

NATO Summit 7 98

---

Give Mr. Tolder to me

---

1

December 9, 1998

MEMORANDUM FOR MICHAEL WALDMAN

FROM: JOSH GOTTHEIMER   
SUBJECT: NATO SUMMIT COMMUNICATIONS MEETING  
ATTACHED: DRAFT COMMUNICATION PLAN AND MEETING AGENDA

## GENERAL INFORMATION

*Date:* December 8, 1998  
*Location:* Situation Room  
*Chair:* Maria Echaveste  
*Participants:* Ann Lewis, Tom Gorman, General Kerrick, Tony Blinkin, Nicole Elkon, Richard Soccarides (Maria's point person on this project), Communication/NATO Representatives from State and USIA

## TOPICS OF DISCUSSION

### I. Message Overview

The first part of the meeting involved a discussion of message objectives. As you can see from the attached memo ("Draft Communications Plan"), there are three target audiences: 1) general public; 2) US Congress; 3) foreign policy elite. While the broad themes will remain constant, the message will need to be tailored/refocused for each target audience. The conversation focused more on the broad themes.

#### *Broad themes:*

- 1) importance of international leadership -- make the world safe for democracy and peace;
- 2) victory/triumph of freedom, peace, democracy -- talk about the historical origins/role of NATO;
- 3) continued relevance -- new challenges for American leadership and for NATO in the next 50 years.
- 4) note -- Ann played a large role in this part of the discussion. There was a broad consensus that the Administration shouldn't focus heavily on economic growth/international economy (American jobs going overseas)

#### *Concerns:*

- 1) we must not alienate new/potential NATO members (and Russia) by basking too heavily in our victories (cold war);
- 2) should we focus first and foremost a) on NATO or b) on American international leadership?

3) USTA indicated the importance of communicating our message to foreign audience (a) how we've kept the threat of war at bay; b) NATO will assist all democratic nations, not just its members);

4) Maria and Ann believe we should focus primarily on the domestic hook

## II: Heartland Tour

*Goal:* to communicate the importance of this summit beyond the beltway;

*Proposal:* invite 44 member-country presidents to cities around the nation (i.e. Polish president to Chicago) to conduct pre-celebration speeches/festivities

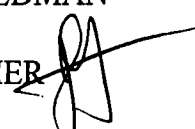
*Action:* there was a general consensus to go ahead with this plan

## III. Ramp-up Activities/ Commemorative Events

*Status:* Discussion/plans will be drawn up in an outreach committee and communicated to the larger body in the next week or so. Maria will be sending the POTUS a 2-page memo on the plans/themes by 18 December.

December 9, 1998

MEMORANDUM FOR MICHAEL WALDMAN

FROM: JOSH GOTTHEIMER   
SUBJECT: NATO SUMMIT COMMUNICATIONS MEETING  
ATTACHED: DRAFT COMMUNICATION PLAN AND MEETING AGENDA

**GENERAL INFORMATION**

*Date:* December 8, 1998  
*Location:* Situation Room  
*Chair:* Maria Echaveste  
*Participants:* Ann Lewis, Tom Gorman, General Kerrick, Tony Blinkin, Nicole Elkon, Richard Soccarides (Maria's point person on this project), Communication/NATO Representatives from State and USIA

**TOPICS OF DISCUSSION**

I. Message Overview

The first part of the meeting involved a discussion of message objectives. As you can see from the attached memo ("Draft Communications Plan"), there are three target audiences:

1) general public; 2) US Congress; 3) foreign policy elite. While the broad themes will remain constant, the message will need to be tailored/refocused for each target audience. The conversation focused more on the broad themes.

*Broad themes:*

- 1) importance of international leadership -- make the world safe for democracy and peace;
- 2) victory/triumph of freedom, peace, democracy -- talk about the historical origins/role of NATO;
- 3) continued relevance -- new challenges for American leadership and for NATO in the next 50 years.
- 4) note -- Ann played a large role in this part of the discussion. There was a broad consensus that the Administration shouldn't focus heavily on economic growth/international economy (American jobs going overseas)

*Concerns:*

- 1) we must not alienate new/potential NATO members (and Russia) by basking too heavily in our victories (cold war);
- 2) should we focus first and foremost a) on NATO or b) on American international leadership?

- 3) USTA indicated the importance of communicating our message to foreign audience (a) how we've kept the threat of war at bay; b) NATO will assist all democratic nations, not just its members);
- 4) Maria and Ann believe we should focus primarily on the domestic hook

## II: Heartland Tour

*Goal:* to communicate the importance of this summit beyond the beltway;

*Proposal:* invite 44 member-country presidents to cities around the nation (i.e. Polish president to Chicago) to conduct pre-celebration speeches/festivities

*Action:* there was a general consensus to go ahead with this plan

## III. Ramp-up Activities/ Commemorative Events

*Status:* Discussion/plans will be drawn up in an outreach committee and communicated to the larger body in the next week or so. Maria will be sending the POTUS a 2-page memo on the plans/themes by 18 December.

NATO 50<sup>th</sup> ANNIVERSARY SUMMIT  
Communications Meeting  
December 8, 1998

Agenda

I. Message Overview

- Over-arching Summit Themes
- Target Audiences (Policy Elite, Congress, Public)
- Tailored Messages

II. NATO Heads of State "Heartland Tour"

III. Additional Ramp-Up Activities

- NATO Television
- NATO "Moments"
- Commemorative Programming
- Welcome Carpet
- Commemorative Photo Essay
- International Visitors Program for Young Leaders
- NATO Summit Website
- Veterans' Commemorative Communities Events
- NATO Postage Stamp
- National Essay Contest/Educational Programs
- Other Activities

IV. Congressional, Ethnic Outreach

V. Commemorative Event Update

# NATO Summit Commemorative Event

## Notional Building Blocks

### I. Arrival

Motorcades to ITC (12th St); leaders group and hold within.

Leaders' announced individually at Melon entry (Constitution) with tailored video images, proceed up steps, into building and to interior stage.

### II. Indoor Ceremony

**Opening:** Viewing of historical video montage.

**Accession:** Ceremonial welcome of 3 new members:

Remarks by POTUS, SYG Solana;

Joining of 19 flags;

Remarks by new members, allies.

**Adoption:** Signing/acceptance of Washington Declaration on NATO in 21<sup>st</sup> Century.

**Transition:** Leaders proceed as group to Constitution stage.

(Issues: whether to sign or simply adopt Declaration.)

### III. Outdoor Ceremony

**Mood/Themes:** Celebratory, future-oriented.

**Presentation:**

Leaders view address from 3 new members capitals via satellite link-up/jumbo video screens.

POTUS, Solana remarks to capitals/assembled crowd.

**Parade:** NATO Honor Guard, Fly-by

(Issues: -- rain scenario)

### IV. Departures

Leaders depart Constitution stage as group; proceed to ITC.

Individual motorcade departures from ITC/12<sup>th</sup> St.

~~DATE~~ Tues Dec 8 1:30 P

NATO 50<sup>TH</sup> ANNIVERSARY SUMMIT  
WASHINGTON, D.C.

DRAFT COMMUNICATIONS PLAN

DRAFT

## EXECUTIVE SUMMARY

### INTRODUCTION

NATO's 50<sup>th</sup> Anniversary Summit in Washington, D.C., is a significant and historic milestone in the Administration's foreign policy accomplishments, highlighting 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.

The central message of the Summit is that 50 years after formation of the alliance, our transatlantic bonds — our shared history, heritage, culture, commerce, security, and values — remain strong and continue to grow. The alliance of yesterday enabled us to peacefully win the Cold War. The alliance of tomorrow will enable us to keep that peace and allow prosperity to flourish. We stand at an important moment in history — at the threshold of a new NATO, redefined for the 21<sup>st</sup> century. Through a strengthened, expanded partnership, Europe and the United States will overcome security threats and benefit from the commercial opportunities of the new millennium.

From a communications standpoint, the challenge is to connect NATO and the Washington Summit to the everyday lives of Americans. 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 the original commitment to peace. For those who may 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.

### THEMES

As a ramp up to the Summit, an interagency working group is implementing a set of communications programs that will provide context for this historic anniversary, amplify the successes of the NATO alliance, and position the leadership and vision of the President at the fore of the Summit. These programs are built around four complementary themes:

- ***Safeguarding Freedom's Future*** — This broad theme reminds Americans of the leadership role the United States continues to play in forging alliances to defend and promote peace, prosperity, and democracy. The Summit is the opportunity to give the Administration credit for creating the climate and brokering the changes that have set the tone for the transatlantic alliance of the next 50 years.
- ***Promises Kept*** — This day has been made possible by many acts of courage — by those who ended the Cold War, toppled the Berlin Wall, and brought freedom to the three nations who are joining the alliance. This anniversary is their time of satisfaction and triumph, knowing the new NATO will be built on the fruits of their labor. The Summit connects the efforts of those individuals with the opportunities that their sacrifices will create for future generations: a peaceful, united Europe, a more secure United States.

- ***NATO for a New Era*** – The President has described the future significance of NATO enlargement as a world in which our children will be “much less likely to cross the Atlantic to fight and die in a war and much more likely to find partners in security, cultural and commercial and educational endeavors.” The Summit is an opportunity to demonstrate to young Americans that NATO is much more than just an acronym associated with the Cold War and communism – it is a principal institution uniting Europe and the United States in our common interests. The new NATO will offer them a stronger, more confident Europe, more open to American investments and values – with economic and cultural opportunities only dreamed of by previous generations.
- ***New Faces of NATO*** – The NATO of the 21<sup>st</sup> century will be invigorated by the new blood of its three new members – Hungary, Poland, and the Czech Republic – where there is true excitement and enthusiasm for participation in the alliance. These countries bring with them seven years of solid records as stable democracies, and their people are eager to embrace the Atlantic community. They also represent growing markets for American goods and services. But for many Americans, they are an unknown quantity. Who are these countries and how will they contribute to NATO’s new vision? Putting a human face on our new Atlantic partners will be an important part of explaining the values and promise that NATO represents for our future.

## AUDIENCES

The working group will tailor messages and programs to communicate these themes with increasing levels of detail and sophistication to three key audiences: the general public (including the mass media, veterans, youth, and ethnic groups), the U.S. Congress (members and their staff), and the foreign policy elite (academics, the think tank community, and the foreign policy press).

Following are examples of tailored messages and the most relevant events and programs for each audience.

### 1. GENERAL PUBLIC (including the mass media, veterans, youth, and ethnic groups)

#### A. Tailored messages

- Stress America’s continued leadership role in forging alliances to preserve freedom
- Explain the continued importance of NATO in the post Cold War era
- Celebrate the peace, pay tribute to the veterans of the Cold War
- Welcome NATO’s newest members

#### B. Events/Programs

- A Worldwide Celebration – a public commemorative event at the Summit including satellite links to celebrations in new member nations.
- A “Heartland Tour” bringing many NATO and EAPC leaders to communities across the U.S. for appearances hosted jointly by consulates, embassies, and appropriate private sector organizations
- A “welcoming” carpet produced by communities across the United States
- NATO TV – a highly produced, live broadcast feed of Summit public events and pre-produced feature programming available for cable and satellite distribution

Nonu –  
keep  
message  
1) international  
engagement  
– not just talk  
NATO

- A commemorative television documentary commissioned to combine dramatic Cold War footage of NATO with compelling contemporary photography of NATO peacekeeping troops
- NATO Moments – a series of commemorative television spots and public service announcements celebrating NATO's history
- A digital photo and video b-roll archive
- An International Visitors Program for Young Leaders from each of the 44 Euro-Atlantic Partnership Countries
- Internet web pages dedicated to NATO's 50<sup>th</sup> Anniversary
- Outreach to student groups through essay and debate contests and the educational programs of organizations such as the Close Up Foundation and Presidential Classroom
- A NATO Anniversary postage stamp
- A commemorative photo essay brochure
- Community events across America to salute Cold War veterans and celebrate ethnic ties

## **2. THE U.S. CONGRESS**

### **A. Tailored messages**

- Emphasize the centrality of NATO's collective defense mission, sustaining military capabilities while pursuing new missions in defense of common interests
- Confirm the equitable sharing of burdens and costs among all allies
- Stress the benefits of continued enlargement to strengthen the alliance and broaden NATO's zone of stability
- Explain how partnership with Russia will drive integration and deepen cooperation despite our differences

### **B. Events/Programs**

- Staff briefings and member consultations (focus on priority members and those with family ties to NATO and EAPC countries or districts with ethnic concentrations)
- Reactivation of the Senate NATO Observer Group (SNOG)
- Congressional involvement in "Heartland Tour" appearances of NATO and EAPC leaders
- NATO Parliamentary Assembly Initiative
- A Rotunda Reception for NATO/EAPC leaders and members of Congress during the Summit
- Congressional resolution commemorating NATO's 50<sup>th</sup> Anniversary and the Washington Summit

### 3. THE FOREIGN POLICY ELITE

#### A. Tailored messages

- Focus on NATO's new capabilities to address regional conflict, deter weapons of mass destruction and terrorism, and respond to crises in defense of not just our common territory but our common interests
- Reaffirm NATO's Open Door with a clarified road map to future membership and an explanation of alliance assistance for aspirants
- Emphasize the major advancements in integration and stabilization of the European continent available through deepened engagement with all partners regardless of membership aspirations,
- Stress opportunity to intensify dialogue and expand practical cooperation with Russia and Ukraine

#### B. Events/Programs

- Principals' speeches and editorials
- A network of NATO symposia, including World Affairs Council speeches
- The digital photo and video b-roll archive noted above will assist media, community organizations, and academic institutions in creating special NATO programming and events
- Foreign policy press outreach, including creating a list of "message validators" and holding editorial boards and foreign policy "scene setters"
- Anniversary editions of specialty publications, such as *Foreign Affairs* and NATO's own *NATO Review*
- The commemorative television documentary noted above will be heavily promoted with the foreign policy elite, including a high-profile, pre-Summit screening to which senior military personnel, White House staff, Members of Congress, and foreign embassy officials would be invited
- A special publication on NATO history prepared by the State Department historian
- A commemorative NATO Handbook

### COMMEMORATIVE EVENT

Summit communications efforts will peak with the 50th anniversary commemorative event: a signing ceremony, military review and public celebration that will serve as a kick-off to the NATO Washington Summit. The event will be accessible to a broad audience and serve as the culmination of a number of community outreach activities, including those to veterans' organizations, young leaders and key members of ethnic groups. In addition, initial steps have been taken to expand the Washington event to a worldwide celebration. The Czech Government has confirmed that they will produce a simultaneous celebration to be linked to the Washington event via satellite and jumbotron projection. Hungary and Poland are expected to follow suit. The commemorative event is being created to convey to the general public a strong and lasting impression of NATO and its ongoing benefit to generations of Americans.

# **DRAFT COMMUNICATIONS PLAN**

**NATO 50<sup>th</sup> Anniversary Summit  
Washington, D.C.**

## **Communications Projects and Programs**

- Background
- Communications Working Group
- Goals and Objectives
- Themes
- Audiences
- Program Highlights
- Media Relations Activities
- Commemorative Event
- Appendices
  - Timeline of Events*
  - USIA*
  - Department of Defense*
  - Department of State*
  - NATO Television*
  - Radio*

## **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 — the alliance that safeguarded the freedom and security of its members throughout the dangers of the Cold War.

For 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 — our shared history, heritage, culture, commerce, security, and 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.

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 also a time to look ahead toward fulfilling that original commitment. For those who may 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.

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

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 security threats, strengthen democratic institutions and benefit from the commercial opportunities of the next century.

## **COMMUNICATIONS WORKING GROUP**

The Communications Office of the Task Force is managing an interagency working group comprised of representatives from the following agencies: the National Security Council, State Department, U.S. Information Agency, Office of the Secretary of Defense, and Joint Chiefs of Staff. This working group is implementing a set of programs designed to amplify the key themes during the five months leading up to the Summit. Each agency is undertaking public outreach activities to raise the visibility of the NATO Summit. A private sector host committee is also playing an important role in promoting the Summit and coordinating private sector funding for various communications events and activities.

## GOALS AND OBJECTIVES

The overall goal of the Summit communications effort is to manage a broad set of outreach programs targeting an array of constituencies, emphasizing those activities that offer the best opportunities to reach the general public with key messages. One important measure of these activities will be the extent to which outreach programs 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.

### Focus on the Future

There is 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 activities 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 NATO's broad themes of new goals, new missions, and new members, programs will 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.

