

UNCLASSIFIED

~~SECRET~~

3 JUN 1991

FCJ3-OD (70)

MEMORANDUM FOR Director of Operations, J3, Joint Staff,
Washington, D.C. 20318-3000

SUBJECT: Interagency Assessment of Mexican Northern Border
Response Force (NBRF)-After Action Report

Release page

1. (U) References.

a. (U) Secret message, American Embassy, Mexico, 242253Z
Jan 90, Subject: Northern Border Response Force Concept:
Further Elaboration (U) (Encl 1).

b. (U) Secret message, American Embassy, Mexico,
291515Z Jun 90, Subject: (Encl 2).

c. (U) Confidential message, Joint Staff, 101411Z May 91,
Subject: J-3, Counternarcotics (CN) Flag Officer/06 Conference
Wrap-up Message (U) (Encl 3).

d. (U) Confidential message, FORSCOM, 150008Z May 91,
Subject: Interagency Assessment Team for Mexico (U) (Encl 4).

e. (U) Confidential message, Joint Staff, 151937Z May 91,
Subject: Interagency Assessment Team for Mexico (U) (Encl 5).

2. (U) Mission. Forces Command (FORSCOM) was tasked by
reference 1c to assess the NBRF efforts in Mexico and ascertain
how DOD can assist the NBRF now and in the future.

3. (U) General.

a. (U) In briefing was conducted with the Deputy Chief of
Mission.

b. (U) Assessment was conducted at the American Embassy
with the country team personnel. A visit to the Office of the
Attorney General of the Republic of Mexico (PGR) was conducted
on the first day. Mr. Caldaron, assistant to Mexican Drug
Czar Jorge Carrillo Olea, chaired the meeting and provided the
Mexican overview.

c. (U) Team composition, agenda, and in-country personnel
visited are at enclosure 6-8.

Classified by: JCS
Declassify: OADR

UNCLASSIFIED

UNCLASSIFIED

~~CONFIDENTIAL~~

FCJ3-OD

SUBJECT: Interagency Assessment of Mexican Northern Border
Response Force (NBRF)

4. (U) Background.

a. (S) In concert with Government of Mexico (GOM) officials, the country team developed a concept for the establishment and implementation of an NBRF (Encl 1). The NBRF was designed as a coordinated, bilateral air interdiction program to use U.S. Government (USG) intelligence, tracking assets, and communications capabilities to support GOM interdiction teams based in seven country wide reaction sites (Encl 9). Response teams are designed to react and interdict at the time smuggling aircraft land in Mexico for maximum seizures and arrests. The program consists of four separate but integrated parts: acquisition (detection), follow-through (tracking), coordination and communication, and response and interdiction.

B1



5. (U) Threat.

a. (S) According to a body of reporting, there continues to be a significant flow of cocaine to the United States. Despite the continued successes of the NBRF and record cocaine seizures in Columbia, there is not enough human intelligence (HUMINT) or signal intelligence (SIGINT) to substantiate this conclusion.

UNCLASSIFIED

~~CONFIDENTIAL~~

UNCLASSIFIED

~~CONFIDENTIAL~~

FCJ3-OD

SUBJECT: Interagency Assessment of Mexican Northern Border
Response Force (NBRF)

Moreover, Mexico remains the primary conduit for U.S. bound cocaine while the role of Central America, particularly Guatemala, appears to have increased.

b. (S) [

indicates that general aviation aircraft remain the preferred method of transporting cocaine to transshipment countries, such as Mexico and Guatemala. [

] narco-traffickers continue to favor the Pacific air route for their flights from Colombia to Mexico/Central America. High performance twin engine aircraft, such as Gulfstream Turbocommander, Beechcraft Super King Air, and the comparable Cessna and Piper models, remain the most commonly identified aircraft using the Pacific air route. United States Government detection and monitoring assets are currently detecting between 20-22 confirmed narcotics related flights per month into Mexico/Central America.

c. (S) While initial offload points in Mexico vary dramatically, [

] indicates that the central and southern Mexican states are currently preferred by narcotics related transportation groups as off load points for cocaine laden aircraft. This shift in offload locations, from the more traditional northern border states, occurred for a variety of reasons:

(1) (S)

(3) (S) The expansion of the cocaine trade in general.

d. (S) The adaptability and flexibility of the narcotics transportation groups allows them to easily alter operating areas without giving up old contacts and routes. This is evidenced by this southerly shift and the increased use of Guatemala as a transshipment country.

