



POLICY

~~TOP SECRET~~

THE UNDER SECRETARY OF DEFENSE

WASHINGTON, D.C. 20301

I-35145/82

March 13, 1982

R+C

MEMORANDUM FOR THE SECRETARY OF DEFENSE
THE DEPUTY SECRETARY OF DEFENSE

SUBJECT: Exercise IVY LEAGUE: Talking Points --
INFORMATION MEMORANDUM (U)

(U) If one of you attends the critique conference for Exercise IVY LEAGUE, you might make use of the following talking points:

- The nuclear problems became too much intermingled with other mobilization and domestic evacuation problems. In a real crisis of this kind, decisions on nuclear matters might have to be taken faster and would therefore have to move in parallel with decisions on domestic and other military issues. [We might want to explore a more separate structure on SIOP and related matters, to be linked up with the other crisis issues only if there is time to do so. For instance, CJCS, SecDef, President might be in the first structure; SecArmy, DepSecDef, Vice President in the second structure.]
- [Further thought should be given to advance preparations for the use of MOLINK (and other channels to the Soviet leadership.)]
- More realistic anticipation of NATO problems ought to be factored into follow-on exercises and planning. The game assumed certain NAC decisions which in reality would seem very unlikely. The link to the role of SACEUR requires further [thought. There was one interesting point in the exercise when SACEUR went to NAC before going to the exercise President, so that the exercise President was confronted with a decision recommended to NAC by SACEUR.]
- The game highlights the importance of the Space Shuttle, its crisis utilization, and its protection.

(U) Preliminary JCS talking points are attached at Tab A,

Transmitted to Secretary
Date: 13 APR 1982
Initial: [Signature]

Attachment

Review on March 13, 1988

Fre C. Ikle

Copy 6 of 10 Copies

~~TOP SECRET~~

~~SECRET~~
~~SECRET~~

J-3 INTRODUCTORY REMARKS - 1 LINERS

- o PRE-STARTEX TRAINING OF JOINT STAFF, OSD, AND EX PRESIDENT PROVED BENEFICIAL. TRAINING FOR JOINT STAFF HAD REAL WORLD AS WELL AS EXERCISE VALUE.
- o INTERFACE BETWEEN JCS, DOD, STATE, FEMA AND NSC EXERCISED MORE FULLY THAN IN ANY PREVIOUS EXERCISE. WE NEED TO CONTINUE THIS LEVEL OF INVOLVEMENT.
- o RELOCATION, ALTHOUGH ARTIFICIAL IN SOME RESPECTS DUE TO REAL WORLD STAFFING CONSTRAINTS, ALLOWED EXAMINATION OF PROCEDURES AND HARDWARE SELDOM EXAMINED. TESTED SUPPORT/RESPONSE CELL/LIAISON OFFICE PROCEDURES AS WELL AS OJCS PROCEDURES.
- o SPACE PLAY POINTED OUT NEED TO FURTHER EXAMINE ORGANIZATIONAL MEANS TO DEAL WITH SPACE ISSUES, POLICIES REGARDING SOVEREIGNTY OF SATELLITES, RESPONSES TO ATTACKS.
- o INTERNAL REORGANIZATION OF J-3 WAS TESTED.
- o VIDEO LINK BRIEFINGS NEED EXAMINATION. WHILE EASE OF PRESENTING INFO IS ENHANCED, NEED TO LOOK AT RELIABILITY AND BACKUP PROCEDURES. SECURITY CLEARANCES, SIOP, ESI, CAN PRESENT PROBLEMS.
- o [MEETINGS OF DECISION MAKERS SCHEDULED ARTIFICIALLY TO INSURE SENIOR PLAYER AVAILABILITY. IN A REAL SITUATION, OPSDEPS WOULD MOST LIKELY MEET ALMOST CONTINUOUSLY.
- o TIMING OF MOLINK EXCHANGES NEED TO BE BETTER UNDERSTOOD. INSTANTANEOUS REPLIES NOT LIKELY.]

~~353365~~(S)

~~SECRET~~
~~SECRET~~

~~SECRET~~

- o CRISIS MANAGEMENT SYSTEMS OF ALL OUR ORGANIZATIONS ARE AFFECTED BY INTERNAL AND EXTERNAL LINKS. WE ALL NEED TO DETERMINE OUR SHORTFALLS AND DETERMINE IF THEY ARE DUE TO OUR OWN STRUCTURE OR PROCEDURES OR INTERFACE DEFICIENCIES. THE METHOD, TIMELINESS, AND EASE OF USE OF INTERFACES BETWEEN AGENCIES (I.E., WHITE HOUSE AND NMCC) NEED TO BE FURTHER EXAMINED.
- o HIGH LEVEL PARTICIPATION AND INTEREST PROVIDED MEANS TO TEST PROCEDURES AND INTERFACES HERETOFORE ONLY SIMULATED OR PLAYED INTERNALLY. HIGH LEVEL PARTICIPATION - EVEN IF ONLY AS OBSERVERS IS NECESSARY TO INSURE SUCCESSFUL EXERCISE.
- o IVY LEAGUE WAS A NO FAULT EXERCISE. DECISIONS MADE ARE NOT IN QUESTION - PLANS, PROCEDURES AND POLICIES WERE PRIME FOCUS.

~~SECRET~~