## THEMES

As a ramp up to the Summit, the communications office is implementing an array of communications programs that will provide context for this historic anniversary, amplify the successes of the NATO alliance, and position the leadership and vision of the President at the fore of the Summit. These programs are built around four complementary themes:

- ***Safeguarding Freedom's Future*** – This broad theme reminds Americans of the leadership role the United States continues to play in forging alliances to defend and promote peace, prosperity, and democracy. The Summit is the opportunity to give the Administration credit for creating the climate and brokering the changes that have set the tone for the transatlantic alliance of the next 50 years.
- ***Promises Kept*** – This day has been made possible by many acts of courage – by those who ended the Cold War, toppled the Berlin Wall, and brought freedom to the three nations who are joining the alliance. This anniversary is their time of satisfaction and triumph, knowing the new NATO will be built on the fruits of their labor. The Summit connects the efforts of those individuals with the opportunities that their sacrifices will create for future generations: a peaceful, united Europe, a more secure United States.
- ***NATO for a New Era*** – The President has described the future significance of NATO enlargement as a world in which our children will be “much less likely to cross the Atlantic to fight and die in a war and much more likely to find partners in security, cultural and commercial and educational endeavors.” The Summit is an opportunity to demonstrate to young Americans that NATO is much more than just an acronym associated with the Cold War and communism – it is a principal institution uniting Europe and the United States in our common interests. The new NATO will offer them a stronger, more confident Europe, more open to American investments and values – with economic and cultural opportunities only dreamed of by previous generations.

- ***New Faces of NATO*** – The NATO of the 21<sup>st</sup> century will be invigorated by the new blood of its three new members – Hungary, Poland, and the Czech Republic – where there is true excitement and enthusiasm for participation in the alliance. These countries bring with them seven years of solid records as stable democracies, and their people are eager to embrace the Atlantic community. They also represent growing markets for American goods and services. But for many Americans, they are an unknown quantity. Who are these countries and how will they contribute to NATO's new vision? Putting a human face on our new Atlantic partners will be an important part of explaining the values and promise that NATO represents for our future.

## **AUDIENCES**

Messages will be tailored to communicate these broad Summit themes with increasing levels of detail and sophistication to three key audiences: the general public (including the mass media, veterans, youth, and ethnic groups), the U.S. Congress (members and their staff), and the foreign policy elite (academics, the think tank community, and the foreign policy press).

Following are examples of tailored messages for each audience.

### **General Public (including the mass media, veterans, youth, and ethnic groups)**

- Stress America's continued leadership role in forging alliances to preserve freedom
- Explain the continued importance of NATO in the post Cold War era
- Celebrate the peace, pay tribute to the veterans of the Cold War
- Welcome NATO's newest members

### **U.S. Congress (members and their staff)**

- Emphasize the centrality of NATO's collective defense mission, sustaining military capabilities while pursuing new missions in defense of common interests
- Confirm the equitable sharing of burdens and costs among all allies
- Stress the benefits of continued enlargement to strengthen the alliance and broaden NATO's zone of stability
- Explain how partnership with Russia will drive integration and deepen cooperation despite our differences

### **Foreign Policy Elite (academics, the think tank community, and the foreign policy press)**

- Focus on NATO's new capabilities to address regional conflict, deter weapons of mass destruction and terrorism, and respond to crises in defense of not just our common territory but our common interests
- Reaffirm NATO's Open Door with a clarified road map to future membership and an explanation of alliance assistance for aspirants
- Emphasize the major advancements in integration and stabilization of the European continent available through deepened engagement with all partners regardless of membership aspirations,
- Stress opportunity to intensify dialogue and expand practical cooperation with Russia and Ukraine

## **PROGRAM HIGHLIGHTS**

### ***Events and Programs Targeting the General Public:***

#### **Making the Commemorative Event a Worldwide Celebration**

Initial steps have been taken to expand the commemorative event in Washington to a worldwide celebration. Czechoslovakia confirms that they will produce a large, simultaneous celebration, and we are working on the details of linking the two events via satellite using jumbotron projection. We expect the other two countries to follow suit with celebrations that will take place concurrently with the Washington commemorative event. In addition, we are likely to include, as part of our coverage, Brussels and other locations, again via satellite, to provide color and variety for a worldwide viewing audience.

#### **NATO Leaders Pre-Summit Heartland Tour**

The Summit communications office has established an outreach matrix linking NATO countries with states and cities where there are strong ethnic populations from those countries, as well as with consulates, military or national guard relationships, and private sector, economic and/or non-governmental organizations that could serve as hosts. The Summit communications office is discussing protocol for the tour with appropriate contacts at NATO to determine the feasibility of pre-Summit visits and how and from whom the invitations might be proffered.

#### **“America Welcomes the Leaders of NATO”**

The Summit communications office has created an outreach program that will to allow 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, scanned and combined to create a work of art that can serve literally as a “welcoming” carpet. The Summit communications office has made connections with organizations like the National Guard’s “State Partnership Program,” some state chambers of commerce, and internationally-oriented community groups to identify grassroots partners who would assist 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.

#### **NATO Television**

The Summit communications office is managing NATO TV, created to provide 14-16 hours of “living history” to millions of people all over North America and Europe to enable them to take pride in and feel that they are a 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 will be carried in the conference environs via the CCTV. It will be carried outside the area via the local District of Columbia cable distributor on a local channel and possibly by CSPAN across the country. Most important, it will be put up on the appropriate satellites for

others to take down, both in the United States and overseas. The Summit communications office is also exploring ways to provide NATO TV distribution to high school and college classrooms. The Host Committee is pursuing private sector contributions to partially fund the NATO TV concept. Structured correctly, NATO TV should attract adequate corporate support to help fund an experienced producer, technical crew, and a top quality product. See Appendix V.

### **Historical Commemorative Programming**

The Summit communications office 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. 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. This concept could also be pitched to the History Channel and Turner Broadcasting, among others.

### **NATO "Moments"/PSAs**

The Summit communications office is managing the creation of a series of 6-10 NATO public service announcements and/or NATO "Moments" similar to the "Presidential Minutes" broadcast on CBS. These will be highly produced, comprised of a distinctive opening graphic and historical and/or contemporary footage. Each will convey the message that we are celebrating 50 years of the most successful alliance in history. These "Moments" will be little stories in themselves, and will be of interest to a general audience. They will provide a small glimpse of history as well as highlighting the upcoming Summit. The segments can be sent out with a split audio track that will allow the networks to replace the audio with their own anchor or TV personality or allow the overlay of a foreign language narrative.

A more youth-oriented approach would be to create a set of 50th anniversary PSAs that will feature a rapid montage of images underscored by fast-paced music that tell 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 viewers' past and future, their daily lives and personal history, and the peace and security that all Americans enjoy.

The Armed Forces Radio and Television Service may become involved in production and distribution of both the NATO Moments and the PSAs.

### **Digital Photo and Video B-Roll Archive**

The Summit communications office is connecting the visual and the verbal by coordinating with the NATO Press and Media Service the collection and management of visual images and audio segments that will help bring to life for the American public the history and promise of NATO. This includes a digital photo archive with nearly 1000 historical images of NATO activities. The Summit communications office will make this extensive collection of photos, video B-roll, and audio segments available to organizations, news outlets, and academic institutions wishing to use them for their own NATO commemorative and educational activities. The photos will be available on the Internet for viewing and information purposes and in print quality via dedicated ISDN in early 1999.

### **Young Leaders Visitors Program**

The International Visitors Program for Young Leaders will bring together two groups of 22 people from each of the 44 EAPC 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.

### **Web Pages**

USIA, the State Department, and NATO are designing separate but integrated web pages 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, already on line at [www.nato50.gov](http://www.nato50.gov), serves 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 — are also featured. The USIA Summit web page serves international audiences, while the State Department is designing a complementary web page to serve domestic audiences.

### **Student Outreach**

The State Department's Bureau of Public Affairs is developing a plan for educating student groups about NATO and the 50<sup>th</sup> Anniversary Summit through essay and debate contests and the educational programs of organizations such as the Close Up Foundation and Presidential Classroom

### **NATO Postage Stamp**

The Summit communications office has coordinated the creation of a NATO commemorative postage stamp with the U.S. Postal Service. The stamp, designed by Michael Cronan and featuring a dove and olive branch, symbolizes the strength of the organization, the fragility of peace, and hope for the future. The Postal Service has agreed to coordinate date of issue activities with the Summit communications office as part of the outreach and visibility activities prior to the NATO Summit.

### **Photo Essay**

A color brochure has been created containing a photo essay commemorating 50 years of NATO successes and looking ahead toward the future of the alliance. Distribution is planned in January.

### **Veterans' Commemorative Communities Events**

The Summit communications office will approach veterans organizations to explore use of their "Commemorative Communities" to structure events within those communities to honor individuals who served in Europe during the Cold War.

***Programs Targeting the U.S. Congress:***

**Staff Briefings**

The Summit communications office will organize staff briefings and member consultations, with a focus on priority members and those with family ties to NATO and EAPC countries or districts with ethnic concentrations.

**Senate NATO Observer Group**

The Summit communications office will encourage reactivation of the Senate NATO Observer Group (SNOG).

**NATO Leaders Pre-Summit Heartland Tour**

The Summit communications office will encourage Congressional involvement in the "Heartland Tour" appearances of NATO and EAPC leaders.

**NATO Parliamentary Assembly Initiative**

Members of Congress meet with members of parliament from NATO countries on issues of common interest.

**Rotunda Reception**

A rotunda reception during the Summit will give Members of Congress a chance to interact with NATO/EAPC leaders and NATO staff.

**Congressional Resolution**

The Summit communications office will encourage the introduction and passage of a Congressional resolution commemorating NATO's 50<sup>th</sup> Anniversary and the Washington Summit. This will ideally be a joint resolution with bipartisan sponsorship.

***Programs Targeting the Foreign Policy Elite:***

**Principals' speeches and editorials**

The Summit communications office will coordinate development of key points for principals' speeches and opinion pieces and keep a central schedule of upcoming public appearances and other communications opportunities involving cabinet members.

**NATO Symposia**

The Summit communications office will support development of a network of NATO symposia, including World Affairs Council speeches.

**Foreign Policy Press Outreach**

The Summit communications office will conduct extensive outreach with the foreign policy press, including creating a list of "message validators" and organizing editorial boards and foreign policy "scene setters." The Summit communications office will encourage NATO

anniversary editions of specialty publications, such as *Foreign Affairs* and NATO's own *NATO Review*.

The collection of visual images and audio segments noted above under "Connecting the Visual and the Verbal" will be promoted with the foreign policy media, community organizations, and academic institutions to encourage special NATO programming and events.

#### **Historical Commemorative Programming**

The commemorative television documentary noted above will be heavily promoted with the foreign policy elite 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.

#### **Specialty Publications**

The State Department historian has prepared a special publication on NATO history. In addition, NATO will publish a commemorative 50<sup>th</sup> Anniversary NATO Handbook.

## **MEDIA RELATIONS ACTIVITIES**

In cooperation with the NSC, the Department of State's Bureau of Public Affairs, and the White House Office of Communications, COTV is undertaking 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. The Task Force will ensure that these officials receive talking points covering the key themes of the Summit.

**Media Source List ("Validators")** — Create a list of both government and private sector experts willing to grant media interviews on the subject of NATO and validate key themes surrounding the Summit.

**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* and others.

**New Members' Perspective** — Create a storyline 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”**— A demonstration of the durability and adaptability of the alliance in the post-Cold War world, and a connection 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.
- **“Safeguarding Our Future”** — A reminder to Americans of the leadership role the United States continues to play in forging alliances to defend and promote peace, prosperity, and democracy.

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 if possible, given the extensive prohibited airspace in the area. 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.

## Appendix I Timeline of Events

(As of November 12, 1998)

| <u>Date</u>     | <u>Event/Activity</u>                                                   | <u>Lead Agency</u> | <u>Status/Tasks</u>                                                                                                                             |
|-----------------|-------------------------------------------------------------------------|--------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>November</b> |                                                                         |                    |                                                                                                                                                 |
| 12              | Final Logo designs approved                                             | Summit TF          |                                                                                                                                                 |
| 9               | USIA Internet Web Page on NATO 50th launched for international audience | USIA               | - Currently on-line                                                                                                                             |
| 9 – 13          | North Atlantic Assembly Meeting, Edinburgh                              | NATO               |                                                                                                                                                 |
| 11              | President's Veterans Day Speech                                         | NSC                |                                                                                                                                                 |
| 12              | Completion of initial Communications Plan and Timeline of Events        | Summit TF          | - Establish meeting schedule for Task Force, Host Committee, Communications Team<br>- Finalize public themes                                    |
| 19 – 20         | Visit to DC by NATO Sec. General Solana                                 | State              |                                                                                                                                                 |
| 30              | Photo Essay brochure                                                    | USIA               | - Brochure will go to the printer by the end of NOV                                                                                             |
| Ongoing         | NATO TV – Phase One                                                     | Summit TF          | - See Appendix V                                                                                                                                |
| Ongoing         | Public Service Announcements                                            | Summit TF          | - Identify funding for development of PSAs<br>- Identify potential speakers<br>- Develop shot list, determine producer                          |
| Ongoing         | Historical Commemorative Programming                                    | Summit TF          | - Identify target media organizations<br>- Identify available resources of USIA & DOD<br>- Develop detailed list of materials available for use |
| Ongoing         | Photo Essays (A Day in the Life of NATO)                                | USIA               | - Identify potential themes, potential photographers<br>- Draft pitch<br>- Determine appropriate USIA/DOD roles                                 |

| <u>Date</u>     | <u>Event/Activity</u>            | <u>Lead Agency</u>     | <u>Status/Tasks</u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-----------------|----------------------------------|------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>November</b> |                                  |                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Ongoing         | NATO stories in general US media | Summit TF/<br>State PA | <ul style="list-style-type: none"> <li>- Soft sounds to the media on interest</li> <li>- Develop strategy for the types of pitches: announcements in columns, news articles, editorials</li> <li>- Identify story concepts: 50 year retrospective, new member profiles, the people of NATO, human interest stories in US, other NATO countries, and Partnership for Peace countries</li> <li>- Research and develop supporting elements to concepts: people, historical information, visuals</li> <li>- Match story concepts to appropriate media</li> </ul> |
| Ongoing         | NATO in European media           | USIS                   | <ul style="list-style-type: none"> <li>- See Appendix II</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Ongoing         | Contact with Constituency Groups | Summit TF              | <ul style="list-style-type: none"> <li>- Identify groups &amp; key contacts: veterans, National Guard, Foreign Service, NGOs</li> <li>- Draft proposal for activities/events</li> </ul>                                                                                                                                                                                                                                                                                                                                                                      |
| Ongoing         | Outreach to Youth (in US)        | Summit TF              | <ul style="list-style-type: none"> <li>- Determine appropriate contacts for Young Leaders Exchange, including NGOs, and appropriate organization/process to make this happen</li> </ul>                                                                                                                                                                                                                                                                                                                                                                      |
| Ongoing         | Educational Programs             | Summit TF              | <ul style="list-style-type: none"> <li>- Identify and create a contact list of relevant think tanks, public policy groups and educational NGOs</li> <li>- Soft sounds with organizations on appropriateness of contacts and processes for each organization</li> <li>- Develop concepts: essay contest, debate contest, Odyssey of the Mind topics</li> </ul>                                                                                                                                                                                                |
| Ongoing         | Arts & Entertainment             | Summit TF              | <ul style="list-style-type: none"> <li>- Identify and create a contact list of appropriate venues, organizations, publications</li> <li>- Develop draft concepts: Kennedy Center Concert, Film festival, MTV Concert</li> <li>- Identify NATO country entertainers &amp; athletes</li> <li>- Clarify process for producing NATO stamp</li> </ul>                                                                                                                                                                                                             |
| Ongoing         | Exhibits                         | Summit TF              | <ul style="list-style-type: none"> <li>- Generate list of potential exhibits and key contacts: Historical, photographic: National Portrait Museum, Building Museum, Newseum, Smithsonian, Library of Congress. . .</li> </ul>                                                                                                                                                                                                                                                                                                                                |

