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WITHDRAWAL SHEET

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Withdrawer

DLB 5/22/2014

File Folder IT067 (NORTH ATLANTIC TREATY ORGANIZATION -
NATO) (560800-564999)

FOIA

S697

Box Number 16

SYSTEMATIC

48

ID	Doc Type	Document Description	No of Pages	Doc Date	Restrictions
165038	LETTER	LORD CARRINGTON TO THE PRESIDENT	1	11/13/1987	B1
165039	LETTER	BRIAN MULRONEY TO REAGAN	2	4/22/1988	B1
165040	NOTE	ALLAN GOTLIEB TO COLIN POWELL	1	4/25/1988	B1
165041	LETTER	DUPLICATE OF #165039	2	4/22/1988	B1

The above documents were not referred for declassification review at time of processing

Freedom of Information Act - [5 U.S.C. 552(b)]

- B-1 National security classified information [(b)(1) of the FOIA]
- B-2 Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
- B-3 Release would violate a Federal statute [(b)(3) of the FOIA]
- B-4 Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
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- B-7 Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
- B-8 Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
- B-9 Release would disclose geological or geophysical information concerning wells [(b)(9) of the FOIA]

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560831

2173

NATIONAL SECURITY COUNCIL
WASHINGTON, D.C. 20506

IT067

FG006-12

INFORMATION

March 21, 1988

MEMORANDUM FOR COLIN L. POWELL

FROM: WILLIAM A. COCKELL

WZ

SUBJECT: NATO Training Center

PY 15

Natl Sec Advisor
has seen

The concept proposed by Burdeshaw Associates is not a new idea, as we assume was discussed with you. The idea of a cooperative, maneuver training center for allied forces in Europe has been around for many years, and has been worked rather intensively for the past five years under the Euro-NATO Training Group. The Army subcommittee of that group has pursued several locations including Portugal, Turkey and Spain. In each case, the land ultimately offered has been too small or otherwise unusable. This has led both the FRG and the Brits to continue to use their established training centers in Canada, and the U.S. (USAREUR) to build a smaller maneuver training center at Hohenfels to complement the gunnery ranges at Graf, while searching as far away as Morocco for a more suitable long-term site.

The above discussion indicates the main problem with the Burdeshaw (and similar) proposals -- it is the "Cadillac" of modern training which demands two resources neither we nor our allies have in abundance -- land and dollars. The issue has foundered thus far on the issue of land, but lurking behind are differing training philosophies that lead the Allies to inconsistent conclusions as to where to spend increasingly limited training funds. Based on the successes at Fort Irwin, the US Army believes in replicating the maneuver battlefield, to include air/ground aspects, as well as increased simulation training at home stations. European Armies, more constrained in space and environment, are moving only toward simulation training; they are not yet sold on the cost-effectiveness of force on force, instrumented maneuvers.

Burdeshaw's strategy, as briefed to OSD last week, is correctly designed to go through Army channels to "sell" this idea. Their near-term goal of having OSD raise the issue at the May DPC is probably overly ambitious. At this time, it is best to leave the idea where it is. Burdeshaw plans on briefing the Army leadership in the next two weeks. Then, if the Army is willing to support it, on to OSD. Within OSD, the NATO policy staff in ISP is very well versed on this issue and may view it in context of burdensharing, as well as training policy. In any case, the political issues of land and other national

NSC # 8802173

resources for training will have to be resolved within the Alliance, before the prospects will brighten.

AM

Don Mahley and Nelson Ledsky concur.

NEL

Prepared by:
Don M. Snider

[Signature]

NATO TRAINING CENTER

BURDESHAW ASSOCIATES, LTD.

**SENIOR EXECUTIVE ASSOCIATES
ON MILITARY SYSTEMS**

**National Security Council
The White House**

System # I
 Package # 2123
 DOCLOG A/O

21 P5 19
 SEQUENCE TO

	SEQUENCE TO	HAS SEEN	DISPOSITION
Bob Perito	<u> 1 </u>	<u> BP </u>	<u> I </u>
Marybel Batjer	<u> </u>	<u> </u>	<u> </u>
Paul Stevens	<u> 2 </u>	<u> ✓ </u>	<u> I </u>
John Negroponte	<u> 3 </u>	<u> JON </u>	<u> </u>
Colin Powell	<u> 4 </u>	<u> CP </u>	<u> </u>
Paul Stevens	<u> </u>	<u> </u>	<u> </u>
Situation Room	<u> </u>	<u> </u>	<u> </u>
West Wing Desk	<u> 5 </u>	<u> 2P 3/29 </u>	<u> D </u>
NSC Secretariat	<u> 6 </u>	<u> </u>	<u> N </u>

I = Information
 A = Action
 R = Retain
 D = Dispatch
 ~~CA~~ = No further Action
 cc: VP Baker Other ~~RES~~ PSS

COMMENTS Should be seen by: _____
 (Date/Time)



UNCLASSIFIED
ACTION DATA SUMMARY REPORT

RECORD ID: 8802173

DOC ACTION OFFICER

CAO ASSIGNED ACTION REQUIRED

001 POWELL
001

Z 88032117 FOR INFORMATION
X 88032914 NOTED BY POWELL

UNCLASSIFIED

UNCLASSIFIED
NSC/S PROFILE

RECORD ID: 8802173
RECEIVED: 21 MAR 88 12

TO: POWELL

FROM: SNIDER

DOC DATE: 21 MAR 88
SOURCE REF:

KEYWORDS: NATO

PERSONS:

SUBJECT: NATO TRAINING CENTER

ACTION: NOTED BY POWELL DUE DATE: 24 MAR 88 STATUS: C

STAFF OFFICER: SNIDER LOGREF:

FILES: WH NSCIF: CODES:

D O C U M E N T D I S T R I B U T I O N

FOR ACTION

FOR CONCURRENCE

FOR INFO
COCKELL
SNIDER

COMMENTS:

DISPATCHED BY _____ DATE _____ W/ATTCH: YES NO

OPENED BY: NSTAC CLOSED BY: NSEF DOC 1 OF 1

UNCLASSIFIED

THE WHITE HOUSE
WASHINGTON

9 Mar

Fritz / ^WWELSON / WAC

Review then let's
DISCUSS.

CF

NATO TRAINING CENTER

BURDESHAW ASSOCIATES, LTD.

**SENIOR EXECUTIVE ASSOCIATES
ON MILITARY SYSTEMS**

BURDESHAW ASSOCIATES, LTD.

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NATO TRAINING CENTER

MARCH 1988

BRIEFING OUTLINE

PART I

- **BACKGROUND AND NEED**
- **NATO TRAINING CENTER (NATO TC) CONCEPT**
- **COSTS**
- **POSSIBLE LOCATIONS**
- **BRIEFING SCHEDULE**
- **SUMMARY OF COMMENTS**
- **ISSUES**
- **BENEFITS**
- **CONCLUSIONS**

