U.S. ARMY

KMC, BMC Communicator Summit 2026

Multiple Communities.
One Information Environment.

UNDERSTAND → CONNECT → MAP → TEST → ACT

0830–0840	Welcome
0840–0855	Why We're Here/PAO + survey findings
0855–0915	Who Are We? PAO synthesis of submitted slides
0915–0925	Meet the Network/Introductions
0925–0935	Workshop Setup/Teams ready
0935–1010	Workshop 1/Break the Silos/Worksheet 1
1010–1020	Break —
1020–1100	Map the Network/Live KMC communication map/matrix
1100–1125	What Does the Map Tell Us?
1125–1145	From Map to Integration/3–5 issues carried forward
1145–1225	Working Lunch: Build Your Network
1225–1235	Crisis TTX Setup
1235–1325	Crisis Communication TTX/Small groups
1325–1340	Hotwash: What Broke?/Large group
1340–1355	From Gaps to Action Live matrix
1355–1400	Close Commitment / way ahead
1400–1430	Optional Networking

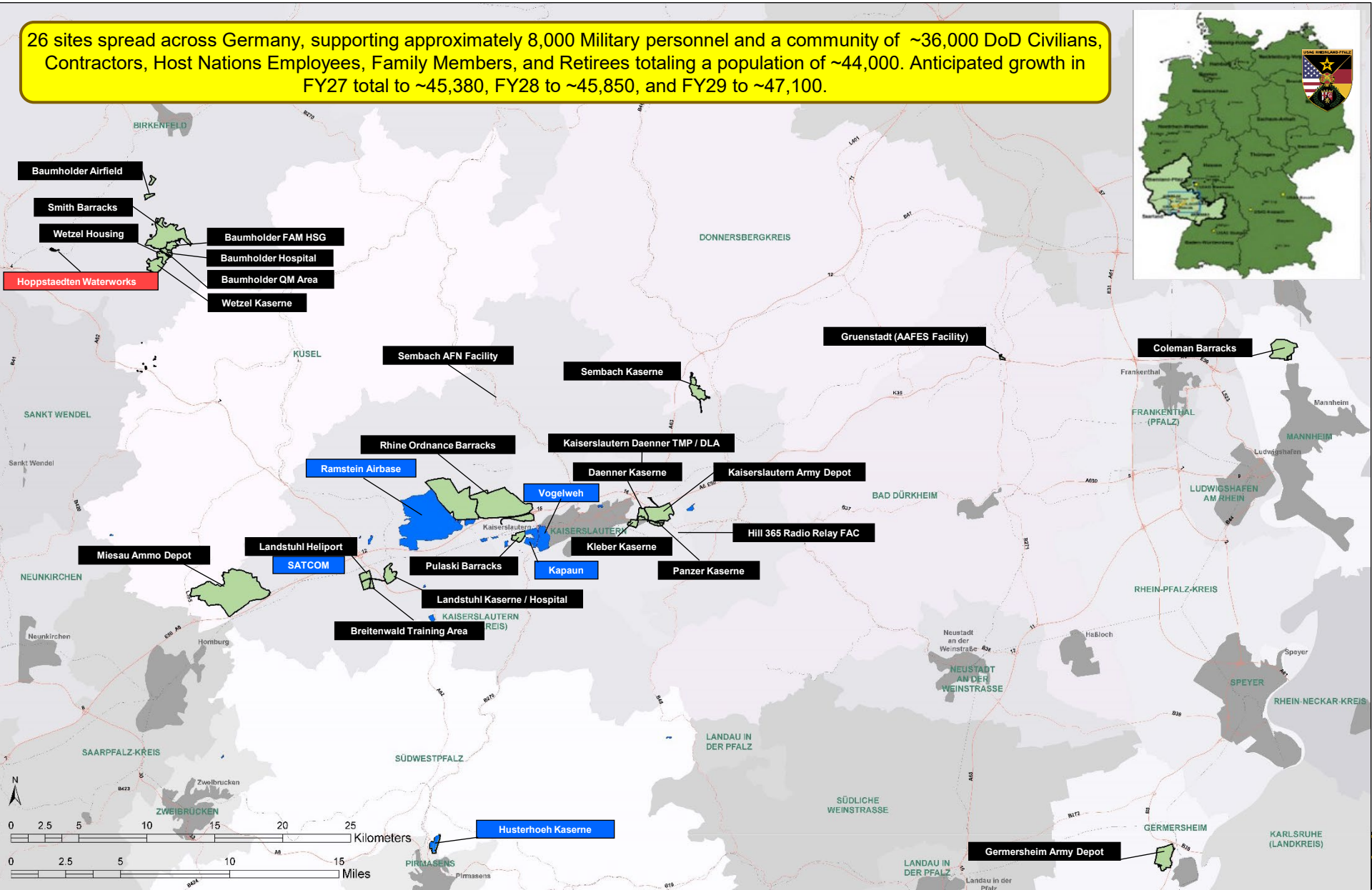
U.S. Army Garrison Rheinland-Pfalz

U.S. ARMY

US Army Garrison Rheinland-Pfalz AOR

Legend: Army Installation or Site | USAF Installation or Site | Host Nation Transfer

