

file NATO
Summit

Presentation to:
THE WHITE HOUSE STEERING COMMITTEE
ON THE NATO SUMMIT

Communications Projects and Programs

In-Progress Review for November 3, 1998

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BACKGROUND

The NATO 50th Anniversary Summit in Washington, DC is a once-in-a-lifetime opportunity to commemorate, celebrate, and communicate a new vision for the most successful alliance in history.

For Cold War veterans and their families, and those who participated in the formation of NATO and its subsequent successes, the Summit is an occasion to rejoice in the alliance's achievements. For those who may be too young to fully appreciate the magnitude of those achievements, it provides an opening that can be used to educate and inspire. For all Americans, the Summit offers a focal point for renewed national pride and hope.

The central message of the Summit is that half a century after NATO's formation, our transatlantic bonds — of history, heritage, culture, commerce, shared security interest, and shared values — remain strong. The alliance of yesterday enabled us to guard our borders against military invasion and to win the Cold War. The alliance of tomorrow will enable us to use that peace to create conditions in which prosperity can flourish. We stand at an important moment in history — at the threshold of a new NATO, redefined for the 21st century. Through a strengthened, expanded partnership, Europe and the United States will be able to surmount the security threats and benefit from the commercial opportunities of the next century.

It is important to note that the Washington Summit is actually two summits running consecutively — the first a NATO member summit with 19 leaders, and the second, with 44, to include NATO members and the Partnership for Peace countries.

From a communications standpoint, the challenge is to make this message resonate with a variety of audiences — to make it real. For those who lived through the Cold War, the Summit must be made to represent not just a nostalgic trip back, but a time to look ahead toward fulfilling that original commitment. For those who may have not have a sense of how the NATO alliance has changed our world, the Summit can be both a history lesson and a stimulus that helps young Americans understand the possibilities of the future and the important role that they can play in it.

As the President has said, "This is one of those rare moments when we have within our grasp the opportunity to actually shape the future."

GOALS AND OBJECTIVES

The overall goal of the Communications Operations of the Task Force is to glean from a broad set of outreach programs targeting an array of constituencies those activities that offer the best opportunities to reach the general public. One important measure of these activities will be the extent to which they will help amplify or project the successes of NATO, by connecting the Summit in Washington, and the valuable contribution of the Alliance and its partners over the last 50 years, to the everyday lives of Americans and Europeans.

Focus on the Future Focus on the Future

There also seems to be a general consensus among those involved in the Summit that the events and activities need to be forward looking. While there is an obvious historical message inherent in the celebration of NATO's 50th anniversary, it's important to recognize that the focus of many of these events should be on the next generation of leadership and the significance of NATO to the future. To this end, many of the communications programs will be designed to position NATO for the next century, in keeping with the NATO's broad themes of new goals, new missions, and new members — in other words, to convey the message that NATO, which has played such an important security role in America's past, is still on the job in new ways safeguarding its future.

COMMUNICATIONS WORKING GROUP

The NATO Summit Task Force has created an interagency communications and outreach working group comprised of representatives from the following agencies: National Security Council, State Department, USIA, Office of the Secretary of Defense, and Joint Chiefs of Staff. This working group will implement a set of programs designed to amplify key themes and messages during the six months leading up to the Summit. Each agency will undertake a set of public outreach activities to raise the visibility of the NATO Summit.

PROGRAM HIGHLIGHTS

Some of the highlights of the Task Force outreach work include:

Logo Design

The logo for the NATO summit, while conveying the organization's 50th anniversary, has a new and modern look, making it literally forward-leaning, yet classic. The logo is also designed for use with a variety of images, including the White House, the Mellon Auditorium, and other Washington symbols as events and backdrops develop. It is also versatile enough to be used in a variety of sizes and venues, including as a lapel pin, as a large-format display on the side of a building, or at the center of a huge conference table at the NATO Summit plenary session.