PART II

- **STRATEGY**

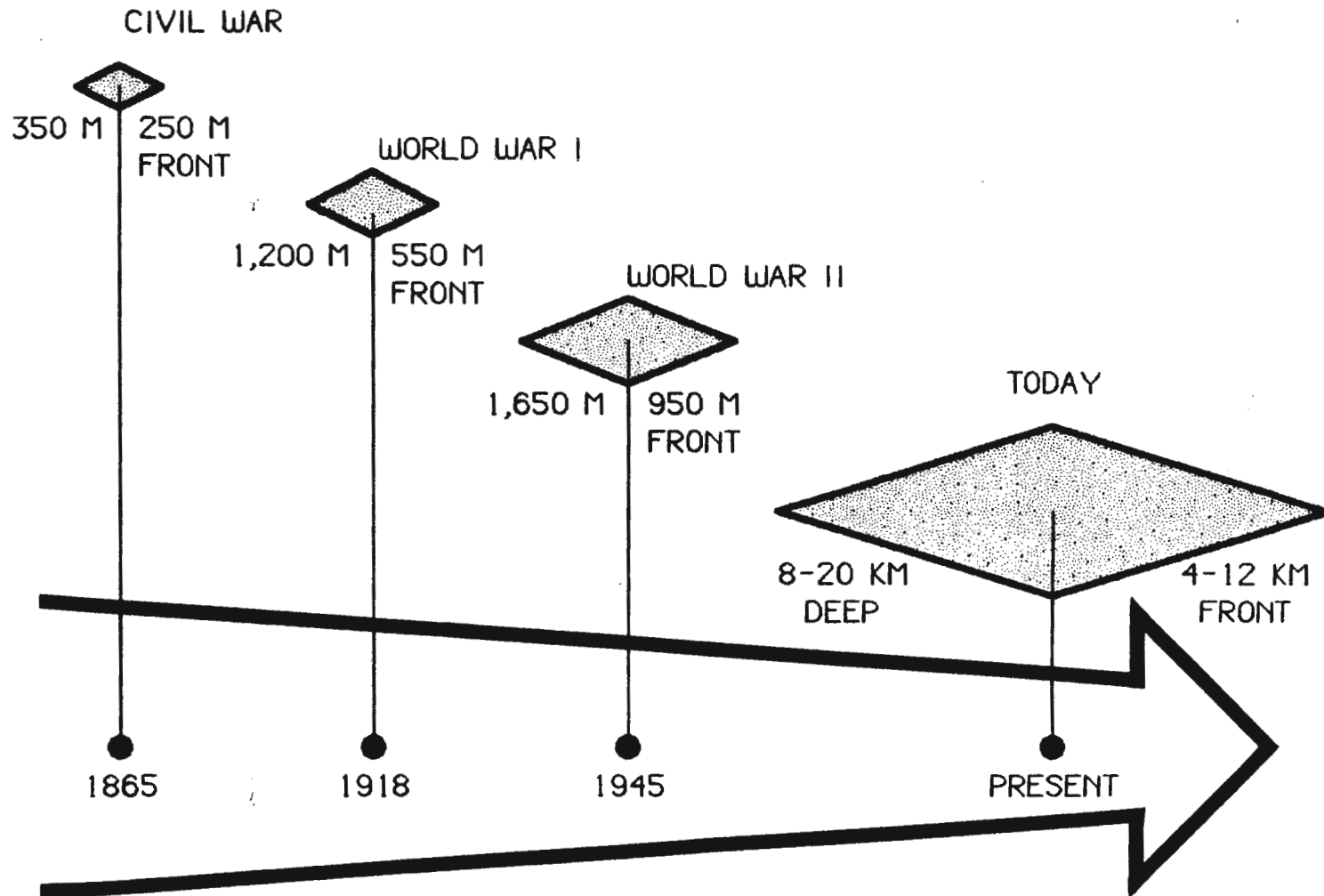
BACKGROUND

MODERN WARFARE PROVIDES...

- INCREASED RANGE, ACCURACY AND LETHALITY OF BATTLEFIELD WEAPONS
- INCREASED COMBAT UNIT AREA OF RESPONSIBILITY
- INCREASED BATTLEFIELD MOBILITY AND TEMPO

SYNCHRONIZATION OF COMMAND FUNCTIONS IS MORE DIFFICULT BUT IS MORE
IMPORTANT TO BATTLEFIELD SUCCESS

A U.S. ARMY BATTALION FIGHTS ON THIS REAL ESTATE



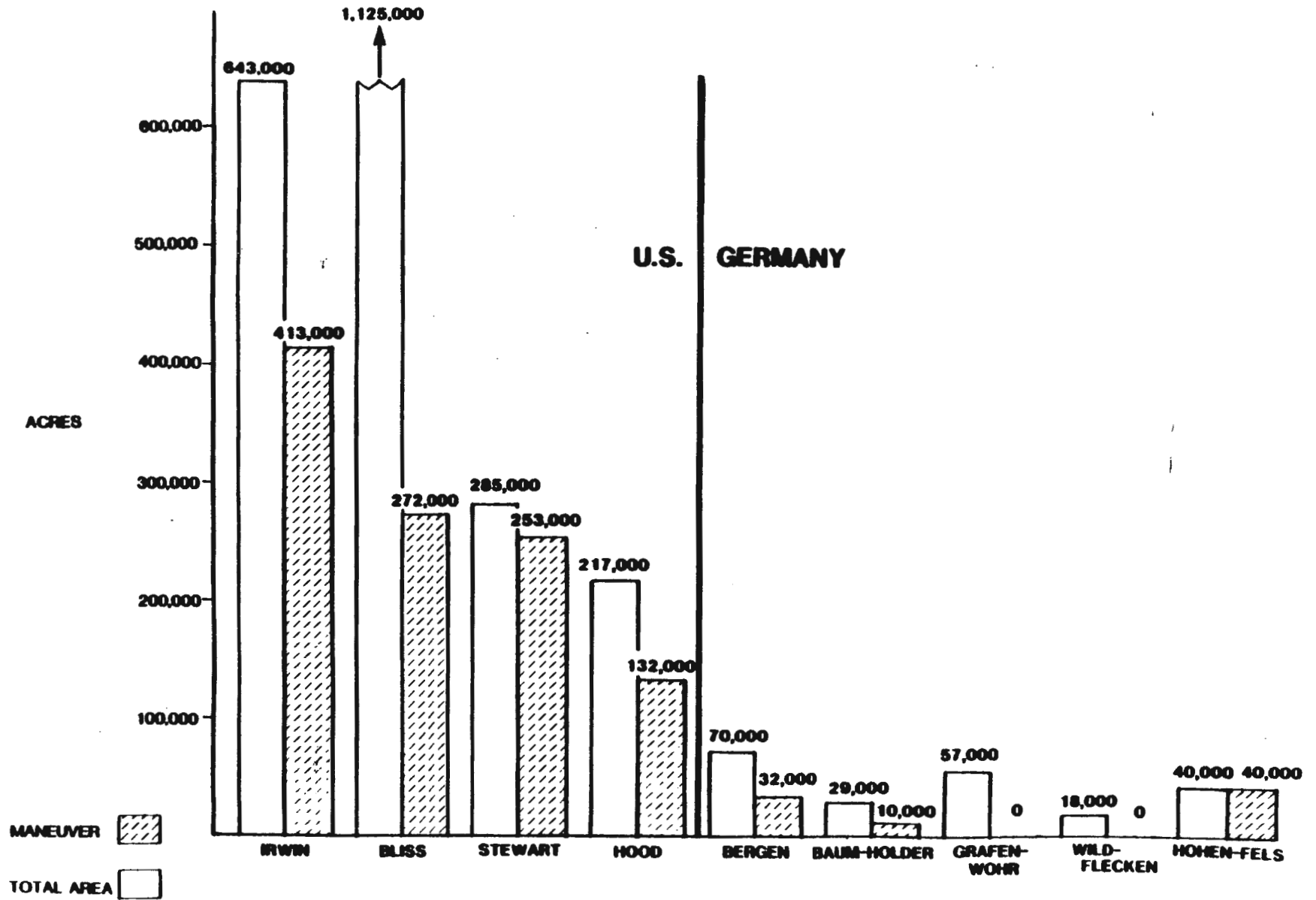
THAT BATTALION MUST TRAIN AS IT WILL FIGHT

TODAY'S TRAINING NEEDS

- REPLICATE THE BATTLEFIELD AS NEARLY AS POSSIBLE WITH:
 - ENEMY -- EQUIPMENT, FORMATIONS, DOCTRINE AND TACTICS, PACE OF OPERATIONS
 - TERRAIN, WEATHER AND CONDITIONS OF VISIBILITY -- VARIED
 - COMBAT ENVIRONMENT -- REALISTIC, STRESSFUL AND CONTINUOUS
 - OPERATIONS -- EXTENDED OVER SEVERAL DAYS TO EMPHASIZE SUSTAINABILITY AND TO FORCE ATTRITION AND RECONSTITUTION

- BUT UNITS HAVE:
 - INSUFFICIENT MANEUVER ROOM
 - RESTRICTED AIR SPACE
 - RESTRICTED FIRING RANGES
 - RESTRICTED USE OF THE ELECTROMAGNETIC SPECTRUM
 - INADEQUATE OPPOSING FORCE
 - INADEQUATE PROVISIONS FOR RIGOROUS EVALUATION

TRAINING AREA COMPARISON



U.S. ARMY SOLUTION

- NATIONAL TRAINING CENTER, FT. IRWIN, CALIFORNIA
- LARGE AREA = 1000 SQUARE MILES (2590 SQ. KM)
- WARSAW PACT LOOK ALIKE, ACT ALIKE OPFOR
- ENGAGEMENT SIMULATION (REAL-TIME CASUALTY ASSESSMENT)
- LIVE FIRE AGAINST RADIO-CONTROLLED SCENARIO TARGETS
- INSTRUMENTED BATTLEFIELD -- TO MEASURE RESULTS OF "COMBAT ACTIONS"
- FULL-TIME ON-SITE EVALUATION GROUP
- 24-DAY TRAINING CYCLE
- A TAKE-HOME TRAINING PACKAGE

A BATTALION IN A REALISTIC BATTLEFIELD ENVIRONMENT CONDUCTING TRAINING FOCUSED ON ITS PARTICULAR NEEDS

BUT

DOES NOT MEET NEEDS OF USAREUR AND OTHER NATO FORCES

A NATO TRAINING CENTER IS A SOLUTION

BENEFITS FROM THE U.S. ARMY'S NTC

- **QUALITY TRAINING EXERCISE FOR BATTALION TASK FORCES BEYOND ARTEP CAPABILITY**
- **TACTICAL EXPERIENCE GAINED BY INDIVIDUALS WHO PARTICIPATE**
- **IMPROVED INTENSITY, FOCUS, AND STANDARDS OF HOME STATION TRAINING**
- **INPUT FROM LESSONS LEARNED TO REFINE DOCTRINE, TACTICS, TRAINING, ORGANIZATIONAL STRUCTURE AND EQUIPMENT**