26 sites spread across Germany, supporting approximately 8,000 Military personnel and a community of ~36,000 DoD Civilians, Contractors, Host Nations Employees, Family Members, and Retirees totaling a population of ~44,000. Anticipated growth in FY27 total to ~45,380, FY28 to ~45,850, and FY29 to ~47,100.



Where We Operate

Baumholder
Smith Barracks
Wetzel Kaserne
Quartermaster Kaserne
Baumholder Training Area

Sembach Kaserne

Gruenstadt AAFES Facility
Bakery
Water Bottling
Frozen Food Warehouse

Kaiserslautern West
Rhine Ordnance Barracks
Pulaski Barracks

Coleman Barracks
Army Prepositioned
Stock Site

Kaiserslautern East
Kleber Kaserne
Daenner Kaserne
Panzer Kaserne
Kaiserslautern Army Depot

Miesau Ammo Depot

Landstuhl
Breitenwald Range
SATCOM
Landstuhl Kaserne & Hospital
Landstuhl Heliport

Germersheim Army Depot
Defense Logistics Agency
AAFES & DeCA Warehouses

Units and Mission Support Partners

Location: Wiesbaden

USAREUR-AF
MG Norrie
CSM Mullinax

IMCOM-EUROPE
Mr. Mize (SES-2)
CSM Carbone

Installation Management Structure
ARMY MATERIEL COMMAND
LTG Mohan
CSM Garza

IMCOM
LTG Smith
CSM Perry

ARMY EUROPE WEST

Location: Panzer Kaserne

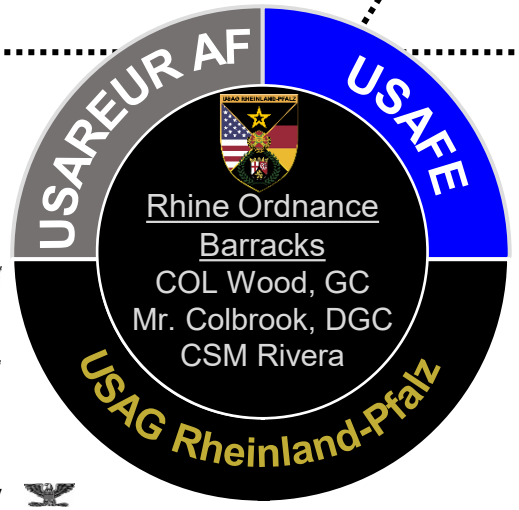
21st TSC (SRO)
MG Lalor
CSM Malave

Location: Ramstein AB

USAFE-AFAFRICA
LTG Hinds
CMSgt Wiener

3rd Air Force
MG Moga
CMSgt Trickey

86th Airlift Wing
BG Davies
CMSgt Lawton



Rhine Ordnance Barracks (ROB)
- USAG RP Garrison HQ

Baumholder Military Community (BMC)
- CJSOTF-10
- 16th Sustainment BDE
- 1/10 SFG(A)
- 44th ESB-E

Daenner Kaserne
- 7th Mission Supt CMD
- 405th AFSB (HQ)

Germersheim Army Depot
- Defense Logistics Agency (DLA) - Distribution

Kaiserslautern Army Depot (KAD)
- Defense Logistics Agency (DLA)- Europe & Africa
- USAMMC-E

Kleber Kaserne
- Defense Threat Reduction Agency (DTRA)
- CID Europe Field Office

Landstuhl Hospital
- Landstuhl Regional Medical Center (LRMC)
- Public Health Command – Europe
- Dental Health Activity-RP

Panzer Kaserne
- 21st Theater Sustainment Command

Ramstein Air Force Base
- 19th Battlefield Coordination Detachment (BCD)

Sembach Kaserne
- 68th Theater Medical Command
- 10th AAMDC
- Medical Readiness CMD – Europe
- Defense Health Network – Europe
- DoWEA - Europe (SES-1)
- 52nd ADA Brigade
- NATO Brigade
- 30th Medical Brigade
- 519th Hospital Center
- 779th Medical Wing
- Medical Support Unit – Europe
- TRICARE Eurasia & Africa
- USAREUR-AF Band & Chorus
- 598th Transportation BDE – SDDC
- 409th Contracting Supt Brigade
- AAFES – Europe
- US Navy Warrior Transition Program
- US Army Aeronautical Services Det.
- HQ American Forces Network – Europe
- US Army Correctional Activity – Europe

TOTAL NUMBER OF GO HQS: 6 / SES HQS: 1 / BDES: 21 / SEPARATE O5 CMDS: 5

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Why we're here...