Connecting the Visual and the Verbal

The Communications Operation of the Task Force plans to collect and manage visual images and audio segments that will help bring to life for the American public the history and promise of NATO. The goal would be to research and collect these video and audio segments and make them available to organizations, news outlets, academic institutions wishing to use them for their own NATO commemorative and educational activities. To the degree that we can make as many enduring images of NATO easily available to as many groups, organizations and media outlets as possible, the better we will be able to communicate and manage our message to the American public.

The Task Force would be able to use these communications material for its own publications and event visuals. For example, some of the images collected could become the video complement to speaking tours and appearances by former NATO ambassadors, certain Administration officials and scholars. For outside users, the video and audio collection would be a "one-stop shop" for materials needed for a variety of projects and activities — for example, web sites, CD-ROMs on NATO history, etc.

Commemorative Programming

The Task Force is working to encourage and support a major television documentary that would combine dramatic Cold War footage of NATO with compelling contemporary photography of NATO peacekeeping troops. Discovery Network is considering a Task Force-generated proposal to create such a documentary. The documentary could be heavily promoted and featured as part of the Task Force's outreach, including, but not limited to, a high-profile, pre-summit screening to which senior military personnel, White House staff, Members of Congress, and foreign embassy officials would be invited.

Discovery's participation could extend beyond a possible documentary or other programming to participation in various parts of the Task Force's larger agenda as a member of the Host Committee. Other logical places where this concept could be pitched might include the History Channel and Turner Broadcasting.

NATO Television

NATO TV will provide 14-16 hours of "living history" to millions of people all over North America to enable them to take pride in and feel part of this historic occasion. The core material will be the public events — ceremonies, press conferences, and meetings — of the Summit. The rest of the programming will be by, for, and about NATO and its members, including profiles of NATO countries.

NATO TV would be carried in the conference environs via the CCTV. It would be carried outside the area via the local District of Columbia cable distributor, via a local channel. Most important, it would be put up on the appropriate satellites for others to take down, both in the United States and overseas. Structured correctly, NATO TV should attract corporate support to help fund an experienced producer, technical crew, and a top quality product.

NATO “Moments”

Task Force will manage the creation of a series of six to ten NATO PSAs and/or NATO “Minutes” similar to the “Presidential Minutes” broadcast on CBS. These would be highly produced, and comprised of a distinctive opening graphic, historical and/or contemporary footage. Each would convey the message that we are celebrating 50 years of the most successful alliance in history. These “minutes” would be little stories in themselves, and would be of interest to a general audience. They would also provide a small glimpse of history as well highlight the upcoming Summit. These segments could be sent out, perhaps with a split audio track that would allow the networks to replace the audio with their own anchor or TV personality, or allow the overlay of a foreign language narrative.

Another approach would be to create a 50th anniversary PSAs that featured a rapid montage of images, underscored by fast-paced music, that tells NATO’s history in under a minute. The goal will be to take people on a visual journey from 1949 to 1999 that shows the evolution of the Alliance, including its successes and defining moments. These rapid-fire images could be slowed down at various points to emphasize the human side of NATO — for example, a member of a NATO peacekeeping force interacting with children. They could conclude with a future-oriented tag that talks about an Alliance ready for the next century. This tag should convey the message that NATO is an important part of the viewer’s past and future, their daily lives and personal history, and the peace and security that all Americans enjoy.

“America Welcomes the Leaders of NATO”

The idea is to find a way for America, state-by-state, to engage in a collective “thank you” to NATO, sharing the celebration with all those who gather in Washington for the Summit.

The technology exists whereby memorabilia, hand paintings, and other images can be photographed and scanned and combined to create a work of art that can serve literally as a “welcoming” carpet. The Task Force will work through an organization like National Guard “State-to-Nation Program or Sister Cities or other community groups to encourage the creation of such a welcome mat that could then be rolled out to greet each of the 44 leaders when they arrive here for the NATO summit. The carpet’s creation, in which school children and others could take part, would also generate media attention at the local level that would build in the months and weeks leading up to the Summit, reaching its peak in April when the carpet is brought to Washington. This local touch also provides an opportunity to involve Members of Congress in the activities leading up to the Summit, as they work with their districts and states to prepare for the celebration.