| <u>Date</u>     | <u>Event/Activity</u>           | <u>Lead Agency</u> | <u>Status/Tasks</u>                                                                                                                                                                                                                                                                                                                                             |
|-----------------|---------------------------------|--------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>November</b> |                                 |                    |                                                                                                                                                                                                                                                                                                                                                                 |
| Ongoing         | Congressional Outreach          | Summit TF          | <ul style="list-style-type: none"> <li>- Draft pitch concepts</li> <li>- Develop list of priority members</li> <li>- Develop list of congressional members whose families are recent immigrants from NATO &amp; PfP countries</li> </ul>                                                                                                                        |
| Ongoing         | Speaker's Bureau                | Summit TF          | <ul style="list-style-type: none"> <li>- Identify appropriate former US Ambassadors to NATO Countries, potential speaking venues</li> <li>- Identify administration officials who could include NATO Summit in speeches &amp; venues for speeches</li> </ul>                                                                                                    |
| Ongoing         | Welcoming Hosts                 | Summit TF          | <ul style="list-style-type: none"> <li>- Identify states, schools to "host" a NATO Country</li> <li>- Identify personalities from NATO Countries: athletes, performers, musicians</li> <li>- Identify businesses located in NATO Countries as potential host entities</li> <li>- Develop concepts for pitching</li> </ul>                                       |
| Ongoing         | Host Committee                  | Summit TF          | <ul style="list-style-type: none"> <li>- Identify members of host committee</li> <li>- Identify potential in-kind resources that could be asked of host committee members</li> </ul>                                                                                                                                                                            |
| Ongoing         | Welcome Carpet                  | Summit TF          | <ul style="list-style-type: none"> <li>- Contact appropriate organization/network to pitch</li> </ul>                                                                                                                                                                                                                                                           |
| Ongoing         | NATO Leader Spouse Events       | Summit TF          | <ul style="list-style-type: none"> <li>- Identify key contacts for planning spouse events</li> <li>- Acquire list of spouse event activities</li> <li>- Determine appropriate events for media coverage</li> </ul>                                                                                                                                              |
| Ongoing         | Mellon Commemorative Event      | Summit TF          | <ul style="list-style-type: none"> <li>- Define symbolism of event, refine messages</li> <li>- Establish budget for event</li> <li>- Finalize location and nature of coverage for event</li> </ul>                                                                                                                                                              |
| Ongoing         | Outdoor Ceremony/Summit Program | Summit TF          | <ul style="list-style-type: none"> <li>- Define symbolism of event, refine messages</li> <li>- Establish budget for event, approve funding</li> <li>- Finalize location and nature of coverage for event</li> <li>- Finalize vendors: production, staging, lights, sound</li> <li>- Draft program</li> <li>- Rain site location for outdoor ceremony</li> </ul> |

| <u>Date</u>     | <u>Event/Activity</u>                                                                                  | <u>Lead Agency</u>          | <u>Status/Tasks</u>                                                                                                                                                                                                                                                                                 |
|-----------------|--------------------------------------------------------------------------------------------------------|-----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>December</b> |                                                                                                        |                             |                                                                                                                                                                                                                                                                                                     |
| 8 - 9           | NATO Foreign Ministers Meeting, Brussels                                                               | State                       |                                                                                                                                                                                                                                                                                                     |
| 15              | U.S./E.U. Summit, Washington                                                                           | State                       |                                                                                                                                                                                                                                                                                                     |
| 14 – 18         | Secretary of Defense William Cohen travels to Germany and Brussels (troop visits and NATO Ministerial) | DOD                         |                                                                                                                                                                                                                                                                                                     |
| 17 - 18         | NATO Defense Ministers Meeting, Brussels                                                               | DOD                         |                                                                                                                                                                                                                                                                                                     |
| 31              | Finalize design of NATO Anniversary Postage Stamp                                                      | Summit TF/US Postal Service |                                                                                                                                                                                                                                                                                                     |
| Ongoing         | Task Force Administrative                                                                              | Summit TF                   | - Fill all positions, finalize contracts for all vendors                                                                                                                                                                                                                                            |
| Ongoing         | NATO TV – Phase One                                                                                    | Summit TF                   | - See Appendix V                                                                                                                                                                                                                                                                                    |
| Ongoing         | Public Service Announcements                                                                           | Summit TF                   | - Develop script(s) for PSAs<br>- Select spokespersons, schedule taping                                                                                                                                                                                                                             |
| Ongoing         | Historical Commemorative Programming                                                                   | Summit TF                   | - Develop concept scenarios, pitch to Discovery Channel, History Channel, Turner Broadcasting                                                                                                                                                                                                       |
| Ongoing         | Photo Essays                                                                                           | Summit TF                   | - Pitch concepts to appropriate photographers                                                                                                                                                                                                                                                       |
| Ongoing         | NATO Stories in general media                                                                          | Summit TF/<br>State PA      | - Write and distribute press releases<br>- Determine best medium for human interest stories, Script story process as appropriate for medium                                                                                                                                                         |
| Ongoing         | Media Briefings                                                                                        | Summit TF/<br>State PA      | - Identify topics and targeted journalists for briefings<br>- Development of briefing materials: background materials/historic, charts/graphs/maps and photos – via CD ROM?, B-roll<br>- Further define this process: Who's targeted? When? Location--benefit to this being done in several cities? |
| Ongoing         | Outreach to Foreign Policy journals                                                                    | Summit TF/<br>State PA      | - Identify topics appropriate to foreign policy journals<br>- Develop concepts for pitch, background materials<br>- Identify targeted journals & specific journalists<br>- Determine timing and location                                                                                            |

| <u>Date</u>     | <u>Event/Activity</u>            | <u>Lead Agency</u> | <u>Status/Tasks</u>                                                                                                                                                                                                                                                                                            |
|-----------------|----------------------------------|--------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>December</b> |                                  |                    |                                                                                                                                                                                                                                                                                                                |
| Ongoing         | Contact with Constituency Groups | Summit TF          | <ul style="list-style-type: none"> <li>- Pitch proposals to key contacts</li> <li>- Draft support materials: background/historical, photos/video, CD ROM</li> </ul>                                                                                                                                            |
| Ongoing         | Outreach to Youth (in US)        | Summit TF          | <ul style="list-style-type: none"> <li>- Create youth (ages: 16-25) component to web page</li> <li>- Create children's component to web page</li> <li>- Develop youth activity concepts</li> <li>- Pitch to organizations</li> </ul>                                                                           |
| Ongoing         | Educational Programs             | Summit TF          | <ul style="list-style-type: none"> <li>- Pitch symposium &amp; educational concepts to NGOs (essay contest, debate contest, etc.)</li> <li>- Develop background materials, visual &amp; historic</li> <li>- Identify web sites where a link to NATO would reach an additional audience, pitch links</li> </ul> |
| Ongoing         | Arts & Entertainment             | Summit TF          | <ul style="list-style-type: none"> <li>- Review feedback from NOV info solicitation</li> <li>- Decide which activities merit continuing effort</li> <li>- Develop listing of events that will occur</li> </ul>                                                                                                 |
| Ongoing         | Exhibits                         | Summit TF          | <ul style="list-style-type: none"> <li>- Refine pitch concepts for different exhibit venues</li> <li>- Pitch concepts to Smithsonian, Library of Congress, etc.</li> </ul>                                                                                                                                     |
| Ongoing         | Congressional Outreach           | Summit TF          | <ul style="list-style-type: none"> <li>- Develop plan for Congressional outreach for participation in events and NATO TV</li> </ul>                                                                                                                                                                            |
| Ongoing         | Speaker's Bureau                 | Summit TF          | <ul style="list-style-type: none"> <li>- Pitch speakers to venues and create a placement list</li> <li>- Finalize with speakers</li> <li>- Develop cumulative list with speakers paired with venue &amp; topic by date</li> <li>- Develop briefings for each venue, talking points for each speaker</li> </ul> |
| Ongoing         | Welcoming Hosts                  | Summit TF          | <ul style="list-style-type: none"> <li>- Determine appropriate background materials to make available to interested welcoming parties</li> <li>- Pitch concepts to appropriate organizations and individuals</li> <li>- Develop list of those who are definitely interested, describe role</li> </ul>          |

| <u>Date</u>     | <u>Event/Activity</u>                                                                | <u>Lead Agency</u>     | <u>Status/Tasks</u>                                                                                                |
|-----------------|--------------------------------------------------------------------------------------|------------------------|--------------------------------------------------------------------------------------------------------------------|
| <b>December</b> |                                                                                      |                        |                                                                                                                    |
| Ongoing         | Host Committee                                                                       | Summit TF              | - Pitch host cttee members regarding in-kind PSA/ad space, develop NGO/business list, describe space available     |
| Ongoing         | Mellon Commemorative Event                                                           | Summit TF              | - Review set designs and lighting package<br>- Determine placement and number of media<br>- Prioritize media space |
| Ongoing         | Outdoor Ceremony                                                                     | Summit TF              | - Review set designs and lighting package<br>- Determine placement of number of media<br>- Prioritize media space  |
| Ongoing         | Summit                                                                               | Summit TF              | - Review set designs and lighting package<br>- Determine placement of number of media<br>- Prioritize media space  |
| <b>January</b>  |                                                                                      |                        |                                                                                                                    |
| TBD             | USNATO conference, Rome                                                              | USIS-Italy, USIS-NATO  |                                                                                                                    |
| TBD             | EU/US SLG Meeting, Washington                                                        | State                  |                                                                                                                    |
| 18-20           | EAPC Seminar on Security and Stability in Central Europe, Bratislava                 | State                  | - Invited speakers include NATO and WEU S/Gs                                                                       |
| Ongoing         | NATO TV – Phase Two                                                                  | Summit TF              | - See Appendix V                                                                                                   |
| Ongoing         | Public Service Announcements                                                         | Summit TF              | - Write & edit a series of high profile NATO PSAs<br>- Produce tag lines for Host Committee members                |
| Ongoing         | NATO stories in the general media                                                    | Summit TF/<br>State PA | - Produce needed materials/footage as appropriate                                                                  |
| Ongoing         | Welcome Carpet                                                                       | State PA/USIA?         | - Participating organizations begin process to create carpet sections                                              |
| 31??            | World Affairs Council's Great Decisions Program '99 kicks off with NATO as key topic | State/EUR              |                                                                                                                    |

| <u>Date</u>         | <u>Event/Activity</u>                                                                      | <u>Lead Agency</u> | <u>Status/Tasks</u>                                                                       |
|---------------------|--------------------------------------------------------------------------------------------|--------------------|-------------------------------------------------------------------------------------------|
| <b>January</b>      |                                                                                            |                    |                                                                                           |
| 31??                | State Department Internet Web Page on NATO 50 <sup>th</sup> launched for domestic audience | State PA           |                                                                                           |
| <b>February</b>     |                                                                                            |                    |                                                                                           |
| 28??                | Publication of commemorative NATO Pamphlet and Handbook                                    | NATO               |                                                                                           |
| 28??                | Publication of State Department historical booklet on the origins of NATO                  | State/PA           |                                                                                           |
| Ongoing             | NATO TV – Phase Three                                                                      | Summit TF          | - See Appendix V                                                                          |
| TBD<br>(Feb or Mar) | Accession of new NATO members (Czech Republic, Hungary, Poland)                            | State              | - Date, location, nature of event all uncertain                                           |
| <b>March</b>        |                                                                                            |                    |                                                                                           |
| 1                   | Press Credential requests due                                                              | USIA               |                                                                                           |
| 3 – 20              | International Visitor Programs                                                             | USIA               | - On “Foreign Policy Challenges Facing the U.S. and                                       |
| 4                   | Electronic Journal to be published                                                         | USIA               | - See Appendix II                                                                         |
| 4-5                 | Conference on Peace and Security in the Mediterranean, Valletta, Malta                     | USIS               | - Co-sponsored by USIS-Valletta and Mediterranean Academy of Diplomatic Studies, Valletta |
| Ongoing             | NATO TV – Phase Four                                                                       | Summit TF          | - See Appendix V                                                                          |
| Ongoing             | Public Service Announcements                                                               | Summit TF          | - Begin rolling out visual & audio segments of PSAs                                       |
| <b>April</b>        |                                                                                            |                    |                                                                                           |
| 1??                 | NATO Postage Stamp released                                                                | Summit TF          |                                                                                           |
| 1??                 | Publication of <u>Foreign Affairs</u> Magazine NATO 50 <sup>th</sup> commemorative issue   | State/EUR          |                                                                                           |
| 9                   | Atlantic Council/CSIS/AUSA Conference                                                      | State/EUR          | - To be held at State Department                                                          |

| <u>Date</u>  | <u>Event/Activity</u>                                                                     | <u>Lead Agency</u> | <u>Status/Tasks</u>                                                  |
|--------------|-------------------------------------------------------------------------------------------|--------------------|----------------------------------------------------------------------|
| <b>April</b> |                                                                                           |                    |                                                                      |
| Ongoing      | NATO TV – Phase Five                                                                      | Summit TF          | - See Appendix V                                                     |
| Ongoing      | Public Service Announcements                                                              | Summit TF          | - Continue distribution of NATO PSAs                                 |
| Undetermined | Release of special report on European Security                                            | USIA               | - Office of Research and Media Reaction                              |
| Ongoing      | Constituency Group events                                                                 | Summit TF          | - Various veterans' groups, etc.                                     |
| 15           | Welcome Carpet                                                                            | State PA/USIA?     | - Carpet sections arrive in Washington, D.C.                         |
| 15           | NATO International Staff advance party arrives in Washington                              |                    |                                                                      |
| 19           | Summit Press Center opens                                                                 | USIA               |                                                                      |
| 19 – 23      | International Visitors Program for Young Leaders, Washington, D.C.                        | USIA               | - two groups of 22 people representing each of the 44 EAPC countries |
| 22           | Council on Foreign Relations Dinner                                                       | State/EUR          |                                                                      |
| 17 or 24     | Presidential Radio Address??                                                              | NSC                | - In EUR Triple Crown outreach document                              |
| 23           | Mellon Commemorative Event                                                                |                    |                                                                      |
| 24 & 25      | Summit                                                                                    |                    |                                                                      |
| 24           | NATO Gala event                                                                           |                    |                                                                      |
| <b>May</b>   |                                                                                           |                    |                                                                      |
| 15 – 6/5     | International Visitor Program                                                             | USIA               | - On "U.S.-European Security Issues"                                 |
| 19-22        | International Conference on the History and Politics of NATO from 1949-99, Brussels, Bonn | USIS               |                                                                      |

## **Appendix II**

# **United States Information Agency**

(As of November 12, 1998)

### **1. Internet Web Pages**

On November 9, USIA put on-line an internationally-oriented "host nation" Summit Internet web page. USIA will maintain the site to serve international audiences, highlighting NATO history and U.S. contributions to the Summit. This host nation site will contain links to the U.S. Department of State web page and NATO's own 50<sup>th</sup> Anniversary web page.

USIA's "CIVITAS" web page will feature NATO educational material designed for use in elementary and high schools worldwide.

### **2. Stockholm Conference on Baltic Sea Security and Cooperation**

USIS will co-sponsor the third annual Stockholm Conference on Baltic Sea Security and Cooperation on November 19. The conference brings together business people, think tank specialists, NGOs and high-level government representatives from the Baltic Sea States. The focus is on economic integration and the regional market around the Baltic.

### **3. NATO Anniversary Brochure**

USIA will publish a brochure for general distribution featuring a photo essay commemorating 50 years of NATO successes and looking toward the NATO of the future. The brochure will go to the printer by the end of November and distribution will begin in January 1999.

### **4. USNATO Conference**

Former participants on USNATO tours will attend a USNATO conference in Rome, co-funded by USIS-Italy and USIS-NATO. The conference is tentatively scheduled for January 1999.

### **5. International Visitor Programs**

USIA has organized two International Visitor programs on "Foreign Policy Challenges Facing the U.S. and Europe." These programs bring European decision-makers and media to the U.S. so they can better understand American perspectives on NATO. The first program took place October 28 – November 14 and the second will run from March 3 – 20. A post-Summit IVP on "U.S.-European Security Issues" will take place May 15 - June 5.

The International Visitors Program for Young Leaders will bring together two groups of 22 people from each of the 44 EAPC 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.

### **6. Electronic Journal**

On March 4, 1999, USIA will publish an Electronic Journal on NATO's 50<sup>th</sup> anniversary and the Washington Summit. Posts will distribute it worldwide.

### **7. Special Media Reaction Report**

USIA's Office of Research and Media Reaction will produce a special report on European Security, including America's role in it, for release in April 1999. USIA will compile the study from all of the polling done in East and West Europe over the past year, as well as from new polls conducted in Austria, Finland, Sweden, Italy and Spain.

**8. NATO Tours**

NATO tours will provide key E.U. officials with an updated American vision of the new roles the Alliance needs to assume – namely becoming flexible enough to respond to peace-making issues (e.g., Kosovo).

**9. Washington File**

The Washington File will continue to report on NATO and anniversary-related activities.

**10. Foreign Press Center Briefings**

USIA will continue to present Foreign Press Center briefings (on the record whenever possible) for U.S.-based European journalists on topics concerning NATO and its 50<sup>th</sup> anniversary.

**11. Information Resource Centers**

USIA will encourage Information Resource Centers to create a NATO 50<sup>th</sup> newsletter service for local outreach.

**12. European Media**

USIS posts in Western Europe will work with national radio networks, such as BBC and Deutsche Welle, to document and present the major events in NATO's history through the voices of the participants themselves, including soldiers, airmen and statesmen.

USIA will target influential, agenda-setting media, such as BBC, Financial Times and Frankfurter Allgemeine Zeitung, offering exclusive interviews with high-ranking officials providing American perspectives on NATO issues.

Digital video conferences will link senior American officials with their European counterparts and European media.

**13. Summit Press Center**

USIA will operate and staff the press center during the Summit.

## **Appendix III**

# **Department of Defense**

(As of November 2, 1998)

### **1. Commemorative Ceremony**

Military support for the Commemorative Ceremony is being handled through the Military District of Washington. Preliminary plans include honors for arriving heads of government/state and the military ceremony outside the Mellon following the signing ceremony that will include appropriate gun salute, inspection of the troops by the President and the Secretary General of NATO, and appropriate flag ceremony. The Summit Task Force will explore the possibility of a military fly-by, however this would require a waiver to fly through the area's restricted airspace. The Task Force will be working with the ceremony planners to maximize visual impact and public participation.