We communicate with many of the same people.

But do we communicate as a network?

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Today's Mission:

UNDERSTAND → CONNECT → MAP → TEST → ACT

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By 1400

Know who we need.
Know how we connect.
Know what we do next.

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Imagine it's 0730 tomorrow…

Significant incident.
Multiple U.S./German organizations.
Social media already knows.

Who do you call first?

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Who is your first call?

It depends on the nature of the incident and jurisdiction; first task to determine which German authority & which U.S. organization needs to be connected-at what level. Our role is not to own the operational response, but to rapidly establish and maintain the appropriate Host Nation communication link, including executive-level communication when required.

Since it occurred off-post, likely my host nation liaison - not technically a communicator, but she's likely already heard from Polizei.

The Garrison Public Affairs Office / Yes

My supervisor for initial update and guidance on how it impacts our services, then PAO for all other updates

The DPW

I would contact either the 86th AW PAO, the Garrison, or AFN. Yes.

my supervisor

For USFLO: Appropriate German government contacts, likely beginning with the Rheinland-Pfalz Ministry of Interior, to establish government-to-government communication and ensure key officials are informed.

Yes, USAG-RP/PA and we are able to reach this team via multiple means (email, phone, WhatsApp)

86 AW/PA Maj Jacobellis & Lt Col Mesnard, I have them in my phone!

If it involved USACE personnel, my organization, (and only if it involved USACE personnel) we would call USAG RP PAO to make contact and get synchronized on what happened and what the garrison may be saying. Yes, we know how to reach the USAG RP team.

Who do you think should lead public communication?

- Shared between USAG RP and 86 - USAG RP leads for Army concerns, and 86 handles AF, but the entire thing is jointly coordinated
- PAO and the GC
- PAO
- PAO
- The Garrison Public Affairs Office
- We would defer to the USAG RP team (unless they tell us to defer to a tenant org or the Air Force for some reason, because KMC is strange… but we would make initial contact with USAG RP and defer to them).
- USAG-RP/PA unless Polizei have jurisdiction just outside ROB gate.
- USAG-RP PAO, 86th PAO, or AFn
- The organization with operational responsibility for the incident (USAG or 86th), through Public Affairs, with messaging coordinated across affected U.S. organizations and German authorities.
- As it occurred off-installation, initial lead should be with German officials and we coordinate with USCG Frankfurt or USEMB Berlin. Past that difficult to say without more details on the who and what
- Public communication should remain with the responsible PA/public information authority. Host Nation liaison is a separate but closely coordinated function. Our role is to maintain government-to-government and executive-level communication, provide Host Nation context, connect the appropriate authorities, and support alignment between German authorities and U.S. leadership.

What is the biggest communication gap you'd expect in this environment?

- An easy way to get all the concerned parties in one communication channel - MS Teams works great across the DoW enterprise, but not so much once we start talking about German officials and DoS.
- Information sharing coming from each service's police. Also, HHQ restrictions on release - may be different between USAFE, USAREUR-AF, and IMCOM-E.
- A lot of people will jump to conclusions regarding what they see on social media. Not having all the information can cause disinformation to snowball.
- rumors, what is real and what is not
- getting the updates on the situation timely and effectively
- Depending on what the incident is with this many organizations involved, there would likely be issues with broader communication synchronization.
- In experience with issues in USAG RP, it depends largely on the location. If it's obviously and Army site or obviously and Air Force site, that simplifies things. When we're talking "neutral zone" type areas where both have equities, then it gets weird and confusing.
- Notification of Air Force audiences/populations given that USAG-RP is the lead.
- The biggest gap would be the joint nature of this community.
- Synchronization across operational, government-to-government, and public communication. Emergency responders may have a continuous information flow, but commanders and German government officials also expect direct communication with their counterparts. The challenge will be keeping these parallel communication lanes aligned while information and speculation move rapidly in the public domain. (next slide continues)

...what is the biggest communication gap you'd expect in this environment?

One of the most challenging gaps is the space between operational awareness and releasable public information. During an emerging incident, U.S. organizations may already have significant situational awareness while public release is still being coordinated. At the same time, German leaders may already be receiving questions from authorities, media, and citizens.

The Host Nation Office operates in this space through established relationships and trust, using confirmed and releasable information, coordinated holding statements, or clarification of what can and cannot yet be communicated. This requires close coordination with PA and the responsible operational organizations, while protecting information that cannot be released.

The relationships and trust that make this communication possible during a crisis have to be established before the crisis occurs.

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This is why we're here.