UNCLASSIFIED

~~CONFIDENTIAL~~

UNCLASSIFIED

~~CONFIDENTIAL~~

FCJ3-OD

SUBJECT: Interagency Assessment of Mexican Northern Border
Response Force (NBRF)

e. (✓) A body of reliable reporting indicates that the use of Guatemala has steadily increased over the last two years as an offload destination for cocaine laden aircraft originating in South America. This increase is in part due to the increased law enforcement capabilities on the part of the GOM. However, a large majority of the cocaine that is offloaded in Guatemala, eventually transits Mexico enroute to U.S. markets. [B1

] the use of land conveyances and single-engine aircraft appear to be the most common method employed by traffickers to move cocaine shipments from Guatemala into and through Mexico enroute to the U.S.

f. (✓) OUTLOOK. Narco-traffickers will continue to adapt their operating methods and transportation modes in response to real and perceived law enforcement capabilities. We believe that use of Mexico and Central America will probably continue to play a significant role in the movement of narcotics into the U.S. for the foreseeable future. Additionally, we believe, that with the continued successes of the NBRF and other counterdrug programs in Mexico, especially the continued seizure of preferred trafficker aircraft, a commodity not easily replaced, traffickers will probably increase their use of smaller single-engine aircraft for the shuttling of narcotics from Colombia to staging points near the U.S./MX border. Moreover, the first ever witnessed air drop off the coast of western Mexico and the scuttling of the M/V Nordcapp with a reported 15 tons of cocaine on board, highlights the maritime option for narco-traffickers.

6. (U) NBRF Operational Concept.

a. (U) The NBRF will operate fixed and rotary winged aircraft from selected sites throughout Mexico. The sites for fixed wing aircraft will be chosen on the basis of narco-trafficking trends and patterns and the rotary aircraft will be based on its radius of coverage.

b. (✓)

UNCLASSIFIED

~~CONFIDENTIAL~~

UNCLASSIFIED

~~CONFIDENTIAL~~

FCJ3-OD

SUBJECT: Interagency Assessment of Mexican Northern Border
Response Force (NBRF)

B1

UNCLASSIFIED

~~CONFIDENTIAL~~
~~CONFIDENTIAL~~

UNCLASSIFIED

~~CONFIDENTIAL~~

FCJ3-OD

SUBJECT: Interagency Assessment of Mexican Northern Border
Response Force (NBRF)

BI

UNCLASSIFIED

~~CONFIDENTIAL~~

UNCLASSIFIED

~~CONFIDENTIAL~~

FCJ3-OD

SUBJECT: Interagency Assessment of Mexican Northern Border
Response Force (NBRF)

*Release
page*

d. (U) Maintenance Operations.

(1) (U) The GOM is constructing a new maintenance facility in Guadalajara. All major construction has been completed. Basic utilities are all that remains. The projected opening is July 1991.

(2) (U) Approximately 95 percent of the Concurrent Spare Parts (CSP) line items have been received and represents nearly 83 percent of the total package value. The majority of the high dollar value items, such as engines, main transmissions, and main rotor blades have not been delivered because of zero balances within the National Inventory Control Point (NICP). We do not believe that these items will be available for delivery prior to the expiration of the current 506 authority. One aircraft is currently not mission capable due to damaged left skid tube.

(3) (U) An automated inventory system is being installed and is scheduled to be operational when the facility opens.

(4) (U) A technical publication account must be established to ensure that publications are kept current.

(5) (U) Provisions must be made to ensure that all system related messages i.e. Safety-of-Flight (SOF) and Aviation Safety Action Messages (ASAM) are provided and distributed to the user level.

