Integrated Analysis of the Seaport in Ustka in the Context of Defense
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The study is conceptual in nature and concerns the analysis of the integrated Maritime Port of Ustka in the context of its use in the defense dimension. The planned reconstruction of the port was analyzed. Basically, it is aimed at providing fishing functions and does not contain elements of civil planning, typical for NATO countries. In considering the defensive aspect of the port, solutions were taken into account which could increase its logistic potential in this very area.

The study used SWOT/TOWS analysis, the main element of the integrated analysis, to indicate the desired development strategy to increase the potential of the port of Ustka in the defensive dimension.

**KEY WORDS**
seaport, modernization, defense dimension, logistics infrastructure, development strategy

The projection of the main ports of the Polish coast, i.e. the ports of the Tricity and ports in Szczecin and Świnoujście, as well as their communication with the land transport infrastructure, make them the focus of the entire stream of cargo flowing through the land and sea supply chains, both in transit and serving the country/region. The area also houses the main bases of tactical compounds of the Polish Navy.

So far, the entire central coastline belt and its direct hinterland has been underused, underinvested in infrastructure, and thus not very operational from both a defensive and economic perspective. On the one hand, this area should constitute a bridge between the main ports of the eastern and western coast of Poland, and on the other hand, it should be an additional background for these installations in a regional dimension, complementary and capable of taking over at least part of their tasks in an appropriate time perspective, if such needs arise from the political and economic or operational situation.

The aim of the study is to analyze the integrated port in Ustka in the context of its use in the defense dimension, taking into account the needs of the native maritime forces and civil planning, which is part of the defense planning in NATO countries.

The development and use of the port in Ustka, given its close proximity to Słupsk, provide an opportunity to create a reserve port installation for the main ports of the Polish coast, which can be described as the "third window" concept. If necessary, such an installation could serve as a trans-shipment facility and play the role of a rescue port as well as a service port for the planned wind farms on the Słupsk Bank. The Maritime Port

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of Ustka, supported by a potential dry port in Śłupsk\(^2\), could also, importantly, be an important element in expanding the naval force base system and accepting allied forces of strength in case of crisis or armed conflict. The establishment and construction of a dry port in Śłupsk at the hinterland of the seaport, in sizes meeting economic and defense needs, could increase the potential of the Port of Śłupsk itself, as well as expand its logistic capabilities by shifting the emphasis of cargo handling to cheaper land-based installations, located in close proximity to modernized national roads and railways.

The research problem to be addressed in this study is addressed in the following question: What are the strengths and weaknesses of the civil port installation under investigation and what are the opportunities and threats posed by its close and distant surroundings that determine the directions of development of this installation, enabling its defensive use?

The working hypothesis, which needs to be proved, took the following form: The correct and appropriate assumptions for the modernization of seaports, taking into account the requirements of NATO Civil Emergency Planning, will determine the increase in the effectiveness of the use of national logistical resources for defense purposes.

Achieving the assumed goal, solving the research problem and then proving the working hypothesis, required performing the following research tasks: presenting the current status of the seaport in Ustka and the planned infrastructural changes on the basis of the available literature, presenting the methodology for evaluating the possibility of using the port in Ustka in a defensive dimension, conducting analyses in accordance with the proposed methodology and presenting conclusions and recommendations.

Status of the Port in Ustka – Literature Review

The available literature on the subject lacks studies on the analysis of the integrated seaport in Ustka in the defensive dimension. However, there are numerous studies relating to the logistic potential of this port and its development, mainly in the field of fishing and tourist function and limited commercial function. The most representative are industry periodicals, including the “Polish Ports Handbook”, according to which the port of Ustka is a fishing and commercial installation situated along the port channel which is the mouth of the river Śłupia. The geographical location of the port: longitude - 16°51' E, latitude 54°34' N. The entrance to the port is made up of two piers, parallel to each other, going out to sea, 330 and 420 m long (Figure 1). The width of the port entrance is 40 m and the depth is up to 6 m. The waterway is kept at a depth of 5.5 m in the adventurer. Until 2011, vessels with a draught of up to 4.5 m (at medium water level) could call at the port. There

