

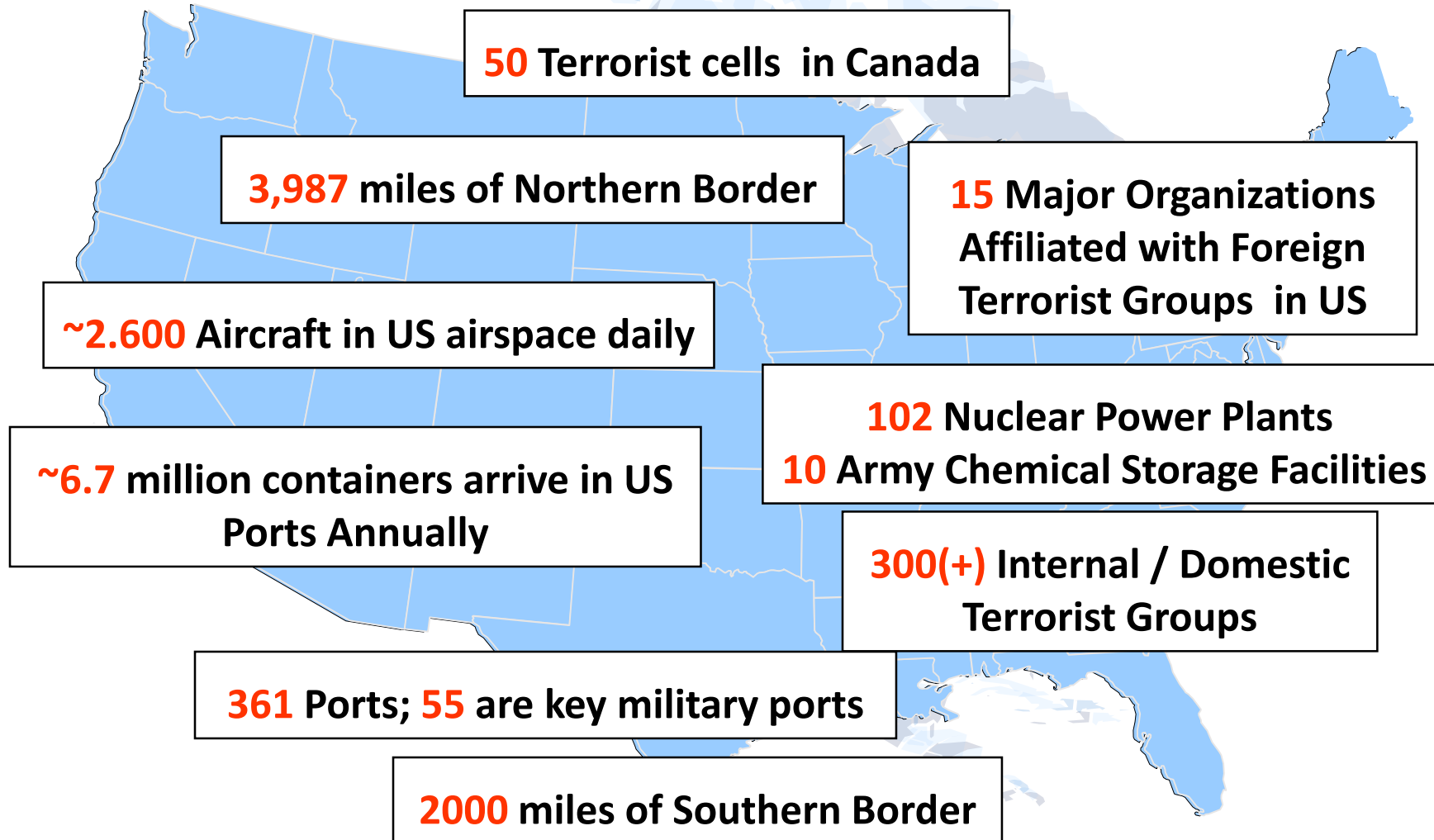


Contested Deployment

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America the Vulnerable



So Where's the Concern?

“It is now undeniable that the homeland is no longer a sanctuary. America is a target, whether from terrorists seeking to attack our citizens; malicious cyber activity against personal, commercial, or government infrastructure; or political and information subversion... During conflict, attacks against our critical defense, government, and economic infrastructure must be anticipated.”

General James Mattis

*Summary of the 2018 National Defense
Strategy of the United States*



We are vulnerable, and we
will be attacked in the
homeland.

Major General Robert Dyess
Former Director
Army Capabilities Integration Center



Deployment

The relocation of forces and materiel to desired operational areas. Deployment encompasses all activities from origin or home station through destination, *specifically including intra-continental United States*, intertheater, and intratheater movement legs, staging, and holding areas.



Contested Deployment

Deployment faced with incidental, inadvertent or deliberate obstruction resulting in a prohibition of or significant delay in the relocation of forces and materiel to desired operational areas.



Contested Deployment Seminar

Maneuver Support Center of Excellence, Sep 2016

- Examine required capabilities to support Army Force Projection
 - Domestic Disaster
 - Attacks within the Homeland, both Physical and Virtual
- Identify required capabilities to counter enemy Anti-Access/Area Denial (A2-AD) operational concepts

Focus: Port of Debarkation to Port of Embarkation
Fort to Port



Critical Enablers- Outside of Military's Control



Lines of Communication



Ports of Embarkation



Threats and Hazards

- Kinetic
 - State Actors
 - Sleeper Cells
 - Infiltrators
 - Non-State Actors
 - VEOs
 - Self-Selected
- Virtual
 - Impact on Infrastructure
 - Information Operations
 - Doubt, Dissonance, Disruption
 - Impact on the National Psyche

Assault on the Noblesse Oblige



Required Capabilities

- Resilient, interconnected transportation networks
 - Highway and Rail
- Intergovernmental/Interorganizational Plans
 - Federal, State and Local Govt...and the Private Sector
 - Flexible Force & Equipment Allocation
 - Beyond “Just in Time” Business Mentality
 - Lead Federal Agency- **FEMA**

Contested Deployment Planning

- The Key Core Competency of the Military
- Reversal of the Civ-Mil Paradigm
 - The Military in Charge?
 - The Military in Support?
 - The Military Supported...but not in Charge?

Deployment Readiness Exercises

- Fort to Port Deployment
- Ensuing, extended Sustainment
- Viewed against a determined, A2AD Capable Adversary



Equal Requirement for Exercising the Operating Forces (e.g. COCOM, ASCC) and the Generating Forces (e.g., TRADOC, FORSCOM,...NGB?)

USAWC Integrated Research Project

- Army Deployments in a Contested Environment:
A Framework for Protection *Mr. Charles Brady, DA Civ*
- Strategic Seaports and National Defense in a Contested
Environment *LTC Arthur C. Roscoe, Jr., U.S. Army*
- Single Point of Failure *LTC John Bretthorst, U.S. Army*
- The Interstate Highway System- Investment Needed
before a Contested Deployment
LTC Edmund "Beau" Riely, U.S. Army National Guard

Army Deployments in a Contested Environment

- Cooperation and Coordination across the Whole of Government
 - A collaborative solution from existing HLS policy and doctrine
- Army Protective Program, Army Regulation 525-2
- Protection, Army Doctrine Publication 3-37



Army Regulation 525-2 (APP)

...establishes the protection architecture and processes for installation security, safety, emergency response, and maintaining mission essential functions under duress from natural or manmade causes.

ADP 3-37 Protection

Guidance for Force Protection in a Deployed Environment.

National Response Framework

Strategic Seaports and National Defense

- 90% of Military Cargo ships by sea
- 22 Strategic Seaports—17 Dual Use as Commercial Ports
- Problem of Mindset
 - Conditioned for unfettered operations
 - No *disruptions...*to say nothing of *prohibitions*



Port Look 2008

- Future selection of Strategic Ports
- Determining the numbers required to meet DoD operations
- Based—*precariously*—on the 2006 QDR
 - North Korea mentioned only 4 times in 99 pages
 - Russia- described as a “nation in transition”
 - China depicted as an “economic partner” and a “responsible stakeholder and force for good in the world”



2018 National Defense Strategy

...Interstate competition and strategic competition, not terrorism, is now the primary concern to U.S. national security.

Progress Since 9-11

But...Cyber Security Issues for Port Infrastructure is lagging behind other Critical Infrastructure sectors...