(6) (U) Staffing of the maintenance facility remains the only concern of the PGR. Maintenance training is being conducted by the Bell Helicopter Textron Services (BHTS) contractor. They have developed an 80 hour syllabus and are capable of handling eight students per cycle. To date, 21 students have been graduated from this program, including two Quality Control Inspectors. Current plans are to continue to recruit and train both new hires and seasoned maintenance personnel. They estimate that 30 more trained mechanics are needed to support the full complement of 21 UH-1Hs. The contractor has added three individuals to their staff of advisors to address UH-1H maintenance and training. The general impression within the Embassy Narcotics Affairs Section (NAS) and Bell is that sufficient maintenance personnel can be trained to support the additional aircraft in six months, but only if the GOM will identify and make personnel available.

UNCLASSIFIED

~~CONFIDENTIAL~~

UNCLASSIFIED

~~CONFIDENTIAL~~

FCJ3-OD

SUBJECT: Interagency Assessment of Mexican Northern Border
Response Force (NBRF)

Release

e. (S) Status of Aviator Training.

(1) (U) The training program developed and administered at Fort Rucker for the first 11 pilots was not viewed as a positive experience by the GOM. Their pilots are law enforcement officers and the school was conducted under the same discipline and military bearing guidelines used for USG military personnel.

(2) (U) The GOM, with assistance from BHTS, has established an aviator transition program that will more than adequately satisfy training requirements. Two U.S. contract instructor pilots and two GOM instructors conduct the training. They currently average four students per cycle because only one training aircraft is available. With additional aircraft dedicated to qualification and refresher training they could easily double their output.

(3) (U) They have 9 fully qualified pilots and four more in training. The transition program varies from a minimum of 25 hours for Bell 212 pilots to a maximum of 100 hours for navigators undergoing transition. Ground school is still being conducted in Mexico City by BHTS.

(4) (S) []

BI

g. (U) Operational Results (FY 90/91). The results of TAT/NBRF successful interdictions for FY 90 and 91 are depicted at enclosures 18 and 19.

8. (U) Findings and Recommendations.

a. (S) Finding. That the original concept of operation, to use UH-1H helicopters to insert apprehension teams at landing/drop sites, has not been validated. Recommendation.

BI

UNCLASSIFIED

~~CONFIDENTIAL~~

UNCLASSIFIED

~~CONFIDENTIAL~~

FCJ3-OD

SUBJECT: Interagency Assessment of Mexican Northern Border
Response Force (NBRF)

B1

UNCLASSIFIED

~~CONFIDENTIAL~~

UNCLASSIFIED

~~CONFIDENTIAL~~

FCJ3-OD

SUBJECT: Interagency Assessment of Mexican Northern Border
Response Force (NBRF)

9. (U) Conclusion.

a. (U) The country team and GOM are aggressively pursuing a course of action that will bring the NBRF concept to fruition based upon perception that the President committed publicly to providing 21 UH-1H helicopters. *Release*

b. (U) A myriad of factors, not least of which was the condition (configuration) of the first nine aircraft, have precluded proof of concept to date.

UNCLASSIFIED

~~CONFIDENTIAL~~

UNCLASSIFIED

~~CONFIDENTIAL~~

FCJ3-OD

SUBJECT: Interagency Assessment of Mexican Northern Border
Response Force (NBRF)

B1

FOR THE COMMANDER IN CHIEF:

19 Encl



GUY A. J. LABOA
Major General, USA
Director of Operations, J3

UNCLASSIFIED

~~CONFIDENTIAL~~

UNCLASSIFIED

~~CONFIDENTIAL~~

FCJ3-OD (70)

MEMORANDUM FOR Director of Operations, J3, Joint Staff,
Washington, D.C. 20318-3000

SUBJECT: Interagency Assessment of Mexican Northern Border
Response Force (NBRF)-After Action Report

*Release
page*

1. (U) References.

a. (U) Secret message, American Embassy, Mexico, 242253Z
Jan 90, Subject: Northern Border Response Force Concept:
Further Elaboration (U) (Encl 1).

b. (U) Secret message, American Embassy, Mexico,
291515Z Jun 90, Subject: (Encl 2).

c. (U) Confidential message, Joint Staff, 101411Z May 91,
Subject: J-3, Counternarcotics (CN) Flag Officer/06 Conference
Wrap-up Message (U) (Encl 3).

d. (U) Confidential message, FORSCOM, 150008Z May 91,
Subject: Interagency Assessment Team for Mexico (U) (Encl 4).

e. (U) Confidential message, Joint Staff, 151937Z May 91,
Subject: Interagency Assessment Team for Mexico (U) (Encl 5).