\(^2\) Dry port - logistics installation without access to the sea (as opposed to a seaport), connected to the seaport by land transport lines (road/rail transport). Preference is given to the location of such an installation in close proximity to the seaport in order to facilitate the transshipment, storage, transport and distribution functions of the seaport. The reason for the emergence of dry ports is the insufficient space in the seaport for storage operations and other distribution processes, as well as the desire to reduce logistic costs and the traffic directed to and from the port which can be concentrated outside urban areas. Vide: P. Frankowski, *Dry Port - competitor or ally*, Namiary na Morze i Handel [online], 21.09.2017, https://www.namiary.pl/2017/09/21 [accessed 10.07.2019].
are restrictions on the acceptance and handling of vessels in terms of their length - about 60 m and width - about 12 m\(^3\).

According to the information of the Maritime Office in Słupsk, the operational depth of the port has been limited to 4 m, which significantly reduced its ability to perform its commercial function\(^4\). According to the official statistics, the port in Ustka consists of an adventurer and an internal port with a concrete quay with a total length of 2936 m. The length of the quays suitable for exploitation is 2312 m. The theoretical length of the handling quays is limited to 815 m\(^5\).

The port in Ustka is defined as a fishing and industrial port, and its transport function, as in all ports of the central coast, is secondary to other functions. The cargo turnover in the port in 2014 was 1730 t, while in 2000 it was 26 700 t\(^6\). In the port it is possible to carry out transshipment activities (aggregates, grain, other loose materials or packed in big-bags) directly from ship to car or with the possibility of storage in the port area. The installation under study distinguishes itself from other Polish fishing ports by the largest number of registered vessels to which it is obliged to provide mooring places. Due to the technical condition of the quays, the port does not comply with this obligation. This results in restrictions on its function as a statutory port of refuge within existing quays, especially in storm conditions. The layout of breakwaters and their current cross-section do not protect the interior of the port against storm surges, which periodically puts about half the length of the quays out of service and makes it difficult for individuals to enter the port itself\(^7\).

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\(^3\) “Polish Ports Handbook, Szczecin, Link 16, 2016, p. 223.


\(^7\) Maritime Office in Słupsk..., op.cit., p. 2.
A legend:
- East breakwater
- Western breakwater
- Hel Peninsula
- Pilot Quay
- Hel Quay
- Sopot Quay
- Puckie Quay
- Elbląg Quay
- Darłowskie Quay
- Łebskie Quay
- Carbon pool
- Kolobrzeg Quay
- Władysławowo Quay
- Slupsk Quay
- Building pool
- Rozewskie Quay
- Lęborskie Quay
- Pool of conspiracy

Figure 1: Plan of a seaport in Młyniec - current state of the exploited part of the port

Developed on the basis of "Polish Ports Handbook" Link 16, 2016.
The possibilities of development of the seaport in Ustka are considered from the perspective of the leading function, which is fishing. However, the political, military and economic situation in the Baltic Sea basin leads to consider this installation in additional categories, as: a port servicing the construction of wind farms on Słupsk Bank; a service port for wind farms; an auxiliary transshipment port, complementary to the port installations of the Tri-City (to be used, for example, in emergency situations); a rescue port (shelter) also for larger vessels; an extension of the base system for own and allied naval forces, i.e. the Baltic Sea. The possibility of accepting NATO forces (as SPOD) for further relocation to the operational zone (RSOM operations)\(^8\); operation of the US military installation in Redzików.

In 2015, the City of Ustka City Hall made a concept of rebuilding the port entrance and its partial modernization. In 2018, an agreement was signed for co-financing the project entitled "Reconstruction of the entrance to the Port of Ustka, for the amount of 188,897,941 PLN, implemented under the Operational Program "Fisheries and Sea."