NATO TRAINING CENTER (NATO TC) CONCEPT

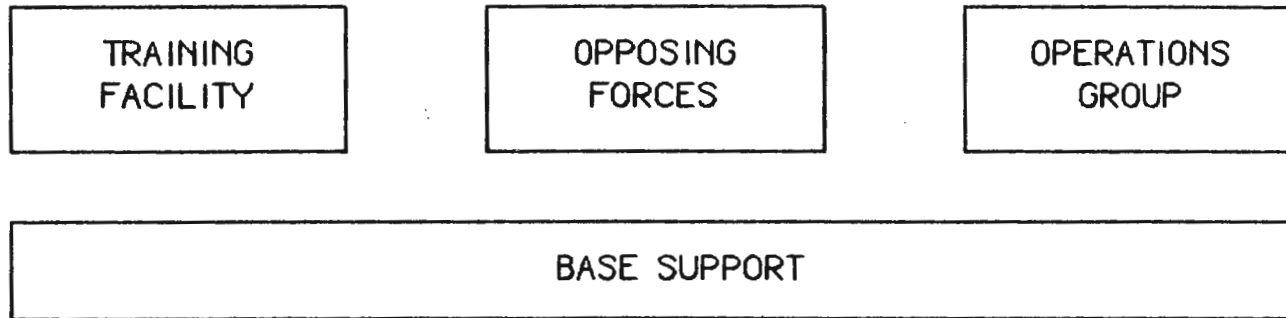
- BATTLE GROUP/BATTALION TASK FORCE OR BRIGADE FOCUS
 - BRIGADE LEVEL REQUIRES SYNCHRONIZATION OF COMBINED ARMS TEAM
- COMBINED ARMS TEAM
 - IN, AR, FA, AD, EN, SI, MI, EW
 - ATK, SCOUT, LIFT HELICOPTERS
 - COMBAT SERVICE SUPPORT
 - TACTICAL AIR
- TRAINING, NOT TESTING
- REALISTIC BATTLEFIELD ENVIRONMENT
- LOCATED WHERE ADEQUATE SPACE IS AVAILABLE AND ENVIRONMENTAL FACTORS ARE NOT DELIMITING



NATO TC OBJECTIVES

- EXERCISE BATTLE GROUP/BATTALION TASK FORCE WITH CLOSE AIR SUPPORT
- EXERCISE BRIGADE HEADQUARTERS AND SUPPORT UNITS
- IMPROVE COMBAT READINESS OF EXERCISED UNITS
- PROVIDE VALUABLE TRAINING FEEDBACK TO PARTICIPANTS
- IMPROVE INTEROPERABILITY WITHIN NATO
- GATHER AND EXCHANGE DOCTRINAL LESSONS LEARNED

THREE PILLARS OF A NTC



NATO TC COMPOSITION

- PERMANENT BASE OPERATIONS PERSONNEL
 - COMMAND AND SUPPORT STRUCTURE
 - THREE BATTALION SIZE CANTONMENT AREAS

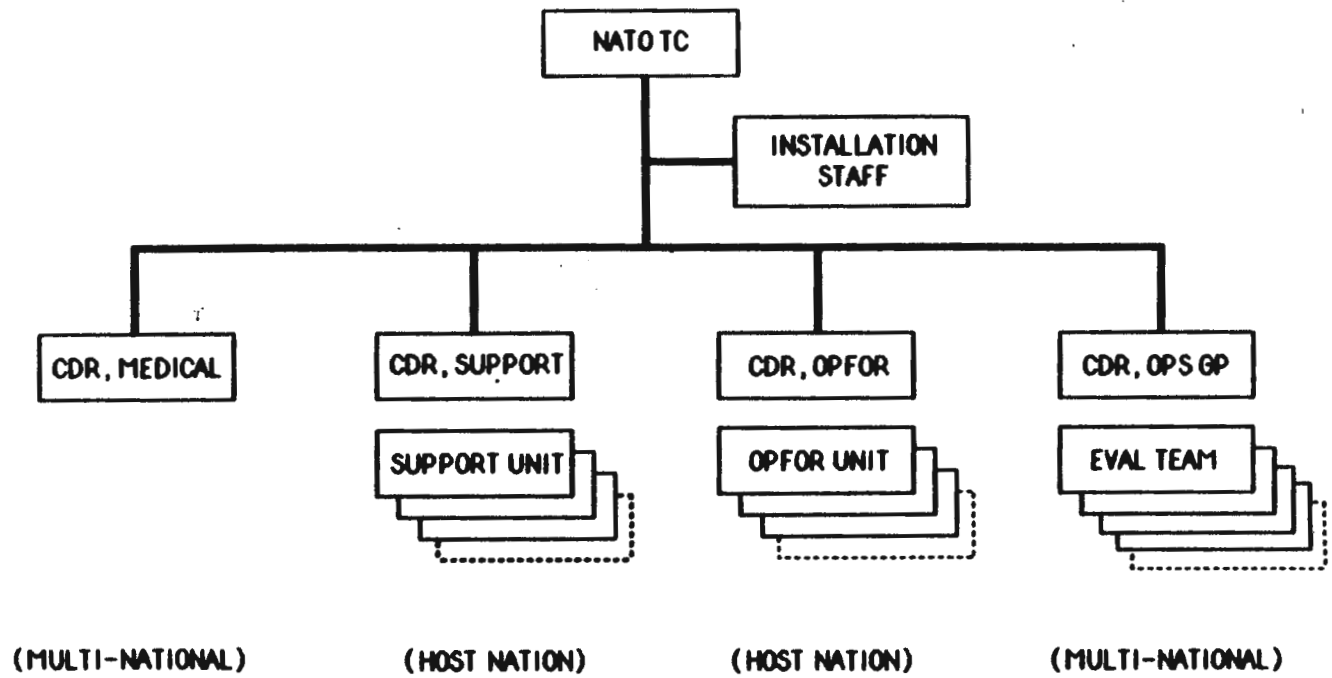
- PERMANENT OPERATIONS GROUP
 - SHAPE CONTROLLED
 - INDIVIDUAL COUNTRY REPRESENTATION
 - ENGLISH SPEAKING CAPABILITY

- PERMANENT OPFOR (FROM HOST COUNTRY)

NATO TC FUNCTIONS

- CDR/STAFF - PROVIDE OVERALL INSTALLATION COMMAND AND CONTROL
- SUPPORT - PROVIDE INSTALLATION SUPPORT SERVICES
- OPERATIONS GROUP
 - DETERMINE TRAINING TASKS OF PARTICIPATING UNITS
 - DEVELOP A SCENARIO TO TRAIN/EVALUATE THE UNIT
 - CONDUCT TRAINING AND ON-THE-SPOT EVALUATION
 - CONDUCT AFTER-ACTION REVIEWS
 - PROVIDE A TAKE-HOME PACKAGE OF TRAINING RESULTS
 - OPERATE AN INSTRUMENTATION SYSTEM, WHEN AVAILABLE
- OPPOSING FORCE
 - RESPOND TO OPERATIONS GROUP
 - TRAIN OPFOR PERSONNEL AND UNITS IN WARSAW PACT TACTICS
 - ESTABLISH AND MAINTAIN SIMULATED WP COMBAT VEHICLES, WEAPONS, EQUIPMENT
 - PROVIDE OPFOR AGAINST PARTICIPATING UNITS