### **2. Concert**

OSD/PA supports the concept of a large concert. This gala event will involve appropriate guest artists, multi-national music, and tribute to NATO's past and its future. Possible television coverage will be pursued.

### **3. NATO Moments TV Spots, Public Service Announcements**

The Armed Forces Radio and Television Service could become involved in production and distribution of both the NATO Moments and NATO Summit PSAs.

### **4. Distributed Simulation of Partnership for Peace Demonstration**

HQ ACOM will be providing an on-site PfP Distributed Simulation Demonstration during the period of the Summits. This exercise will be on-going during the summit weekend and will be promoted to the summit participants as well as the media.

In addition, European vendors will be permitted to establish trade-fair booths in the area of the demonstration to show how their companies can assist governments in becoming "connected" in order to participate in these exercises. The Task Force is discussing ways to encourage interest in the media and to provide media access to the demonstration.

### **5. Veterans' "Commemorative Communities" Events**

The Summit communications office is exploring national veteran organizations' interests in the summit and leveraging their interests by having them sponsor community events.

### **6. "America Welcomes the Leaders of NATO" Carpet**

The National Guard's State to Nation program may provide an avenue to reach communities across the country and draw them into the welcoming carpet project and other NATO events/celebrations.

## **Appendix IV**

### **Department of State**

(As of November 12, 1998)

#### **Bureau of Public Affairs (PA)**

##### **1. Press Outreach**

PA will arrange interviews with major networks and publications (domestic and foreign) for senior officials prior to and during the NATO Summit. The Summit communications office will serve as a logistical clearinghouse for all interview requests to ensure proper representation without undue duplication of efforts, and fairness to all interested media.

PA will also arrange interviews with local broadcast media for senior officials using satellite feeds. This would require some B-roll footage of NATO activity that could be sent in advance to the local stations to package with the interview.

In addition, the Bureau will arrange interview or conference calls with national and regional (as well as international) newspapers and magazines for senior officials, either one-on-one or in small groups, and arrange background briefings or conference calls with media in order to provide context for US-NATO issues.

PA will fax speeches, op-eds, fact sheets, transcripts and other relevant information to media nationwide, regionally, and especially in those areas with pockets of their population tied to the NATO countries. This can be especially important for the new NATO countries. PA will place op-eds by the Secretary of State related to NATO issues (as well as other senior officials) and coordinate with the White House, Defense, JCFS, and any others to provide proper distribution of Administration opinions.

PA will coordinate features with major media in advance of NATO summit. This could include television, radio and more importantly, newspapers and magazines. The Bureau will also track editorials and articles related to NATO in order to identify regions with a high interest (positive or negative) that may warrant further attention. PA's Office of Public and Intergovernmental Liaison will work to provide an aggressive media schedule wherever possible for speakers who travel across the US on speaking programs.

##### **2. Public Outreach**

The Summit communications office is exploring the possibility of a NATO community carpet produced over the next months by communities within the United States, assembled and used to welcome the NATO 19 plus the additional 25 partnership countries. Pending clearance from USIA's Associate Director for Educational and Cultural Affairs, the State Department's Office of Public Liaison will coordinate with USIA's Office of Public Liaison (Marthena Cowart) on the "carpet project." If approved, USIA would work with the National Council for International Visitors to select one city to be paired with each NATO member country. Each city would produce a small carpet and invite a high-ranking dignitary (Ms. Cowart will find out if USIA can fund the foreign travel) from their "sister country" for a reception and policy speech. The small carpet would be unveiled at this time. At the NCIV annual conference, to be held in Washington in late March, all the individual pieces would be patched together. The big carpet would be rolled out for the Heads of State during the Summit.

The State Department will include speakers on NATO at upcoming Department Town Meetings and other outreach opportunities. PA will reach out to student groups ("next generation of leaders") to

provide speakers for groups such as Close Up, Presidential Classroom, Boys Nation etc., encouraging them to add NATO to their curriculum.

PA will arrange NGO and other interest group briefings by Senior Officials and distribute information packets/speeches/op-eds to NGOs and other interest groups.

### **3. Internet Web Page**

PA will create an internet web page on the NATO Summit to serve a domestic audience, complementing the USIA international "host nation" web page. The PA page will center on showing the American people how NATO relates to the national interest. This dedicated website will be flagged on the State Department home page with links to other primary homepages and cross-referenced indexes on how specific information can be found. PA will register the page with search engines such as Yahoo, Netscape, Excite and Lycos so that information specific to the summit and NATO can be easily found by any casual web browser interested in the topic. The site will contain relevant fact sheets, speeches, press releases, bios, and a historical time line with strong graphics. Ideally, the site will be supported by a data . The public would be able to make specific informational queries and obtain direct answers (rather than wading through pages of text, as is the case on our current "text-driven" site.) Cost permitting, PA will also develop a learning site for students.

### **4. Historical Publication**

PA's Office of the Historian is preparing a historical publication on the origins of NATO.

## **BUREAU OF EUROPEAN AND CANADIAN AFFAIRS (EUR)**

### **5. Strategic Planning**

Through its Triple Crown Task Force, EUR will develop talking points to be used by principals based on the key themes of the Summit communications plan. The Bureau will also assist in development of the list of non-governmental validators as sources for op-eds or media interviews.

### **6. Publications**

EUR is working with Foreign Affairs Magazine on a NATO 50<sup>th</sup> Anniversary commemorative issue to be published in April and distributed at the Summit press center. EUR is coordinating with NATO Headquarters for the publication and distribution of a commemorative NATO pamphlet and NATO Handbook.

### **7. Conferences**

EUR is working with the World Affairs Council Speakers Program to schedule NATO speeches by both government and non-government speakers over the next year. The Bureau is also assisting the Atlantic Council in hosting a NATO commemorative conference at the State Department on April 9 with CSIS and the Association of the United States Army. In addition, EUR is conducting outreach with think tanks and the Atlanticist community in the U.S. and Europe to create a series of roundtable briefings on NATO's future direction and the U.S.-Euro partnership in a modernized NATO.

# Appendix V

## NATO Television

(As of December 3, 1998)

### 1. Background

NATO TV will provide "living history" to millions of people all over North America. It will enable them to take pride in and feel part of this historic occasion. Through 14-16 hours of programming transmitted all over the world, NATO TV will commemorate and reflect upon the past, celebrate the present, and look ahead to the future as the leaders of 19 nations come together in Washington, D.C. for the 50th anniversary of the most successful alliance in world history.

NATO TV offers a unique opportunity to answer questions regarding why we should care about NATO, what this alliance means to the average American, and what role NATO plays in world peace and economic prosperity. Through human-interest stories, NATO TV will communicate to a general audience the achievements of NATO and its hopes and goals for the future. Strong and enduring visual images will convey to viewers the connections between members of the alliance and how important NATO is to all of us as we enter the 21st century.

### 2. Content

The core material for NATO TV will be live coverage and packaging of the public events — ceremonies, press conferences, and meetings — of the Summit. The rest of the programming will be pre-produced segments by, for, and about NATO and its members. In addition, this programming will serve as part of the multimedia outreach, providing background information and generating interest and excitement in the months leading up to the Summit. The emphasis in programming will be on quality, not quantity, and on reaching as broad an audience as possible.

Proposed pre-produced programs or video segments include:

**A. "NATO Moments:"** A series of six to ten NATO PSAs and/or "NATO Moments," similar to the "Presidential Minutes" broadcast on CBS. These will be highly produced and be comprised of a distinctive opening graphic followed by historical and/or contemporary footage. Each will convey the message that we are celebrating 50 years of the most successful alliance in history. These "minutes" will be little stories in themselves, appealing to a general audience. They will also provide a small glimpse of history as well as highlighting the upcoming Summit. This is an ideal opportunity for a corporate sponsor. The "minutes" can carry visual or audio "brought to you by" tag lines, identifying sponsors.

**B. Country profiles:** These will be approximately 3 to 5 minutes in length and ideally will include new interviews with each head of state, shot specifically for this purpose. The comments of these world leaders will be interwoven and used as voice-over for well-shot and compelling images of their countries. The leaders will be asked to reflect upon what NATO means to them and their people, why the Alliance is important, and their visions for the future. Again, the emphasis will be on making these videotape segments personal and of human interest, something that everyone can relate to. This is another ideal opportunity for a corporate sponsor.

**C. In-depth profiles:** These will focus on the three new countries that are being admitted to the Alliance: Czechoslovakia, Poland, and Hungary. These profiles will be videotaped in approximately 7 to 10 days of shooting in each country and will include interviews with both country leaders and ordinary citizens.

**D. Short historical segments:** These will cover key events along the "NATO Timeline." The cost of this will depend on the availability and cost of historical images.

**E. 30-minute program:** This is specifically designed for high school students focusing on the past — why and how NATO came about and the role it has played in preserving world peace. The story of NATO will be told in a compelling way that will engage students and enable them to understand the significance of President Clinton's statement, "This is one of those rare moments when we have within our grasp the opportunity to actually shape the future." We will work closely with educational advisors on this. The program will use visual and audio material gathered for all of products listed the above. One way of getting this program out to students would be through Cable TV's Cable in the Classroom.

**F. NATO in the 21st Century:** This is a look ahead at the challenges that face us and the role NATO is likely to play. This can be either a 30 or 60 minute program. Depending on the audience, it could include historical perspective as well.

**NOTE:** All of the above will be used as part of NATO TV's Summit Feed. In addition, to the greatest extent possible, these programs/segments will be broadcast and distributed prior to the Summit to help create interest and excitement. The possibilities for distribution and use are unlimited. As just one example, appropriate videotape segments can be available for use by former U.S. Ambassadors to NATO countries slated to participate in a nationwide speaking tour.

### 3. Distribution

NATO TV will be carried in the conference environs via the CCTV. It will be carried outside the area via the local District of Columbia cable distributor on a local channel and possibly by CSPAN across the country. Most important, it will be put up on the appropriate satellites for others to take down, both in the United States and overseas. The Summit communications office is also exploring ways to provide NATO TV distribution to high school and college classrooms via Channel One or Cable in the Classroom.

### 4. Production Timeline

#### Phase One — December 1998

- Set up NATO Production Office and hire Production Staff for NATO TV. Ideally, this will consist of an overall producer, two segment producers, a production coordinator, an editor, an associate producer/researcher, a stock footage researcher, a still photo researcher, and a production assistant. With the exception of the overall producer, production coordinator, and production assistant, who will need to be full-time for the duration of the project, the staff will be hired on an as-needed basis.
- Develop a list of all relevant and appropriate visual images and audio material to tell the story of NATO, past and present. This will include archival photographs and film and video footage, contemporary footage, newsreels and radio reports, speeches, films, documentaries, and music/songs.
- Identify sources for the above. This includes U.S. Government, private, archival houses, networks, cable channels, and international sources. Include cost of obtaining/ transferring/ printing the visual and audio material as well as length of time and expenses involved, including rights.
- Compile a wish list of original, contemporary visual images to be filmed and/or videotaped.
- Identify a list of individuals to interview, both here in the United States and in Europe.
- Develop a contact list and liaison with other government agencies involved in the NATO Summit that will be key resources for background research and visual and audio material.
- Develop detailed production and shooting schedule for approximately 12–14 hours of original programming (including live coverage) for NATO TV during the Washington Summit.

- Identify corporate sponsors and in-kind contributors to help support the production and outreach of NATO TV.
- Identify all possible outlets for NATO TV and related programming, including U.S. network and cable broadcasts, local TV stations, military bases, government agencies, in-flight airline programming, and USIA feeds to Canada and Europe.

#### **Phase Two — January 1999**

- Gather all stock footage and bring viewing cassettes to one central location for screening and logging. Compile master list of all footage available, including sources, cost of duplication and rights, and suggested uses.
- Set up interviews with NATO leaders and others in the U.S. and Europe for February 1999.
- Write scripts for NATO Minutes.
- Begin design of multimedia graphics to be used by NATO TV as well as the Summit.
- Continue to work with all involved in developing NATO TV programming that will best communicate the themes and messages of the Summit.
- Continue to secure corporate sponsors, in-kind contributors, and broadcast outlets to help support the production and outreach of NATO TV.

#### **Phase Three — February 1999**

- Film or videotape all original footage and interviews
- Write and edit a series of high-profile NATO PSAs and NATO Minutes.
- Write and edit longer historical segments and country profiles.
- Edit longer "documentaries" on the three new countries.
- Edit longer versions of interviews with heads of state from NATO countries.
- Edit a 30- to 60-minute special on NATO today, emphasizing the enlargement of NATO, the President's vision of NATO, and the Alliance's new task as we enter the 21st century.
- Edit a 30-minute NATO special, specifically designed to be used in high schools throughout the country.

#### **Phase Four - March 1999**

- Begin rolling out visual and audio segments, specifically NATO PSAs and Minutes, to be broadcast throughout the United States and made available for international distribution through USIA.
- Work with Summit coordinators to provide visual and audio material for multimedia at the Summit.
- Compile short segments, NATO graphics, and b-roll to be made available to domestic and international broadcasters for their own use in covering the Summit.

- These “electronic press kits” will contain both historical (and difficult to obtain) footage and contemporary footage and interview clips. It will also include background information on NATO and a list of possible interviews for the Summit.
- Send out a 30-minute NATO special, designed specifically for high school students.

**Phase Five — April 1999**

- Continue roll-out of NATO PSAs.
- Make available longer background segments that can be picked up for broadcast throughout the world.
- Do original videotaping of “Sister Cities” and/or “Commemorative Communities” that have adopted a NATO country/community. Provide these “Sister Cities” with footage of their adopted country.
- Provide coverage of world leaders as they arrive in Washington, D.C. for the Summit and are greeted by their “Sister City” and/or “Commemorative Communities.”
- Finalize detailed script and show rundown for NATO TV comprised of live coverage of the Summit’s events and pre-packaged segments and documentaries.

## Appendix VI Radio

(As of December 8, 1998)

### 1. Public Relations Firm

The Summit communications office intends to hire public relations firm to facilitate this portion of the communications plan and serve as the general radio consultant to the Summit. The ideal firm will have experience with projects similar in size and scope to the Summit and the technical expertise to facilitate live remote satellite broadcasts.

### 2. Comprehensive Radio Interview Booking

#### A. Pre-Summit and On-Site Interviews

The public relations firm will book pre-Summit radio interviews for Administration officials and Summit spokespeople with the national radio networks, nationally syndicated shows, statewide radio networks, top national markets, ethnic radio, and military call-outs. The firm will provide a complete breakdown of station demographics, a brief host profile, and background information for each station, show, and interview booked. The firm will also coordinate on-site radio interviews with radio networks, stations and shows during the Summit.

#### B. National Radio Networks

The firm will book interviews on the following national radio networks :

- ABC Radio Network
- American Urban Radio Network
- Associated Press Radio Network
- CBS Radio Network
- Bloomberg Business Radio
- CNN Radio Network
- National Public Radio
- UPI Radio Network
- USA Radio Network
- Voice of America
- Wall Street Journal Radio Network

#### C. Nationally Syndicated Shows

The firm will also attempt to book interviews on the following nationally syndicated radio shows:

| Show                       | Network                  | # Affiliates |
|----------------------------|--------------------------|--------------|
| • Washington Reality Check | Talk America             | 160          |
| • Morning Edition          | National Public Radio    | 550          |
| • Tom Joyner Show          | ABC Radio Network        | 30           |
| • Working Mom on the Run   | Sweet Talk Production    | 50           |
| • Victoria Jones Show      | United Stations Networks | 80           |
| • Blanquita Cullem Show    | Radio America            | 50           |
| • Judy Jarvis Show         | Jarvis Production        | 65           |
| • Talk of the Nation       | National Public Radio    | 100          |
| • Alan Colmes Show         | United Stations          | 117          |
| • Tom Leykis Show          | Westwood One             | 200          |
| • All Things Considered    | National Public Radio    | 439          |
| • Jim Bohannon Show        | Westwood One             | 400          |
| • Talkers Countdown Show   | Talk Radio Network       | 100          |
| • Bernie Ward Show         | ABC Radio Network        | 130          |
| • Beyond the Beltway       | DuMont Production        | 75           |

|                       |                              |        |
|-----------------------|------------------------------|--------|
| • Voice of Seniors    | Phil Lehrman Productions     | 34     |
| • Night Talk          | American Urban Radio Network | 35     |
| • Talk to America     | Voice of America             | 1,000+ |
| • Michael Reagan Show | Premier Radio Networks       | 150    |

Total Number of Stations: 3,765

#### D. Top Markets

In addition, The public relations firm will target all formats of radio stations in the top 25 U.S. markets and key military communities. These include the following top 10 markets and listed news/talk radio stations:

| Market            | Stations                          |
|-------------------|-----------------------------------|
| 1. New York       | WCBS, WINS, WABC, WOR, WNYC, WLIB |
| 2. Los Angeles    | KNX, KFWB, KABC, KCRW             |
| 3. Chicago        | WBBM, WGN, WMAQ, WLS, WBEZ        |
| 4. San Francisco  | KCBS, KGO, KQED                   |
| 5. Philadelphia   | KYW, WWDB, WHAT, WDAS             |
| 6. Detroit        | WJR, WWJ, WXYT, WCHB              |
| 7. Dallas         | WBAP, KRLD, KLIF, KERA            |
| 8. Houston        | KTRH, KPRC                        |
| 9. Washington, DC | WTOP, WMAL, WOL                   |
| 10. Boston        | WBZ, WRKO, WBUR, WILD             |

#### E. Ethnic Radio

The firm will set up interviews with various ethnic radio stations located in cities throughout the United States. This outreach program will include setting up interviews with Spanish language and African American radio stations as well as ethnic groups in the United States having representation in NATO. Some of the additional ethnic formats include Polish, Latin, and French.