Build the network before we *need* the network.

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Workshop 1 – Know the Network

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Who are we?

Host Nation Relations for 21st TSC
86th Airlift Wing Host Nation Office / German-American Community Office (GACO)
DPTMS (Garrison Operations)
DPW Housing (Dept of Public Works Housing Office)
U.S. Forces Liaison Office (USFLO), part of US Army Europe & Africa
Army Community Services (ACS)
Department of Public Works (DPW) Admin Operations Branch & EOC member
Special Operations Command Europe
The American Red Cross - KMC Chapter; includes Ramstein, LRMC, & BMC
U.S. Army Corps of Engineers, Europe District Public Affairs Office
USAG Rheinland-Pfalz Directorate of Public Works, Environmental Management Division
U.S. Army Garrison Rheinland-Pfalz Public Affairs
21TSC Public Affairs

Different missions.
Different authorities.
Different channels.
Shared information environment.

What are we trying to accomplish?

- in the KMC we're informing external stakeholders about our missions and projects and how they impact/benefit the military community and overall readiness/capability; we help our public affairs counterparts better understand our projects and larger programs and how they impact their stakeholders and thus assist with their communication efforts to various audiences (military families, other commands, media, etc). This includes sharing messaging, data points and project backgrounds with our PAO and other stakeholder partners to help them also communicate about our projects.
- ensure direct, trustful communication at the senior leader level with elected officials and state representatives and in case of emergency with civil organizations or German military.
- Ensure timely, accurate, and trusted two-way communication between U.S. military leadership and German Host Nation authorities and stakeholders on matters affecting the KMC. We provide U.S. leadership with Host Nation context and assessment while ensuring relevant and releasable U.S. information reaches the appropriate German counterparts. During contingencies, a key function is maintaining executive-level communication between German leadership and U.S. command.
- Effective communication between all key players in incident containment and recovery operations.
- We message and amplify our U.S. SOF involvement in partner and allied nation exercises to our U.S. Stakeholders as well as our Allied and partner nations, however, we also counter mis/disinformation.
- To provide valuable and useful information to both incoming and on the ground Soldiers, civilians and family members.
- Conduct government-to-government communication with key German state-level partners to improve mutual understanding, communicate U.S. military activities and requirements, and identify German perspectives and concerns. Facilitate communication and engagement between U.S. military leaders and German officials when senior-level involvement is required.
- Provide installation and facility related information in emergency situations.
- Informing the community about how the Red Cross supports the military community with Emergency Communication (aka, Red Cross) Messages, volunteer opportunities, first aid/CPR classes, career skills classes, disaster training/response/financial assistance, wellness workshops.
- Share information on environmental policies/programs, answer community questions, and preserve public trust.
- To provide clear, accurate, timely information to our community through command information, community and host nation engagement and media relations.

Who are we trying to reach?

- depending on the situation, mayors, state representative, or military. They can help deescalate a situation, provide support, act as facilitators between U.S military and local population.
- German government authorities, elected officials, law-enforcement and emergency-management leadership, and other key Host Nation stakeholders at all levels relevant to the KMC; internally, 86 AW/KMC leadership, tenant organizations, and other U.S. organizations requiring Host Nation coordination.
- Key players from higher HQs to emergency operations down to the response and action teams
- Community members knowledge and understanding, along with our staff having the knowledge to communicate information to the customers while maintaining a positive and helpful attitude.
- German state-level government and Bundeswehr Landeskommando. Internally, U.S. senior leaders and commanders who require German government access, awareness, and assessment.
- All tenants impacted by an event.
- Allies, partners, U.S. Stakeholders, Service Members (Joint), Families
- Everyone in the community. Military leaders are unaware of many things that the Red Cross can help with. Many spouses are unaware of the volunteer opportunities that we offer.
- In the KMC, it's primarily the military community there, so personnel and their families (though of course we also communicate with various other audiences). As per above though, we more directly communicate with our counterparts about projects we are building for them.
- All garrison community members (Service members, families, civilians), tenant units, and Host Nation partners.
- community members which includes all service members, families, civilians, local retirees, tenant units, garrison employees, leaders and our Host Nation leaders & partners

How are we reaching them?

ASK: Who has reach someone else in this room could probably use?