2. (U) Mission. Forces Command (FORSCOM) was tasked by
reference 1c to assess the NBRF efforts in Mexico and ascertain
how DOD can assist the NBRF now and in the future.

3. (U) General.

a. (U) In briefing was conducted with the Deputy Chief of
Mission.

b. (U) Assessment was conducted at the American Embassy
with the country team personnel. A visit to the Office of the
Attorney General of the Republic of Mexico (PGR) was conducted
on the first day. Mr. Caldarone, assistant to Mexican Drug
Czar Jorge Carrilo Olea, chaired the meeting and provided the
Mexican overview.

c. (U) Team composition, agenda, and in-country personnel
visited are at enclosure 6-8.

UNCLASSIFIED

~~CONFIDENTIAL~~

One page is withheld in full pursuant to Exemption 1.

UNCLASSIFIED

~~SECRET~~

4. [

PROVIDED THE GROUP A THREAT BRIEFING AND WROTE A PAPER TO BE INCLUDED IN THE FINAL ASSESSMENT TEAM'S REPORT. THE BOTTOM LINE OF THE THREAT BRIEF READS AS FOLLOWS: ACCORDING TO A BODY OF REPORTING, THE FLOW OF COCAINE TO THE UNITED STATES HAS CONTINUED AT HIGH LEVELS DESPITE THE CONTINUED SUCCESSES BY MEXICO'S NBRF AND RECORD COCAINE SEIZURES IN COLOMBIA. MOREOVER, MEXICO REMAINS THE PRIMARY CONDUIT FOR US BOUND COCAINE WHILE THE ROLE OF CENTRAL AMERICA--PARTICULARLY GUATEMALA--APPEARS TO HAVE INCREASED. THE VISIT CONCLUDED WITH A BRIEFING TO THE AMBASSADOR AND THE DCM BY THE TEAM CHIEF, COLONEL LARRABEE FROM USFORSCOM, ON THE GROUP'S FINDINGS AND RECOMMENDATIONS. IN ADDITION, USFORSCOM VOLUNTEERED TO BE MEXICO CITY'S "SPONSOR" AT THE J3 MEETINGS IN ORDER TO ENSURE THAT MEXICO CITY'S NEEDS FOR NATIONAL LEVEL ASSETS ARE HEARD. THE AMBASSADOR SEEMED TO THINK THIS WAS A GOOD IDEA BUT MADE IT CLEAR THAT MEXICO CITY IS INDEPENDENT OF ANY CINC COMMAND STRUCTURE.

BI

Release

BI

UNCLASSIFIED

~~SECRET~~

Three pages are withheld in full pursuant to Exemption 1.

**DIFFERENTLY EXCISED VERSION
FOLLOWS**

ENCLOSURE B
~~SECRET~~

3 JUN 1991

FCJ3-OD (70)

MEMORANDUM FOR Director of Operations, J3, Joint Staff,
Washington, D.C. 20318-3000

SUBJECT: Interagency Assessment of Mexican Northern Border
Response Force (NBRF)-After Action Report

1. (U) References.

a. (U) Secret message, American Embassy, Mexico, 242253Z
Jan 90, Subject: Northern Border Response Force Concept:
Further Elaboration (U) (Encl 1).

b. (U) Secret message, American Embassy, Mexico,
291515Z Jun 90, Subject: (Encl 2).

c. (U) Confidential message, Joint Staff, 101411Z May 91,
Subject: J-3, Counternarcotics (CN) Flag Officer/06 Conference
Wrap-up Message (U) (Encl 3).

d. (U) Confidential message, FORSCOM, 150008Z May 91,
Subject: Interagency Assessment Team for Mexico (U) (Encl 4).

e. (U) Confidential message, Joint Staff, 151937Z May 91,
Subject: Interagency Assessment Team for Mexico (U) (Encl 5).