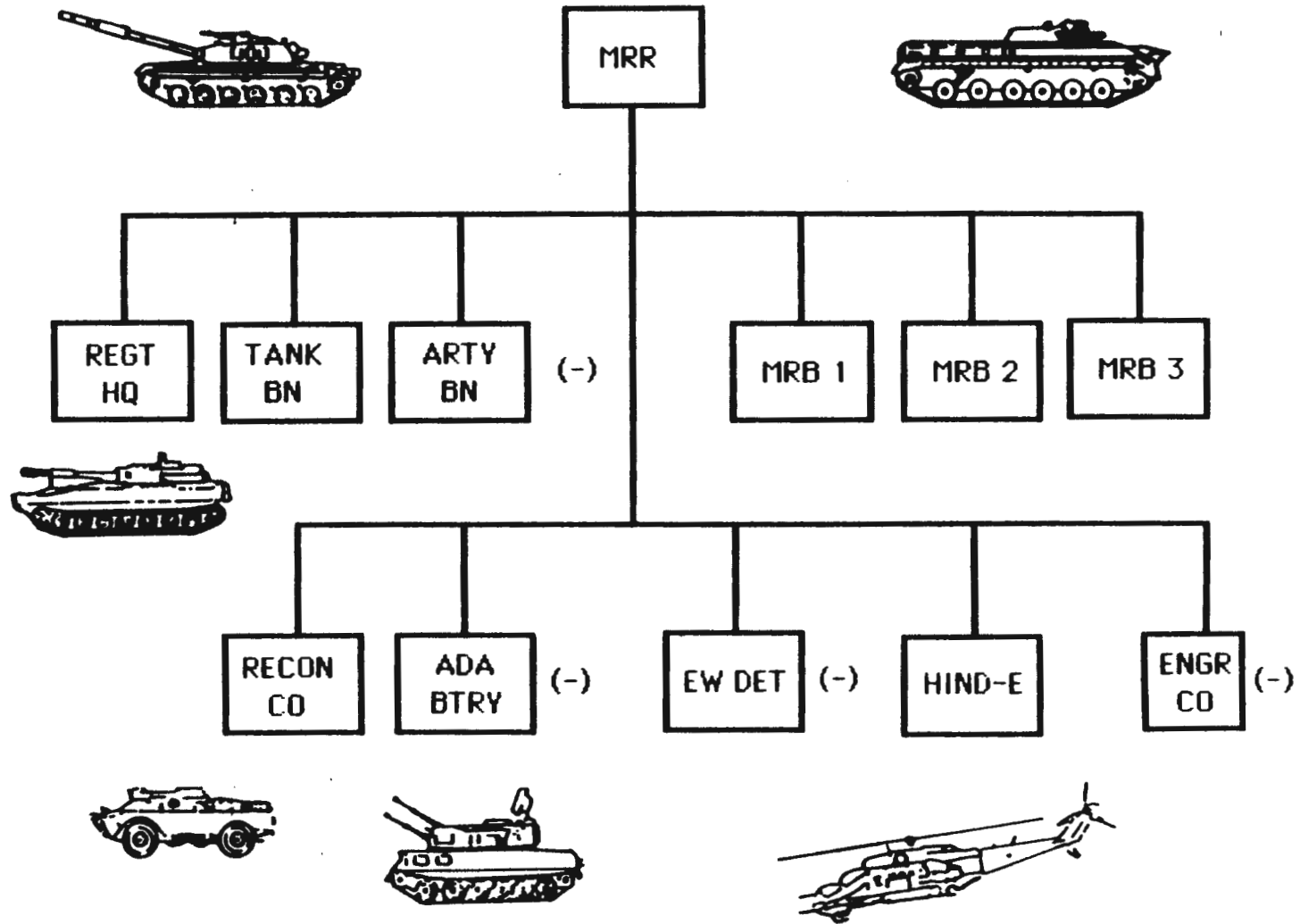
NTC ORGANIZATION - CONCEPTUAL



PERSONNEL - APPROXIMATE

<u>MILITARY</u>	<u>CIVILIAN</u>
TC STAFF - 290	CONTRACT - 1500
OPFOR - 1400	GOV'T CIV - 760
OPS GP - 560	OTHERS - 160
SUPPORT - 890	
MEDICAL - 240	
MISCELLANEOUS - 250	
TOTAL - 3630	TOTAL - 2420

OPPOSING FORCES (HOST NATION)



NATO TC RESPONSIBILITIES

- NATO DEFENSE PLANNING COMMITTEE
 - PROVIDE POLICY DIRECTION
 - PROVIDE FUNDING GUIDANCE

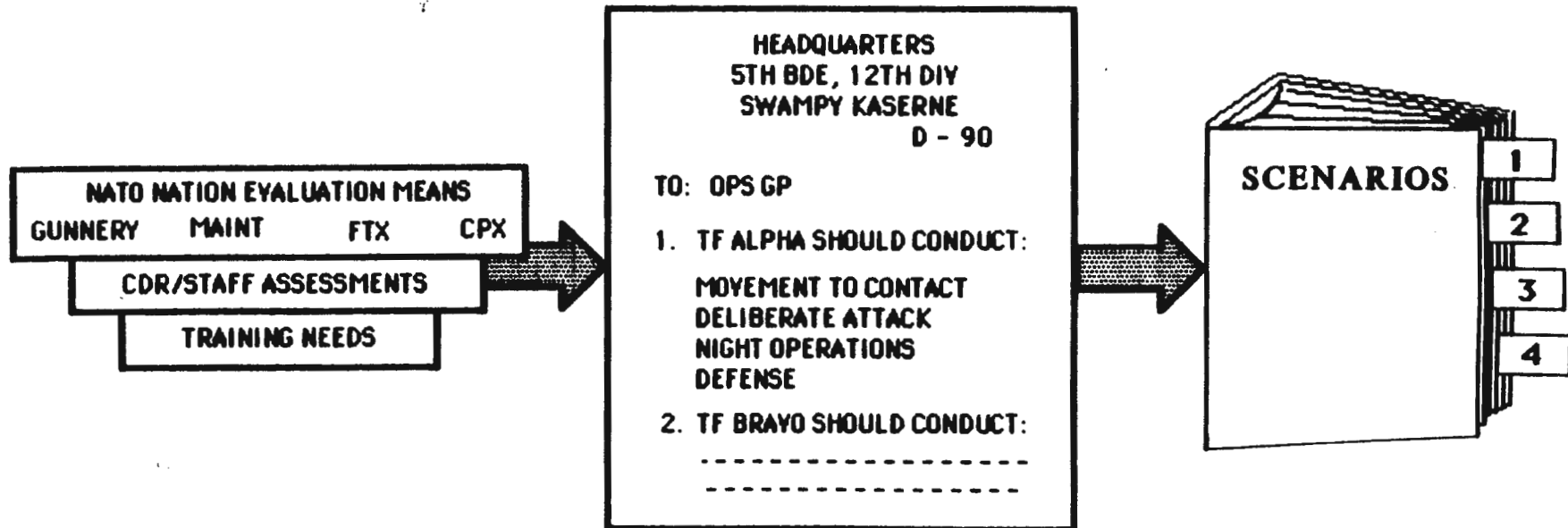
- SHAPE
 - EXERCISE OPERATIONAL SUPERVISION
 - CONTROL OPERATIONS GROUP
 - SCHEDULE PARTICIPATING UNITS

- HOST NATION
 - PROVIDE LAND
 - BUILD BASE STRUCTURE AND RANGES
 - PROVIDE BASE SUPPORT SERVICES
 - PROVIDE OPFOR

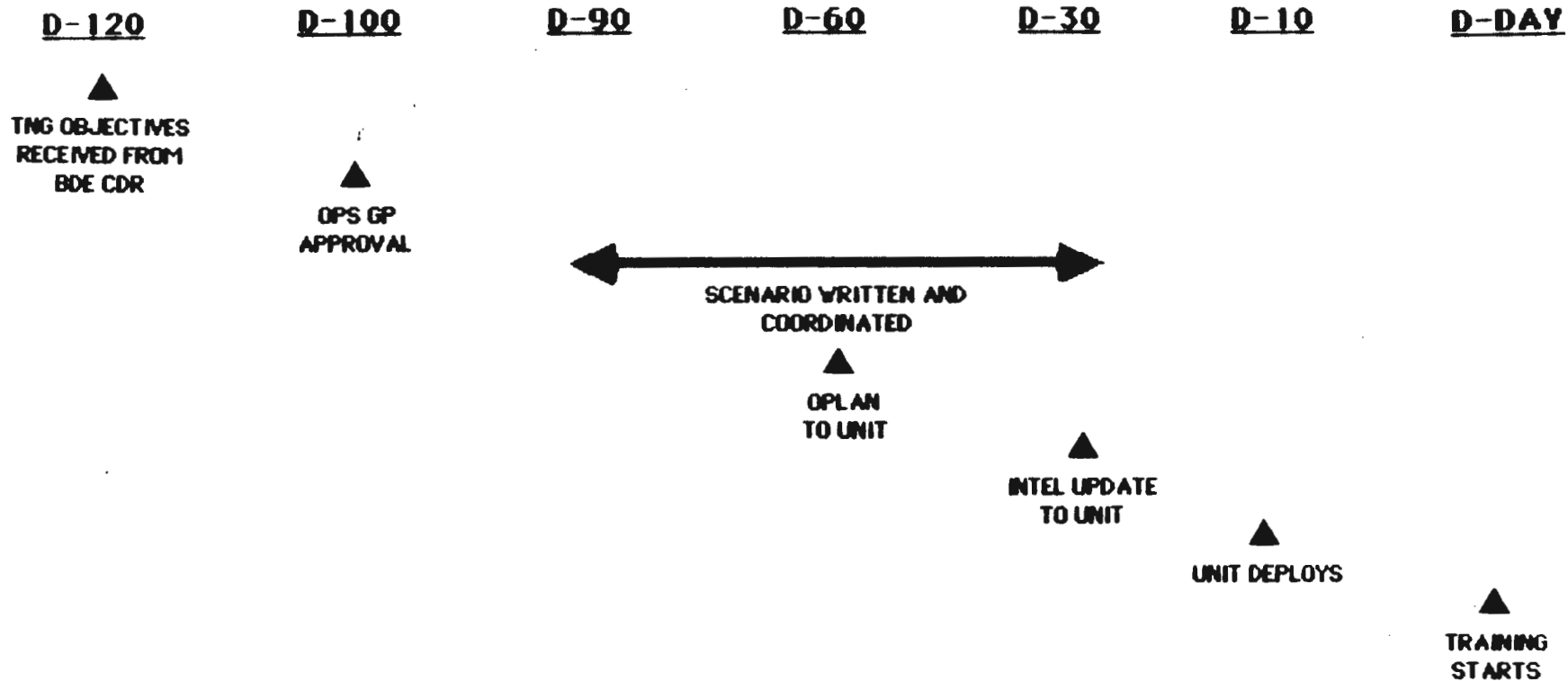
- PARTICIPATING NATIONS
 - PROVIDE PARTICIPATING UNITS AND AIR SUPPORT
 - PROVIDE MILITARY/CIVILIAN PERSONNEL TO NATO TC
PERMANENT STAFF AND OPERATIONS GROUP
 - PAY FOR NATO TC USE BY PARTICIPATING FORCES

