

DECLASSIFIED

Authority MR25723

By NARA Date 9-7-07

~~TOP SECRET~~

File 0;

23 MAY 1977

THE JOINT CHIEFS OF STAFF  
WASHINGTON, D. C. 20301



CM-1438-77  
21 MAY 1977

MEMORANDUM FOR CHIEF OF STAFF, U.S. ARMY 1+2  
CHIEF OF NAVAL OPERATIONS 3+4  
CHIEF OF STAFF, U.S. AIR FORCE 5+6  
COMMANDANT OF THE MARINE CORPS 7+8

Subject: Exercise IVORY ITEM (U)

1. ~~(TS)~~ As a follow-on to the Command Conference Test conducted by the Secretary of Defense on 10 May, the first IVORY ITEM Exercise, conducted 12 May, met the objective of familiarizing the participants with the purpose of the missile attack conference and the NORAD threat assessment function.

2. (U) Some observations concerning the exercise follow: The quality of the secure conference can be degraded by speakers or extension phones which are off hook. The overall time required to conduct the exercise can be reduced by combining the two preamble conferences. The problems involved in secure conferencing are recognized, but we will endeavor to reduce that time to the absolute minimum.

3. ~~(S)~~ To streamline future IVORY ITEM exercises, the Deputy Director for Operations (DDO-NMCC) will convene a nonsecure conference of addressees, or their Vice or Operations Deputy, and the nuclear Commanders in Chief under the provisions of Volume IV, EAP-JCS. Addressees or their alternates will be included only if available at an NMCC direct line emergency telephone. The following preamble will be used.

"THIS IS THE COMMAND CENTER WITH AN EXERCISE IVORY ITEM PREAMBLE FLASH TEST CALL. PLACE YOUR COMMANDER OR CHIEF OR HIS DESIGNATED ALTERNATE ON THE LINE IMMEDIATELY."

585-Exercises - 21 May 77  
(Ivory Item)

OIB 9  
O1 10  
DJS-11  
J-3 12  
cy 13 of 15 copies

Classified by Chairman, JCS  
EXEMPT FROM GENERAL DECLASSIFICATION  
SCHEDULE OF E.O. 11652  
EXEMPTION CATEGORY (3)  
DECLASSIFY ON 31 DEC 2007

File "0"  
DECLASSIFIED BY JOINT STAFF  
DATE 4 SEP 28 2000

DJSM 908-77  
JCS Sends 7829  
211747Z MAY 77

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ATTACHED



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J / [Signature]

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Authority (M/R 25) 73

By *J* NARA Date 9-7-07~~TOP SECRET~~

A roll call will be conducted of conferees in conjunction with a verification of the "IVORY ITEM NUMBER", i.e., the secure telephone number at which each conferee can be contacted for the impending IVORY ITEM Conference and the estimated time required to reach that location. The NMCC will then release the conference by stating, "STANDBY FOR AN EXERCISE IVORY ITEM CONFERENCE IN (XX) MINUTES. COMMAND CENTER OUT."

4. ~~(S)~~ The nonsecure conference will be followed by a secure telephone conference of all participants at the specified time. The secure conference will be convened using the following preamble: "THIS IS THE COMMAND CENTER WITH AN EXERCISE IVORY ITEM FLASH TEST CALL" (repeated at least four times).

5. (U) Conferees should be placed on the line immediately upon hearing "FLASH TEST CALL" and remain silent until a roll call is conducted of the Washington principals and the CINCs. At this time use of speakers and extension telephones must be discontinued. Following the roll call, the individual initiating the exercise will be added to the conference.

6. ~~(S)~~ The next exercise may involve a brief threat scenario to be presented by CINCNORAD/ADCOM. The scenario portion of the conference will terminate at the point at which recommendations would be formulated.

7. (U) Following questions and discussion, the conference will be terminated by the initiator.

8. (U) The vulnerability period for no-notice IVORY ITEM Exercises continues daily during Washington duty hours (1200 - 2100Z).

9. (U) Addressees are requested to acknowledge receipt of these instructions to the DDO-NMCC, secure 2600.