- through office calls and other more informal events which help to establish a trustful relationship and help to keep direct communication lines open.
- Direct liaison with German authorities and officials; established personal and institutional relationships; executive-level communication; direct commander advice; recurring Host Nation engagements and working-level exchanges; GACO Office Times; Host Nation updates and assessments; and coordination with U.S. organizations and higher headquarters as required.
- Through reports, the Command Operating Picture, and all other forms of communication (radio, phone, email, chat, etc.).
- We utilize email communication, town halls and PAO.
- Bilateral engagements, senior-leader engagements, office calls, telephone and virtual communication, participation in host nation events, POL-MIL specific coordination and resolution, and written reporting/assessments to U.S. leadership.
- Through the CCIR process (?)
- Media Engagements, Think Tanks, Key Leader Engagements
- Social media, info tables, AFN interviews, Newcomers Briefings
- We were fortunate enough to be allowed to keep our social media. We currently use Facebook, Instagram, LinkedIn and YouTube. We also write articles that we release to various sites including DVIDs, Army.mil and others.
- Garrison websites, community town halls, Environmental Quality Control Committee (EQCC), SharePoint and Padlet posts, and direct communication (including site visits).
- website, garrison social media (Fb, IG, LinkedIn, LinkTree, and virtual community bulletin board); the My Army Post Application (MAPA); community town halls; DVIDS, CORE; community emails, liaison with other PAOs and communicators

What are the desired effects?

- For the customers to leave our office with a better understanding of housing, maybe a little about the policies, and to feel that we are doing what we can to assist them.
- Maintain trust, shared situational awareness, and direct access between German and U.S. leadership. Ensure issues are addressed at the appropriate level, German partners understand what is known and releasable, and U.S. leadership understands Host Nation concerns, requirements, and sensitivities. Connect the appropriate organizations early, before information or coordination gaps affect relationships or the mission.
- depending on the situation, they need to understand the circumstances, security risks, protection measures, in order to inform the local population and to take appropriate measures. Elected officials can influence the method of communication, how and what is communicated and at what level.
- German state government understands U.S. military activities and requirements, know whom to engage when issues arise, and are willing and able to support U.S. freedom of activity. U.S. leaders understand the external environment, concerns, and opportunities and can make informed decisions as they engage with German counterparts.
- Tenants report installation and facility related issues; DPW in turn provides updates to Leadership and Tenants.
- What U.S. SOF is accomplishing in Europe and how our Allies are taking an active role in our mission.
- What should they know, understand, feel or do? They should understand how the Red Cross can help during disasters/NEO events. Also, how volunteering can help the community & give them something impactful for a resume.
- For our internal DoW partner PAOs and for our external stakeholders, the desired effect is to provide a better understanding of the missions and programs the U.S. Army Corps of Engineers has and the impacts/benefits our projects provide for our customers and stakeholders.
- Improve the community's awareness of environmental requirements, proactive garrison initiatives, and how EMD directly supports them. During an incident, ensure partners recognize EMD as the Environmental resource to coordinate accurate information and counter public speculation.
- Informed community; continued freedom of maneuver and trust between community and host nation partners & the garrison; Service members and families feel secure/have peach of mind.

How are we measuring success?

ASK: Who has reach someone else in this room could probably use?

- Direct liaison with German authorities and officials; established personal and institutional relationships; executive-level communication; direct commander advice; recurring Host Nation engagements and working-level exchanges; GACO Office Times; Host Nation updates and assessments; and coordination with U.S. organizations and higher headquarters as required.
- can't answer this questions… I have good and bad examples for successful and failed communication.
- Receiving appropriate paperwork!
- Access to key decision-makers; responsiveness of established contacts when issues arise; successful resolution or advancement of U.S. requirements; effective senior-leader engagements.
- Repeat calls for the same issue(s)?
- This is where we are lacking significantly and would like to explore where we can use tools to better measure our MOP/MOE.
- Our yearly metrics that include # of volunteer hours, first aid/CPR class participants, youth disaster training participants, wellness participants and the amount of & status of our relationship with community organizations.
- Social media numbers are useful, but only get you so far. One indicator of success is when one of our partners or stakeholders references us or our work on their own platforms. Having unprompted (and positive) shoutouts shows that there is an awareness and appreciation for the work we do.
- Improved Environmental awareness, more direct communication with the community, and an increased Environmental Officer appointment rate.
- Meta data; surveys; direct questioning (asking people if they've heard/follow, etc)

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A question about measurement.

Are we measuring what we produce – or what changes because we communicated?

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The picture so far...

Many Organizations → Shared Objectives → Shared Audiences → Different Capabilities → Opportunities to Integrate

Introductions

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Your Name
Your Organization
Your Communication Role
&
One current priority

~20 seconds

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Workshop – Break the Silos

Everyone/table has worksheet 1, writing utensil and hard copies – 1 printed package of slides per group (and available online) with submitted mission goals – to look at and use worksheet to evaluate.

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Break the Silos

Their communication problem is now our communication problem.

Your Mission

Look at the objective as a KMC communication problem – not simply the originating organization's problem.

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1. **Who Else Shares This Audience?** Who else is trying to reach these people?