UNIT TRAINING OBJECTIVES

UNIT TRAINING OBJECTIVES ARE FORMULATED BY THE
BRIGADE COMMANDER OF THE PARTICIPATING UNIT



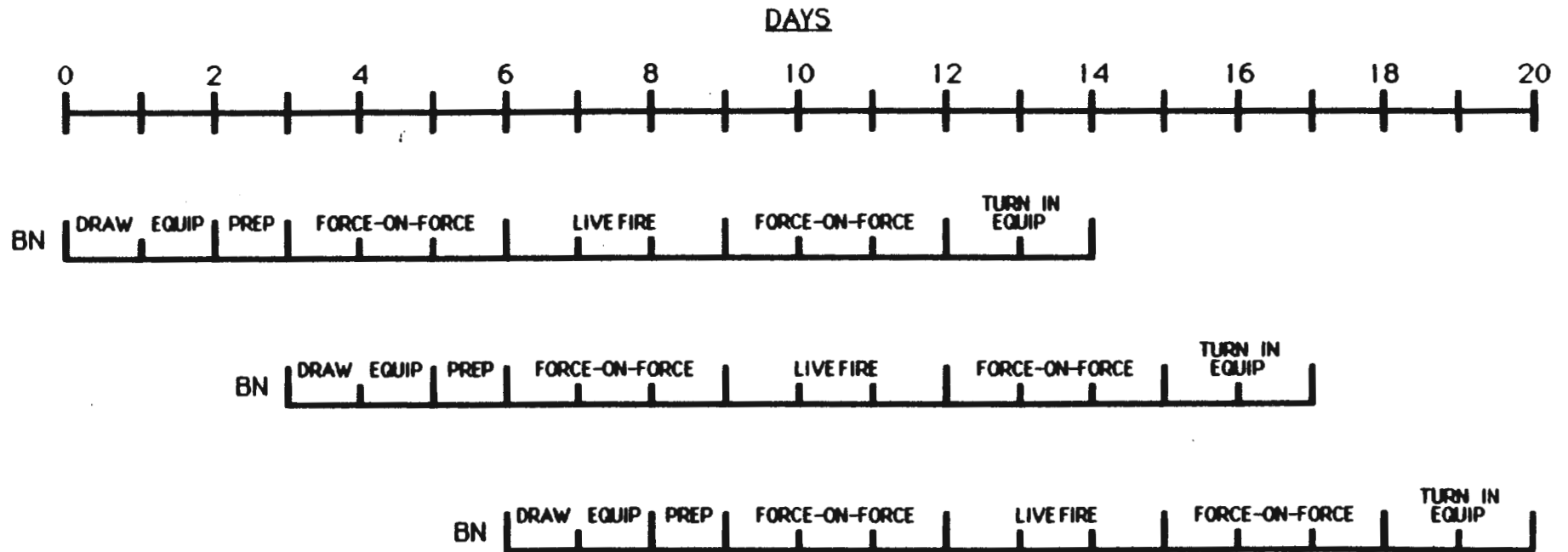
SCENARIO DEVELOPMENT



BATTALION TASK FORCE ACTIVITIES

- ARRIVE AT NATO TC ACCOMPANIED BY APPROPRIATE CS AND CSS ELEMENTS
- TASK ORGANIZE ACCORDING TO OWN DOCTRINE
- STAY 14 TO 20 DAYS AT THE NATO TC DURING A TRAINING CYCLE
- OCCUPY MINIMUM LIVING AND OPERATIONAL FACILITIES
- DRAW FROM NATIONAL PRESTOCKED EQUIPMENT POOLS OR BRING ORGANIC EQUIPMENT
- CONDUCT INTENSIVE, STRESSFUL TRAINING DURING THE 10-18 DAY TRAINING PERIOD
- PERFORM FORCE-ON-FORCE EXERCISES AGAINST THE OPFOR
- CONDUCT LIVE FIRE EXERCISES

14-DAY ROTATION MODEL



MODEL PROVIDES TRAINING FOR 37 BRIGADE EQUIVALENTS DURING A 353 DAY PERIOD

EVALUATION CONCEPT

- WARTIME MISSION RELATED
- CONDITIONS VARIED
- STANDARDS SET
- OBSERVER/CONTROLLER (OC) - FOLLOWS UNIT DOWN TO PLATOON LEVEL
- BATTLE FLOW (SUCCESS/FAILURE) GOVERNED BY "INSTRUMENTED" HITS/KILLS AND OC RULINGS
- OC CONDUCTS AFTER ACTION REVIEW (AAR) AT TRAINING SITE AT CONCLUSION OF EACH MAIN EVENT FOR EACH SMALL UNIT
- CHIEF, OPS GP CONDUCTS OVERALL AAR AT END OF EACH MAJOR EVENT FOR LEADERS AND STAFF
- TAKE-HOME PACKAGE - COMBAT ACTION VIDEOS, CRITIQUE VIDEOS, LIVE FIRE GUNNERY DATA, LOSSES BY TYPE OF MISSION, TRAINING RECOMMENDATIONS AND FINAL OVERALL ASSESSMENT -- GIVEN TO UNIT AT COMPLETION OF TRAINING AT THE NATO TC

TYPE LESSONS LEARNED FOR NATO FORCES

- INADEQUATE RECONNAISSANCE & COUNTER-RECONNAISSANCE
- UNCOORDINATED FIRE SUPPORT
- LACK OF SYNCHRONIZATION
- WEAK COMMAND AND CONTROL
- ORDERS NOT CLEAR OR TIMELY
- INADEQUATE SOP/SOP DISCIPLINE
- COMMAND FAILURE TO PROVIDE TIMELY LOGISTICAL SUPPORT

TRAINING SUPPORT REQUIREMENTS

- ENGAGEMENT SIMULATION SYSTEM - MILES
 - ALL DIRECT FIRE WEAPONS SHOULD BE EQUIPPED
 - INDIRECT FIRE WEAPONS -- DEVICES STILL BEING DEVELOPED

- BASIC INSTRUMENTATION
 - FILMING -- CAN BE EXCESSIVE
 - LOCATION OF UNITS AND VEHICLES STILL IMPERFECT
 - HITS AND KILLS RECORDED

- CLOSE AIR SUPPORT/SIMULATION
 - AIR ATTACKS ON GROUND TARGETS WILL REGISTER
 - GROUND ATTACKS ON AIRCRAFT -- SYSTEM STILL BEING DEVELOPED

- TARGET SYSTEMS

<u>TARGET</u>	<u>RANGE</u>	<u>HOW IT FUNCTIONS</u>
●● MEN	LIVE FIRE	REMOTE CONTROLLED, SENSES HITS
●● VEHICLES	LIVE FIRE	REMOTE CONTROLLED, SENSES LETHAL HITS