Young Leaders Visitors Program

The International Visitors Program for Young Leaders will bring together two groups of 22 people from each of the 44 EPAC countries in Washington, D.C. during the week of April 19. The groups will split in two and travel to U.S. cities before reconvening in New York City. Both groups’ programs will begin in D.C. where they will meet with members of the Administration and Congress and participate in Summit commemorative events. The program will underscore the importance of successor generations in securing the future of NATO and the Euro-Atlantic partnership.

Website

USIA and NATO are designing separate but integrated websites for the NATO 50th Anniversary Summit, with prominent links to each other and little duplication of posted material. NATO's focus will be on official NATO documents that emerge from the Summit. The USIA site will serve as a platform to showcase U.S. contributions to the Summit — speeches, briefings, and statements by the President and other principals and their spokespersons. Unofficial items — for example, activities of the Host Committee — will also be featured. The USIA Summit website will serve both domestic and international audiences.

Photo Essay

USIA is creating, in pamphlet form, a photo essay commemorating 50 years of NATO successes and looking toward the future.

Veterans' Commemorative Communities Events

Veterans organizations are being approached to use their "Commemorative Communities" to structure events within those communities to honor individuals who served in Europe during the Cold War.

NATO Postage Stamp

The Task Force is working with the U.S. Postal Service to coordinate the release of a NATO commemorative postage stamp as part of the outreach and visibility activities prior to the NATO Summit.

MEDIA RELATIONS ACTIVITIES

The Communications Operation of the Task Force will undertake in cooperation with the NSC, the Department of State's Office of Public Affairs, and the White House Office of Communications, a series of projects and programs directed at the national and international media. Activities include:

Message Audit — Conduct a message audit to glean Summit-specific messages from overall NATO 50th Anniversary messages. The audit should determine the story that we would like to see written and the paramount message of the Summit.

NATO Speech References — Create a list of Administration officials who would begin to reference the NATO Summit in their speeches and at other appropriate public appearances, as well as a schedule for those speeches.

Outreach to Editorial Writers — Prepare a list of senior Administration officials who would spearhead outreach to editorial and opinion writers. This would include the development of NATO-specific schedules for the National Security Advisor, the Secretary of Defense, the Secretary of State, and others.

"Scene Setters" — Plan and schedule foreign policy "scene setters" to be held with key foreign policy writers from major news organizations.

Human Interest Stories — Create a set of human interest vignettes that complement our outreach efforts for the top 100 media markets and target feature publications such as *Parade*.

Network Television News Features — Provide historical documentation, background information and, where appropriate, sources for archival still images and footage to support feature pieces by the network news organizations.

Magazine Retrospectives/Special Issues — Create a strategy to pitch a retrospective story on "NATO at 50," to major news magazines, including *Time*, *Newsweek*, *US News*, *Life Magazine*, and others.

New Members' Perspective — Create a story line that contrasts the popular perception of NATO with today's reality, told from the point of view of the three newest members of the alliance. Why was joining NATO important to them, and what does their membership mean?

Lifestyle Magazine Photo Feature — Approach *Vanity Fair* or other lifestyle magazines for a photo shoot of the new members of the alliance. This Annie Liebowitz style approach would capture the "New Faces of NATO" juxtaposed against props representing dusty relics of the Cold War.

**MELLON 50TH ANNIVERSARY COMMEMORATIVE EVENT:
“Peace, Prosperity, Democracy: Safeguarding Our Future**

(Initial Concept)

The 50th anniversary commemorative event, which serves as a kick-off to the NATO Washington Summit, is an important milestone in NATO’s history and continuing presence in the lives of all Americans. The signing ceremony, ceremonial review and celebration will highlight American leadership in ensuring stability and continuity in transatlantic relations while offering the opportunity for the President to articulate a new promise for the NATO of the next century.