(Sgd) GEORGE S. BROWN

GEORGE S. BROWN, General, USAF  
Chairman, Joint Chiefs of Staff

Reference:

CM-1431-77, 5 May 1977; "Exercise IVORY ITEM."

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*J. S. Brown*

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By *J* NARA Date 9-7-07~~TOP SECRET~~

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IMMEDIATE

CJCS WASH DC  
 CINCAD PETERSON AFB CO  
 CINCSAC OFFUTT AFB NE  
 CINCLANT NORFOLK VA  
 CINCPAC HONOLULU HI  
 USCINCEUR VAIHINGEN GERMANY  
 DISTR CJCS DJS J3 NMCC

~~TOP SECRET~~ SPECAT EXCLUSIVE  
 FOR GENERAL JAMES, GENERAL DOUGHERTY, ADMIRAL KIDD, ADMIRAL WEISNER,  
 GENERAL HAIG, GENERAL HUYSER  
 FROM GENERAL BROWN

CJCS SENDS

DELIVERY DURING WAKING HOURS ONLY.

SUBJ: EXERCISE IVORY ITEM (U)

REF: CJCS SENDS 052009Z MAY 77.

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1. ~~TTS~~ AS FOLLOW-ON TO [ COMMAND CONFERENCE TEST CONDUCTED BY  
 SECRETARY OF DEFENSE ON 10 MAY, [ FIRST IVORY ITEM EXERCISE,  
 CONDUCTED 12 MAY, MET [ OBJECTIVE OF FAMILIARIZING [ PARTICIPANTS  
 WITH [ PURPOSE OF [ MISSILE ATTACK CONFERENCE AND [ NORAD  
 THREAT ASSESSMENT FUNCTION.

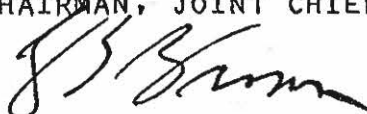
]

2. (U) [ OBSERVATIONS CONCERNING [ EXERCISE FOLLOW:  
 QUALITY OF [ SECURE CONFERENCE CAN BE DEGRADED BY SPEAKERS OR  
 EXTENSION PHONES WHICH ARE OFF HOOK. [ OVERALL TIME REQUIRED TO  
 CONDUCT [ EXERCISE CAN BE REDUCED BY COMBINING [ TWO PREAMBLE  
 CONFERENCES. [ PROBLEMS INVOLVED IN SECURE CONFERENCING ARE  
 RECOGNIZED, BUT EVERY EFFORT WILL BE MADE TO REDUCE [ TIME TO

CLASSIFIED BY CJCS.

C. A. STEWART, LTC, USA  
 EA DIVISION, J3, X59514

G. S. BROWN  
 CHAIRMAN, JOINT CHIEFS OF STAFF

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By *S* NARA Date 9-7-07~~TOP SECRET~~

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ABSOLUTE MINIMUM.

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3. ~~(c)~~ TO STREAMLINE FUTURE IVORY ITEM EXERCISES, DEPUTY DIRECTOR FOR OPERATIONS (DDO-NMCC) WILL CONVENE NONSECURE CONFERENCE OF ADDRESSEES OR THEIR DESIGNATED ALTERNATE UNDER PROVISIONS OF VOLUME IV, EAP OF JCS AND WASHINGTON PRINCIPALS USING FOLLOWING PREAMBLE:

"THIS IS THE COMMAND CENTER WITH AN EXERCISE IVORY ITEM PREAMBLE FLASH TEST CALL. PLACE YOUR COMMANDER OR CHIEF OR HIS DESIGNATED ALTERNATE ON THE LINE IMMEDIATELY."

A ROLL CALL WILL BE CONDUCTED OF CONFEREES IN CONJUNCTION WITH VERIFICATION OF "IVORY ITEM NUMBER", I.E., SECURE TELEPHONE NUMBER AT WHICH EACH CONFEREE CAN BE CONTACTED FOR IMPENDING IVORY ITEM CONFERENCE AND ESTIMATED TIME REQUIRED TO REACH THAT LOCATION. NMCC WILL THEN RELEASE CONFERENCE BY STATING, "STANDBY FOR AN EXERCISE IVORY ITEM CONFERENCE IN (XX) MINUTES. COMMAND CENTER OUT."