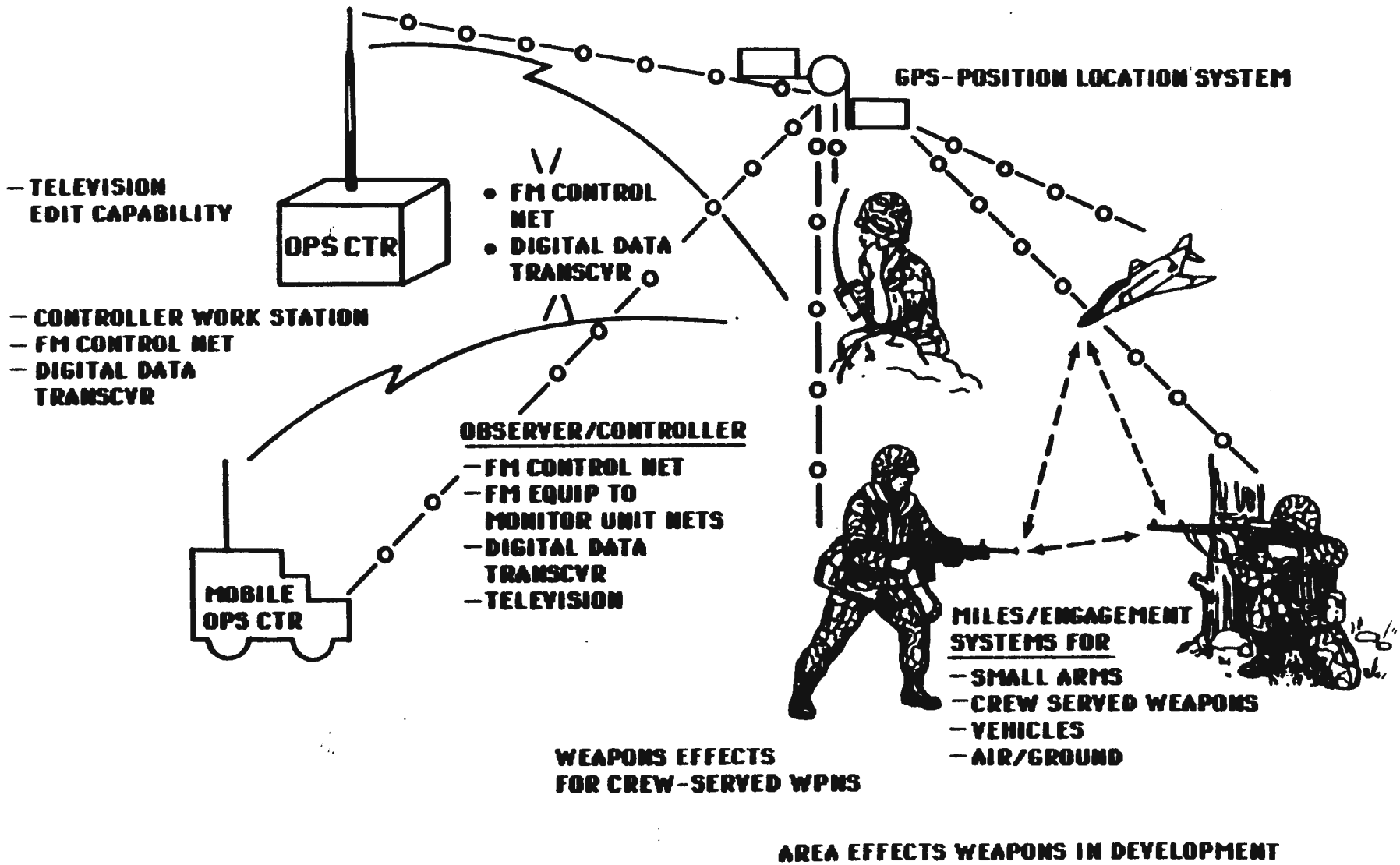
TRAINING SUPPORT REQUIREMENTS (CONT.)

- VISUAL MODIFICATIONS (VISMOD)
 - M551 (SHERIDAN) CHASSIS USED FOR T-72, BMP, ZSU, SAU
 - DODGE PICKUP TRUCK CHASSIS USED FOR BRDM

- FOREIGN MATERIAL
 - DIFFICULT TO MAINTAIN
 - MARGINAL VALUE

- AMMUNITION
 - FT. IRWIN USES 67 TYPES OF AMMUNITION, MINES, AND OTHER EXPLOSIVES
 - ANNUAL COST CURRENTLY OVER \$34M

NATO TC INSTRUMENTATION SYSTEM



TRAINING AREAS AND FACILITY REQUIREMENTS

- OVERALL SIZE - 40km x 65km (2600 SQ KM) - TERRAIN DEPENDENT
 - MINIMUM AIR, ENVIRONMENTAL OR ELECTROMAGNETIC SPECTRUM LIMITATIONS
- TRAINING FACILITIES
 - INSTRUMENTED LIVE FIRE RANGE
 - INSTRUMENTED MANEUVER AREAS FOR FORCE-ON-FORCE EXERCISES
- AIRBASE
 - ACCOMMODATE C-5, C-141, C-130, AND COMMERCIAL AIRLINES
 - FOR EMERGENCY RESUPPLY TRAINING
- RAILHEAD
 - FOR USING FORCES EQUIPMENT, AMMUNITION, AND SUPPLIES
- ROAD NET
 - SITE DEPENDENT
 - MAY REQUIRE UPGRADE
- ACCESS TO LOCAL ECONOMY

**CONSTRUCTION COSTS
(BASED ON FORT IRWIN)**

U.S. \$M

BARRACKS & TROOP SUPPORT	40
MAINTENANCE FACILITIES	30
RANGE FACILITIES (LESS INSTRUMENTATION)	25
MEDICAL FACILITIES	10
ADMINISTRATION FACILITIES	25
UTILITIES	5
ROADS	15
UPGRADING EXISTING FACILITIES	30
FAMILY HOUSING	30
LAND	
	FORT IRWIN LAND WAS ALREADY U.S. GOVERNMENT OWNED
INSTRUMENTATION	76

**FUNDING COSTS
(FORT IRWIN DATA)**

● INITIAL

- TOTAL DEVELOPMENT \$ 286 +
 - INSTRUMENTATION SYSTEMS (\$76M)
 - BASE CONSTRUCTION (81-86) (\$210M)

● RECURRING

- ANNUAL BASE OPERATIONS AND TRAINING \$138M
- ANNUAL INSTRUMENTATION, EVALUATION \$ 30M
- COST TO MOVE/TRAIN 1 BN TF (28/YEAR) \$4-6M

COSTS

	<u>ANNUAL BASE O&M</u>	<u>PER UNIT TRAINED</u>
● U.S.	\$160M	\$3.0M
● U.K.	\$ 91M	\$7.9M
● F.R.G.	\$ 36M	\$2.9M

POSSIBLE LOCATIONS

PROS

CONS

- TURKEY

- SPAIN

- PORTUGAL

- WAS AN EARLIER CONSIDERATION

- STRENGTHENS NATO FLANK TIES

- BOOSTS ECONOMY

- NATO CONTRIBUTION W/O

- FORCE INTEGRATION

- CLOSE PROXIMITY TO CENTRAL

- FRONT UNITS

- RAILNETS PROVIDE OPTIONS TO

- PRESTOCK OR TO SHIP UNIT

- EQUIPMENT

- LOCATION AWAY FROM EAST-WEST BORDER

- BOOSTS ECONOMY

- BOOSTS ECONOMY

- TRAVEL DISTANCES FROM CENTRAL FRONT

- DIFFICULT ACCESS

- PRESTOCKAGE REQUIRED

- AVAILABILITY OF A SITE

- CURRENT POLITICAL SENSITIVITIES

- GREATER DISTANCE THAN SPAIN

- UNITS MUST RAIL THROUGH SPAIN

- DENSITY OF POPULATION

SPAIN APPEARS TO BE THE BEST CHOICE

Handwritten notes:
- *front:*
- *area* - *area* *area*
- *NATO flank*
- *border range*
- *discontinuity of area*
- *only*

possibly

BRIEFING SCHEDULE

<u>DATE</u>	<u>AGENCY</u>
MARCH 24	DND, CANADA
APRIL 6	AFSOUTH
APRIL 7	USEUCOM
APRIL 7	USAREUR
APRIL 7	USAFE
APRIL 8 - 9	NATO
APRIL 9	BAOR
APRIL 9 - 10	SHAPE
APRIL 10	HEERESAMT
APRIL 15	UKLF & CTAD
APRIL 16	MOD UK
MAY 11	JOINT STAFF
MAY 11	DCSOPS, DA
MAY 11	ISD, OSD
MAY 12	STATE DEPT

SUMMARY OF COMMENTS

- CONCEPT IS ATTRACTIVE -- VALUE IS ACCEPTED
- NATO TC WOULD HAVE TO BE PHASED IN OVER SEVERAL YEARS
- APPROVAL PROCESS IS LABYRINTHINE AND LENGTHY
- SACEUR SUPPORT IS ESSENTIAL
- LOCATION IS THE FUNDAMENTAL ISSUE
- ENVIRONMENTAL CONSIDERATIONS ARE SIGNIFICANT
- MANPOWER AND COSTS ARE OTHER ISSUES
- CONSTRUCTION FUNDING COULD BEGIN IN THREE YEARS
- NATIONS ARE GOING THEIR OWN WAY ON TRAINING
SUPPORT NEEDS
- LASER ENGAGEMENT SYSTEMS MUST INTEROPERATE
- MEANS TO REDUCE LIVE FIRING WHILE MAINTAINING SOME
PROFICIENCY ARE BEING EXPLORED BY SEVERAL COUNTRIES
- TRAINING OF STAFFS WITH SIMULATIONS IS EXPANDING
- COST/BENEFIT COMPARISONS ARE NEEDED
- POLITICAL ISSUES OUTWEIGH THE MILITARY WORTH
- NEITHER THE TIMING NOR FINAL OUTCOME OF THE CONCEPT CAN BE
PREDICTED WITH CERTAINTY
- ACCEPTANCE BY SPAIN IN THE SIZE REQUIRED AND WITH THE
RESTRICTIONS IMPOSED IS QUESTIONABLE

SACEUR COMMENTS

OCTOBER 20, 1987

"CONCEPTUALLY, I ENDORSE THE NEED TO CAPTURE THE EXPERIENCE OF THE U.S. NATIONAL TRAINING CENTER FOR THE USE OF NATO FORMATIONS. AS YOUR REPORT NOTES, HOWEVER, THERE ARE GREAT DIFFICULTIES AHEAD IN ESTABLISHING A SIMILAR TRAINING CENTER FOR NATO. THE MOST SIGNIFICANT OF THESE IS WHO WILL PAY, ESPECIALLY IN A PERIOD OF COMPETING DEMANDS FOR AVAILABLE FUNDS."