It’s important to note that this will be one of the few opportunities to communicate to a general public, through a televised event, the message about NATO’s achievements and goals for the future. In addition, the commemorative event and the White House gala are events that do not have a predetermined agenda. In that sense, these events can be created to convey to the general public a strong and lasting image and impression of NATO and its ongoing benefit to generations of Americans.

As in other activities and programs surrounding the 50th anniversary celebration, the particular challenge of the commemorative event will be to tell the NATO story to a younger, perhaps more detached or skeptical audience. This is another reason why it needs to be a “made for television” production.

The event should be the culmination of a number of specific public outreach activities, including those to veterans’ groups, young leaders, and key members of ethnic communities. Because the 1949 signing took place on April 4 and the Summit isn’t until April 24, the event will be the logical conclusion to a month of such activities, which the President might declare “NATO Month.”

In this regard, the commemorative event will allow us to touch on three complementary themes that have brought us to this point. Each of the following themes would be introduced by a 2-minute video piece that would help frame them:

- **“Promises Kept”**— a tribute to veterans and others who have contributed to a united and secure Europe.
- **“NATO for a New Era”**— Demonstrating the durability and adaptability of the alliance in the post-Cold War world, and connecting to young Americans, who are the beneficiaries of the economic and cultural opportunities made possible by this historic alliance.
- **“New Faces of NATO”**— A celebratory introduction of the three new member countries as well as an acknowledgment of the successful Partnership for Peace program that has expanded cooperation to new partners to promote stability and security in Europe.

The commemorative event will consist of two parts, one inside and one outside the Mellon Auditorium. Although these two sections will be comprised of distinct sets of ceremonial activities, they should be structured to be accessible to broad audience — those in the auditorium, a public crowd outside the auditorium, and a worldwide viewership via satellite.

Part 1: Inside the Auditorium

The first part of the event would occur inside the auditorium, the location of the original NATO signing in 1949. There we have an opportunity to make a connection between the events of today and the original signing. One approach would be to use high-quality video presentation screens on which we could run archival footage of President Truman's remarks at the original signing. Truman's speech referenced the importance of the NATO alliance for the future, President Clinton could work off that theme in his remarks, possibly even finishing an appropriate phrase from Truman's speech as the lights come up and the archival film fades.

Other programmatic aspects would include: the ceremonial joining of the three new member country flags with those of the existing members already arrayed on stage; the signing of a vision statement; and appropriate remarks from the Secretary General, the President, heads of the new member countries and other leaders as determined by protocol.

Part 2: Outside the Auditorium

The outside portion of the event will take place on Constitution Avenue between 12th and 14th Streets, in front of the Mellon Auditorium, following the signing ceremony. It would feature an assemblage of the 19 leaders of NATO countries and might include a review of NATO color guards. The 19 leaders would each be introduced, to the outside audience accompanied by a musical and visual complement. Because many of the heads of state and government are not well known to a domestic audience, I would propose that their introduction be accompanied by country-specific multi-media graphic depicting the country's geographic location and special characteristics displayed on large screen televisions.

The introduction of the 19 leaders might take the form of a brief procession, in which each leader would accompany their respective color guards for a short walk and then proceed to the stage. A brief program would follow, including possible remarks from the President, as host. The event would end with a dramatic visual, such as a sequential unfurling of large flags of each of the allied members and a military fly-by. This would be accompanied by a band or orchestra playing an original musical score commissioned for the occasion by a well-known American composer.

Because this outdoor ceremony is the only public event of the Summit — and an opportunity for the President and NATO leaders to relay their message to a broad cross-section of the public — we will want to share it with as many people as possible. In addition, key representatives of the various constituencies that we have reached out to over the last six months would be present in the audience and acknowledged.