#### F. Worldwide Military Call-Outs

The firm will set up a separate booking program that will include calls by U.S. military personnel who are active NATO members throughout the world into their hometown radio stations to promote the effectiveness of NATO. These interviews will be extremely effective in promoting NATO, in conjuring up patriotic sentiment and support, and in creating a hometown goodwill feeling between members of the military overseas.

#### 3. Live Remote Broadcasts

The firm will coordinate all of the logistics of arranging a limited number of top-level live on-site remotes during the Summit with local radio stations and nationally syndicated shows. The logistics of this setup would include inviting the show hosts, coordinating the technical logistics of their broadcasts (including ISDN, Switch 56, COMREX lines, power strips, mult boxes, tables, chairs, etc.), and arranging the guests.

#### 4. PSAs / "NATO Moments"

The public relations firm will produce up to 20 recorded 60-second radio public service announcements and/or "NATO Moments" and distribute them to radio stations located in targeted markets.

#### 5. Internet Broadcasting

The firm will provide up to five hours of live audio and video internet broadcasting of key events surrounding the NATO Summit. These broadcasts will also be archived for an additional 30 days. These broadcasts could be used on the web sites of NATO, USIA and the State Department. Once a user has logged onto the desired site, web users will be able to "click" onto an icon next to a particular event and be able to listen to the event using the Real Audio/Video stream technology.

NATO 50<sup>th</sup> ANNIVERSARY SUMMIT  
Communications Meeting  
December 8, 1998

Agenda

I. Message Overview

- Over-arching Summit Themes
- Target Audiences (Policy Elite, Congress, Public)
- Tailored Messages

II. NATO Heads of State "Heartland Tour"

III. Additional Ramp-Up Activities

- NATO Television
- NATO "Moments"
- Commemorative Programming
- Welcome Carpet
- Commemorative Photo Essay
- International Visitors Program for Young Leaders
- NATO Summit Website
- Veterans' Commemorative Communities Events
- NATO Postage Stamp
- National Essay Contest/Educational Programs
- Other Activities

IV. Congressional, Ethnic Outreach

V. Commemorative Event Update

# **NATO Summit Commemorative Event**

## **Notional Building Blocks**

### **I. Arrival**

Motorcades to ITC (12th St); leaders group and hold within.

Leaders' announced individually at Melon entry (Constitution) with tailored video images, proceed up steps, into building and to interior stage.

### **II. Indoor Ceremony**

**Opening:** Viewing of historical video montage.

**Accession:** Ceremonial welcome of 3 new members:  
Remarks by POTUS, SYG Solana;  
Joining of 19 flags;  
Remarks by new members, allies.

**Adoption:** Signing/acceptance of Washington Declaration  
on NATO in 21<sup>st</sup> Century.

**Transition:** Leaders proceed as group to Constitution stage.

(Issues: whether to sign or simply adopt Declaration.)

### **III. Outdoor Ceremony**

**Mood/Themes:** Celebratory, future-oriented.

**Presentation:**

Leaders view address from 3 new members capitals via  
satellite link-up/jumbo video screens.

POTUS, Solana remarks to capitals/assembled crowd.

**Parade:** NATO Honor Guard, Fly-by

(Issues: -- rain scenario)

### **IV. Departures**

Leaders depart Constitution stage as group; proceed to ITC.

Individual motorcade departures from ITC/12<sup>th</sup> St.

~~Jan~~ Tues Dec 8 1:30 P

T. Gorman  
12/08/98  
DRAFT

NATO 50<sup>TH</sup> ANNIVERSARY SUMMIT  
WASHINGTON, D.C.

DRAFT COMMUNICATIONS PLAN

DRAFT

## EXECUTIVE SUMMARY

### INTRODUCTION

NATO's 50<sup>th</sup> Anniversary Summit in Washington, D.C., is a significant and historic milestone in the Administration's foreign policy accomplishments, highlighting 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.

The central message of the Summit is that 50 years after formation of the alliance, our transatlantic bonds — our shared history, heritage, culture, commerce, security, and values — remain strong and continue to grow. The alliance of yesterday enabled us to peacefully win the Cold War. The alliance of tomorrow will enable us to keep that peace and allow prosperity to flourish. We stand at an important moment in history — at the threshold of a new NATO, redefined for the 21<sup>st</sup> century. Through a strengthened, expanded partnership, Europe and the United States will overcome security threats and benefit from the commercial opportunities of the new millennium.

From a communications standpoint, the challenge is to connect NATO and the Washington Summit to the everyday lives of Americans. 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 the original commitment to peace. For those who may 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.

### THEMES

As a ramp up to the Summit, an interagency working group is implementing a set of communications programs that will provide context for this historic anniversary, amplify the successes of the NATO alliance, and position the leadership and vision of the President at the fore of the Summit. These programs are built around four complementary themes:

- ***Safeguarding Freedom's Future*** — This broad theme reminds Americans of the leadership role the United States continues to play in forging alliances to defend and promote peace, prosperity, and democracy. The Summit is the opportunity to give the Administration credit for creating the climate and brokering the changes that have set the tone for the transatlantic alliance of the next 50 years.
- ***Promises Kept*** — This day has been made possible by many acts of courage — by those who ended the Cold War, toppled the Berlin Wall, and brought freedom to the three nations who are joining the alliance. This anniversary is their time of satisfaction and triumph, knowing the new NATO will be built on the fruits of their labor. The Summit connects the efforts of those individuals with the opportunities that their sacrifices will create for future generations: a peaceful, united Europe, a more secure United States.

- ***NATO for a New Era*** – The President has described the future significance of NATO enlargement as a world in which our children will be “much less likely to cross the Atlantic to fight and die in a war and much more likely to find partners in security, cultural and commercial and educational endeavors.” The Summit is an opportunity to demonstrate to young Americans that NATO is much more than just an acronym associated with the Cold War and communism – it is a principal institution uniting Europe and the United States in our common interests. The new NATO will offer them a stronger, more confident Europe, more open to American investments and values – with economic and cultural opportunities only dreamed of by previous generations.
- ***New Faces of NATO*** – The NATO of the 21<sup>st</sup> century will be invigorated by the new blood of its three new members – Hungary, Poland, and the Czech Republic – where there is true excitement and enthusiasm for participation in the alliance. These countries bring with them seven years of solid records as stable democracies, and their people are eager to embrace the Atlantic community. They also represent growing markets for American goods and services. But for many Americans, they are an unknown quantity. Who are these countries and how will they contribute to NATO’s new vision? Putting a human face on our new Atlantic partners will be an important part of explaining the values and promise that NATO represents for our future.

## AUDIENCES

The working group will tailor messages and programs to communicate these themes with increasing levels of detail and sophistication to three key audiences: the general public (including the mass media, veterans, youth, and ethnic groups), the U.S. Congress (members and their staff), and the foreign policy elite (academics, the think tank community, and the foreign policy press).

Following are examples of tailored messages and the most relevant events and programs for each audience.

### 1. GENERAL PUBLIC (including the mass media, veterans, youth, and ethnic groups)

#### A. Tailored messages

- Stress America’s continued leadership role in forging alliances to preserve freedom
- Explain the continued importance of NATO in the post Cold War era
- Celebrate the peace, pay tribute to the veterans of the Cold War
- Welcome NATO’s newest members

#### B. Events/Programs

- A Worldwide Celebration – a public commemorative event at the Summit including satellite links to celebrations in new member nations.
- A “Heartland Tour” bringing many NATO and EAPC leaders to communities across the U.S. for appearances hosted jointly by consulates, embassies, and appropriate private sector organizations
- A “welcoming” carpet produced by communities across the United States
- NATO TV – a highly produced, live broadcast feed of Summit public events and pre-produced feature programming available for cable and satellite distribution

Nonu –  
keep  
message  
(1) international  
engagement  
→ not just talk  
NATO

- A commemorative television documentary commissioned to combine dramatic Cold War footage of NATO with compelling contemporary photography of NATO peacekeeping troops
- NATO Moments – a series of commemorative television spots and public service announcements celebrating NATO's history
- A digital photo and video b-roll archive
- An International Visitors Program for Young Leaders from each of the 44 Euro-Atlantic Partnership Countries
- Internet web pages dedicated to NATO's 50<sup>th</sup> Anniversary
- Outreach to student groups through essay and debate contests and the educational programs of organizations such as the Close Up Foundation and Presidential Classroom
- A NATO Anniversary postage stamp
- A commemorative photo essay brochure
- Community events across America to salute Cold War veterans and celebrate ethnic ties

## **2. THE U.S. CONGRESS**

### **A. Tailored messages**

- Emphasize the centrality of NATO's collective defense mission, sustaining military capabilities while pursuing new missions in defense of common interests
- Confirm the equitable sharing of burdens and costs among all allies
- Stress the benefits of continued enlargement to strengthen the alliance and broaden NATO's zone of stability
- Explain how partnership with Russia will drive integration and deepen cooperation despite our differences

### **B. Events/Programs**

- Staff briefings and member consultations (focus on priority members and those with family ties to NATO and EAPC countries or districts with ethnic concentrations)
- Reactivation of the Senate NATO Observer Group (SNOG)
- Congressional involvement in "Heartland Tour" appearances of NATO and EAPC leaders
- NATO Parliamentary Assembly Initiative
- A Rotunda Reception for NATO/EAPC leaders and members of Congress during the Summit
- Congressional resolution commemorating NATO's 50<sup>th</sup> Anniversary and the Washington Summit

### 3. THE FOREIGN POLICY ELITE

#### A. Tailored messages

- Focus on NATO's new capabilities to address regional conflict, deter weapons of mass destruction and terrorism, and respond to crises in defense of not just our common territory but our common interests
- Reaffirm NATO's Open Door with a clarified road map to future membership and an explanation of alliance assistance for aspirants
- Emphasize the major advancements in integration and stabilization of the European continent available through deepened engagement with all partners regardless of membership aspirations,
- Stress opportunity to intensify dialogue and expand practical cooperation with Russia and Ukraine

#### B. Events/Programs

- Principals' speeches and editorials
- A network of NATO symposia, including World Affairs Council speeches
- The digital photo and video b-roll archive noted above will assist media, community organizations, and academic institutions in creating special NATO programming and events
- Foreign policy press outreach, including creating a list of "message validators" and holding editorial boards and foreign policy "scene setters"
- Anniversary editions of specialty publications, such as *Foreign Affairs* and NATO's own *NATO Review*
- The commemorative television documentary noted above will be heavily promoted with the foreign policy elite, including a high-profile, pre-Summit screening to which senior military personnel, White House staff, Members of Congress, and foreign embassy officials would be invited
- A special publication on NATO history prepared by the State Department historian
- A commemorative NATO Handbook

### COMMEMORATIVE EVENT

Summit communications efforts will peak with the 50th anniversary commemorative event: a signing ceremony, military review and public celebration that will serve as a kick-off to the NATO Washington Summit. The event will be accessible to a broad audience and serve as the culmination of a number of community outreach activities, including those to veterans' organizations, young leaders and key members of ethnic groups. In addition, initial steps have been taken to expand the Washington event to a worldwide celebration. The Czech Government has confirmed that they will produce a simultaneous celebration to be linked to the Washington event via satellite and jumbotron projection. Hungary and Poland are expected to follow suit. The commemorative event is being created to convey to the general public a strong and lasting impression of NATO and its ongoing benefit to generations of Americans.

# **DRAFT COMMUNICATIONS PLAN**

**NATO 50<sup>th</sup> Anniversary Summit  
Washington, D.C.**

## **Communications Projects and Programs**

- Background
- Communications Working Group
- Goals and Objectives
- Themes
- Audiences
- Program Highlights
- Media Relations Activities
- Commemorative Event
- Appendices
  - Timeline of Events*
  - USIA*
  - Department of Defense*
  - Department of State*
  - NATO Television*
  - Radio*

## **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 – the alliance that safeguarded the freedom and security of its members throughout the dangers of the Cold War.

For 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 — our shared history, heritage, culture, commerce, security, and 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.

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 also a time to look ahead toward fulfilling that original commitment. For those who may 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.

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

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 security threats, strengthen democratic institutions and benefit from the commercial opportunities of the next century.

## **COMMUNICATIONS WORKING GROUP**

The Communications Office of the Task Force is managing an interagency working group comprised of representatives from the following agencies: the National Security Council, State Department, U.S. Information Agency, Office of the Secretary of Defense, and Joint Chiefs of Staff. This working group is implementing a set of programs designed to amplify the key themes during the five months leading up to the Summit. Each agency is undertaking public outreach activities to raise the visibility of the NATO Summit. A private sector host committee is also playing an important role in promoting the Summit and coordinating private sector funding for various communications events and activities.

## GOALS AND OBJECTIVES

The overall goal of the Summit communications effort is to manage a broad set of outreach programs targeting an array of constituencies, emphasizing those activities that offer the best opportunities to reach the general public with key messages. One important measure of these activities will be the extent to which outreach programs 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.

### Focus on the Future

There is 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 activities 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 NATO's broad themes of new goals, new missions, and new members, programs will 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.

## THEMES

As a ramp up to the Summit, the communications office is implementing an array of communications programs that will provide context for this historic anniversary, amplify the successes of the NATO alliance, and position the leadership and vision of the President at the fore of the Summit. These programs are built around four complementary themes:

- ***Safeguarding Freedom's Future*** – This broad theme reminds Americans of the leadership role the United States continues to play in forging alliances to defend and promote peace, prosperity, and democracy. The Summit is the opportunity to give the Administration credit for creating the climate and brokering the changes that have set the tone for the transatlantic alliance of the next 50 years.
- ***Promises Kept*** – This day has been made possible by many acts of courage – by those who ended the Cold War, toppled the Berlin Wall, and brought freedom to the three nations who are joining the alliance. This anniversary is their time of satisfaction and triumph, knowing the new NATO will be built on the fruits of their labor. The Summit connects the efforts of those individuals with the opportunities that their sacrifices will create for future generations: a peaceful, united Europe, a more secure United States.
- ***NATO for a New Era*** – The President has described the future significance of NATO enlargement as a world in which our children will be “much less likely to cross the Atlantic to fight and die in a war and much more likely to find partners in security, cultural and commercial and educational endeavors.” The Summit is an opportunity to demonstrate to young Americans that NATO is much more than just an acronym associated with the Cold War and communism – it is a principal institution uniting Europe and the United States in our common interests. The new NATO will offer them a stronger, more confident Europe, more open to American investments and values – with economic and cultural opportunities only dreamed of by previous generations.

- ***New Faces of NATO*** – The NATO of the 21<sup>st</sup> century will be invigorated by the new blood of its three new members – Hungary, Poland, and the Czech Republic – where there is true excitement and enthusiasm for participation in the alliance. These countries bring with them seven years of solid records as stable democracies, and their people are eager to embrace the Atlantic community. They also represent growing markets for American goods and services. But for many Americans, they are an unknown quantity. Who are these countries and how will they contribute to NATO's new vision? Putting a human face on our new Atlantic partners will be an important part of explaining the values and promise that NATO represents for our future.

## AUDIENCES

Messages will be tailored to communicate these broad Summit themes with increasing levels of detail and sophistication to three key audiences: the general public (including the mass media, veterans, youth, and ethnic groups), the U.S. Congress (members and their staff), and the foreign policy elite (academics, the think tank community, and the foreign policy press).

Following are examples of tailored messages for each audience.