2. Who Already Has Access? Who has a trusted channel, platform, relationship, physical presence or community connection?

3. What Can We Share? Content • Platforms • Distribution • Photography/video • Expertise • Translation • Media relationships • Events • Data

4. Where Are We Duplicating? Are we separately creating/distributing essentially the same information?

5. Who Are We Missing? Who isn't being reached—or who are we assuming someone else reaches?

6. Where Could We Integrate?

If ____ and ____ worked together, we could ____ more effectively.

Your Table Must Produce

Huge numbers: **3 Opportunities / 2 Gaps / 1 Action**

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Work

Put return time up on screen.

Keep questions summarized underneath.

BREAK – minutes

Return at

Map the Network

This is where the workshop findings become the common operating picture.

You found connections.

Now, let’s map the network!

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How we'll build it:

Audience – Need – Access – Capability – Gap/Opportunity

KMC Communication Map – live
Matrix next

KMC Communication Map

Audience – Need – Access – Capability – Gap/Opportunity

Audience	What do they Need?	Who reaches them?	Channels/ capabilities	Gap/Opportunity

What did the map tell us?

Where do have tremendous reach?
Where are we duplicating?
Where are we dependent on one organization/channel?
Who has access others need?
Who is underserved?

Our communication capacity

Maybe the problem isn’t that we need more channels.
Maybe we need to better connect the ones we already have.

Working Lunch

Build your network
Before lunch ends, find 3 people, capabilities or channels you didn't know you could access at 0830.

(~1240)

Transition to Crisis – TTX
Stay in groups, each group gets a Crisis Worksheet

Crisis Worksheet

Each Team provides:
Our Decision
Lead
Who we Contact
What we Communicate
Gap we Discovered

Unforseen event removes ‘normal’ conditions.

Does the communication network still work?

Which relationships and channels still work during a crisis?

And do we know how to activate them?

Crisis Comm Ex

Use the network, relationships, authorities and processes you have TODAY – not the ones you wish existed.

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STARTEX

0730: A serious incident has occurred near/affecting a KMC installation during the morning commute.

U.S. personnel and German emergency responders are involved.

Installation access is disrupted.

Facts are incomplete.

Leadership asks: **“WHAT ARE WE TELLING OUR PEOPLE?”**

Who do you contact? • Who needs information? • Who communicates first? • What can you say now?

~5mins.

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INJECT 1

0752:

German media are reporting from the scene.

Photos and video are spreading through community social media.

One widely shared claim is incorrect.

NOW WHAT?

Who monitors? Who verifies? Who communicates? Who connects U.S. and German communicators?

~5mins.

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INJECT 2

0810:

Access impacts expand.

Multiple KMC organizations begin publishing independently.

The information isn't consistent.

WHO SYNCHRONIZES?

Who recognizes the inconsistency? What's the authoritative source? Who connects the communicators? How does corrected information move?

~5mins.

INJECT 3

0827:

Senior leadership wants an immediate update.

Media inquiries are increasing.

Community groups and influencers are filling the information vacuum.

WHO OWNS WHAT?

Leadership • Media • Community • Internal audiences • Host Nation

~5mins.

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INJECT 4

0843:

A trusted official organization publishes incorrect information.

Other official and unofficial accounts rapidly share it.

WHAT DO YOU DO NEXT?

Who contacts them? Who corrects the record? Who amplifies the correction? Which channels matter most now?

~5mins.

STOP/Hotwash

What just happened to our communication network?

What Worked?
Relationships? Channels? Processes? Capabilities?

Where Did We Break?
Notification? Ownership? Contact information? Authority? Coordination? Speed? Host Nation? Social?

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From gaps to Action.

Now what?

KMC Action Plan - Live

KMC Action Plan

Gap – Required Action – Owner – Support - Suspense

Gap	Required Action	Owner	Support	Suspense

CLOSE

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At 0830 we asked…

If something happened right now, who would you call first?

Now, ask yourself again.

Who would you call? Do you know how to reach them? What happens next?

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What happens Monday?

(Action owners)

Our Measures of Success.

What happened today happening is a success– but mainly it's what happens next.

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Build the network before you need the network.

Thank you for coming

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WHO ARE YOU? ***Host Nation Relations Advisor for 21st TSC***, responsible for political-military and civil-military relationships.

COMMUNICATION OBJECTIVE: ensure direct, trustful communication at the senior leader level with elected officials and state representatives and in case of emergency with civil organizations or German military.

PRIMARY AUDIENCE: depending on the situation, mayors, state representative, or military. They can help deescalate a situation, provide support, act as facilitators between U.S military and local population.

DESIRED EFFECT: depending on the situation, they need to understand the circumstances, security risks, protection measures, in order to inform the local population and to take appropriate measures. Elected officials can influence the method of communication, how and what is communicated and at what level.

METHODS: through office calls and other more informal events which help to establish a trustful relationship and help to keep direct communication lines open.