Technical Aspects

An important feature of this two-part event would be the ability to connect the inside and outside audiences. This would be possible through the use of video screens and "jumbotrons," which would allow the approximately 800 to 1,000 people inside Mellon Auditorium to view parts of the arrival ceremony, while a significantly larger crowd outside could share in the commemorative activities as they occur inside the auditorium. The presence of these screens also would make possible visual presentations from other parts of the country and around the world via satellite, potentially as part of a pre-program focusing on the interconnectivity of the NATO countries of Europe and the United States.

The use of satellite technology would be particularly effective as we celebrate the inclusion of the three new member countries into the Alliance, by allowing us to make key individuals, celebrations and other events from those countries part of the Washington activities via satellite. This same technique could be used to reach to NATO air, sea and ground forces in many parts of the world.

ISSUES:

- Logic of speaking program; inside -vs- outside
- Possible disconnect between ceremonial focus and a need to reach broader audience.
- Are other events or a different structure needed to accomplish the broader communications goal?
- Logistics remain a challenge for a Thursday set up and Friday event.

**WASHINGTON SUMMIT MEETINGS
OF THE
NORTH ATLANTIC COUNCIL
AND THE
EURO-ATLANTIC PARTNERSHIP COUNCIL
APRIL 23-25, 1999**

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The Clinton Administration's Approach to the New NATO

Speech for Conference on "NATO's Role in Shaping European Security" by Donald K. Bandler, Special Assistant to the President and Senior Director for European Affairs, National Security Council, Brussels, September 17, 1998

As you all know, we in Washington will have the honor of hosting next spring NATO's historic 50th anniversary summit. And I'm pleased to tell you that the plans on the logistical side are shaping up nicely, as we hope they also will on the substantive side. Much of the summit will take place at the very site of the original 1949 signing of the North Atlantic Treaty, the Mellon Auditorium, a place of rare beauty and historical significance. It is in this spot of shared history that we will take steps to promote our common future.

NATO's forthcoming anniversary, of course, is not just an opportunity to celebrate the Alliance's past achievements--as considerable as those are--nor just to welcome three new allies among our ranks--as important as that is. The 50th anniversary is also an opportunity to ask ourselves how to preserve and strengthen this unique alliance.

The challenge we face today may not be as obviously daunting as the one met so brilliantly by those who were "present at the creation" fifty years ago, but we should not underestimate it. We, like them, are living in a new world. We owe it to ourselves and our generation to do everything possible to establish a zone of peace and prosperity for another fifty years--this time for Europe as a whole. To coin a phrase, we should try to make sure that NATO's first successful half-century "shall not be its last."

Let me give you a sense of our thinking in Washington on how the NATO agenda can best be pursued over the coming months. But as I do that I want to stress that we are fully conscious that NATO is only one part of a larger picture. Our agenda for the transatlantic partnership is a broad one--enhancing prosperity, spreading democracy, and ensuring security all across Europe and North America.

1999 offers a great opportunity to advance common interests in all these areas. Our leaders will come together not only at the NATO and EAPC summits, but also at two US-EU summits. Our

relationship with the European Union is central to the promotion of our common goals of security, prosperity and democracy. At a time of increasing global economic uncertainty, we can take some comfort in the fact that the U.S. and European economies are fundamentally healthy. We hope and expect that next year's launch of the Euro, a project whose success we wholeheartedly desire, will further contribute to our common economic strength. But the financial instability in other parts of the world--and the suddenness with which it struck--are good reminders that there can be no place for complacency or insularity. We should use the forthcoming U.S.-EU summits to start and finish negotiations on the Transatlantic Economic Partnership launched in London last May. A more open, dynamic transatlantic marketplace will continue to create jobs and benefit consumers on both sides of the Atlantic and beyond.