### **General Public (including the mass media, veterans, youth, and ethnic groups)**

- Stress America's continued leadership role in forging alliances to preserve freedom
- Explain the continued importance of NATO in the post Cold War era
- Celebrate the peace, pay tribute to the veterans of the Cold War
- Welcome NATO's newest members

### **U.S. Congress (members and their staff)**

- Emphasize the centrality of NATO's collective defense mission, sustaining military capabilities while pursuing new missions in defense of common interests
- Confirm the equitable sharing of burdens and costs among all allies
- Stress the benefits of continued enlargement to strengthen the alliance and broaden NATO's zone of stability
- Explain how partnership with Russia will drive integration and deepen cooperation despite our differences

### **Foreign Policy Elite (academics, the think tank community, and the foreign policy press)**

- Focus on NATO's new capabilities to address regional conflict, deter weapons of mass destruction and terrorism, and respond to crises in defense of not just our common territory but our common interests
- Reaffirm NATO's Open Door with a clarified road map to future membership and an explanation of alliance assistance for aspirants
- Emphasize the major advancements in integration and stabilization of the European continent available through deepened engagement with all partners regardless of membership aspirations,
- Stress opportunity to intensify dialogue and expand practical cooperation with Russia and Ukraine

## PROGRAM HIGHLIGHTS

### *Events and Programs Targeting the General Public:*

#### **Making the Commemorative Event a Worldwide Celebration**

Initial steps have been taken to expand the commemorative event in Washington to a worldwide celebration. Czechoslovakia confirms that they will produce a large, simultaneous celebration, and we are working on the details of linking the two events via satellite using jumbotron projection. We expect the other two countries to follow suit with celebrations that will take place concurrently with the Washington commemorative event. In addition, we are likely to include, as part of our coverage, Brussels and other locations, again via satellite, to provide color and variety for a worldwide viewing audience.

#### **NATO Leaders Pre-Summit Heartland Tour**

The Summit communications office has established an outreach matrix linking NATO countries with states and cities where there are strong ethnic populations from those countries, as well as with consulates, military or national guard relationships, and private sector, economic and/or non-governmental organizations that could serve as hosts. The Summit communications office is discussing protocol for the tour with appropriate contacts at NATO to determine the feasibility of pre-Summit visits and how and from whom the invitations might be proffered.

#### **"America Welcomes the Leaders of NATO"**

The Summit communications office has created an outreach program that will allow 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, scanned and combined to create a work of art that can serve literally as a "welcoming" carpet. The Summit communications office has made connections with organizations like the National Guard's "State Partnership Program," some state chambers of commerce, and internationally-oriented community groups to identify grassroots partners who would assist 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.

#### **NATO Television**

The Summit communications office is managing NATO TV, created to provide 14-16 hours of "living history" to millions of people all over North America and Europe to enable them to take pride in and feel that they are a 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 will be carried in the conference environs via the CCTV. It will be carried outside the area via the local District of Columbia cable distributor on a local channel and possibly by CSPAN across the country. Most important, it will be put up on the appropriate satellites for

others to take down, both in the United States and overseas. The Summit communications office is also exploring ways to provide NATO TV distribution to high school and college classrooms. The Host Committee is pursuing private sector contributions to partially fund the NATO TV concept. Structured correctly, NATO TV should attract adequate corporate support to help fund an experienced producer, technical crew, and a top quality product. See Appendix V.

### **Historical Commemorative Programming**

The Summit communications office 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. 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. This concept could also be pitched to the History Channel and Turner Broadcasting, among others.

### **NATO "Moments"/PSAs**

The Summit communications office is managing the creation of a series of 6-10 NATO public service announcements and/or NATO "Moments" similar to the "Presidential Minutes" broadcast on CBS. These will be highly produced, comprised of a distinctive opening graphic and historical and/or contemporary footage. Each will convey the message that we are celebrating 50 years of the most successful alliance in history. These "Moments" will be little stories in themselves, and will be of interest to a general audience. They will provide a small glimpse of history as well as highlighting the upcoming Summit. The segments can be sent out with a split audio track that will allow the networks to replace the audio with their own anchor or TV personality or allow the overlay of a foreign language narrative.

A more youth-oriented approach would be to create a set of 50th anniversary PSAs that will feature a rapid montage of images underscored by fast-paced music that tell 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 viewers' past and future, their daily lives and personal history, and the peace and security that all Americans enjoy.

The Armed Forces Radio and Television Service may become involved in production and distribution of both the NATO Moments and the PSAs.

### **Digital Photo and Video B-Roll Archive**

The Summit communications office is connecting the visual and the verbal by coordinating with the NATO Press and Media Service the collection and management of visual images and audio segments that will help bring to life for the American public the history and promise of NATO. This includes a digital photo archive with nearly 1000 historical images of NATO activities. The Summit communications office will make this extensive collection of photos, video B-roll, and audio segments available to organizations, news outlets, and academic institutions wishing to use them for their own NATO commemorative and educational activities. The photos will be available on the Internet for viewing and information purposes and in print quality via dedicated ISDN in early 1999.

### **Young Leaders Visitors Program**

The International Visitors Program for Young Leaders will bring together two groups of 22 people from each of the 44 EAPC 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.

### **Web Pages**

USIA, the State Department, and NATO are designing separate but integrated web pages 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, already on line at [www.nato50.gov](http://www.nato50.gov), serves 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 — are also featured. The USIA Summit web page serves international audiences, while the State Department is designing a complementary web page to serve domestic audiences.

### **Student Outreach**

The State Department's Bureau of Public Affairs is developing a plan for educating student groups about NATO and the 50<sup>th</sup> Anniversary Summit through essay and debate contests and the educational programs of organizations such as the Close Up Foundation and Presidential Classroom

### **NATO Postage Stamp**

The Summit communications office has coordinated the creation of a NATO commemorative postage stamp with the U.S. Postal Service. The stamp, designed by Michael Cronan and featuring a dove and olive branch, symbolizes the strength of the organization, the fragility of peace, and hope for the future. The Postal Service has agreed to coordinate date of issue activities with the Summit communications office as part of the outreach and visibility activities prior to the NATO Summit.

### **Photo Essay**

A color brochure has been created containing a photo essay commemorating 50 years of NATO successes and looking ahead toward the future of the alliance. Distribution is planned in January.

### **Veterans' Commemorative Communities Events**

The Summit communications office will approach veterans organizations to explore use of their "Commemorative Communities" to structure events within those communities to honor individuals who served in Europe during the Cold War.

***Programs Targeting the U.S. Congress:***

**Staff Briefings**

The Summit communications office will organize staff briefings and member consultations, with a focus on priority members and those with family ties to NATO and EAPC countries or districts with ethnic concentrations.

**Senate NATO Observer Group**

The Summit communications office will encourage reactivation of the Senate NATO Observer Group (SNOG).

**NATO Leaders Pre-Summit Heartland Tour**

The Summit communications office will encourage Congressional involvement in the "Heartland Tour" appearances of NATO and EAPC leaders.

**NATO Parliamentary Assembly Initiative**

Members of Congress meet with members of parliament from NATO countries on issues of common interest.

**Rotunda Reception**

A rotunda reception during the Summit will give Members of Congress a chance to interact with NATO/EAPC leaders and NATO staff.

**Congressional Resolution**

The Summit communications office will encourage the introduction and passage of a Congressional resolution commemorating NATO's 50<sup>th</sup> Anniversary and the Washington Summit. This will ideally be a joint resolution with bipartisan sponsorship.

***Programs Targeting the Foreign Policy Elite:***

**Principals' speeches and editorials**

The Summit communications office will coordinate development of key points for principals' speeches and opinion pieces and keep a central schedule of upcoming public appearances and other communications opportunities involving cabinet members.

**NATO Symposia**

The Summit communications office will support development of a network of NATO symposia, including World Affairs Council speeches.

**Foreign Policy Press Outreach**

The Summit communications office will conduct extensive outreach with the foreign policy press, including creating a list of "message validators" and organizing editorial boards and foreign policy "scene setters." The Summit communications office will encourage NATO

anniversary editions of specialty publications, such as *Foreign Affairs* and NATO's own *NATO Review*.

The collection of visual images and audio segments noted above under "Connecting the Visual and the Verbal" will be promoted with the foreign policy media, community organizations, and academic institutions to encourage special NATO programming and events.

### **Historical Commemorative Programming**

The commemorative television documentary noted above will be heavily promoted with the foreign policy elite 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.

### **Specialty Publications**

The State Department historian has prepared a special publication on NATO history. In addition, NATO will publish a commemorative 50<sup>th</sup> Anniversary NATO Handbook.

## MEDIA RELATIONS ACTIVITIES

In cooperation with the NSC, the Department of State's Bureau of Public Affairs, and the White House Office of Communications, COTV is undertaking 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. The Task Force will ensure that these officials receive talking points covering the key themes of the Summit.

***Media Source List ("Validators")*** — Create a list of both government and private sector experts willing to grant media interviews on the subject of NATO and validate key themes surrounding the Summit.

***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* and others.

***New Members' Perspective*** — Create a storyline 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”**— A demonstration of the durability and adaptability of the alliance in the post-Cold War world, and a connection 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.
- **“Safeguarding Our Future”** — A reminder to Americans of the leadership role the United States continues to play in forging alliances to defend and promote peace, prosperity, and democracy.

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 if possible, given the extensive prohibited airspace in the area. 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.

## Appendix I Timeline of Events

(As of November 12, 1998)

| <u>Date</u>     | <u>Event/Activity</u>                                                   | <u>Lead Agency</u> | <u>Status/Tasks</u>                                                                                                                             |
|-----------------|-------------------------------------------------------------------------|--------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>November</b> |                                                                         |                    |                                                                                                                                                 |
| 12              | Final Logo designs approved                                             | Summit TF          |                                                                                                                                                 |
| 9               | USIA Internet Web Page on NATO 50th launched for international audience | USIA               | - Currently on-line                                                                                                                             |
| 9 – 13          | North Atlantic Assembly Meeting, Edinburgh                              | NATO               |                                                                                                                                                 |
| 11              | President's Veterans Day Speech                                         | NSC                |                                                                                                                                                 |
| 12              | Completion of initial Communications Plan and Timeline of Events        | Summit TF          | - Establish meeting schedule for Task Force, Host Committee, Communications Team<br>- Finalize public themes                                    |
| 19 – 20         | Visit to DC by NATO Sec. General Solana                                 | State              |                                                                                                                                                 |
| 30              | Photo Essay brochure                                                    | USIA               | - Brochure will go to the printer by the end of NOV                                                                                             |
| Ongoing         | NATO TV – Phase One                                                     | Summit TF          | - See Appendix V                                                                                                                                |
| Ongoing         | Public Service Announcements                                            | Summit TF          | - Identify funding for development of PSAs<br>- Identify potential speakers<br>- Develop shot list, determine producer                          |
| Ongoing         | Historical Commemorative Programming                                    | Summit TF          | - Identify target media organizations<br>- Identify available resources of USIA & DOD<br>- Develop detailed list of materials available for use |
| Ongoing         | Photo Essays (A Day in the Life of NATO)                                | USIA               | - Identify potential themes, potential photographers<br>- Draft pitch<br>- Determine appropriate USIA/DOD roles                                 |

| <u>Date</u>     | <u>Event/Activity</u>            | <u>Lead Agency</u>     | <u>Status/Tasks</u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-----------------|----------------------------------|------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>November</b> |                                  |                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Ongoing         | NATO stories in general US media | Summit TF/<br>State PA | <ul style="list-style-type: none"> <li>- Soft sounds to the media on interest</li> <li>- Develop strategy for the types of pitches: announcements in columns, news articles, editorials</li> <li>- Identify story concepts: 50 year retrospective, new member profiles, the people of NATO, human interest stories in US, other NATO countries, and Partnership for Peace countries</li> <li>- Research and develop supporting elements to concepts: people, historical information, visuals</li> <li>- Match story concepts to appropriate media</li> </ul> |
| Ongoing         | NATO in European media           | USIS                   | <ul style="list-style-type: none"> <li>- See Appendix II</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Ongoing         | Contact with Constituency Groups | Summit TF              | <ul style="list-style-type: none"> <li>- Identify groups &amp; key contacts: veterans, National Guard, Foreign Service, NGOs</li> <li>- Draft proposal for activities/events</li> </ul>                                                                                                                                                                                                                                                                                                                                                                      |
| Ongoing         | Outreach to Youth (in US)        | Summit TF              | <ul style="list-style-type: none"> <li>- Determine appropriate contacts for Young Leaders Exchange, including NGOs, and appropriate organization/process to make this happen</li> </ul>                                                                                                                                                                                                                                                                                                                                                                      |
| Ongoing         | Educational Programs             | Summit TF              | <ul style="list-style-type: none"> <li>- Identify and create a contact list of relevant think tanks, public policy groups and educational NGOs</li> <li>- Soft sounds with organizations on appropriateness of contacts and processes for each organization</li> <li>- Develop concepts: essay contest, debate contest, Odyssey of the Mind topics</li> </ul>                                                                                                                                                                                                |
| Ongoing         | Arts & Entertainment             | Summit TF              | <ul style="list-style-type: none"> <li>- Identify and create a contact list of appropriate venues, organizations, publications</li> <li>- Develop draft concepts: Kennedy Center Concert, Film festival, MTV Concert</li> <li>- Identify NATO country entertainers &amp; athletes</li> <li>- Clarify process for producing NATO stamp</li> </ul>                                                                                                                                                                                                             |
| Ongoing         | Exhibits                         | Summit TF              | <ul style="list-style-type: none"> <li>- Generate list of potential exhibits and key contacts: Historical, photographic: National Portrait Museum, Building Museum, Newseum, Smithsonian, Library of Congress. . .</li> </ul>                                                                                                                                                                                                                                                                                                                                |

| <u>Date</u>     | <u>Event/Activity</u>           | <u>Lead Agency</u> | <u>Status/Tasks</u>                                                                                                                                                                                                                                                                                                                                             |
|-----------------|---------------------------------|--------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>November</b> |                                 |                    |                                                                                                                                                                                                                                                                                                                                                                 |
| Ongoing         | Congressional Outreach          | Summit TF          | <ul style="list-style-type: none"> <li>- Draft pitch concepts</li> <li>- Develop list of priority members</li> <li>- Develop list of congressional members whose families are recent immigrants from NATO &amp; PfP countries</li> </ul>                                                                                                                        |
| Ongoing         | Speaker's Bureau                | Summit TF          | <ul style="list-style-type: none"> <li>- Identify appropriate former US Ambassadors to NATO Countries, potential speaking venues</li> <li>- Identify administration officials who could include NATO Summit in speeches &amp; venues for speeches</li> </ul>                                                                                                    |
| Ongoing         | Welcoming Hosts                 | Summit TF          | <ul style="list-style-type: none"> <li>- Identify states, schools to "host" a NATO Country</li> <li>- Identify personalities from NATO Countries: athletes, performers, musicians</li> <li>- Identify businesses located in NATO Countries as potential host entities</li> <li>- Develop concepts for pitching</li> </ul>                                       |
| Ongoing         | Host Committee                  | Summit TF          | <ul style="list-style-type: none"> <li>- Identify members of host committee</li> <li>- Identify potential in-kind resources that could be asked of host committee members</li> </ul>                                                                                                                                                                            |
| Ongoing         | Welcome Carpet                  | Summit TF          | <ul style="list-style-type: none"> <li>- Contact appropriate organization/network to pitch</li> </ul>                                                                                                                                                                                                                                                           |
| Ongoing         | NATO Leader Spouse Events       | Summit TF          | <ul style="list-style-type: none"> <li>- Identify key contacts for planning spouse events</li> <li>- Acquire list of spouse event activities</li> <li>- Determine appropriate events for media coverage</li> </ul>                                                                                                                                              |
| Ongoing         | Mellon Commemorative Event      | Summit TF          | <ul style="list-style-type: none"> <li>- Define symbolism of event, refine messages</li> <li>- Establish budget for event</li> <li>- Finalize location and nature of coverage for event</li> </ul>                                                                                                                                                              |
| Ongoing         | Outdoor Ceremony/Summit Program | Summit TF          | <ul style="list-style-type: none"> <li>- Define symbolism of event, refine messages</li> <li>- Establish budget for event, approve funding</li> <li>- Finalize location and nature of coverage for event</li> <li>- Finalize vendors: production, staging, lights, sound</li> <li>- Draft program</li> <li>- Rain site location for outdoor ceremony</li> </ul> |