2. ~~(C)~~ [REDACTED]

3. (U) General.

a. (U) In briefing was conducted with the Deputy Chief of
Mission.

b. (U) Assessment was conducted at the American Embassy
with the country team personnel. A visit to the Office of the
Attorney General of the Republic of Mexico (PGR) was conducted
on the first day. Mr. Caldarone, assistant to Mexican Drug
Czar Jorge Carrillo Olea, chaired the meeting and provided the
Mexican overview.

c. (U) Team composition, agenda, and in-country personnel
visited are at enclosure 6-8.

Classified by: JCS
Declassify: OADR

~~SECRET~~
B-1

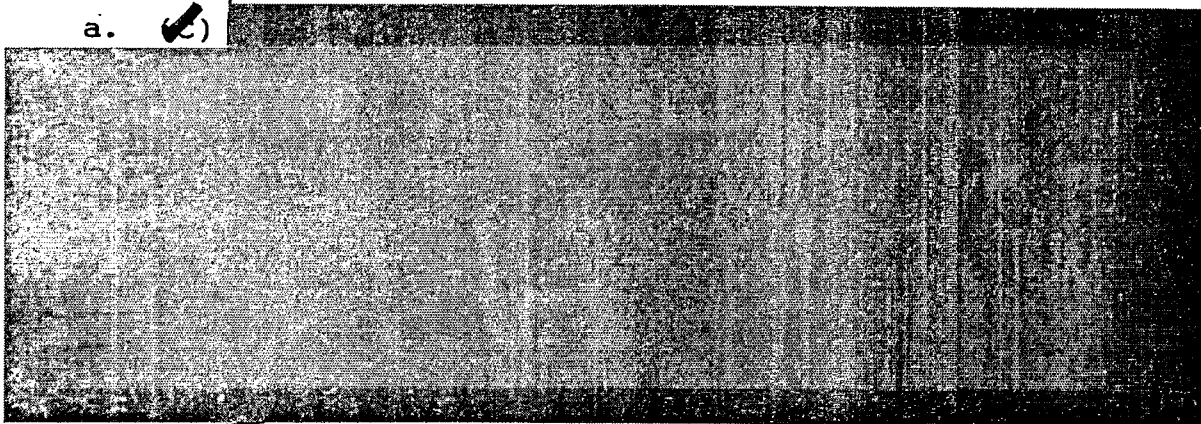
Enclosure B

FCJ3-OD

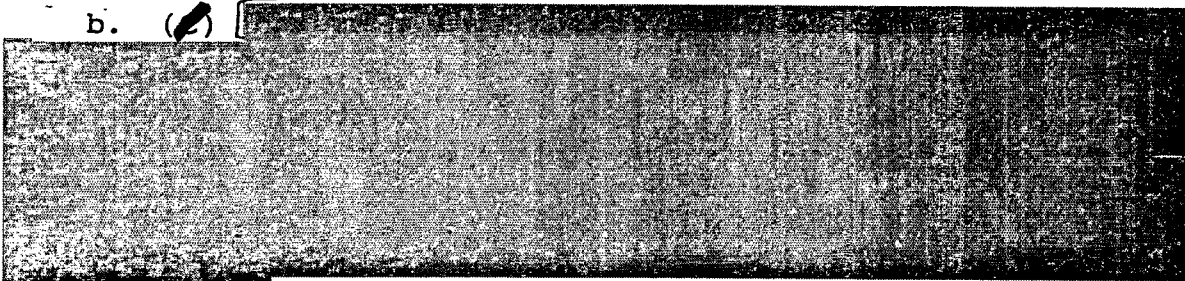
SUBJECT: Interagency Assessment of Mexican Northern Border
Response Force (NBRF)

4. (U) Background.