The year 1999 will also see a summit of the OSCE, an organization whose broad membership and historical role in helping to transform Europe give it particular moral authority and political legitimacy. The OSCE has already played an invaluable role in supervising elections, monitoring arms reductions, assessing human rights conditions and mediating conflicts. We need to build on these successes. Encouraging OSCE involvement in those areas where democracy's roots are still fragile--such as in the Balkans, Central Asia and the Caucasus--is particularly important. The promotion of democracy in these regions would not only put in place the most fair, free and stable way of organizing a political system, but it would also make a critical contribution to regional security. All across Europe, the only places where peace is threatened are those where liberal democracies are not firmly established.

Finding ways to deal with the growing list of transnational threats common to Europe and North America--and indeed to help forge solutions to global problems--is another element of our ambitious new transatlantic agenda. We should promote broader environmental cooperation with Europe and consider establishing a Transatlantic Environmental Dialogue focused on achieving shared goals. Another important transnational challenge comes from those criminal activities that make a mockery of our borders--trafficking in illicit weapons, drugs and human lives. North Americans and Europeans, including Russians, must work actively and urgently to create a truly global partnership to fight international crime.

We thus look forward to working with our European partners on a whole range of issues throughout the coming year, and I would

welcome discussing these matters with you in the question and answer period.

But let us focus on NATO and its continued adaptation. Thanks not least to the outstanding efforts of a number of people in this room, NATO has already gone a long way toward getting ready for a new era. Since 1991, we have streamlined and made more flexible NATO's command structure; given Europeans more responsibility within the Alliance; undertaken new missions; created the Partnership for Peace and the EAPC; redefined and institutionalized NATO's relations with Russia and Ukraine; and decided on an initial enlargement of NATO membership, one which we have repeatedly said we want to be followed by others.

We now enter a period during which we will be discussing--among allies and with the broader strategic community--how to continue this adaptation. If next year's Washington summit issues a declaration on NATO's rationale and purpose for the 21st Century, as we believe is desirable, what should be at the heart of that message? Should the new NATO reiterate the mission of territorial defense--the core commitment of the old NATO embodied in article 5? Or should it emphasize a wider rationale, namely the protection against threats to our common interests, whatever their nature and from wherever they emerge?

The answer to this question, I suggest, is both. As President Clinton said in Berlin last May, "Tomorrow's NATO must continue to defend enlarged borders and defend against threats to our security from beyond them--the spread of weapons of mass destruction, ethnic violence, and regional conflict." This was not an either/or statement. That is not the way we think about the issue. We can, and must, do both at the same time.

How can NATO continue to adapt in the direction of a more flexible alliance while preserving its original core function? How can we continue down the path of gradual evolution toward a more flexible organizational structure and set of missions begun in the early 1990s?

First, as we revise our strategic concept, we should do so in a way that reflects the changes in the threat environment since 1991. The new strategic concept should give our military planners the guidance they need to address the full spectrum of military contingencies NATO forces are likely to face in the future. It should both reaffirm the Alliance's commitment to collective defense and emphasize the need for a more flexible Alliance capable of defending against threats to Allies' common

interests. The proliferation of weapons of mass destruction and their means of delivery, ethnic conflicts that directly affect Western interests, and terrorism against U.S. and European targets are all threats that must be of great concern to us all. The new strategic concept should bring more attention to these new security threats, stress the need to develop more flexible and interoperable defense capabilities, and underline the importance of cooperation with Russia and other Partners.

Second, we need to focus on ways of continuing to adapt our military forces--still the bedrock on which the Alliance is built--to the new challenges. With the development of Combined Joint Task Forces (CJTF's) and the important defense reforms underway in some key allied countries, we have already come a long way in the right direction. But we must move further. The summit should emphasize the need to match allied defense capabilities to new requirements. The allies should agree at the summit on a common concept of military operations, and take concrete steps to improve their defense capabilities. Enhancing allied defense capabilities, let me stress, is not about spending more on defense, buying American arms, or adopting U.S. technologies; it means ensuring that Allied militaries can work together as efficiently as possible--on the battlefield and in the development and procurement of our weapons systems. We should agree on ways to promote transatlantic teaming among our defense industries, which would enhance allied interoperability, realize economies of scale and contribute to industrial capabilities on both sides of the Atlantic.