| <u>Date</u>     | <u>Event/Activity</u>                                                                                  | <u>Lead Agency</u>          | <u>Status/Tasks</u>                                                                                                                                                                                                                                                                                  |
|-----------------|--------------------------------------------------------------------------------------------------------|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>December</b> |                                                                                                        |                             |                                                                                                                                                                                                                                                                                                      |
| 8 - 9           | NATO Foreign Ministers Meeting, Brussels                                                               | State                       |                                                                                                                                                                                                                                                                                                      |
| 15              | U.S./E.U. Summit, Washington                                                                           | State                       |                                                                                                                                                                                                                                                                                                      |
| 14 - 18         | Secretary of Defense William Cohen travels to Germany and Brussels (troop visits and NATO Ministerial) | DOD                         |                                                                                                                                                                                                                                                                                                      |
| 17 - 18         | NATO Defense Ministers Meeting, Brussels                                                               | DOD                         |                                                                                                                                                                                                                                                                                                      |
| 31              | Finalize design of NATO Anniversary Postage Stamp                                                      | Summit TF/US Postal Service |                                                                                                                                                                                                                                                                                                      |
| Ongoing         | Task Force Administrative                                                                              | Summit TF                   | - Fill all positions, finalize contracts for all vendors                                                                                                                                                                                                                                             |
| Ongoing         | NATO TV – Phase One                                                                                    | Summit TF                   | - See Appendix V                                                                                                                                                                                                                                                                                     |
| Ongoing         | Public Service Announcements                                                                           | Summit TF                   | - Develop script(s) for PSAs<br>- Select spokespersons, schedule taping                                                                                                                                                                                                                              |
| Ongoing         | Historical Commemorative Programming                                                                   | Summit TF                   | - Develop concept scenarios, pitch to Discovery Channel, History Channel, Turner Broadcasting                                                                                                                                                                                                        |
| Ongoing         | Photo Essays                                                                                           | Summit TF                   | - Pitch concepts to appropriate photographers                                                                                                                                                                                                                                                        |
| Ongoing         | NATO Stories in general media                                                                          | Summit TF/<br>State PA      | - Write and distribute press releases<br>- Determine best medium for human interest stories, Script story process as appropriate for medium                                                                                                                                                          |
| Ongoing         | Media Briefings                                                                                        | Summit TF/<br>State PA      | - Identify topics and targetted journalists for briefings<br>- Development of briefing materials: background materials/historic, charts/graphs/maps and photos – via CD ROM?, B-roll<br>- Further define this process: Who's targeted? When? Location--benefit to this being done in several cities? |
| Ongoing         | Outreach to Foreign Policy journals                                                                    | Summit TF/<br>State PA      | - Identify topics appropriate to foreign policy journals<br>- Develop concepts for pitch, background materials<br>- Identify targeted journals & specific journalists<br>- Determine timing and location                                                                                             |

| <u>Date</u>     | <u>Event/Activity</u>            | <u>Lead Agency</u> | <u>Status/Tasks</u>                                                                                                                                                                                                                                                                                            |
|-----------------|----------------------------------|--------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>December</b> |                                  |                    |                                                                                                                                                                                                                                                                                                                |
| Ongoing         | Contact with Constituency Groups | Summit TF          | <ul style="list-style-type: none"> <li>- Pitch proposals to key contacts</li> <li>- Draft support materials: background/historical, photos/video, CD ROM</li> </ul>                                                                                                                                            |
| Ongoing         | Outreach to Youth (in US)        | Summit TF          | <ul style="list-style-type: none"> <li>- Create youth (ages: 16-25) component to web page</li> <li>- Create children's component to web page</li> <li>- Develop youth activity concepts</li> <li>- Pitch to organizations</li> </ul>                                                                           |
| Ongoing         | Educational Programs             | Summit TF          | <ul style="list-style-type: none"> <li>- Pitch symposium &amp; educational concepts to NGOs (essay contest, debate contest, etc.)</li> <li>- Develop background materials, visual &amp; historic</li> <li>- Identify web sites where a link to NATO would reach an additional audience, pitch links</li> </ul> |
| Ongoing         | Arts & Entertainment             | Summit TF          | <ul style="list-style-type: none"> <li>- Review feedback from NOV info solicitation</li> <li>- Decide which activities merit continuing effort</li> <li>- Develop listing of events that will occur</li> </ul>                                                                                                 |
| Ongoing         | Exhibits                         | Summit TF          | <ul style="list-style-type: none"> <li>- Refine pitch concepts for different exhibit venues</li> <li>- Pitch concepts to Smithsonian, Library of Congress, etc.</li> </ul>                                                                                                                                     |
| Ongoing         | Congressional Outreach           | Summit TF          | <ul style="list-style-type: none"> <li>- Develop plan for Congressional outreach for participation in events and NATO TV</li> </ul>                                                                                                                                                                            |
| Ongoing         | Speaker's Bureau                 | Summit TF          | <ul style="list-style-type: none"> <li>- Pitch speakers to venues and create a placement list</li> <li>- Finalize with speakers</li> <li>- Develop cumulative list with speakers paired with venue &amp; topic by date</li> <li>- Develop briefings for each venue, talking points for each speaker</li> </ul> |
| Ongoing         | Welcoming Hosts                  | Summit TF          | <ul style="list-style-type: none"> <li>- Determine appropriate background materials to make available to interested welcoming parties</li> <li>- Pitch concepts to appropriate organizations and individuals</li> <li>- Develop list of those who are definitely interested, describe role</li> </ul>          |

| <u>Date</u>     | <u>Event/Activity</u>                                                                | <u>Lead Agency</u>     | <u>Status/Tasks</u>                                                                                                |
|-----------------|--------------------------------------------------------------------------------------|------------------------|--------------------------------------------------------------------------------------------------------------------|
| <b>December</b> |                                                                                      |                        |                                                                                                                    |
| Ongoing         | Host Committee                                                                       | Summit TF              | - Pitch host cttee members regarding in-kind PSA/ad space, develop NGO/business list, describe space available     |
| Ongoing         | Mellon Commemorative Event                                                           | Summit TF              | - Review set designs and lighting package<br>- Determine placement and number of media<br>- Prioritize media space |
| Ongoing         | Outdoor Ceremony                                                                     | Summit TF              | - Review set designs and lighting package<br>- Determine placement of number of media<br>- Prioritize media space  |
| Ongoing         | Summit                                                                               | Summit TF              | - Review set designs and lighting package<br>- Determine placement of number of media<br>- Prioritize media space  |
| <b>January</b>  |                                                                                      |                        |                                                                                                                    |
| TBD             | USNATO conference, Rome                                                              | USIS-Italy, USIS-NATO  |                                                                                                                    |
| TBD             | EU/US SLG Meeting, Washington                                                        | State                  |                                                                                                                    |
| 18-20           | EAPC Seminar on Security and Stability in Central Europe, Bratislava                 | State                  | - Invited speakers include NATO and WEU S/Gs                                                                       |
| Ongoing         | NATO TV – Phase Two                                                                  | Summit TF              | - See Appendix V                                                                                                   |
| Ongoing         | Public Service Announcements                                                         | Summit TF              | - Write & edit a series of high profile NATO PSAs<br>- Produce tag lines for Host Committee members                |
| Ongoing         | NATO stories in the general media                                                    | Summit TF/<br>State PA | - Produce needed materials/footage as appropriate                                                                  |
| Ongoing         | Welcome Carpet                                                                       | State PA/USIA?         | - Participating organizations begin process to create carpet sections                                              |
| 31??            | World Affairs Council's Great Decisions Program '99 kicks off with NATO as key topic | State/EUR              |                                                                                                                    |

| <u>Date</u>         | <u>Event/Activity</u>                                                                      | <u>Lead Agency</u> | <u>Status/Tasks</u>                                                                       |
|---------------------|--------------------------------------------------------------------------------------------|--------------------|-------------------------------------------------------------------------------------------|
| <b>January</b>      |                                                                                            |                    |                                                                                           |
| 31??                | State Department Internet Web Page on NATO 50 <sup>th</sup> launched for domestic audience | State PA           |                                                                                           |
| <b>February</b>     |                                                                                            |                    |                                                                                           |
| 28??                | Publication of commemorative NATO Pamphlet and Handbook                                    | NATO               |                                                                                           |
| 28??                | Publication of State Department historical booklet on the origins of NATO                  | State/PA           |                                                                                           |
| Ongoing             | NATO TV – Phase Three                                                                      | Summit TF          | - See Appendix V                                                                          |
| TBD<br>(Feb or Mar) | Accession of new NATO members (Czech Republic, Hungary, Poland)                            | State              | - Date, location, nature of event all uncertain                                           |
| <b>March</b>        |                                                                                            |                    |                                                                                           |
| 1                   | Press Credential requests due                                                              | USIA               |                                                                                           |
| 3 – 20              | International Visitor Programs                                                             | USIA               | - On “Foreign Policy Challenges Facing the U.S. and                                       |
| 4                   | Electronic Journal to be published                                                         | USIA               | - See Appendix II                                                                         |
| 4-5                 | Conference on Peace and Security in the Mediterranean, Valletta, Malta                     | USIS               | - Co-sponsored by USIS-Valletta and Mediterranean Academy of Diplomatic Studies, Valletta |
| Ongoing             | NATO TV – Phase Four                                                                       | Summit TF          | - See Appendix V                                                                          |
| Ongoing             | Public Service Announcements                                                               | Summit TF          | - Begin rolling out visual & audio segments of PSAs                                       |
| <b>April</b>        |                                                                                            |                    |                                                                                           |
| 1??                 | NATO Postage Stamp released                                                                | Summit TF          |                                                                                           |
| 1??                 | Publication of <u>Foreign Affairs Magazine</u> NATO 50 <sup>th</sup> commemorative issue   | State/EUR          |                                                                                           |
| 9                   | Atlantic Council/CSIS/AUSA Conference                                                      | State/EUR          | - To be held at State Department                                                          |

| <u>Date</u>  | <u>Event/Activity</u>                                                                     | <u>Lead Agency</u> | <u>Status/Tasks</u>                                                  |
|--------------|-------------------------------------------------------------------------------------------|--------------------|----------------------------------------------------------------------|
| <b>April</b> |                                                                                           |                    |                                                                      |
| Ongoing      | NATO TV – Phase Five                                                                      | Summit TF          | - See Appendix V                                                     |
| Ongoing      | Public Service Announcements                                                              | Summit TF          | - Continue distribution of NATO PSAs                                 |
| Undetermined | Release of special report on European Security                                            | USIA               | - Office of Research and Media Reaction                              |
| Ongoing      | Constituency Group events                                                                 | Summit TF          | - Various veterans' groups, etc.                                     |
| 15           | Welcome Carpet                                                                            | State PA/USIA?     | - Carpet sections arrive in Washington, D.C.                         |
| 15           | NATO International Staff advance party arrives in Washington                              |                    |                                                                      |
| 19           | Summit Press Center opens                                                                 | USIA               |                                                                      |
| 19 – 23      | International Visitors Program for Young Leaders, Washington, D.C.                        | USIA               | - two groups of 22 people representing each of the 44 EAPC countries |
| 22           | Council on Foreign Relations Dinner                                                       | State/EUR          |                                                                      |
| 17 or 24     | Presidential Radio Address??                                                              | NSC                | - In EUR Triple Crown outreach document                              |
| 23           | Mellon Commemorative Event                                                                |                    |                                                                      |
| 24 & 25      | Summit                                                                                    |                    |                                                                      |
| 24           | NATO Gala event                                                                           |                    |                                                                      |
| <b>May</b>   |                                                                                           |                    |                                                                      |
| 15 – 6/5     | International Visitor Program                                                             | USIA               | - On "U.S.-European Security Issues"                                 |
| 19-22        | International Conference on the History and Politics of NATO from 1949-99, Brussels, Bonn | USIS               |                                                                      |

## **Appendix II**

# **United States Information Agency**

(As of November 12, 1998)

### **1. Internet Web Pages**

On November 9, USIA put on-line an internationally-oriented "host nation" Summit Internet web page. USIA will maintain the site to serve international audiences, highlighting NATO history and U.S. contributions to the Summit. This host nation site will contain links to the U.S. Department of State web page and NATO's own 50<sup>th</sup> Anniversary web page.

USIA's "CIVITAS" web page will feature NATO educational material designed for use in elementary and high schools worldwide.

### **2. Stockholm Conference on Baltic Sea Security and Cooperation**

USIS will co-sponsor the third annual Stockholm Conference on Baltic Sea Security and Cooperation on November 19. The conference brings together business people, think tank specialists, NGOs and high-level government representatives from the Baltic Sea States. The focus is on economic integration and the regional market around the Baltic.

### **3. NATO Anniversary Brochure**

USIA will publish a brochure for general distribution featuring a photo essay commemorating 50 years of NATO successes and looking toward the NATO of the future. The brochure will go to the printer by the end of November and distribution will begin in January 1999.

### **4. USNATO Conference**

Former participants on USNATO tours will attend a USNATO conference in Rome, co-funded by USIS-Italy and USIS-NATO. The conference is tentatively scheduled for January 1999.

### **5. International Visitor Programs**

USIA has organized two International Visitor programs on "Foreign Policy Challenges Facing the U.S. and Europe." These programs bring European decision-makers and media to the U.S. so they can better understand American perspectives on NATO. The first program took place October 28 – November 14 and the second will run from March 3 – 20. A post-Summit IVP on "U.S.-European Security Issues" will take place May 15 - June 5.

The International Visitors Program for Young Leaders will bring together two groups of 22 people from each of the 44 EAPC 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.

### **6. Electronic Journal**

On March 4, 1999, USIA will publish an Electronic Journal on NATO's 50<sup>th</sup> anniversary and the Washington Summit. Posts will distribute it worldwide.

### **7. Special Media Reaction Report**

USIA's Office of Research and Media Reaction will produce a special report on European Security, including America's role in it, for release in April 1999. USIA will compile the study from all of the polling done in East and West Europe over the past year, as well as from new polls conducted in Austria, Finland, Sweden, Italy and Spain.

**8. NATO Tours**

NATO tours will provide key E.U. officials with an updated American vision of the new roles the Alliance needs to assume – namely becoming flexible enough to respond to peace-making issues (e.g., Kosovo).

**9. Washington File**

The Washington File will continue to report on NATO and anniversary-related activities.

**10. Foreign Press Center Briefings**

USIA will continue to present Foreign Press Center briefings (on the record whenever possible) for U.S.-based European journalists on topics concerning NATO and its 50<sup>th</sup> anniversary.

**11. Information Resource Centers**

USIA will encourage Information Resource Centers to create a NATO 50<sup>th</sup> newsletter service for local outreach.

**12. European Media**

USIS posts in Western Europe will work with national radio networks, such as BBC and Deutsche Welle, to document and present the major events in NATO's history through the voices of the participants themselves, including soldiers, airmen and statesmen.

USIA will target influential, agenda-setting media, such as BBC, Financial Times and Frankfurter Allgemeine Zeitung, offering exclusive interviews with high-ranking officials providing American perspectives on NATO issues.

Digital video conferences will link senior American officials with their European counterparts and European media.

**13. Summit Press Center**

USIA will operate and staff the press center during the Summit.

## **Appendix III**

# **Department of Defense**

(As of November 2, 1998)

### **1. Commemorative Ceremony**

Military support for the Commemorative Ceremony is being handled through the Military District of Washington. Preliminary plans include honors for arriving heads of government/state and the military ceremony outside the Mellon following the signing ceremony that will include appropriate gun salute, inspection of the troops by the President and the Secretary General of NATO, and appropriate flag ceremony. The Summit Task Force will explore the possibility of a military fly-by, however this would require a waiver to fly through the area's restricted airspace. The Task Force will be working with the ceremony planners to maximize visual impact and public participation.

### **2. Concert**

OSD/PA supports the concept of a large concert. This gala event will involve appropriate guest artists, multi-national music, and tribute to NATO's past and its future. Possible television coverage will be pursued.

### **3. NATO Moments TV Spots, Public Service Announcements**

The Armed Forces Radio and Television Service could become involved in production and distribution of both the NATO Moments and NATO Summit PSAs.

### **4. Distributed Simulation of Partnership for Peace Demonstration**

HQ ACOM will be providing an on-site PfP Distributed Simulation Demonstration during the period of the Summits. This exercise will be on-going during the summit weekend and will be promoted to the summit participants as well as the media.

In addition, European vendors will be permitted to establish trade-fair booths in the area of the demonstration to show how their companies can assist governments in becoming "connected" in order to participate in these exercises. The Task Force is discussing ways to encourage interest in the media and to provide media access to the demonstration.

### **5. Veterans' "Commemorative Communities" Events**

The Summit communications office is exploring national veteran organizations' interests in the summit and leveraging their interests by having them sponsor community events.

### **6. "America Welcomes the Leaders of NATO" Carpet**

The National Guard's State to Nation program may provide an avenue to reach communities across the country and draw them into the welcoming carpet project and other NATO events/celebrations.

## **Appendix IV**

# **Department of State**

(As of November 12, 1998)

### **Bureau of Public Affairs (PA)**

#### **1. Press Outreach**

PA will arrange interviews with major networks and publications (domestic and foreign) for senior officials prior to and during the NATO Summit. The Summit communications office will serve as a logistical clearinghouse for all interview requests to ensure proper representation without undue duplication of efforts, and fairness to all interested media.

PA will also arrange interviews with local broadcast media for senior officials using satellite feeds. This would require some B-roll footage of NATO activity that could be sent in advance to the local stations to package with the interview.

In addition, the Bureau will arrange interview or conference calls with national and regional (as well as international) newspapers and magazines for senior officials, either one-on-one or in small groups, and arrange background briefings or conference calls with media in order to provide context for US-NATO issues.