According to the planned changes the port after the reconstruction should have the following technical parameters:

- The length of the newly built breakwater from the west side - 800 m;
- maximum length of reloading quays located on this breakwater - 230 m, and mooring quays - 250 m;
- maximum length of entering units - 150 m;
- Maximum draught of entering and mooring units - 7 m (for new advancing port and emerging quays);
- turntable located in the advance - with a diameter of 200 m;
- minimum load capacity of the wharves, service load - 40 kN/m2;
- Wharves armed with sanitary installations, water supply points, power network and teletechnical network;
- reserve of land for railway tracks (4 m gauge) on the transshipment quay\(^10\).

As the depth at the quays and breakwaters varies, a deep-water aquarium with a technical depth of 8.70 m and an aquarium of the existing inner harbor will be created – shallow-water, with technical depths of 5.50 m and less\(^11\).

Taking into account the defense aspect of the seaport in Ustka (SPOD and FLS functions), according to NATO standardization publications, it would be advisable for the installation, after the modernization, to be able to receive and unload transport units with a length of 210 m, width up to 40 m and draught up to 11 m, as well as to receive and operate corvette class warships and minesweepers (FLS minimum operating range)\(^12\). The

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\(^10\) A detailed diagram and summary of the planned works are included in Annex 4 of the document *Maritime Office in Słupsk...,* op.cit.

\(^11\) *Maritime Office in Słupsk...,* op.cit., p. 5.

\(^12\) B. Pac, A. Gawlik, D. Rębiś, *PDNO-07-A102, Marine Logistics...,* op.cit., p. 70.
planned parameters allow for periodic stopping of such warships. The issue of the port's ability to periodically receive and operate destroyer/freezer class ships (length 175 m / draught 9.5 m) should also be considered\(^\text{13}\).

The infrastructure of the existing base maneuvering point in this place is to a large extent degraded and does not provide the possibility to restore combat readiness (e.g. fuel bunkering on units – POL installations\(^\text{14}\)). Therefore, the modernization plans should take into account the application of appropriate solutions, e.g. installation of reinforced concrete boxes in wharves for fuel tanks with ready tunnels for fittings and pipelines.

The information provided allows comments to be made on the planned conversion/modernization of the port in terms of defensive capabilities and functions other than the fishing function. Firstly, insufficient technical depth. It amounts to 8.7 m and deviates from the required draught values of vessels that can call at the port while performing military tasks. The note also applies to offshore units for the construction of wind farms in the Baltic (the proposed technical depth should be 12.5-13 m). Secondly, the question of analyzing the length of the braking distance for the largest vessels entering the port. It affects the dimensions of the planned breakwaters, which may - but does not have to - decide on the investment costs depending on the technical solution adopted in the project. Thirdly, the insufficient size of the port aquarium after reconstruction/modernization, despite the fact that on the western side of the current port entrance the area is owned by the State Treasury.

Research Methods Used to Assess the Use of the Port for Defense Purposes

To carry out the research, an eight-objective SWOT/TOWS analysis with a weighted evaluation of criteria was used, which in a comprehensive strategic analysis plays the role of an integrated (summary) analysis, allowing to collect conclusions about the environment in which a given entity/organization operates and to indicate direct and indirect relationships between external and internal factors.

During the analysis, basic Opportunities and Threats from the external environment as well as Strengths and Weakness were defined. During the SWOT analysis, the strengths and weaknesses of the organization/entity are derived from the strengths and weaknesses of the organization/entity and then compared in pairs with opportunities and threats. The TOWS analysis is carried out in the reverse order\(^\text{15}\).