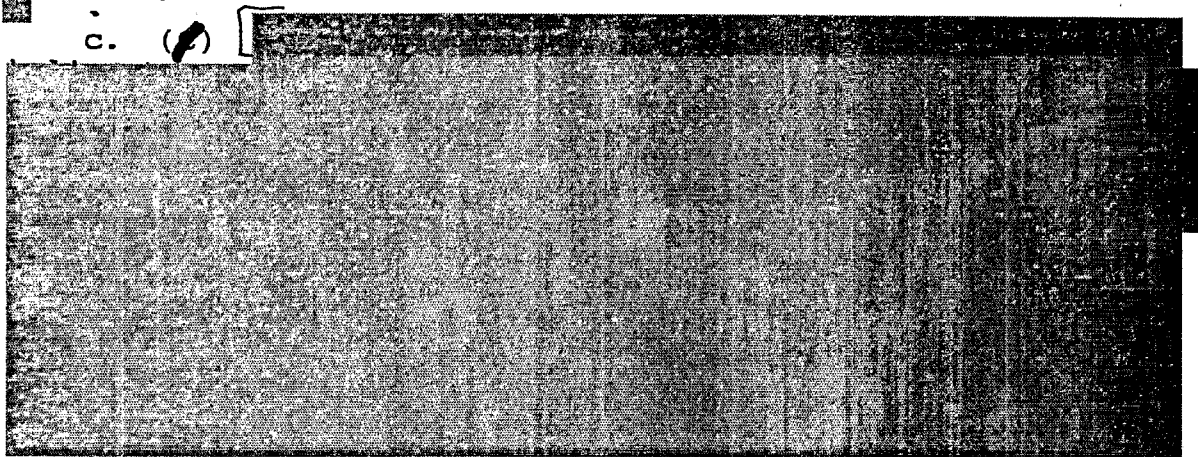
a. (S)



b. (S)

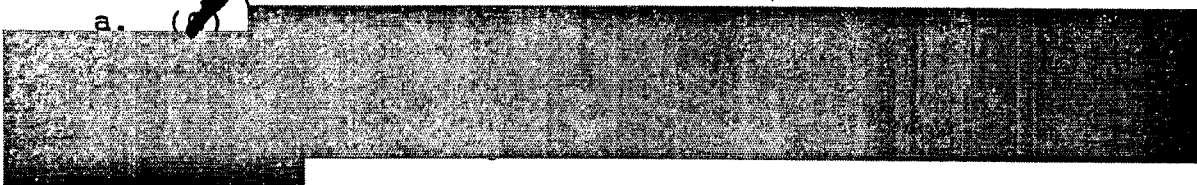


c. (S)



5. (U) Threat.

a. (S)



~~CONFIDENTIAL~~

FCJ3-OD

SUBJECT: Interagency Assessment of Mexican Northern Border
Response Force (NBRF)

[REDACTED]

b. (S)

[REDACTED]

c. (S)

[REDACTED]

(1) (S)

[REDACTED]

(2) (S)

[REDACTED]

(3) (S)

[REDACTED]

d. (S)

[REDACTED]

~~CONFIDENTIAL~~

Enclosure B

~~CONFIDENTIAL~~

FCJ3-OD

SUBJECT: Interagency Assessment of Mexican Northern Border
Response Force (NBRF)

e. ~~(C)~~



f. ~~(C)~~



6. (U) NBRF Operational Concept.

a. (U) The NBRF will operate fixed and rotary winged aircraft from selected sites throughout Mexico. The sites for fixed wing aircraft will be chosen on the basis of narco-trafficking trends and patterns and the rotary aircraft will be based on its radius of coverage.

b. ~~(C)~~



~~CONFIDENTIAL~~

~~CONFIDENTIAL~~

FCJ3-OD

SUBJECT: Interagency Assessment of Mexican Northern Border
Response Force (NBRF)

c. ~~(c)~~ [REDACTED]

d. ~~(c)~~ [REDACTED]

7. (U) Current Capability of NBRF.

a. (U) Government of Mexico Contribution.