PA will fax speeches, op-eds, fact sheets, transcripts and other relevant information to media nationwide, regionally, and especially in those areas with pockets of their population tied to the NATO countries. This can be especially important for the new NATO countries. PA will place op-eds by the Secretary of State related to NATO issues (as well as other senior officials) and coordinate with the White House, Defense, JCFS, and any others to provide proper distribution of Administration opinions.

PA will coordinate features with major media in advance of NATO summit. This could include television, radio and more importantly, newspapers and magazines. The Bureau will also track editorials and articles related to NATO in order to identify regions with a high interest (positive or negative) that may warrant further attention. PA's Office of Public and Intergovernmental Liaison will work to provide an aggressive media schedule wherever possible for speakers who travel across the US on speaking programs.

#### **2. Public Outreach**

The Summit communications office is exploring the possibility of a NATO community carpet produced over the next months by communities within the United States, assembled and used to welcome the NATO 19 plus the additional 25 partnership countries. Pending clearance from USIA's Associate Director for Educational and Cultural Affairs, the State Department's Office of Public Liaison will coordinate with USIA's Office of Public Liaison (Marthena Cowart) on the "carpet project." If approved, USIA would work with the National Council for International Visitors to select one city to be paired with each NATO member country. Each city would produce a small carpet and invite a high-ranking dignitary (Ms. Cowart will find out if USIA can fund the foreign travel) from their "sister country" for a reception and policy speech. The small carpet would be unveiled at this time. At the NCIV annual conference, to be held in Washington in late March, all the individual pieces would be patched together. The big carpet would be rolled out for the Heads of State during the Summit.

The State Department will include speakers on NATO at upcoming Department Town Meetings and other outreach opportunities. PA will reach out to student groups ("next generation of leaders") to

provide speakers for groups such as Close Up, Presidential Classroom, Boys Nation etc., encouraging them to add NATO to their curriculum.

PA will arrange NGO and other interest group briefings by Senior Officials and distribute information packets/speeches/op-eds to NGOs and other interest groups.

### **3. Internet Web Page**

PA will create an internet web page on the NATO Summit to serve a domestic audience, complementing the USIA international "host nation" web page. The PA page will center on showing the American people how NATO relates to the national interest. This dedicated website will be flagged on the State Department home page with links to other primary homepages and cross-referenced indexes on how specific information can be found. PA will register the page with search engines such as Yahoo, Netscape, Excite and Lycos so that information specific to the summit and NATO can be easily found by any casual web browser interested in the topic. The site will contain relevant fact sheets, speeches, press releases, bios, and a historical time line with strong graphics. Ideally, the site will be supported by a data . The public would be able to make specific informational queries and obtain direct answers (rather than wading through pages of text, as is the case on our current "text-driven" site.) Cost permitting, PA will also develop a learning site for students.

### **4. Historical Publication**

PA's Office of the Historian is preparing a historical publication on the origins of NATO.

## **BUREAU OF EUROPEAN AND CANADIAN AFFAIRS (EUR)**

### **5. Strategic Planning**

Through its Triple Crown Task Force, EUR will develop talking points to be used by principals based on the key themes of the Summit communications plan. The Bureau will also assist in development of the list of non-governmental validators as sources for op-eds or media interviews.

### **6. Publications**

EUR is working with Foreign Affairs Magazine on a NATO 50<sup>th</sup> Anniversary commemorative issue to be published in April and distributed at the Summit press center. EUR is coordinating with NATO Headquarters for the publication and distribution of a commemorative NATO pamphlet and NATO Handbook.

### **7. Conferences**

EUR is working with the World Affairs Council Speakers Program to schedule NATO speeches by both government and non-government speakers over the next year. The Bureau is also assisting the Atlantic Council in hosting a NATO commemorative conference at the State Department on April 9 with CSIS and the Association of the United States Army. In addition, EUR is conducting outreach with think tanks and the Atlanticist community in the U.S. and Europe to create a series of roundtable briefings on NATO's future direction and the U.S.-Euro partnership in a modernized NATO.

# Appendix V

## NATO Television

(As of December 3, 1998)

### 1. Background

NATO TV will provide "living history" to millions of people all over North America. It will enable them to take pride in and feel part of this historic occasion. Through 14-16 hours of programming transmitted all over the world, NATO TV will commemorate and reflect upon the past, celebrate the present, and look ahead to the future as the leaders of 19 nations come together in Washington, D.C. for the 50th anniversary of the most successful alliance in world history.

NATO TV offers a unique opportunity to answer questions regarding why we should care about NATO, what this alliance means to the average American, and what role NATO plays in world peace and economic prosperity. Through human-interest stories, NATO TV will communicate to a general audience the achievements of NATO and its hopes and goals for the future. Strong and enduring visual images will convey to viewers the connections between members of the alliance and how important NATO is to all of us as we enter the 21st century.

### 2. Content

The core material for NATO TV will be live coverage and packaging of the public events — ceremonies, press conferences, and meetings — of the Summit. The rest of the programming will be pre-produced segments by, for, and about NATO and its members. In addition, this programming will serve as part of the multimedia outreach, providing background information and generating interest and excitement in the months leading up to the Summit. The emphasis in programming will be on quality, not quantity, and on reaching as broad an audience as possible.

Proposed pre-produced programs or video segments include:

**A. "NATO Moments:"** A series of six to ten NATO PSAs and/or "NATO Moments," similar to the "Presidential Minutes" broadcast on CBS: These will be highly produced and be comprised of a distinctive opening graphic followed by historical and/or contemporary footage. Each will convey the message that we are celebrating 50 years of the most successful alliance in history. These "minutes" will be little stories in themselves, appealing to a general audience. They will also provide a small glimpse of history as well as highlighting the upcoming Summit. This is an ideal opportunity for a corporate sponsor. The "minutes" can carry visual or audio "brought to you by" tag lines, identifying sponsors.

**B. Country profiles:** These will be approximately 3 to 5 minutes in length and ideally will include new interviews with each head of state, shot specifically for this purpose. The comments of these world leaders will be interwoven and used as voice-over for well-shot and compelling images of their countries. The leaders will be asked to reflect upon what NATO means to them and their people, why the Alliance is important, and their visions for the future. Again, the emphasis will be on making these videotape segments personal and of human interest, something that everyone can relate to. This is another ideal opportunity for a corporate sponsor.

**C. In-depth profiles:** These will focus on the three new countries that are being admitted to the Alliance: Czechoslovakia, Poland, and Hungary. These profiles will be videotaped in approximately 7 to 10 days of shooting in each country and will include interviews with both country leaders and ordinary citizens.

**D. Short historical segments:** These will cover key events along the "NATO Timeline." The cost of this will depend on the availability and cost of historical images.

**E. 30-minute program:** This is specifically designed for high school students focusing on the past — why and how NATO came about and the role it has played in preserving world peace. The story of NATO will be told in a compelling way that will engage students and enable them to understand the significance of President Clinton's statement, "This is one of those rare moments when we have within our grasp the opportunity to actually shape the future." We will work closely with educational advisors on this. The program will use visual and audio material gathered for all of products listed the above. One way of getting this program out to students would be through Cable TV's Cable in the Classroom.

**F. NATO in the 21st Century:** This is a look ahead at the challenges that face us and the role NATO is likely to play. This can be either a 30 or 60 minute program. Depending on the audience, it could include historical perspective as well.

**NOTE:** All of the above will be used as part of NATO TV's Summit Feed. In addition, to the greatest extent possible, these programs/segments will be broadcast and distributed prior to the Summit to help create interest and excitement. The possibilities for distribution and use are unlimited. As just one example, appropriate videotape segments can be available for use by former U.S. Ambassadors to NATO countries slated to participate in a nationwide speaking tour.

### 3. Distribution

NATO TV will be carried in the conference environs via the CCTV. It will be carried outside the area via the local District of Columbia cable distributor on a local channel and possibly by CSPAN across the country. Most important, it will be put up on the appropriate satellites for others to take down, both in the United States and overseas. The Summit communications office is also exploring ways to provide NATO TV distribution to high school and college classrooms via Channel One or Cable in the Classroom.

### 4. Production Timeline

#### Phase One — December 1998

- Set up NATO Production Office and hire Production Staff for NATO TV. Ideally, this will consist of an overall producer, two segment producers, a production coordinator, an editor, an associate producer/researcher, a stock footage researcher, a still photo researcher, and a production assistant. With the exception of the overall producer, production coordinator, and production assistant, who will need to be full-time for the duration of the project, the staff will be hired on an as-needed basis.
- Develop a list of all relevant and appropriate visual images and audio material to tell the story of NATO, past and present. This will include archival photographs and film and video footage, contemporary footage, newsreels and radio reports, speeches, films, documentaries, and music/songs.
- Identify sources for the above. This includes U.S. Government, private, archival houses, networks, cable channels, and international sources. Include cost of obtaining/ transferring/ printing the visual and audio material as well as length of time and expenses involved, including rights.
- Compile a wish list of original, contemporary visual images to be filmed and/or videotaped.
- Identify a list of individuals to interview, both here in the United States and in Europe.
- Develop a contact list and liaison with other government agencies involved in the NATO Summit that will be key resources for background research and visual and audio material.
- Develop detailed production and shooting schedule for approximately 12–14 hours of original programming (including live coverage) for NATO TV during the Washington Summit.

- Identify corporate sponsors and in-kind contributors to help support the production and outreach of NATO TV.
- Identify all possible outlets for NATO TV and related programming, including U.S. network and cable broadcasts, local TV stations, military bases, government agencies, in-flight airline programming, and USIA feeds to Canada and Europe.

#### **Phase Two — January 1999**

- Gather all stock footage and bring viewing cassettes to one central location for screening and logging. Compile master list of all footage available, including sources, cost of duplication and rights, and suggested uses.
- Set up interviews with NATO leaders and others in the U.S. and Europe for February 1999.
- Write scripts for NATO Minutes.
- Begin design of multimedia graphics to be used by NATO TV as well as the Summit.
- Continue to work with all involved in developing NATO TV programming that will best communicate the themes and messages of the Summit.
- Continue to secure corporate sponsors, in-kind contributors, and broadcast outlets to help support the production and outreach of NATO TV.

#### **Phase Three — February 1999**

- Film or videotape all original footage and interviews
- Write and edit a series of high-profile NATO PSAs and NATO Minutes.
- Write and edit longer historical segments and country profiles.
- Edit longer “documentaries” on the three new countries.
- Edit longer versions of interviews with heads of state from NATO countries.
- Edit a 30- to 60-minute special on NATO today, emphasizing the enlargement of NATO, the President’s vision of NATO, and the Alliance’s new task as we enter the 21st century.
- Edit a 30-minute NATO special, specifically designed to be used in high schools throughout the country.

#### **Phase Four - March 1999**

- Begin rolling out visual and audio segments, specifically NATO PSAs and Minutes, to be broadcast throughout the United States and made available for international distribution through USIA.
- Work with Summit coordinators to provide visual and audio material for multimedia at the Summit.
- Compile short segments, NATO graphics, and b-roll to be made available to domestic and international broadcasters for their own use in covering the Summit.

- These “electronic press kits” will contain both historical (and difficult to obtain) footage and contemporary footage and interview clips. It will also include background information on NATO and a list of possible interviews for the Summit.
- Send out a 30-minute NATO special, designed specifically for high school students.

**Phase Five — April 1999**

- Continue roll-out of NATO PSAs.
- Make available longer background segments that can be picked up for broadcast throughout the world.
- Do original videotaping of “Sister Cities” and/or “Commemorative Communities” that have adopted a NATO country/community. Provide these “Sister Cities” with footage of their adopted country.
- Provide coverage of world leaders as they arrive in Washington, D.C. for the Summit and are greeted by their “Sister City” and/or “Commemorative Communities.”
- Finalize detailed script and show rundown for NATO TV comprised of live coverage of the Summit’s events and pre-packaged segments and documentaries.

## Appendix VI Radio

(As of December 8, 1998)

### 1. Public Relations Firm

The Summit communications office intends to hire public relations firm to facilitate this portion of the communications plan and serve as the general radio consultant to the Summit. The ideal firm will have experience with projects similar in size and scope to the Summit and the technical expertise to facilitate live remote satellite broadcasts.

### 2. Comprehensive Radio Interview Booking

#### A. Pre-Summit and On-Site Interviews

The public relations firm will book pre-Summit radio interviews for Administration officials and Summit spokespeople with the national radio networks, nationally syndicated shows, statewide radio networks, top national markets, ethnic radio, and military call-outs. The firm will provide a complete breakdown of station demographics, a brief host profile, and background information for each station, show, and interview booked. The firm will also coordinate on-site radio interviews with radio networks, stations and shows during the Summit.

#### B. National Radio Networks

The firm will book interviews on the following national radio networks :

- ABC Radio Network
- American Urban Radio Network
- Associated Press Radio Network
- CBS Radio Network
- Bloomberg Business Radio
- CNN Radio Network
- National Public Radio
- UPI Radio Network
- USA Radio Network
- Voice of America
- Wall Street Journal Radio Network

#### C. Nationally Syndicated Shows

The firm will also attempt to book interviews on the following nationally syndicated radio shows:

| Show                       | Network                  | # Affiliates |
|----------------------------|--------------------------|--------------|
| • Washington Reality Check | Talk America             | 160          |
| • Morning Edition          | National Public Radio    | 550          |
| • Tom Joyner Show          | ABC Radio Network        | 30           |
| • Working Mom on the Run   | Sweet Talk Production    | 50           |
| • Victoria Jones Show      | United Stations Networks | 80           |
| • Blanquita Cullem Show    | Radio America            | 50           |
| • Judy Jarvis Show         | Jarvis Production        | 65           |
| • Talk of the Nation       | National Public Radio    | 100          |
| • Alan Colmes Show         | United Stations          | 117          |
| • Tom Leykis Show          | Westwood One             | 200          |
| • All Things Considered    | National Public Radio    | 439          |
| • Jim Bohannon Show        | Westwood One             | 400          |
| • Talkers Countdown Show   | Talk Radio Network       | 100          |
| • Bernie Ward Show         | ABC Radio Network        | 130          |
| • Beyond the Beltway       | DuMont Production        | 75           |

|                       |                              |        |
|-----------------------|------------------------------|--------|
| • Voice of Seniors    | Phil Lehrman Productions     | 34     |
| • Night Talk          | American Urban Radio Network | 35     |
| • Talk to America     | Voice of America             | 1,000+ |
| • Michael Reagan Show | Premier Radio Networks       | 150    |

Total Number of Stations: 3,765

#### D. Top Markets

In addition, The public relations firm will target all formats of radio stations in the top 25 U.S. markets and key military communities. These include the following top 10 markets and listed news/talk radio stations:

| Market            | Stations                          |
|-------------------|-----------------------------------|
| 1. New York       | WCBS, WINS, WABC, WOR, WNYC, WLIB |
| 2. Los Angeles    | KNX, KFWB, KABC, KCRW             |
| 3. Chicago        | WBBM, WGN, WMAQ, WLS, WBEZ        |
| 4. San Francisco  | KCBS, KGO, KQED                   |
| 5. Philadelphia   | KYW, WWDB, WHAT, WDAS             |
| 6. Detroit        | WJR, WWJ, WXYT, WCHB              |
| 7. Dallas         | WBAP, KRLD, KLIF, KERA            |
| 8. Houston        | KTRH, KPRC                        |
| 9. Washington, DC | WTOP, WMAL, WOL                   |
| 10. Boston        | WBZ, WRKO, WBUR, WILD             |

#### E. Ethnic Radio

The firm will set up interviews with various ethnic radio stations located in cities throughout the United States. This outreach program will include setting up interviews with Spanish language and African American radio stations as well as ethnic groups in the United States having representation in NATO. Some of the additional ethnic formats include Polish, Latin, and French.

#### F. Worldwide Military Call-Outs

The firm will set up a separate booking program that will include calls by U.S. military personnel who are active NATO members throughout the world into their hometown radio stations to promote the effectiveness of NATO. These interviews will be extremely effective in promoting NATO, in conjuring up patriotic sentiment and support, and in creating a hometown goodwill feeling between members of the military overseas.

#### 3. Live Remote Broadcasts

The firm will coordinate all of the logistics of arranging a limited number of top-level live on-site remotes during the Summit with local radio stations and nationally syndicated shows. The logistics of this setup would include inviting the show hosts, coordinating the technical logistics of their broadcasts (including ISDN, Switch 56, COMREX lines, power strips, mult boxes, tables, chairs, etc.), and arranging the guests.

#### 4. PSAs / "NATO Moments"

The public relations firm will produce up to 20 recorded 60-second radio public service announcements and/or "NATO Moments" and distribute them to radio stations located in targeted markets.

#### 5. Internet Broadcasting

The firm will provide up to five hours of live audio and video internet broadcasting of key events surrounding the NATO Summit. These broadcasts will also be archived for an additional 30 days. These broadcasts could be used on the web sites of NATO, USIA and the State Department. Once a user has logged onto the desired site, web users will be able to "click" onto an icon next to a particular event and be able to listen to the event using the Real Audio/Video stream technology.