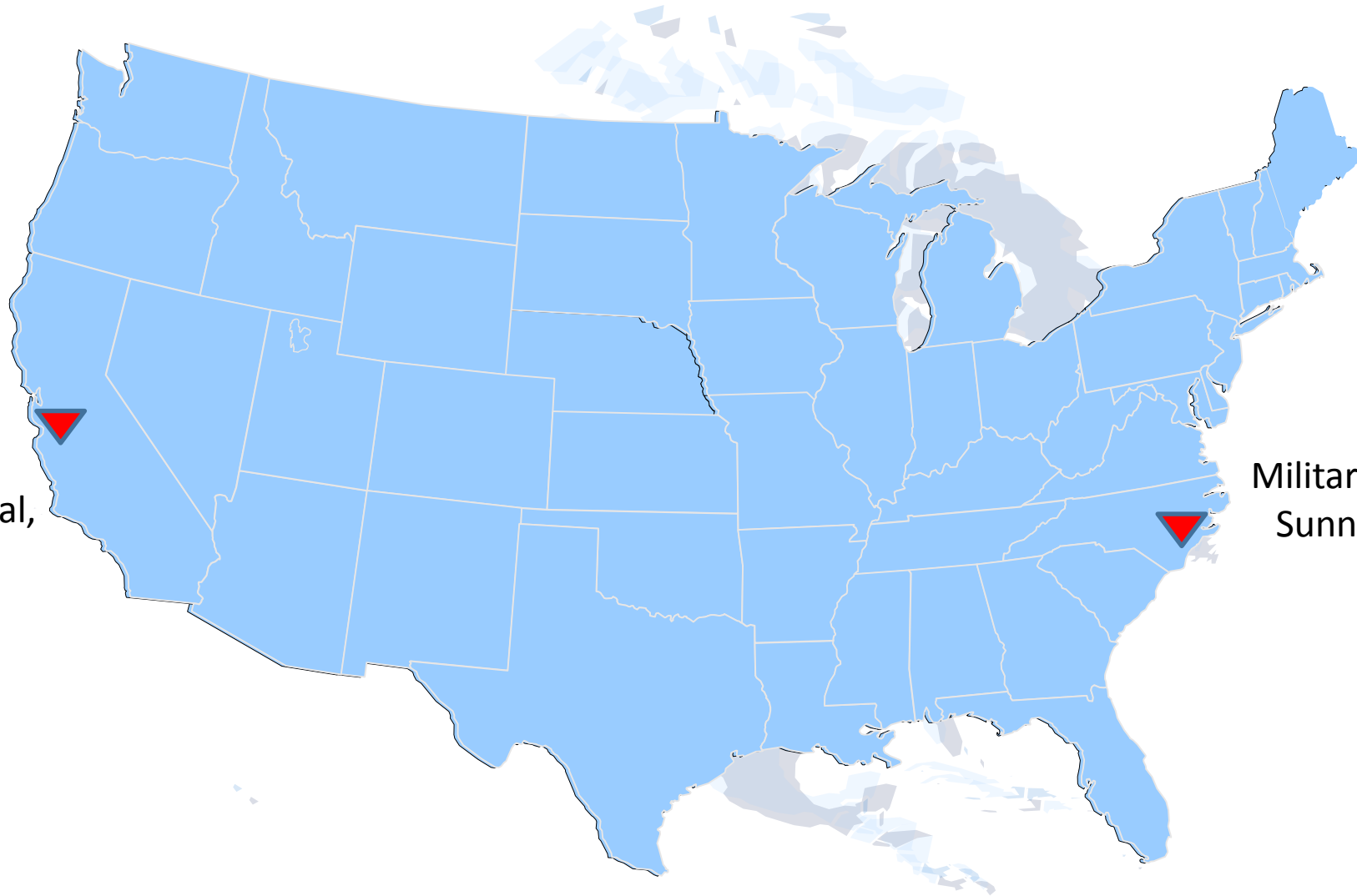
Single Points of Failure

...while reducing excess capacity measured in terms of current requirements is desirable, it is more important to maintain a capability to respond rapidly to unplanned and changing circumstances. In peacetime, the focus is naturally on efficiency and minimizing costs. In wartime, the measures of success must be effectiveness and timeliness.

Supplying Ammunition, The Lifeblood of the Military

The Lexington Institute

THE UNITED STATES ARMY WAR COLLEGE



Military Ocean Terminal,
Concord (MOTCO)

Military Ocean Terminal,
Sunny Point (MOTSU)



The “Business Approach”

~~Redundancy~~

~~Stockpiles~~

In the name of Efficiency

At the Cost of Effectiveness?



U.S. Munitions Infrastructure

- Decline in the Industrial Base
- Reduction in the Munitions Capable Force
- Consolidation of storage munition ports to MOTCO and MOTSU

All potentially (likely to be?) exacerbated by a deliberate Contested Deployment Campaign

Army Munitions Survivability Program

- Munition Logistics is severely vulnerable, especially in build-up to wartime operations
- Inability to absorb “surge” requirements
 - Gulf War- High speed cranes mitigated impact
 - Manufactured by... Who?
- Losing MOTCO or MOTSU increases traffic through Panama- whose port facilities are owned by--

Who?



Interstate Highway System

- Eisenhower Administration initiated in 1956
 - Ease of Transportation
 - Enhance U.S. Economy
 - Troop and Equipment Transport to Ports of Embarkation

DoD and DHS have designated the Interstate System as 1 of 16 Critical Infrastructure Sectors



Not an Incidental Concern

- “...it shall be policy of the Department of Defense (DOD) to integrate the highway needs of the national defense in matters pertaining to the use of public highways and in planning their development and construction.”

USC Title 32

- >38 Years Old
- >48,000 miles of roadway
- >2000 miles of Strategic Highway Network (STRAHNET)

The Interstate Target and Canopy for Gray Zone Activities

- Disinformation campaign, fomenting Civil Disorder
- Kinetic attacks- the #1 threat
- Impact of attacks against HAZMAT Carriers
- Vehicular attacks

Solution: Sustainability and Protection

- Taking action on Infrastructure Assessment
 - Required repairs \$4.59 Trillion over 10 years (ASCE)
 - Vulnerability Assessments
 - Particular focus on STRAHNET Connections
 - DHS Vulnerability Assessment Teams
 - National Guard Vulnerability Assessment Teams?



Wicked Problem

- Complexity, wrapped in bureaucracy, framed by ambiguity, bolstered by complacency, underwritten by a national ethos
- Interagency...Intergovernmental...Civil-Military...
Public and Private Sector
- Multi-Component Issue, Operating Forces, Generating Forces
- Solutions begun in acknowledging the problem...now,
PLAN—EXERCISE—PLAN



Questions?

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