In the area of defense, SWOT/TOWS analysis enables: defining the significance of the examined entity in the conditions of functioning in the period of crisis and armed conflict; defining the strengths and weaknesses of the examined entity in terms of the possibility

\[^{13}\text{Vide: B. Pac B, A. Gawlik, D. Rębiś, PDNO-07-A 102, Marine Logistics..., op.cit., p. 68.}\]

\[^{14}\text{POL (Petroleum, Oil, Lubricants) - fuels, oils and lubricants for naval vessels, AAP-15. NATO Glossary of Abbreviations Used in NATO..., op.cit., p. P-10.}\]

\[^{15}\text{B Pac, Identyfikacja strategii rozwoju Zespół Portów Morskich Szczecin-Świnoujście w wymiarze zarządzania i obronności (Identification of the development strategy of the Szczecin-Świnoujście Seaport Complex in the dimension of management and defense), "Gospodarka Materialowa i Logistyka" 2017 No. 12, p. 854.}\]
of operational use in the planned activities, as well as possessing selected defense capabilities, e.g. ensuring safety and protection of own forces, participating in force projection or providing logistic security; defining threats and opportunities in the mentioned areas in advance in order to undertake appropriate technological, organizational, personnel and other undertakings enabling the execution of planned operations and activities.

In the next stage of work, the individual elements comprising strengths, weaknesses, opportunities and threats were defined and their significance in the form of weighting coefficients (Table 1). The defined opportunities are focused around the location of the port in Ustka and its hinterland and its communication with the national transport network, which potentially provides an excellent basis for the adoption of reinforcement forces (SPOD function) and support for multinational maritime forces (FLS function). It should also be pointed out that the American Armed Forces base is being built in nearby Redzików and its needs related to support and logistic security.

The neighborhood of Darłowo Air Base gives a perspective of real possibilities to support Land-Based Helicopters (LBH), performing VOD tasks,\(^{16}\) and Maritime Patrol Aircraft (MPA). However, it is advisable to modernize this installation due to insufficient runway length. It should have parameters enabling ITAL DET to secure\(^{17}\) the operation of the air transport bridge on a tactical level.

As far as the risk area is concerned, the current port modernization/reconstruction plans do not take into account either the needs of the naval forces or civil planning in NATO, which makes it difficult for the installation to be fully utilized in its defensive dimension and to expand other port functions.

Table 1 Summary of opportunities and threats and strengths and weaknesses for the analysis of the integrated port in Ustka

<table>
<thead>
<tr>
<th>Symbol</th>
<th>Opportunities</th>
<th>Weight</th>
<th>Symbol</th>
<th>Strengths</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>O1</td>
<td>Location conducive to the acceptance of gain forces (SPOD + FLS function)</td>
<td>0,1733</td>
<td>S1</td>
<td>Direct access to the Baltic Sea (fast exit to the high seas and the development of forces.)</td>
<td>0,1722</td>
</tr>
<tr>
<td>O2</td>
<td>Possibility of obtaining funds under the NSIP</td>
<td>0,0990</td>
<td>S2</td>
<td>PMB - possibility ship power distribution</td>
<td>0,1258</td>
</tr>
</tbody>
</table>

\(^{16}\) VOD DET (Vertical On-Board Delivery Detachment) - a unit of transport helicopters; an aerial element providing PMC (Passengers, Mail, Cargo) shipments to multinational maritime force units using helicopters. These operations can be carried out between ALSS/FLS and multinational maritime force (MNMF) units, between logistics vessels and MNMF units and between individual MNMF units. B. Pac, A. Gawlik, D. Rębiś, PDNO-07-A102, Logistyka sił morskich..., op.cit., p. 13.

\(^{17}\) ITAL DET (Intra-theatre Airlift Detachment) - a transport aviation unit in theatre; a tactical transport aviation formation in theatre of operations consisting of C-130 standard aircraft, assigned crews and ground personnel and ground handling equipment, usually operating between ALSS and FLS. B. Pac, A. Gawlik, D. Rębiś, PDNO-07-A102, Marine Force Logistics..., op.cit., p. 13.
Among the strengths of the installation can be mentioned: the possibility of fast exit of vessels to the high seas; the existence, at least formally, of a maneuvering point of the Polish Navy base; the location of areas designated for port development on the territory owned by the State Treasury (the coastal area located west of the current port entrance);
the proximity of the installations of the Central Air Force Training Ground (CPSP) Wicko Morski and the Naval Training Centre (CSMW) in Ustka, which can be used as a potential command post of the naval forces in the theatre and for certain activities within the RSOM.