(1) ~~(c)~~ [REDACTED]

(a) ~~(c)~~ [REDACTED]

(b) ~~(c)~~ [REDACTED]

(2) ~~(c)~~ [REDACTED]

(a) ~~(c)~~ [REDACTED]

~~CONFIDENTIAL~~

~~CONFIDENTIAL~~

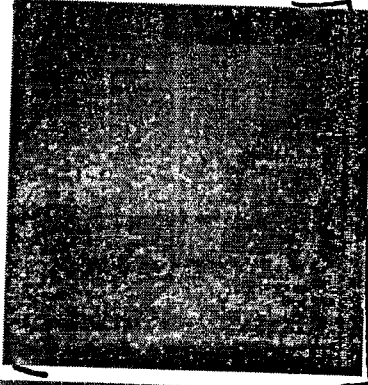
FCJ3-OD

SUBJECT: Interagency Assessment of Mexican Northern Border
Response Force (NBRF)

(b) ~~(c)~~

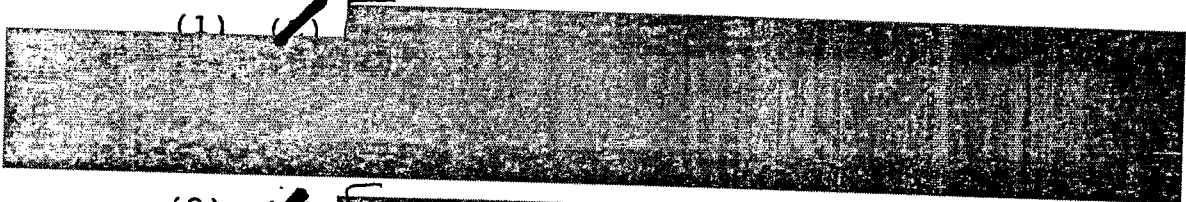
(c) ~~(c)~~

(d) ~~(c)~~

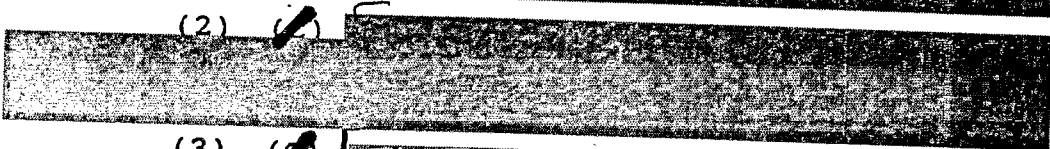


b. Status of UH-1H Aircraft.

(1) ~~(c)~~



(2) ~~(c)~~



(3) ~~(c)~~



(4) ~~(c)~~



(a) ~~(c)~~



(b) ~~(c)~~



(c) ~~(c)~~



~~CONFIDENTIAL~~

~~CONFIDENTIAL~~

FCJ3-OD

SUBJECT: Interagency Assessment of Mexican Northern Border
Response Force (NBRF)

c. (U) Command and Control.


(1) ~~(C)~~



(2) ~~(C)~~



(3) ~~(C)~~



(4) ~~(C)~~



(5) ~~(C)~~



~~CONFIDENTIAL~~

~~CONFIDENTIAL~~

FCJ3-OD

SUBJECT: Interagency Assessment of Mexican Northern Border
Response Force (NBRF)

d. (U) Maintenance Operations.

(1) (U) The GOM is constructing a new maintenance facility in Guadalajara. All major construction has been completed. Basic utilities are all that remains. The projected opening is July 1991.

(2) (U) Approximately 95 percent of the Concurrent Spare Parts (CSP) line items have been received and represents nearly 83 percent of the total package value. The majority of the high dollar value items, such as engines, main transmissions, and main rotor blades have not been delivered because of zero balances within the National Inventory Control Point (NICP). We do not believe that these items will be available for delivery prior to the expiration of the current 506 authority. One aircraft is currently not mission capable due to damaged left skid tube.

(3) (U) An automated inventory system is being installed and is scheduled to be operational when the facility opens.

(4) (U) A technical publication account must be established to ensure that publications are kept current.

(5) (U) Provisions must be made to ensure that all system related messages i.e. Safety-of-Flight (SOF) and Aviation Safety Action Messages (ASAM) are provided and distributed to the user level.