"RATHER THAN ASK THE SHAPE STAFF TO DEVELOP A DETAILED PLAN FOR A NATO TRAINING CENTER, I BELIEVE WE WILL MAKE MORE PROGRESS IF THE THOUGHT IS INTRODUCED FORMALLY TO NATO BY THE U.S. MILREP AND THE U.S. REPRESENTATIVE TO THE NATO TRAINING GROUP. SHAPE WILL ULTIMATELY PARTICIPATE IN THE ANALYSIS AND PLANNING FOR A NATO TRAINING CENTER."

ISSUES

- SPONSORSHIP
- APPROVAL MECHANISM AND TIMING
- LOCATION AND SIZE
- ENVIRONMENTAL MATTERS
- RESPONSIBILITY FOR OPERATING AND SUPERVISING NATO TC
- CONSTRUCTION REQUIREMENTS AND PROCESS
- EQUIPMENT FOR OPFOR AND PARTICIPANTS
- PERSONNEL SUPPORT
- LANGUAGE
- READINESS IMPACT
- FUNDING
- LASER ENGAGEMENT SYSTEM INTEROPERABILITY
- POLITICAL SENSITIVITIES

BENEFITS

- TO NATO
 - INCREASED COMBAT READINESS OF PARTICIPATING FORCES BY TRAINING AGAINST A HIGHLY TRAINED OPFOR
 - CROSS EXCHANGE OF COMBAT LESSONS LEARNED
 - IMPROVED INTEREST IN AND QUALITY OF COMBINED ARMS TRAINING
 - GREATER AIR/GROUND COORDINATION AND COOPERATION GAINED
 - ENHANCED RSI

- TO HOST NATION
 - TRAINING OF ITS OWN FORCES
 - VISIBLE CONTRIBUTION TO NATO
 - ECONOMIC BENEFITS TO LOCAL ECONOMY

- TO PARTICIPATING COUNTRIES
 - INCREASED COMBAT READINESS OF ITS COMBAT FORCES
 - MORE REALISTIC LIVE-FIRE EXERCISES
 - CROSS EXCHANGE OF COMBAT LESSONS LEARNED

CONCLUSIONS

- NATO NEEDS AN ADVANCED COLLECTIVE TRAINING FACILITY FOR ITS BATTALIONS AND BRIGADES
- SIGNIFICANT PROBLEMS ARE INVOLVED IN ESTABLISHING SUCH A TRAINING CENTER SOMEWHERE IN EUROPE, BUT THEY CAN BE SURMOUNTED
- SPAIN APPEARS TO BE A LIKELY LOCATION FOR THE NATO TC
- THE MATTER IS WORTH PURSUING

PART II - STRATEGY

1. land pool
 2. try philosophy
- resources - postbank
-

Colt known by Cont. \rightarrow FRG??
- Cont \rightarrow US \rightarrow
- '90 military
after 90 FRG, unit
all state

20750 km account
NT 10 km Banking
ask for 35000 km
NTZ = 3800 sq km
DECA 1987
NAID -
Shape

only US and FRG can afford -
freed US/FRG -
Turkey

Δ training package
- summary only
- sleep next act.

TRAINING CENTER CONCEPT ASSESSMENT

- THE CONCEPT IS WIDELY ACCEPTED
- THE ENVIRONMENT FOR A NATO TC IS GOOD
- IMPROVING THE CONVENTIONAL CAPABILITY FOR NATO NOW IS A MAJOR ARGUMENT FOR THE NATO TC
- SPAIN REMAINS A QUESTION MARK
- SOMEONE NEEDS TO TAKE THE FIRST STEP
 - 00 OSD?
 - 00 JCS?
 - 00 SECDEF?
 - 00 CSA?