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4. ~~(c)~~ NONSECURE CONFERENCE WILL BE FOLLOWED BY SECURE TELEPHONE CONFERENCE OF ALL PARTICIPANTS AT SPECIFIED TIME.

SECURE CONFERENCE WILL BE CONVENED USING FOLLOWING PREAMBLE:

"THIS IS COMMAND CENTER WITH AN EXERCISE IVORY ITEM FLASH TEST CALL" (REPEATED AT LEAST FOUR TIMES).

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E E

5. (U) CONFEREES SHOULD BE PLACED ON [ ] LINE IMMEDIATELY UPON HEARING "FLASH TEST CALL" AND REMAIN SILENT UNTIL [ ] ROLL CALL IS CONDUCTED OF [ ] WASHINGTON PRINCIPALS AND [ ] CINCS. AT THIS TIME USE OF SPEAKERS AND EXTENSION TELEPHONES MUST BE DISCONTINUED. FOLLOWING [ ] ROLL CALL, [ ] INDIVIDUAL INITIATING [ ] EXERCISE WILL BE ADDED TO [ ] CONFERENCE.

6. ~~(S)~~ NEXT EXERCISE MAY INVOLVE [ ] BRIEF THREAT SCENARIO TO BE PRESENTED BY CINCNORAD/ADCOM. [ ] SCENARIO PORTION OF CONFERENCE WILL TERMINATE AT [ ] POINT AT WHICH RECOMMENDATIONS WOULD BE FORMULATED.

7. (U) FOR CINCAD: SCENARIO WILL BE PROVIDED WHEN APPROVED.

8. (U) FOLLOWING QUESTIONS AND DISCUSSION, [ ] CONFERENCE WILL BE TERMINATED BY [ ] INITIATOR.

9. (U) [ ] VULNERABILITY PERIOD FOR NO-NOTICE IVORY ITEM EXERCISE CONTINUES DAILY DURING WASHINGTON DUTY HOURS (1200 - 2100Z).

10. (U) ADDRESSEES ARE REQUESTED TO ACKNOWLEDGE RECEIPT OF THESE INSTRUCTIONS TO [ ] DDO-NMCC, SECURE 2600.

WARM REGARDS

XGDS-3

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 Authority MR25723  
 By *[Signature]* NARA Date 7-7-07

**HANDLING CLASSIFIED DOCUMENT**

CONTROL NUMBER 1795
DATE RECEIVED 18 May 77
CLASSIFICATION <del>TOP SECRET</del>
DATE OF DOCUMENT 18 May 77

TO OFFICE, CHAIRMAN, JCS  
 ROOM 2E885, THE PENTAGON

DOCUMENT NUMBER SM-908-77	COPY NUMBER Orig w/encls
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SUBJECT  
 Exercise IVORY ITEM (U)

THE ABOVE-DESCRIBED DOCUMENT HAS BEEN RECEIVED IN THIS OFFICE. CIRCULATION OF THIS DOCUMENT WILL BE LIMITED TO INDIVIDUALS INDICATED BELOW. THE DOCUMENT WILL BE RETURNED TO THE ADMINISTRATIVE OFFICE FOR RECORD PRIOR TO DISPATCH TO ANOTHER OFFICE, OR OTHER DISPOSITION. THIS FORM WILL NOT BE REMOVED FROM SUBJECT DOCUMENT.