(6) (U) Staffing of the maintenance facility remains the only concern of the PGR. Maintenance training is being conducted by the Bell Helicopter Textron Services (BHTS) contractor. They have developed an 80 hour syllabus and are capable of handling eight students per cycle. To date, 21 students have been graduated from this program, including two Quality Control Inspectors. Current plans are to continue to recruit and train both new hires and seasoned maintenance personnel. They estimate that 30 more trained mechanics are needed to support the full complement of 21 UH-1Hs. The contractor has added three individuals to their staff of advisors to address UH-1H maintenance and training. The general impression within the Embassy Narcotics Affairs Section (NAS) and Bell is that sufficient maintenance personnel can be trained to support the additional aircraft in six months, but only if the GOM will identify and make personnel available.

B-8

~~CONFIDENTIAL~~

Enclosure B

~~CONFIDENTIAL~~

FCJ3-OD

SUBJECT: Interagency Assessment of Mexican Northern Border
Response Force (NBRF)

e. ~~(C)~~ 

(1) (U) The training program developed and administered at Fort Rucker for the first 11 pilots was not viewed as a positive experience by the GOM. Their pilots are law enforcement officers and the school was conducted under the same discipline and military bearing guidelines used for USG military personnel.

(2) (U) The GOM, with assistance from BHTS, has established an aviator transition program that will more than adequately satisfy training requirements. Two U.S. contract instructor pilots and two GOM instructors conduct the training. They currently average four students per cycle because only one training aircraft is available. With additional aircraft dedicated to qualification and refresher training they could easily double their output.

(3) (U) They have 9 fully qualified pilots and four more in training. The transition program varies from a minimum of 25 hours for Bell 212 pilots to a maximum of 100 hours for navigators undergoing transition. Ground school is still being conducted in Mexico City by BHTS.

(4) ~~(C)~~ 

g. (U) Operational Results (FY 90/91). The results of TAT/NBRF successful interdictions for FY 90 and 91 are depicted at enclosures 18 and 19.

8. (U) Findings and Recommendations.

a. ~~(C)~~ 

~~CONFIDENTIAL~~

FCJ3-OD

SUBJECT: Interagency Assessment of Mexican Northern Border
Response Force (NBRF)

b. ~~(C)~~

[REDACTED]

c. ~~(C)~~

[REDACTED]

d. ~~(C)~~

[REDACTED]

e. ~~(C)~~

[REDACTED]

f. ~~(C)~~

[REDACTED]

g. ~~(C)~~

[REDACTED]

~~CONFIDENTIAL~~

~~CONFIDENTIAL~~

FCJ3-OD

SUBJECT: Interagency Assessment of Mexican Northern Border
Response Force (NBRF)

h. (S) [REDACTED]

(1) (S) [REDACTED]

(2) (S) [REDACTED]

(3) (S) [REDACTED]

i. (S) [REDACTED]

j. (S) [REDACTED]

9. (U) Conclusion.

a. (S) [REDACTED]

b. (U) A myriad of factors, not least of which was the condition (configuration) of the first nine aircraft, have precluded proof of concept to date.

B-1

~~CONFIDENTIAL~~

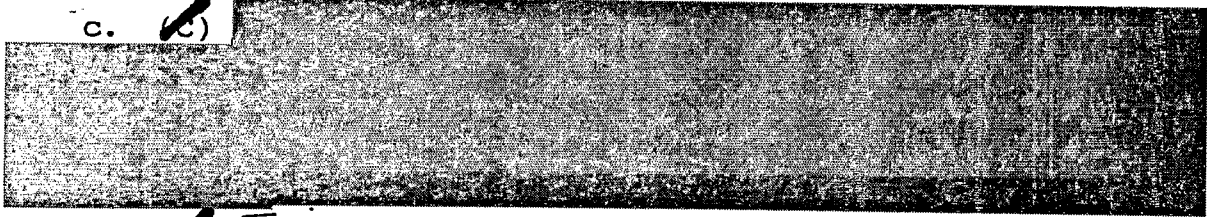
Enclosure B

~~CONFIDENTIAL~~

FCJ3-OD

SUBJECT: Interagency Assessment of Mexican Northern Border
Response Force (NBRF)

c. (S)



d. (S)



e. (S)



FOR THE COMMANDER IN CHIEF:

19 Encl

GUY S. LABOA
Major General, USA
Director of Operations, J3