The weaknesses are mainly due to the insufficient condition of the logistics infrastructure in the port and its surroundings (e.g. lack of POL, BDR\textsuperscript{18} and FMR installations\textsuperscript{19}), as well as the lack of effective military installations and anti-missile and anti-air aircraft defense means of this location.

The relevance of the elements defined in Table 1, in individual segments, has been established by means of the priority matrix method\textsuperscript{20}. It allowed for a systematic weighting of the criteria (ranking creation) and assessment of the options considered taking into account all the adopted criteria.

Relationships between opportunities and threats and strengths and weaknesses have been determined from the side of the environment (TOWS) and from the side of the installation being tested (SWOT) on the basis of the relations specified in Table 2.

The basis for determining the preferred normative strategy of action were parameters calculated taking into account the values adopted in Table 3, such as: sum of interactions in a given area (e.g. opportunities and strengths), sum of products and weights of interactions in a given area (e.g. opportunities and strengths), ranking as a ranking of listed products, sum of interactions in compared areas (e.g. opportunities and strengths), sum of products of weights and numbers of interactions in compared areas (e.g. opportunities and strengths)\textsuperscript{21}.

Using the specified parameters, a matrix of normative strategies in the area of defense is created (Figure 2). The analysis of this matrix shows that, from the point of view of the defense needs, combinations of strengths and threats and opportunities in the form of such strategies can be adopted:

- strategy of active development of the organization/entity - minimizing the negative impact of the environment by using as much of the organization/entity's strengths as possible;

- Table 2: Relationships between opportunities and threats and strengths and weaknesses of installations

\begin{tabular}{|c|c|c|}
\hline
N. & TOWS analysis & SWOT analysis \\
\hline
\end{tabular}

\textsuperscript{18} BDR (Battle Damage Repair) - repairs of damage suffered in combat; urgent and necessary repairs or overhauls of armaments and equipment resulting from damage during enemy combat operations or failures and malfunctions caused by the ship. B. Pac, A. Gawlik, D. Rębiś, \textit{PDNO-07-A102, Marine Logistics...}, op.cit., p. 11.

\textsuperscript{19} FMR (Forward Maintainace and Repair) - technical protection extended; performs necessary and urgent repairs, repairs damage and removes failures on MNMF units directly in the theatre of operation. B. Pac, A. Gawlik, D. Rębiś, \textit{PDNO-07-A102, Logistyka sił morskich...}, op.cit., p. 17.


Do threats weaken the strengths of the installation?  Do your strengths allow you to seize the opportunities?

Do the odds add up to defined strengths?  Can the weaknesses block the exploitation of these opportunities?

Are the threats compounded by the weaknesses of the installation being tested?  Do the strengths overcome existing threats?

Do the odds allow to overcome the defined weaknesses?  Do the weaknesses exacerbate the impact of existing threats?


<table>
<thead>
<tr>
<th>Szanse</th>
<th>Mocne strony</th>
<th>Ważność</th>
<th>Liczba interakcji</th>
<th>Iloczyn wag i interakcji</th>
<th>Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>S1</td>
<td>Sn</td>
<td></td>
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<tr>
<td>O1</td>
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Waga
Liczba interakcji
Iloczyn wag i interakcji
Ranking
Suma interakcji
Suma iloczynów

Developed on the basis of: J. Bendkowski, M. Kramarz, applied logistics. Methods, techniques, analyses, Gliwice 2006.
Technology and logistics

![Image](image.png)

**Fig. 2. Matrix of normative strategies of action in the field of defense**


<table>
<thead>
<tr>
<th>TRADER/ORGANISATION</th>
<th>Closer and farther surroundings</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Threats</td>
</tr>
<tr>
<td><strong>Strengths</strong></td>
<td>Active development</td>
</tr>
<tr>
<td><strong>Weaknesses</strong></td>
<td>Selective development</td>
</tr>
</tbody>
</table>

– strategy of dynamic development of the organization/entity - using the synergy effect resulting from the relationship between the strengths of the organization/entity and opportunities generated by the environment;
– strategy of integrated development of the organization/entity - elimination of weaknesses and strengthening the strengths of the organization/entity through maximum use of their development opportunities;
– strategy of selective development of the organization/entity - minimizing the impact of development limitations within the organization/entity and threats from the environment.