TRAINING CENTER DEVELOPMENT

- PLANNING
- DESIGN
- CONSTRUCTION
- RANGE DEVELOPMENT
- INSTRUMENTATION
- BASE OPERATIONS

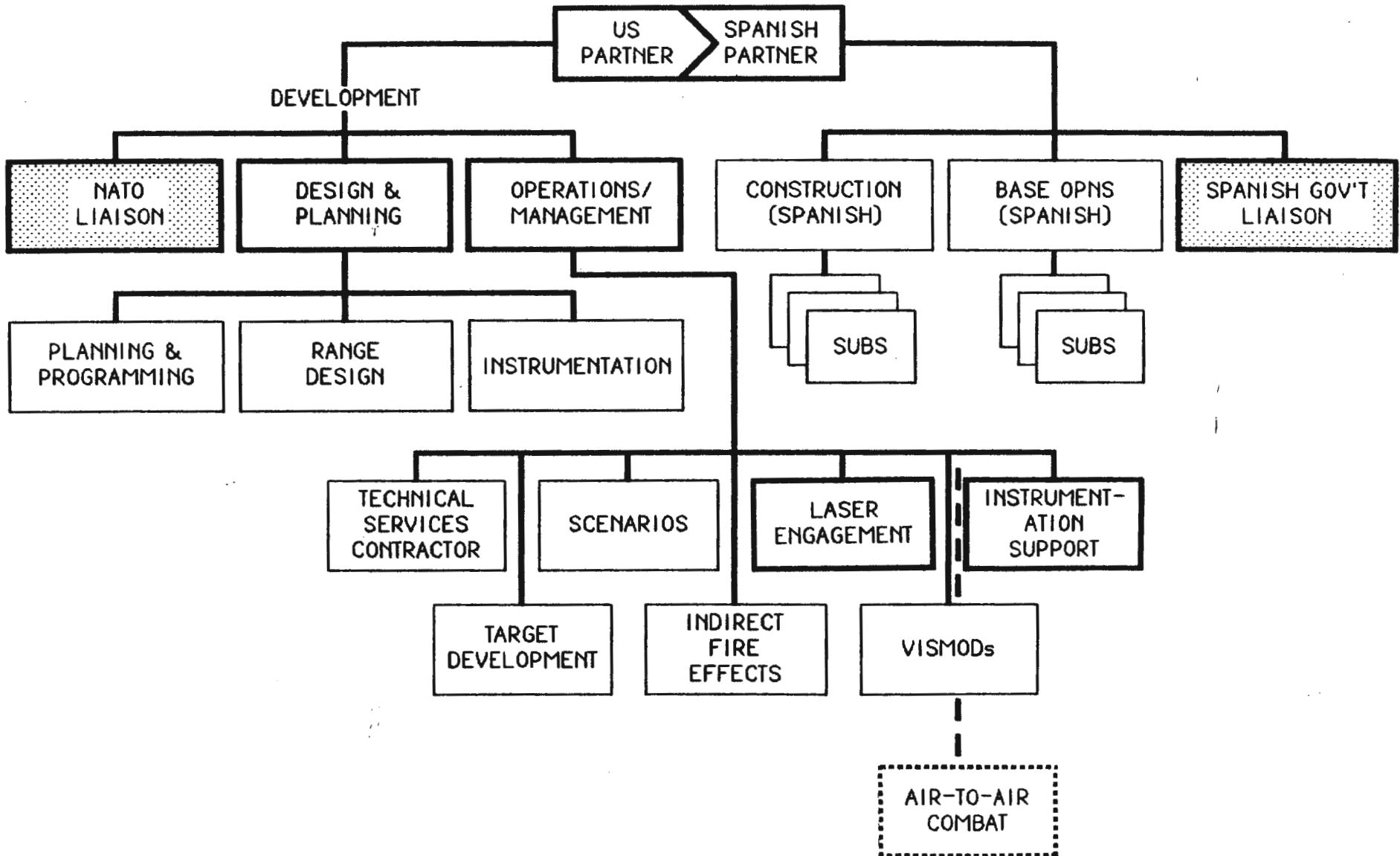
TRAINING SUPPORT

- LASER ENGAGEMENT SYSTEMS
- TARGETS
- VISMOS
- SCENARIO DEVELOPMENT

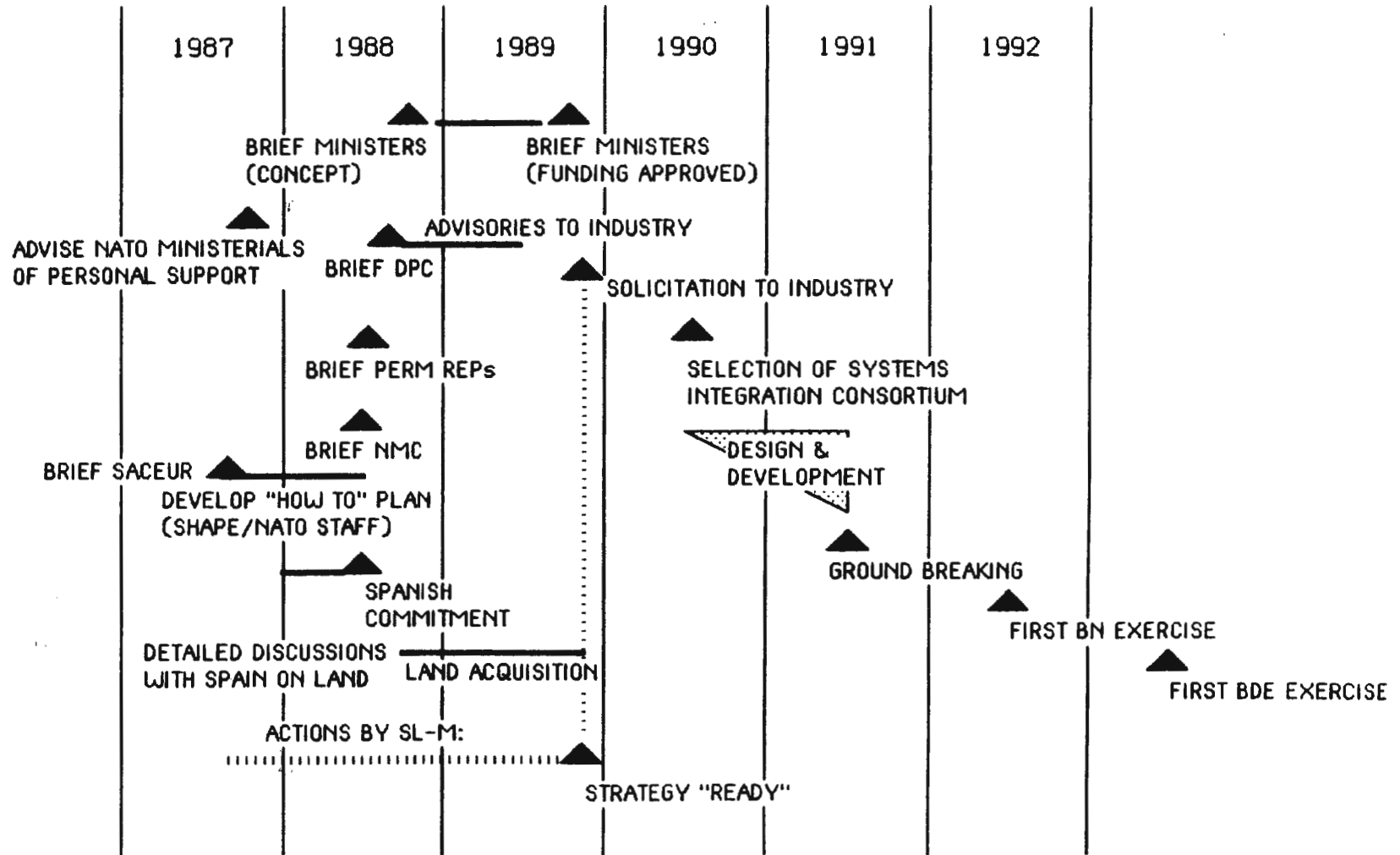
OPPORTUNITIES

- PRIME CONTRACTOR AND JOINT VENTURE PARTNER
- SYSTEMS INTEGRATOR IN DEVELOPMENT PHASE
- MANAGER FOR OPERATIONS IN SUSTAINMENT PHASE
- DEVELOPER OF TRAINING UNIQUE EQUIPMENT, E.G.,
VISMOS

NOTIONAL ORGANIZATION



GAME PLAN



**WHAT IS NEXT STEP
OR STRATEGY?**

- SACEUR DIRECT THE DEVELOPMENT OF A PLAN FOR A NATO AIR/GROUND TRAINING CENTER FOR BATTALION AND BRIGADE LEVEL FORCE-ON-FORCE AND LIVE FIRE COMBINED ARMS TRAINING WITH TACTICAL AIR SUPPORT
- NATO EXPLORE POSSIBILITY AND MODALITIES OF SEEKING SPANISH AGREEMENT TO PLACING THE TRAINING CENTER IN SPAIN

Burdeshaw Associates, Ltd.

4701 Sangamore Road

Bethesda, Maryland 20816

(301) 229-5800

TLX: 90-8160

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ID 8708732

db 5/20/14

RECEIVED 25 NOV 87 19

TO PRESIDENT

FROM CARRINGTON, PETER

DOCDATE 13 NOV 87

O.F.
562347
3300
ITC67
FG00612

KEYWORDS: NATO

SUBJECT: THANK YOU LTR TO PRES FM SEC GEN CARRINGTON RE WASHINGTON VISIT

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ACTION: FOR RECORD PURPOSES	DUE:	STATUS C	FILES WH
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FOR CONCURRENCE

FOR INFO

MAHLEY

COMMENTS

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<i>ID</i>	<i>Document Type</i> <i>Document Description</i>	<i>No of</i> <i>pages</i>	<i>Doc Date</i>	<i>Restric-</i> <i>tions</i>
165038	LETTER LORD CARRINGTON TO THE PRESIDENT	1	11/13/1987	B1

The above documents were not referred for declassification review at time of processing
Freedom of Information Act - [5 U.S.C. 552(b)]

- B-1 National security classified information [(b)(1) of the FOIA]
- B-2 Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
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- B-6 Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
- B-7 Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
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Canadian Embassy



Ambassade du Canada

C. F.

562394

1746 Massachusetts Ave. N. W. IT067
Washington, D. C. 20036.

May 5, 1988.

Lt. General Colin Powell
Assistant to the President for
National Security Affairs
The White House
Washington, D. C. 20500.

Dear Lt. General Powell,

As promised in our letter of April 25, 1988,
please find attached the signed original letter on
the subject of burden-sharing within the Alliance
from The Right Honourable Brian Mulroney, Prime
Minister of Canada to the President of the United
States.

Yours sincerely,

A handwritten signature in cursive script, appearing to read "Allan Gotlieb".

Allan Gotlieb
Ambassador

88 MAY 11 P 2: 12

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165039	LETTER BRIAN MULRONEY TO REAGAN	2	4/22/1988	B1

The above documents were not referred for declassification review at time of processing

Freedom of Information Act - [5 U.S.C. 552(b)]

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RECORD ID: 8803143

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001	Z	88050410	NFAR PER SNIDER / COBB
002	X	88051115	RECD MULRONEY ORIGINAL

UNCLASSIFIED
OF CLASS
UPON REMOVAL
ED ENCLOSURE(S)
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RECORD ID: 8803143
RECEIVED: 25 APR 88 20

TO: POWELL

EDL
5/20/88
cho

FROM: GOTLIEB, ALLAN E

DOC DATE: 02 MAY 88
SOURCE REF:

KEYWORDS: CANADA
HS

NATO

PERSONS: MULRONEY, BRIAN

SUBJECT: THANK YOU LTR RE ALLIANCE MEMBERSHIP & NATO BURDEN SHARING / ADVANCE
COPY FM MULRONEY

ACTION: RECD MULRONEY ORIGINAL DUE DATE: 28 APR 88 STATUS: C

STAFF OFFICER: COBB LOGREF:

FILES: WH NSCIF: CODES:

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<i>ID</i>	<i>Document Type</i> <i>Document Description</i>	<i>No of</i> <i>pages</i>	<i>Doc Date</i>	<i>Restric-</i> <i>tions</i>
165040	NOTE ALLAN GOTLIEB TO COLIN POWELL	1	4/25/1988	B1

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<i>ID</i>	<i>Document Type</i> <i>Document Description</i>	<i>No of</i> <i>pages</i>	<i>Doc Date</i>	<i>Restric-</i> <i>tions</i>
165041	LETTER DUPLICATE OF #165039	2	4/22/1988	B1

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RECORD ID: 8803143

DOC ACTION OFFICER

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X 88050410 NFAR PER SNIDER / COBB

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RECORD ID: 8803143
RECEIVED: 25 APR 88 20

TO: GOTTLIEB, ALLAN

FROM: POWELL

4/20/88

DOC DATE: 25 APR 88
SOURCE REF:

KEYWORDS: CANADA
HS

NATO

PERSONS: MULRONEY, BRIAN

SUBJECT: THANK YOU LTR RE ALLIANCE MEMBERSHIP & NATO BURDEN SHARING / ADVANCE COPY FM MULRONEY

ACTION: PREPARE MEMO FOR POWELL DUE DATE: 28 APR 88 STATUS: S

STAFF OFFICER: COBB LOGREF:

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*no extra, cleared w/ Ty Cobb
material was used as part of talking
points for President at summit meeting
w/ Mulroney - forwarded to me
for "burden sharing" content*

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TO: GOTLIEB, ALLAN

FROM: POWELL

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DOC DATE: 25 APR 88
SOURCE REF:

KEYWORDS: CANADA
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PERSONS: MULRONEY, BRIAN

SUBJECT: THANK YOU LTR RE ALLIANCE MEMBERSHIP & NATO BURDEN SHARING / ADVANCE
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ACTION: NFAR PER SNIDER / COBB DUE DATE: 28 APR 88 STATUS: C

STAFF OFFICER: COBB

LOGREF:

FILES: *X WH*

NSCIF:

CODES:

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