MEASURES: can't answer this questions… I have good and bad examples for successful and failed communication.

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WHO ARE YOU? **86th Airlift Wing Host Nation Office / German-American Community Office (GACO).** We serve as the U.S. Air Force's primary Host Nation interface for all KMC-related matters, supporting 86 AW and KMC leadership and connecting U.S. military leadership with German authorities and stakeholders at all levels, as required by the issue. Our responsibility is issue-driven, not level-driven.

COMMUNICATION OBJECTIVE: Ensure timely, accurate, and trusted two-way communication between U.S. military leadership and German Host Nation authorities and stakeholders on matters affecting the KMC. We provide U.S. leadership with Host Nation context and assessment while ensuring relevant and releasable U.S. information reaches the appropriate German counterparts. During contingencies, a key function is maintaining executive-level communication between German leadership and U.S. command.

PRIMARY AUDIENCE: German government authorities, elected officials, law-enforcement and emergency-management leadership, and other key Host Nation stakeholders at all levels relevant to the KMC; internally, 86 AW/KMC leadership, tenant organizations, and other U.S. organizations requiring Host Nation coordination.

DESIRED EFFECT: Maintain trust, shared situational awareness, and direct access between German and U.S. leadership. Ensure issues are addressed at the appropriate level, German partners understand what is known and releasable, and U.S. leadership understands Host Nation concerns, requirements, and sensitivities. Connect the appropriate organizations early, before information or coordination gaps affect relationships or the mission.

METHODS: Direct liaison with German authorities and officials; established personal and institutional relationships; executive-level communication; direct commander advice; recurring Host Nation engagements and working-level exchanges; GACO Office Times; Host Nation updates and assessments; and coordination with U.S. organizations and higher headquarters as required.

MEASURES: The appropriate German and U.S. decision-makers are connected in a timely manner; German partners know where to engage the U.S. side; U.S. leadership has the Host Nation context required for informed decisions; issues are resolved or elevated at the appropriate level; and trusted relationships continue to function during emerging situations, contingencies, and leadership transitions.

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WHO ARE YOU? **DPTMS**

COMMUNICATION OBJECTIVE: Effective communication between all key players in incident containment and recovery operations.

PRIMARY AUDIENCE: Key players from higher HQs to emergency operations down to the response and action teams.

DESIRED EFFECT: They should feel empowered to make decisions at each level of response.

METHODS: Through reports, the Command Operating Picture, and all other forms of communication (radio, phone, email, chat, etc.).

MEASURES: Teams and key players are moving and acting with knowledge and efficiency.

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WHO ARE YOU? **DPW Housing**

COMMUNICATION OBJECTIVE: To provide valuable and useful information to both incoming and on the ground Soldiers, civilians and family members.

PRIMARY AUDIENCE: Community members knowledge and understanding, along with our staff having the knowledge to communicate information to the customers while maintaining a positive and helpful attitude.

DESIRED EFFECT: For the customers to leave our office with a better understanding of housing, maybe a little about the policies, and to feel that we are doing what we can to assist them.

METHODS: We utilize email communication, town halls and PAO.

MEASURES: Receiving appropriate paperwork!

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WHO ARE YOU? **U.S. Forces Liaison Office (USFLO), part of US Army Europe & Africa**. I serve as a liaison officer primarily engaging state government and military partners across Rheinland-Pfalz on POL-MIL matters. My primary responsibility is to build and maintain relationships with key German officials, so those relationships and communication channels are established when they are needed.

COMMUNICATION OBJECTIVE: Conduct government-to-government communication with key German state-level partners to improve mutual understanding, communicate U.S. military activities and requirements, and identify German perspectives and concerns. Facilitate communication and engagement between U.S. military leaders and German officials when senior-level involvement is required.

PRIMARY AUDIENCE: German state-level government and Bundeswehr Landeskommando. Internally, U.S. senior leaders and commanders who require German government access, awareness, and assessment.

DESIRED EFFECT: German state government understands U.S. military activities and requirements, know whom to engage when issues arise, and are willing and able to support U.S. freedom of activity. U.S. leaders understand the external environment, concerns, and opportunities and can make informed decisions as they engage with German counterparts.

METHODS: Bilateral engagements, senior-leader engagements, office calls, telephone and virtual communication, participation in host nation events, POL-MIL specific coordination and resolution, and written reporting/assessments to U.S. leadership.

MEASURES: Access to key decision-makers; responsiveness of established contacts when issues arise; successful resolution or advancement of U.S. requirements; effective senior-leader engagements.

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WHO ARE YOU? **DPW Admin Operations Branch (AOB) and EOC Member**

COMMUNICATION OBJECTIVE: Provide installation and facility related information in emergency situations.

PRIMARY AUDIENCE: All tenants impacted by an event.