**Summary of Test Results**

The results of the analyses are contained in Tables 4 and 5 (SWOT analysis) and 6 and 7 (TOWS analysis). The strengths of the port of Ustka, allowing to take advantage of the opportunities created by the external environment and to weaken the threats, include: land resources for the expansion and modernization of the port, direct exit to the high seas from the port of Ustka and the orderly ownership status of the land for expansion (owned by the State Treasury).

The following must be considered as weaknesses, negatively affecting the exploitation of opportunities and aggravating threats: lack of effective missile and air defense shielding, insufficient parameters of existing infrastructure and port superstructure, limited possibilities to base and operate own and allied ships, lack of installation to perform RSOM tasks for reinforcement forces.

The TOWS analysis allowed to indicate the basic chances to neutralize the threats, namely: location outside the immediate vicinity of the Kaliningrad Oblast, location conducive to the reception of reinforcement forces, shortest distance from the sea to the

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22 Ibidem, pp. 219-220.
The main threats neutralizing the strengths of the port of Ustka and strengthening its weaknesses include: limitation of the planned modernization works in the port to the fishing function, insufficient parameters of the planned port infrastructure, insufficient level of road and rail transport infrastructure, which determines the accessibility of the port from the land side. The possibility of increasing the threat from the Baltic Fleet in the event of the Nord Stream II investment is realized must also be taken into account.

Figure 3 shows the results of the calculation. They show that for the port in Ustka the preferred strategy is the strategy of dynamic development. It is characterized by the highest number of interactions and the highest weighted sum of interactions. This approach makes it possible to take advantage of the synergy effect resulting from the relationship between the port's strengths and the opportunities generated by its surroundings. The appropriate location of the installation, combined with its features defined as strengths, shows that it is one of the optimal locations to expand the naval force base system.

On the basis of the analyses, a set of recommendations for the development of the port of Ustka in the military aspect can be presented under the proposed strategy (Table 8).
Conclusions

To sum up, the integrated analysis of the seaport in Ustka in the defensive dimension allows to define the scope of tasks enabling the extension of the system of naval forces base and logistic protection of the multinational naval forces of NATO, as well as the allied strengthening forces. This means the possibility not only to satisfy the needs of the native armed forces (especially the maritime component) in the area of operation of Article 5 of the Washington Treaty and to conduct possible crisis operations but also to meet the requirements of civil planning in NATO countries. The implementation of the proposed solutions will also increase the possibilities of the discussed logistic installation in the economic dimension to the desired extent, complementary also with regard to defense tasks.

Table 8 Recommendations for the development of the seaport of Ustka in the defense dimension resulting from the integrated analysis