TO	NAME	INITIAL	REMARKS
	CHAIRMAN, JCS	00	19 May 1977 1. ACTION REQUESTED - SIGN MEMO, APPROVE MESSAGE AND SCENARIO. 2. J-3 proposes memo to Service Chiefs on Exercise IVORY ITEM to improve and streamline procedures for future exercises. Message to nuclear CINCs would forward same information. 3. Proposed scenario would define an attack of over 250 simulated ICBMs enroute against US targets including the Washington area. DDO would read the major SIOP alternative responses and senior conferee would terminate the scenario portion of the conference. Upon approval, scenario would be provided to CINCNORAD and NMCC for use in next exercise. 4. Recommend CJCS sign memo and message slightly revised to remove confusing last clause of first paragraph (original version at BROWN tab). You may wish to discuss scenario with SECDEF prior to release to NMCC and CINCNORAD.
3	EXECUTIVE	02	
7	THE ASSISTANT TO THE CHAIRMAN	01 <i>S</i>	
4	ADMINISTRATIVE ASSISTANT	04	
1	CHAIRMAN'S STAFF GROUP AIR FORCE MBR	01B <i>R</i>	
	CHAIRMAN'S STAFF GROUP NAVY MBR	01C	
	CHAIRMAN'S STAFF GROUP MARINE MBR	01D	
	CHAIRMAN'S STAFF GROUP ARMY MBR	01E	
	LEGAL ADVISOR AND LEGISLATIVE ASST	01F	
	SPECIAL ASSISTANT (SPEECHES)	01G	
	MARINE AIDE	05	
	ARMY AIDE	06	

File 0  
 23 MAY 1977  
*D*  
 COLONEL RENSHAW  
 19 May

DECLASSIFIED BY JOINT STAFF  
 DATE: *[Signature]*

*General Brown - This looks OK. You might discuss scenario with Sec Def. On memorandum message, it seems more the type of thing the JCS would sign rather than you.*  
*[Signature]*

385-Exercise

*[Signature]*

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 Authority (M225) B  
 By [Signature] NARA Date 1-7-07

1795

OJCS SUMMARY SHEET

CLASSIFICATION <del>TOP SECRET</del>	FOR USE BY ORIGINATING DIRECTORATE <del>JSM</del> 110 2 1977      16 MAY 1977		
	DJSM NO. 908-77	ODJS SUSPENSE DATE	
Philip D Swadlow Major General, USMC Vice Director, Joint Staff	DJSM DATE 18 May 77		
	ACTION		
SUBJECT: Exercise IVORY ITEM (U)	APPROVAL	SIGNATURE	INFORMATION
	X	X	A

REMARKS

1. (C) Several lessons were learned from Exercise IVORY ITEM initiated by the Secretary of Defense on 12 May 1977.

a. Conferees should be instructed that the use of speakers or extension phones degrade the quality of conferences.

b. The preamble conferences of Washington principals and CINCs to announce the impending secure conference should be combined into a single conference.

c. The Secretary of Defense indicated his desire to monitor the nonsecure conference of Washington principals and CINCs being convened to determine time required to establish the conference.

2. (U) At Tabs A and B respectively are a proposed memorandum to the Service Chiefs and a proposed message to the nuclear CINCs which informs them of the facts stated in paragraphs a and b.

Classified by CJCS  
 EXEMPT FROM GENERAL DECLASSIFICATION  
 SCHEDULE OF EXECUTIVE ORDER 11652  
 EXEMPTION CATEGORY (3)  
 DECLASSIFY ON DECEMBER 31, 2007

WITHOUT ATTACHMENT  
 DECLASSIFY ON DECEMBER 31, 1983

385-Exercises - 21 May 77

ACTION OFFICER C.A. STEWART LTC, USA EA Div, J-3 X59514/bcb	COORDINATION/APPROVAL					
	OFFICE	NAME	EXTENSION	OFFICE	NAME	EXTENSION
	J-3	[Signature]				
DATE OF PREPARATION 13 May 1977						

[Handwritten signature]

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 Authority MR 25723  
 By J NARA Date 9-7-07

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3. (C) At Tab C is a proposed scenario for the next Exercise IVORY ITEM. If approved, the scenario will be provided to CINCNORAD and to the NMCC for use in the next exercise.

4. (U) Recommend the CJCS:

a. Approve and sign the memo at Tab A.

b. Approve the message for release at Tab B.

c. Approve the proposed Exercise IVORY ITEM Scenario #1 at Tab C for release to CINCNORAD and the Deputy Director for Operations, NMCC.

5. (U) Without attachments, this memorandum is CONFIDENTIAL.

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X / J / M