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SUBJECT Exercise IVORY ITEM		By: Alan Lipton Date: 03-19-2009

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TO	NAME	INITIAL	REMARKS
	CHAIRMAN, JCS	00	15 October 1977
3	EXECUTIVE	17 Oct 77 02	DJS-info J-3-info EO25X5 OSD
2	THE ASSISTANT TO THE CHAIRMAN	01	1. INFORMATION - SHOW.
4	ADMINISTRATIVE ASSISTANT	04	2. DEPSECDEF has forwarded memo to ZB clarifying some aspects of the recent IVORY ITEM Exercise:
1	CHAIRMAN'S STAFF GROUP AIR FORCE MBR	01B	- Scenario was designed to have time for dialogue, however introduction of SLBMs would greatly reduce decision time.
	CHAIRMAN'S STAFF GROUP NAVY MBR	01C	- Exercise used different time base lines for ICBM launch rates. SAC used [redacted]
	CHAIRMAN'S STAFF GROUP MARINE MBR	01D	[redacted] to format and transmit implementing message.
	CHAIRMAN'S STAFF GROUP ARMY MBR	01E	- ICBM launch begins [redacted] after decision, with [redacted] and [redacted]
	LEGAL ADVISOR AND LEGISLATIVE ASST	01F	
	SPECIAL ASSISTANT (SPEECHES)	01G	
	MARINE AIDE	05	
	ARMY AIDE	06	
			3. DEPSECDEF expects a meeting with ZB in the near future to discuss previously suggested changes*

385- Specimen - 14 OCT 77
(Shroy & Stou)

File 0
2 NOV 77
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w/s COLONEL RENSHAW

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DATE: SEP 28 2000
REVIEW DATE: 5-20-2010

SecDef

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By CP NARA Date 4-29-09

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THE DEPUTY SECRETARY OF DEFENSE
WASHINGTON, D. C. 20301

14 October 1977

EO25X5 OSD

MEMORANDUM FOR THE PRESIDENT

THRU: ASSISTANT TO THE PRESIDENT FOR NATIONAL SECURITY AFFAIRS

SUBJECT: Exercise IVORY ITEM

You indicated you were generally pleased with the way the recent exercise went, and we were too. We learned a lot and found some things that need follow-up.

Some points in the exercise may need clarification. The way we conducted the exercise -- that is, a somewhat leisurely discussion -- may tend to give the impression that there is time for dialogue. The scenario, of course, was designed that way. As you are aware, time available to assimilate the required information and make a decision in a real situation may be quite short, particularly if SLBMs are introduced. In that regard, I think it is important to call to your attention that references to ICBM launch rates during the exercise used different time baselines. General Ellis, CINCSAC, used the reference time for [redacted] to which must be added about [redacted] to format and transmit the implementing message.

To clarify this point and to establish a common reference: [redacted] after a decision is made, ICBM launch begins. At the end of the [redacted] of the ICBM force can be in the air, [redacted] at [redacted] and [redacted]. Again, we are primarily concerned with ICBMs. [redacted]

We are working on the changes you outlined during the exercise and look forward to meeting with you soon to discuss them.

Charles W. Duncan, Jr.
Charles W. Duncan, Jr.

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