<table>
<thead>
<tr>
<th>ORIENTATIONS FOR ACTION</th>
<th>ACTIVITIES IN THE INSTALLATION ENVIRONMENT</th>
<th>LOCAL ACTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>PROPER TARGETING AND INTENSIFICATION PAST ACTIVITIES</td>
<td>Decision to build a dry port in the area of the city of Słupsk in order to take over and develop the storage and distribution function of the seaport in Ustka</td>
<td>Preparing the infrastructure of the CSMW and Wicko-Maritime CPSP to perform part of the RSOM tasks in the event of crisis and armed conflict</td>
</tr>
<tr>
<td>WAYS AND MEANS OF CARRYING OUT THE ACTIVITY</td>
<td>Placing the project in an investment plan in the forthcoming budgetary perspective of the European Union</td>
<td>Increasing the capacity of POL operations with the use of fixed or mobile installations</td>
</tr>
<tr>
<td>Commencement and rapid implementation of the modernization of the Gdańsk-Szczytno railway line (objective: increasing the intermodal transport potential)</td>
<td>Acquisition of funds from the European Regional Development Fund for investment implementation</td>
<td>Preparation of port infrastructure for carrying out FLS and FMR tasks</td>
</tr>
<tr>
<td>Extension of the functions of the seaport in Ustka as part of the planned modernization to include handling, transport and production functions</td>
<td>Review of the infrastructure of the Darłowo Air Base - definition and execution of the scope of modernization works enabling LBH, PMA and ITAL operation</td>
<td>Inclusion of the seaport in Ustka in the anti-missile and anti-aircraft protection system of the Redzikowo base</td>
</tr>
<tr>
<td>Extension of the area (aquarium and territory) intended for the expansion and modernization of the port - verification and updating of the existing concept</td>
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</tbody>
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| Financial involvement of the Ministry of Defense in the modernization and extension of the seaport in Ustka | Implementation of the planned modernization of the Ustka-Słupsk route (national road 21) - handling of cargo transport in integrated cargo units | Implementation of infrastructural investments in the port enabling the handling of ro-ro units or lo-lo units |
| Active foreign policy to block/delay the expansion of the Nord Stream II installation | Modernization of railway line No 405 on the section from Ustka to Słupsk | Increasing the technical depth of the new adventure and new pools to a technical depth of 12-13 m |
| Conducting an appropriate promotional campaign in the region and in the whole country concerning the implementation of the investment in question | Obtaining additional funds from the NSIP (NATO Security Investment Program) for modernization of the port of Ustka and the air base in Darłowo | Construction of passenger-freight terminal railway (including intermodal transport) |
| Increasing the technical depth of the approach track to the port of Ustka to 12-13 m | Restoring and maintaining a technical depth of at least 6 m in the existing port facility and in the canals and basins of the inner port |

Author’s own elaboration

Activation of the port in Ustka in a broader dimension than provided for in the previous modernization concept may increase the port's capacity within the reloading and storage function (handling of cargo, especially in intermodal chains), transport (handling of means of sea and land transport), distribution (thanks to the potential dry port in Słupsk) and industrial (securing the construction and servicing of wind farms on the Słupsk Ławy). Therefore, the planned reconstruction/modernization of the port in Ustka should be adjusted to the maximum range of functions that the examined installation could perform due to its location.

This type of investment integrates the region politically and economically with the rest of the country (one should remember the deindustrialization that took place in the Western provinces after 1989, which did not have a positive impact on the degree of such integration). Moreover, it may be a premise for further development of the "third window" concept thanks to the modernization of the sea port in Kołobrzeg and the construction of a dry port in the Koszalin area.

The planned and ongoing modernization of land transport infrastructure deserves attention. The modernized roads S6 (between S3 and A1), S11 (running from Kołobrzeg to the south of the country) and national road 21 (Ustka-Miastko), as well as the modernized railway lines between Gdańsk and Szczecin together with railway line 405 (Ustka-Słupsk), connecting with combined and intermodal transport lines CE59 and CE65, will ensure the accessibility of the port from the land side in a satisfactory manner.

It is not without significance that the American Armed Forces base in Redzików is connected with the seaport in Ustka. This is particularly important in the context of the
possibility of successful hybrid operations, below the threshold of war and open conflict on the part of a potential enemy. All the more so if one takes into account the unsatisfactory location of the Tri-City ports and the sea base in Gdynia in relation to the military installations of the Kaliningrad region and the significant distance of the sea ports in Szczecin and Świnoujście from Redzików. However, the current assumptions of reconstruction/modernization of the port of Ustka in terms of the fishing and tourist (sailing) function do not guarantee the use of the indicated possibilities. Therefore, from the point of view of state defense and the essence of civil planning in NATO it would be advisable to verify them.

The implementation of the investments discussed and suggested would be an important complement to the infrastructure system of land and maritime supply chains on the coast in both defense and economic terms.

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