DESIRED EFFECT: Tenants report installation and facility related issues; DPW in turn provides updates to Leadership and Tenants.

METHODS: Through the CCIR process (?)

MEASURES: Repeat calls for the same issue(s)?

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WHO ARE YOU? **The American Red Cross - KMC Chapter;** includes Ramstein, LRMC, & BMC

COMMUNICATION OBJECTIVE: Informing the community about how the Red Cross supports the military community with Emergency Communication (aka, Red Cross) Messages, volunteer opportunities, first aid/CPR classes, career skills classes, disaster training/response/financial assistance, wellness workshops.

PRIMARY AUDIENCE: Everyone in the community. Military leaders are unaware of many things that the Red Cross can help with. Many spouses are unaware of the volunteer opportunities that we offer,

DESIRED EFFECT: What should they know, understand, feel or do? They should understand how the Red Cross can help during disasters/NEO events. Also, how volunteering can help the community & give them something impactful for a resume.

METHODS: Social media, info tables, AFN interviews, Newcomers Briefings

MEASURES: Our yearly metrics that include # of volunteer hours, first aid/CPR class participants, youth disaster training participants, wellness participants and the amount of & status of our relationship with community organizations.

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WHO ARE YOU? **U.S. Army Corps of Engineers, Europe District Public Affairs Office**.

COMMUNICATION OBJECTIVE: We have various communication goals, but generally in the KMC we're informing external stakeholders about our missions and projects and how they impact/benefit the military community and overall readiness/capability. Internally, we help our public affairs counterparts better understand our projects and larger programs and how they impact their stakeholders and thus assist with their communication efforts to various audiences (military families, other commands, media, etc). This includes sharing messaging, data points and project backgrounds with our PAO and other stakeholder partners to help them also communicate about our projects.

PRIMARY AUDIENCE: In the KMC, it's primarily the military community there, so personnel and their families (though of course we also communicate with various other audiences). As per above though, we more directly communicate with our counterparts about projects we are building for them.

DESIRED EFFECT: For our internal DoW partner PAOs and for our external stakeholders, the desired effect is to provide a better understanding of the missions and programs the U.S. Army Corps of Engineers has and the impacts/benefits our projects provide for our customers and stakeholders.

METHODS: We were fortunate enough to be allowed to keep our social media. We currently use Facebook, Instagram, LinkedIn and YouTube. We also write articles that we release to various sites including DVIDs, Army.mil and others.

MEASURES: Social media numbers are useful, but only get you so far. One indicator of success is when one of our partners or stakeholders references us or our work on their own platforms. Having unprompted (and positive) shoutouts shows that there is an awareness and appreciation for the work we do.

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WHO ARE YOU?
USAG Rheinland-Pfalz Directorate of Public Works (DPW), Environmental Management Division (EMD).

COMMUNICATION OBJECTIVE
Share information on environmental policies/programs, answer community questions, and preserve public trust.

PRIMARY AUDIENCE
All garrison community members (Service members, families, civilians), tenant units, and Host Nation partners.

DESIRED EFFECT
Improve the community's awareness of environmental requirements, proactive garrison initiatives, and how EMD directly supports them. During an incident, ensure partners recognize EMD as the Environmental resource to coordinate accurate information and counter public speculation.

METHODS
Garrison websites, community town halls, Environmental Quality Control Committee (EQCC), SharePoint and Padlet posts, and direct communication (including site visits).

MEASURES
Improved Environmental awareness, more direct communication with the community, and an increased Environmental Officer appointment rate.

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WHO ARE YOU?
USAG Rheinland-Pfalz Public Affairs

COMMUNICATION OBJECTIVE
To provide clear, accurate, timely information to our community through command information, community and host nation engagement and media relations.

PRIMARY AUDIENCE
All garrison community members which includes all service members, families, civilians, local retirees, tenant units, garrison employees and leaders and our Host Nation leaders & partners.

DESIRED EFFECT
Informed community; continued freedom of maneuver and trust between community and host nation partners & the garrison; Service members and families feel secure/have peach of mind.

METHODS
Garrison website, garrison social media (Fb, IG, LinkedIn, LinkTree, and virtual community bulletin board); the My Army Post Application (MAPA); community town halls; DVIDS, CORE; community emails, liaison with other PAOs and communicators....

MEASURES
Meta data; surveys; direct questioning (asking people if they've heard/follow, etc)

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WHO ARE YOU? **Army Community Services**.

COMMUNICATION OBJECTIVE:

PRIMARY AUDIENCE:

DESIRED EFFECT:

METHODS:

MEASURES:

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WHO ARE YOU?

COMMUNICATION OBJECTIVE:

PRIMARY AUDIENCE:

DESIRED EFFECT:

METHODS:

MEASURES: