35	2.3	10	2.1	4	1	1	4.5	5	1	1	1	43	4	2	2.8	27	2.6	11	2.4	12	3.4	1	1.6	50		
Latvia	3.7	35	0.5	749	3.7	54	2.5	36					-4.3	2	2.6	9	-1.8	36	4.1	7	3.7	6	0.9	4	3.6	5	2.6	9	2.1	108		
Lithuania	3.2	36	3.7	45	1.1	505	2.7	31					4	2	3.1	4	-0.3	40	2.4	5	1.2	15	2.7	16	2	11	2.9	7	2.1	83		
Poland	1.9	8	2.7	46	2.6	19	0.2	178	3.5	6	1.6	15	2.2	38	1.4	12	-1.9	14	1	11	0.6	12	1	1	2.7	25	0.8	3	0.3	53		
Austria	3.4	16					1.5	3	-0.4	78	3	3	2.6	9	3.3	4	2.4	163	1.2	10	1	32	-1.3	3	1.5	2	1	5	-1.8	17	2.4	14
Czech Republic	1	1	1	1	1	1	1.6	21	2.6	8	1.2	633	1.4	30	0.7	45	-1.1	47	3.6	7	1.1	22			0.3	3			1.5	38		
Hungary	3.9	2			4	2	1.9	26	1.3	11	1.6	17	-0.1	258	1.5	23	2.3	14	1.2	12	1.6	6			2.5	7	1.5	6	-0.2	57		
Slovakia	1	1	3.3	33	3	3	1.5	11	2.5	6	0.7	41	1.8	23	-0.4	258	3.1	7	1.5	5	0.4	11	2.3	2			2.9	5	0.6	4		
Russia	-0.5	15	-0.9	25	-0.3	19	-1.5	14	2.7	215	0.5	22	0.7	12	4.4	7	0	3448	2.4	135	2.6	310	3.4	17	1.2	27	4	1	2.7	725	0.8	1497
Bulgaria			4.1	5	3.1	5	2.2	7	1.3	10	3	3	2.7	10	2.7	10	2.1	155	0.1	248	3.4	17	1.9	31	2.1	5	1.6	16	1.1	8	1.3	24
Germany			1	2	0.7	12	-1.7	10	0.9	27	0.3	8	2.8	11	1.4	9	2.1	407	3	8	-1.2	1151	3.3	31			-0.7	5	0.5	42	1.7	393
Greece	2.6	15	2.5	2			-2	2					2.3	2	2	22	2	22	1.7	29	2.8	35	-0.8	689			2.1	14	-0.9	145	0.5	60
Moldova	2.3	6	4	1	2.4	10	3.4	1					0	1			1.4	55	1.7	6			0.6	77	0.3	9	-5	1	1.7	28		
Romania	2	13	4	1	2.8	9	2.9	9	1.4	6	1	1	2.2	5	3	5	1.6*	4	2.1	14	2	6	2.6	15	2.2	2	-0.4	541	4.2	2	1.4	24
Turkey			2.3	6	3.1	5	0.9	2	-1.9	15	-3.5	4	-1.1	2			2.6	686	3.3	11	-0.3	47	-2.4	187			3.3	4	-2.2	1897	0.9	401
United States	1.4	34	2.4	117	1.9	52	0.6	33	2.7	8	2.7	15	1.2	22	2.7	5	-0.6	1825	1.1	25	1.6	228	1.9	47	2.4	22	1.1	32	1.5	272		

S = Average Conflict-Cooperation Scale

= Number of Events in 3 month period



Violent Hostile -10

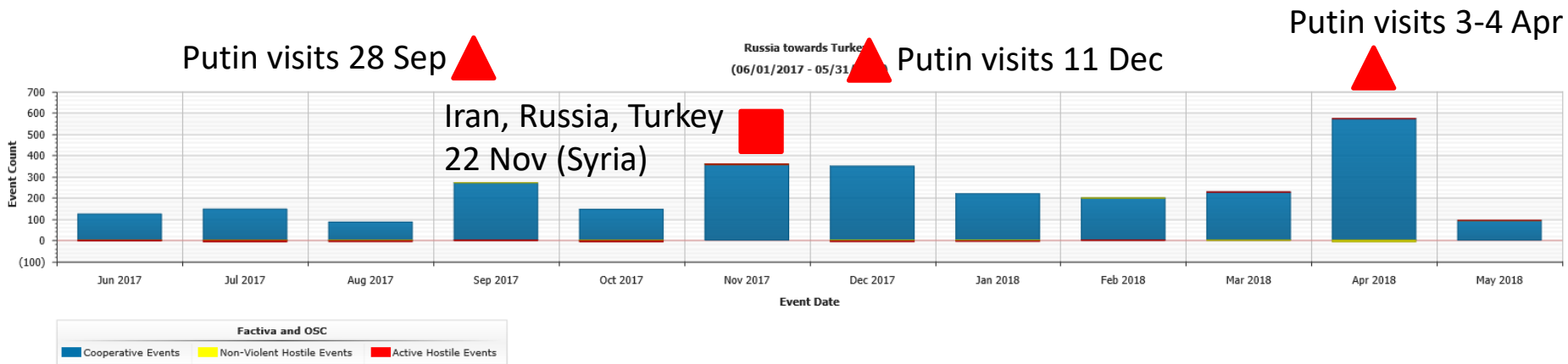
Cooperative 10

X Negative 2+ point shift in bilateral relationship

X Positive 2+ point shift in bilateral relationship



Russia – Turkey



- Sign agreement to purchase S-400
- Syria de-escalation zones / ceasefire guarantees
- \$820M in business deals (45 companies)

- Provides loan \$2.5B to pay for S-400 missiles supply
- TurkStream pipeline agreement
- Entering Idlib (Syria)

- 10.25% discount on natural gas
- Further political settlement (Syria - Nov)
- Possibility for further cooperation on military software / technology to include the Su-27
- Cross cultural exchanges



Engagement with General Staff/NMCC Country Senior Representative

OPR:
Staff
Section

ACTION OFFICER:
CIG
314-523-0754

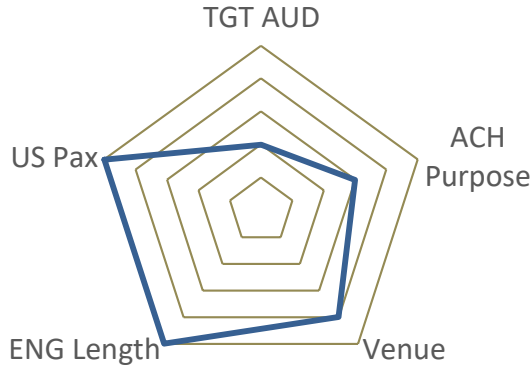
DD MMM YY
(As of: DDMMYYYY)



WHO: Meet with Country General Staff Logistics and Plans Officers, and NMCC.

PURPOSE OF VISIT: Discuss US requirements for classes of supply storage in Country - request Country commitment to provide options for expansion of our capacity in those commodities. Frame discussion around the national country defense plan to create a shared understanding of competing requirements and priorities to better inform plans. NMCC - Discuss collaboration related to contingency planning, specifically regarding Country identified contingency routes.

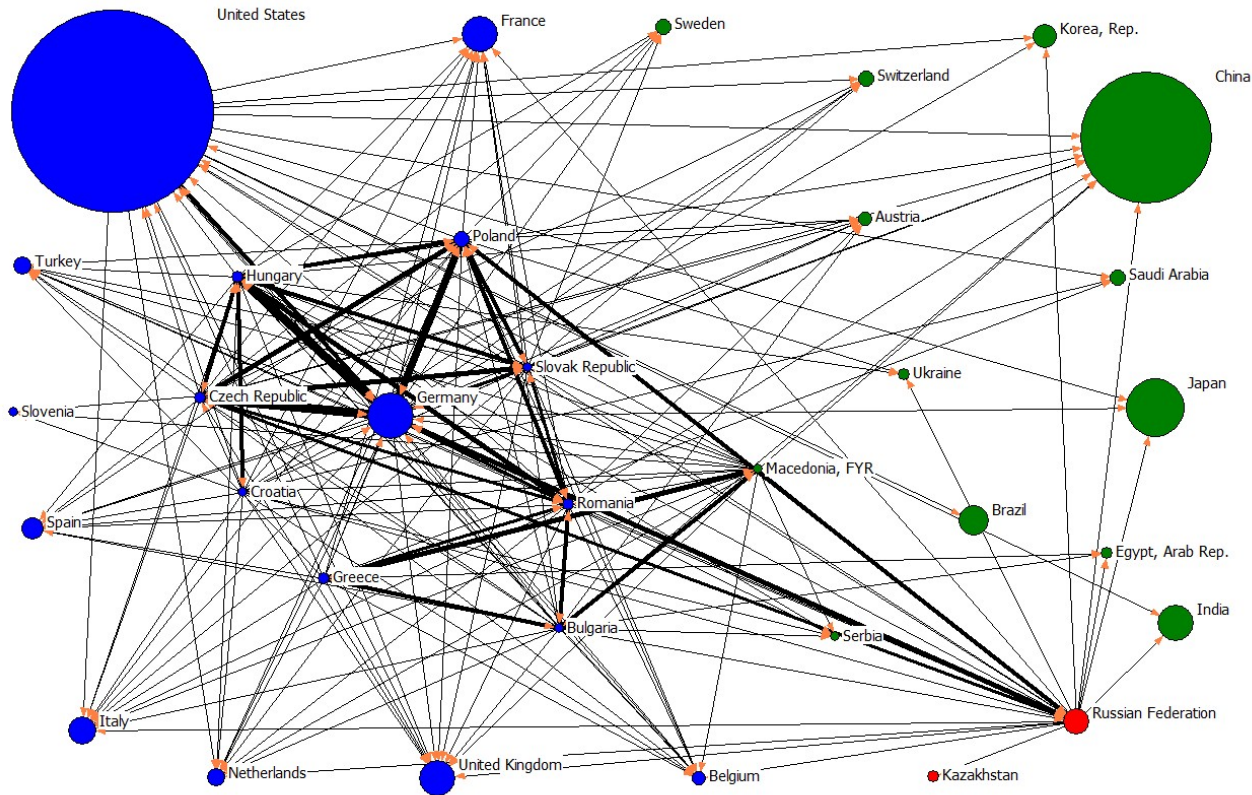
Desired Outcome	Achieved?	Due Outs
Create a shared understanding of national country defense plan to inform U.S. requirements for identified commodities.	0%	Coordinate for re-engagement with Country Plans Officer for the CG and U.S. Plans Officer.
Country commitment to provide terrain options for expansion of U.S. capacity in commodities to meet contingency operations.	30%	Coordinate for re-engagement / working group at the O6/O5 level to identify suitable terrain near current staging areas.
Country identification of contingency routes and their capability / capacity.	90%	Develop holistic approach to conduct proof of principle to identify critical choke points.



Overall Assessment: CG clearly articulated his vision of U.S. requirements and the desire to move forward with identifying suitable locations. Lack of Country Plans Team representation, however, leaves much of our discussion devoid of context from a national country defense plan perspective. The NMCC was able to provide a consolidated country map of rough capability.



Economic Relationships - Exports

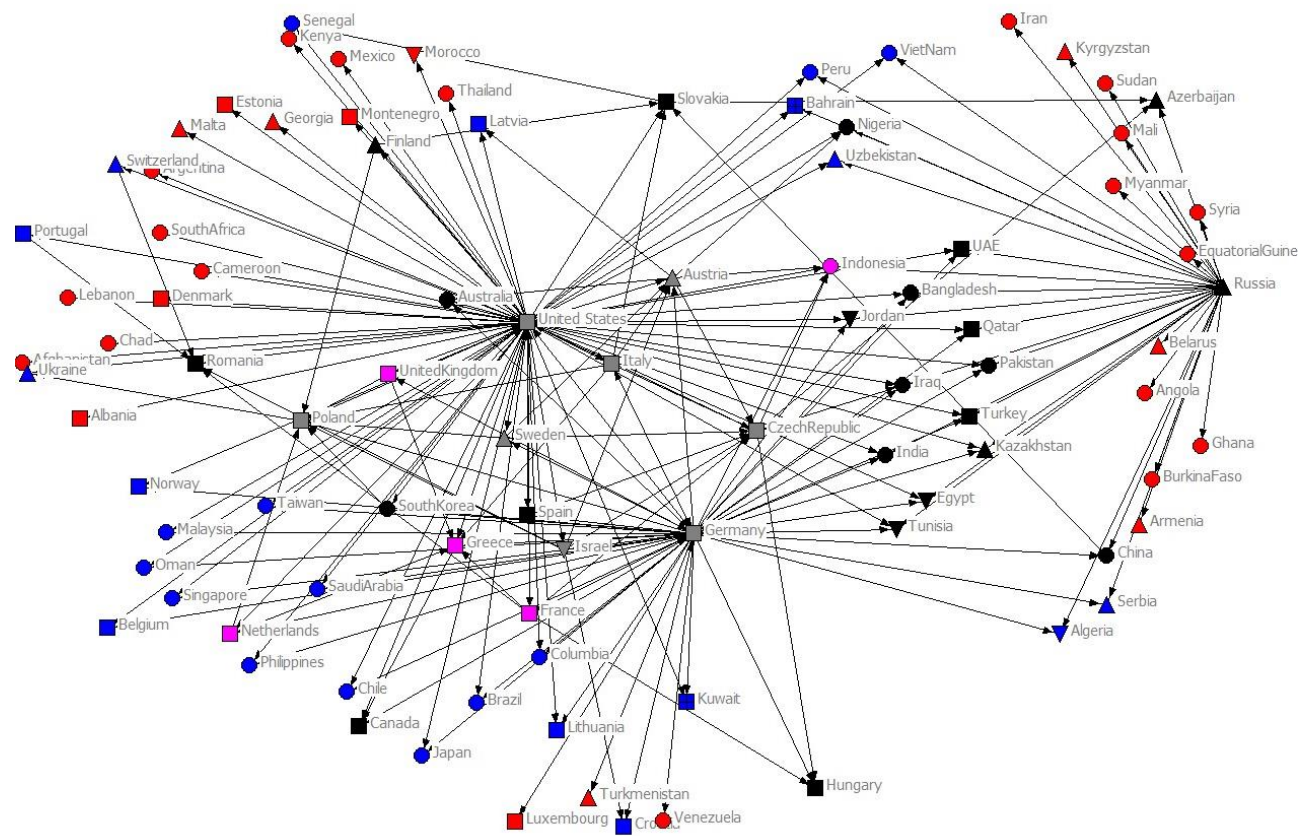


- Percent share of aggregate gross domestic product
 Germany (5.0%), France (3.5%),
 Italy (2.6%)
 Poland (.7%)
 Russian (2.2%),
 UK (3.6%)

- Colors: blue (NATO), red (CSTO), green (Neither)
- Node size: Percentage share of aggregate gross domestic product
- Tie size: width of line segment % share of exports to trading partner



Security Relationship – Arms Transfers



- Hungary, Romania, Slovakia
- Greece
- Croatia
- Albania, Georgia, Montenegro
- Germany most frequent exporter
- Poland most frequent importer
- Germany & Czech Republic most central countries

Theater Movement Center: Mission Analysis



Forces & Systems Available	Facts	Assumptions	Limitations & Constraints
Assigned units <ul style="list-style-type: none"> • 16 SB • 39 MCB • AR MCB • 18 MP • TLSCE • 405th AFSB Requested units support: <ul style="list-style-type: none"> • SDDC • DLA • MCE • 7ATC • Host Nations 	<ul style="list-style-type: none"> • All Ground Lines of Communication must be approved by Host Nation or Transit Nation prior to planning use • USAREUR units will conduct convoy to exercise • Deploy into port • Redeploy from different ports • US based wheeled vehicles will convoy from and to ports 	<ul style="list-style-type: none"> • Routes used in recent exercises remain viable • Will establish Regional Movement Control Center RMCC (NATO doctrine informed) • Some units will relocate to participate in other exercise 	<ul style="list-style-type: none"> • Non European Hazmat certified vehicles from US units • Convoy size / tonnage / time of day limitations

Critical Planning Factors	Specified Tasks	Implied Tasks	Civilian Considerations
<ul style="list-style-type: none"> • 21 days Boots on Ground for most US based people • Limited GLOC infrastructure • Large distance between refuel and safe havens • Convoy movement from port to training areas • De-confliction of convoys to and from exercise 	<ul style="list-style-type: none"> • Conduct RSOM of US based units at Air and Sea ports of debarkation • Assess & validate use of Sea Ports disembark and embark 	<ul style="list-style-type: none"> • Reconcile U.S., Allied and / or partner movements • Coordinate with R/NMCCs for routes and safe havens • Recon PODEs • Route recon of all new routes 	<ul style="list-style-type: none"> • Increase civil awareness of convoy movements

Coordination Requirements

- Host & Transit Nation of approved routes, refuels on the move, rests over night
- Conduct site surveys of all transit nodes
- Staff the Regional Movement Control Center
- Use of NATO transit management system by all participating national militaries



Poland



In preparation for Saber Strike 2018, rotation of the US Army Regionally Aligned Force and NATO Enhanced Forward Presence stationed in Poland, coordinate with Department of State, Polish Military, NATO Commands, Local governments and RSOI nodes. Identify & mitigate friction points that could potentially degrade freedom of movement or speed of assembly to build and maintain Host Nation partnerships.



Key Events

23 MAY 18: Sbs18 RSOI, Gdynia

1 – 15 JUN 18: 2CR TRM

3-15 JUN 18: 173d ABN & 1-143 IN (A)
SWIFT RESPONSE - DPTA

AUG 18: EFP RSOI, Gdansk

SEP 18: Resolute Castle RRSOI, Gdansk

US Government

US Embassy - Warsaw

Host Nation Civilian

Gdynia Port

Voivode/Marshal Kuyavian-Pomeranian

Voivode and Marshal - Podlaskie

Voivode and Marshal – Lower Silesian

Voivode and Marshal - Lubusz

Voivode & Marshal – West Pomeranian

Voivode & Marshal - Pomeranian

Voivode / Marshal – Warmian-Masurian

Voivode / Marshal – Masovian

Voivode / Marshal – Greater Poland

Voivode / Marshal – Lodz

Host Nation Military

POL GENCOM

MNC-NE

NIU-POL

NMCC

FIRST IN SUPPORT!



Country (DD MMM YY)

Command Engager: CG & DCG

<p>Origin of Request: Invitation from Country Army Chief / Land Force CDR</p>	<p align="center">Itinerary:</p>	<p>OPR and/or Action Officer/contact: AO: CG's ADC</p>
<p>Objective(s): Coordinate with allied militaries to enable Freedom of Movement and to assess SPODs for suitability for future RSOI operations.</p>	<p><u>5 March 2018</u> Early AM: MILAIR to city, country AM: Office Call with ambassador - Modified Country Team Meeting PM: Joint Staff Engagement (Attendees TBD due to leadership changeover in March)</p> <p><u>6 March 2018</u> Port Visits MILAIR Dinner with AMB</p> <p><u>7 March 2018</u> 0800-0900: Breakfast with US Country Team 0900-0950: Ground Transportation to Training Area 1000-1230: DV Event 1230-1330: Lunch 1345-1440: Ground Transportation to Port 1445-1600: Port Visit 1615-1710: Ground Transportation to Training Area 1715-1900: Dinner 1915-2100: DV Event: Observe Night Convoy LFX 2115-2200: Ground Transportation to Airport MILAIR</p>	<p align="center">Background Information:</p>
<p>Desired Endstate: Enhanced understanding of nodal capacity and FOM challenges in region</p>	<p align="center">Proximity Engagement Opportunity?</p>	<ul style="list-style-type: none"> • Port A: <ul style="list-style-type: none"> - Primary Port for 1ACB Redeployment (JUL18) - Alternate Port for 4th CAB RSOM (JUL 18) • Port B: <ul style="list-style-type: none"> - Primary Port for CSSB/MCB RSOM (SEP 18) • Invitation from Country Army Chief, dated DEC 17
<p>Travel Party: CG, DCG, 839th Trans BN CDR, TMC Director, CG's XO, DCG's ADC</p>	<p>DV Day (16th SB / SAF)</p>	<p align="center">Line(s) of Effort Alignment:</p>
<p>Staff Support Required:</p> <ul style="list-style-type: none"> - Port Assessment Cell Pre-Brief on Ports 	<ul style="list-style-type: none"> • Command Brief Requested? No • IPR Needed? Yes • Back Brief to CG? Yes <p>Date: 151600FEB18</p>	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 2px solid blue; padding: 5px; text-align: center;">①</div> <div style="border: 2px solid blue; padding: 5px; text-align: center;">②</div> <div style="border: 2px solid blue; padding: 5px; text-align: center;">③</div> <div style="border: 2px solid blue; padding: 5px; text-align: center;">④</div> </div>



Strategic Effects



"By 2025 we need a fully-fledged European Defence Union."

President Juncker, State of the Union Address, September 2017

Creating a fully-fledged European Defence Union by 2025 is imperative to Europe's security and to build a Union that protects. A smooth, efficient and effective movement of military personnel and assets across and beyond the EU will enhance the EU's preparedness and response to crises. It will enable EU Member States to act faster, in line with their defence needs and responsibilities, both in the context of the Common Security and Defence Policy missions and operations, and in the framework of national and multinational activities. Currently, cross-border mobility is still hampered by a number of barriers that can lead to delays, disruption, higher costs or increased vulnerability.

EXISTING BARRIERS TO MILITARY MOBILITY:



Infrastructure not suitable for the weight or size of military assets
Insufficient height or load capacity of bridges, insufficient load capacity of rail



Regulatory and procedural issues
Lengthy and complex procedures, including customs formalities related to military operations, diverging national rules on the transport of dangerous goods in the military domain

ACTIONS IDENTIFIED:

With the Action Plan on Military Mobility, the EU aims to tackle these barriers and facilitate military mobility through concrete measures in a number of areas, in full complementarity with relevant actors, such as NATO, and in coordination with efforts under the Permanent Structured Cooperation. This Action Plan is a follow-up to the Joint Communication on military mobility from November 2017.



Definition of military requirements at the European level.

- **By mid 2018:** Member States will validate **military requirements, including for military transport.**
- The European Defense Agency will prepare cooperation projects in the field of customs and cross-border movement permission.
- **By end 2018:** The Commission will explore options for streamlining and simplifying customs formalities.
- **By 2019:** The Commission will draw up a list of priority **dual-use infrastructure projects.** Their cost will be quantified.
- **Summer 2019:** First progress report on the implementation of the Action Plan.



EUROPEAN
DEFENCE
AGENCY

Fact sheet

www.eda.europa.eu

Military Mobility



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Military Mobility covers the movement of military personnel and assets from one place to another, including crossing borders by using different modes of transport. A smooth, efficient and effective movement of military personnel and assets across and beyond the European Union (EU) will enhance the EU's preparedness and response to crises. It will enable EU Member States to act faster, in line with their defence needs and responsibilities, both in the context of the Common Security and Defence Policy missions and operations, and in the framework of national and multinational activities. Various national, European and international rules, procedures, regulations and directives are currently in place which impact, and potentially hamper, military mobility. A comprehensive European approach, to be also shared with relevant international entities, is therefore required to remedy potential issues in this regard and to allow for the swift movement of personnel and assets to the area where they are needed.

decided to establish an Ad Hoc Working Group (AHWG) on Cross Border Military Transport in September 2017.

The group was tasked to identify obstacles and barriers to cross-border movement and surface transit of military personnel and assets, map existing initiatives and shortfalls, identify relevant actors at EU and national level and to develop an action plan with dedicated tasks and responsibilities, including a roadmap with timelines. The expert group delivered an encompassing Roadmap in February 2018, based on which the High Representative and the European Commission built an Action Plan on Military Mobility.

In addition, the European Council invited the High Representative, the Commission and the EU Member States to advance their work on Military Mobility, both in the Permanent Structured Cooperation and in the context of EU-NATO cooperation.

A comprehensive European approach

Triggered by an initiative of The Netherlands, the High Representative of the European Union for Foreign Affairs and Security Policy and Head of the European Defence Agency (EDA), Federica Mogherini, took action to place the removal of cross-border barriers firmly on the political agenda in June 2017. Based on an ambitious timeline and building on existing EDA projects, the EDA Steering Board

EDA's role in the implementation of the Action Plan

EDA is committed to support its Member States to harmonise military aspects in regulations and reducing the administrative burden, while involving relevant stakeholders and ensuring coherence with NATO. The Agency functions as a facilitator and an interface between all stakeholders and provides a platform to exchange views.



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