We also need to take further steps to advance the development of the European Security and Defense Identity (ESDI), which we continue to see as a means of ensuring a stronger European partner. We need to make progress on the very useful initiatives taken in Berlin more than two years ago, but which have yet to be fully implemented.

Third, adapting NATO means continuing to strengthen our engagement with partners, and developing the political and military links between allies and partners. This should not be talk alone but involve concrete steps to increase military cooperation and interoperability through enhanced training. A Defense Consortium, Simulation network, and PFP centers can help to establish closer links between allied and partner multinational units.

Finally, but by no means least, NATO must continue to develop its means to assess and respond to threats that emerge from the

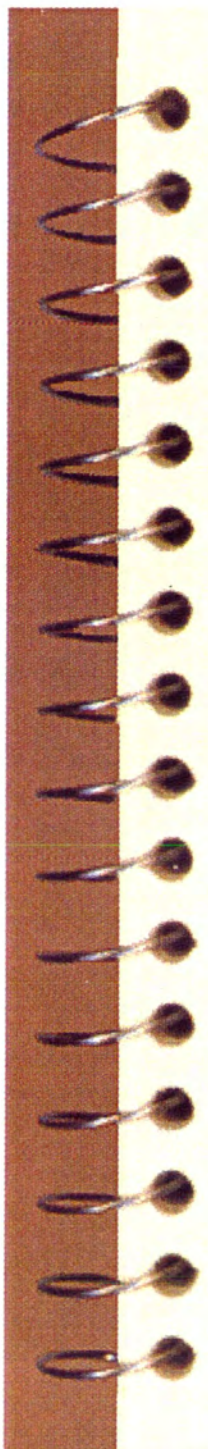
proliferation of WMD and the means to deliver it. Unfortunately, within ten years every southern European capital will be within range of ballistic missiles that could be launched from nearby regions. And by 2020 all of Europe could be as well. As became so tragically clear just over a month ago with the despicable bombings in Kenya and Tanzania, the will exists among some groups to attack what we represent. The prospect of these groups or states that support them with access to weapons of mass destruction and the means to deliver them is truly frightening. Raising public awareness about the growing WMD threat, and taking concrete steps to develop NATO's role in countering it, should be a centerpiece of the summit.

Adapting NATO to meet these challenges is not, as some critics both inside and outside the U.S. suggest, a grand scheme to create a global NATO that will gear itself up for military interventions all around the world. Nor will it in any way compromise the Alliance's original defense mission nor hinder the continued development of ESDI within NATO. Rather, it is a common sense approach that, in an era that is simultaneously witnessing declining defense budgets and rising new security challenges, leaves few alternatives. Secretary of State Madeleine Albright put it well at the North Atlantic Council Ministerial in Luxembourg last May: "If joint military action is ever needed to protect vital alliance interests...it would be foolish not to use the unified command that we have already built; it would be strange not to rely on the habits of cooperation that we have already developed after 50 years in this alliance."

Looking back at NATO's accomplishments over the past half-century, and at its adaptation over the past decade, we can be proud. Those who predicted that the end of the Cold War would mean the end of NATO were wrong. NATO has not only survived, but it remains central to Europe's security.

But if we can be proud we cannot be complacent. The achievements of the Atlantic Alliance were not an accident, and their continuation is not inevitable. During the 20th century the American people learned the hard way that America's interests are deeply intertwined with the security and prosperity of Europe, and that when we fail to make the investment required to protect those interests we always end up paying a higher price later. We can best honor the historic accomplishments of the transatlantic partnership of the last fifty years by challenging ourselves to set forth an equally ambitious vision of our partnership for the next fifty years--

and to use the period between now and the end of the century to define--together--a practical road map to achieve it. I have set out for you tonight some of our thoughts on this common program, and look forward to discussing them with you--and to hearing your ideas--tonight and over the months and years to come. Thank you very much.



NATO 50th Anniversary Summit

In Progress Review

Leaders' Schedule - Friday, April 23, 1999

North Atlantic Council Leader's Arrivals

Possible Bi-Lateral Meetings

Location: TBD

* 12:00 Noon *House?*

50th Anniversary Commemorative Event

Location: Mellon Auditorium

*- Arrival - Inside Signing - 1100
- Reception - Outside - Celebration
- The public*

7:00 PM

"At 19" Leaders/Spouses Only Dinner Hosted by POTUS/FLOTUS

Location: White House State Dining Room

7:00 PM Reception for Ministers/PermReps/Bi-Lat Ambassadors/Other Delegation Members

Location: State Department or National Gallery of Art

Note: Possible Ministerial Dinners to Follow

Location: TBD

Note: All Times Shown are Notional and are Subject to Adjustment.

Leaders' Schedule - Saturday, April 24, 1999

- 10:00 AM - Noon "At 19" Plenary Meeting
Location: Mellon Auditorium
- 12:15 PM "At 19" Class Photo
Location: Mellon Auditorium Steps
- 12:15 PM "At 19" Ministers' Lunch
Location: ICC Hearing Rooms
- 12:45 PM-2:30 PM "At 19" Leaders' Working Lunch ✓
Location: International Trade Center Pavilion
- 6:00 PM "At 44" Dinner and Gala ✓
Location: White House South Lawn

Note: All Times Shown are Notional and are Subject to Adjustment.

Leaders' Schedule - Sunday, April 25, 1999

- 10:30 AM - 12:00 PM "At 44" Plenary Meeting**
Location: Mellon Auditorium
- 12:15 PM "At 44" Leaders' Class Photo**
Location: Mellon Auditorium Steps
- 12:15 PM "At 44" Ministers' Lunch**
Location: ICC Hearing Rooms
- 12:45 PM - "At 44" Leaders' Working Lunch**
Location: International Trade Center Pavilion
- 3:15 PM - 4:00 PM Final Press Conference**
Location: International Trade Center Auditorium
- Delegations Begin to Depart Washington**

Note: All Times Shown are Notional and are Subject to Adjustment.

Spousal Program

Saturday, April 24, 1999

TBD

“At 19” Leaders’ Spouses’ Luncheon
Location: TBD

Sunday, April 25, 1999

TBD

“At 44” Leaders’ Spouses’ Brunch
Location: Blair House

✓

Memorandum of Understanding

The NATO IS/Summit Staff Memorandum of Understanding outlines the logistical, operational, and administrative support for NATO and the Summit.

Major areas of agreement include:

- Summit venues;
- Allocation of office space and equipment in the Summit Office Building;
- Security and credentials;
- Transportation;
- Telecommunications;
- Protocol;
- Support staff requirements.

Summit Time Line

11/98	Host Committee incorporated, 501 (C) (3) status established
11/09/98	Expanded, detailed list of in-kind requirements to Host Committee
11/12/98	Summit Staff/Inter-Agency meeting
11/15/98	Summit logo approved
11/15/98	Commemorative ceremony scenario approved
	Architect completes preliminary design of Mellon Auditorium
12/7&8/98	NATO Foreign Ministerial Meeting, Brussels
12/18/98	NATO Defense Ministerial meeting, Brussels
12/30/98	Let contracts for Summit Office Building make-ready
	Let contracts for Mellon make-ready

Summit Time Line (Continued)

01/11/99	Summit Staff consultations in NATO Brussels
01/15/99	Transportation plan completed
	Security plan completed
	Summit database applications operational
02/15/99	Requests for delegation credentials due
03/01/99	Requests for press credentials due
03/4&5/99	Delegations' advance visit to Washington, including Delegation Liaison Officers
04/14/99	Summit Office Building operational
04/15/98	NATO International Staff advance party arrives in Washington
04/19/99	International Media Center operational
04/23-24-25	NATO 50th Anniversary Summit