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~~TOP SECRET~~ SPECAT EXCLUSIVE

FOR GENERAL ROGERS, ADMIRAL HOLLOWAY, GENERAL JONES, GENERAL WILSON,
 GENERAL JAMES, MAJOR GENERAL BURROWS, GENERAL ELLIS, ADMIRAL KIDD,
 ADMIRAL WEISNER, GENERAL HAIG, GENERAL HUYSER FROM GENERAL BROWN
 CJCS SENDS

DELIVER DURING WAKING HOURS ONLY.

SUBJ: EXERCISE IVORY ITEM {U}

EXERCISE IVORY ITEM PARTICIPANTS ARE REMINDED THAT THEY MUST
 ANSWER THEIR TELEPHONES PERSONALLY DURING THESE CONFERENCES

CJCS DJS

J3 NMCC

DECLASSIFIED
 NW 25723
 DM/Amw 16 Oct 2017

DJSM 1796-77

C.A. STEWART, LTC, USA
 EA DIV, J3 OPS OFFICER, X59514
 19 OCT 77

DECLASSIFIED BY JOINT STAFF
 DATE: SEP 28 2000

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385-Exercise - 20 OCT 77
 (Ivory Item)

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AND THAT NO EXTENSION TELEPHONES, SPEAKERS, OR RECORDERS WILL BE USED DURING THE EXERCISE. FURTHERMORE, ANY TAPES OR TRANSCRIPTS OF THE 6 OCTOBER 1977 IVORY ITEM ALFA EXERCISE MUST BE DESTROYED. ALL PERSONNEL HAVING ACCESS TO THE DISCUSSIONS DURING THAT CONFERENCE MUST BE BRIEFED THAT PRESIDENTIAL PARTICIPATION IN THE EXERCISE IS HIGHLY SENSITIVE AND THE PRESIDENT'S COMMENTS ARE EVEN MORE SO.

WARM REGARDS.

GDS-87

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REGISTER OF PERSONNEL HANDLING CLASSIFIED DOCUMENT

CONTROL NUMBER
3569

DATE RECEIVED
20 Oct 77

RETURN TO
OFFICE, CHAIRMAN, JCS
ROOM 2E865, THE PENTAGON

CLASSIFICATION
~~TOP SECRET~~

DOCUMENT NUMBER
DJSM-1796-77

COPY NUMBER
Orig w/encls

DATE OF DOCUMENT
19 Oct 77

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	20 October 1977
3	EXECUTIVE	300002	1. ACTION REQUESTED - SIGN MESSAGE.
2	THE ASSISTANT TO THE CHAIRMAN	01	2. Per previous memo to SECDEF (YELLOW TAB), attached message to IVORY ITEM participants reminds them to answer telephones personally during IVORY ITEM conferences and that no extensions, speakers, or recorders will be used during the exercise. Tapes or transcripts of 6 October exercise must be destroyed.
4	ADMINISTRATIVE ASSISTANT	04	
1	CHAIRMAN'S STAFF GROUP AIR FORCE MBR	01B	
	CHAIRMAN'S STAFF GROUP NAVY MBR	01C	
	CHAIRMAN'S STAFF GROUP MARINE MBR	01D	3. Package also contains a draft CM on IVORY ITEM providing revised policy and procedures which is now being coordinated. Item included for information only.
	CHAIRMAN'S STAFF GROUP ARMY MBR	01E	
	LEGAL ADVISOR AND LEGISLATIVE ASST	01F	4. Recommend CJCS sign message to participants.
	SPECIAL ASSISTANT (SPEECHES)	01G	
	MARINE AIDE	05	
	ARMY AIDE	06	
<p>File 0 21 Oct 77 RWB</p>			<p>DECLASSIFIED BY JOINT STAFF DATE: 799 Sept 2000 COLONEL RENSHAW <i>ABR</i></p>
<p>EXEMPT FROM AUTOMATIC DECLASSIFICATION EO 12958 3.4 (b) 5 DATE: SEP 28 2000 REVIEW DATE: SEPT 2010</p>			

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OJCS SUMMARY SHEET

3569

TO: CJCS	CLASSIFICATION TOP SECRET	FOR USE BY ORIGINATING DIRECTORATE 18 OCT 1977		J3M 2100 1977	
THRU: DJS	PHILIP D. SHUTLER Major General, USMC Asst. Director, Joint Staff	DJSM NO. 1796-77	ODJS SUSPENSE DATE		
SUBJECT: Exercise IVORY ITEM (U)		ACTION			
		APPROVAL	SIGNATURE	INFORMATION	OTHER
		XXX	XXX		
		DJSM DATE 19 Oct			

REMARKS

1. At TAB A is a proposed message from CJCS to service participants in Exercise IVORY ITEM. Message directs participants to answer telephones personally during Exercise IVORY ITEM conferences and bans the use of extension telephones, speakers, and recorders.
2. At TAB B is a proposed DRAFT CM which provides detailed revised policy and procedures for Exercise IVORY ITEM. When published, this memo and a similar message to participating CINCs will cancel previous correspondence on the subject. It is provided for information at this time pending coordination.
3. Recommend CJCS approve and release the message at TAB A.

OK
10-20-77

ACTION OFFICER C.A. STEWART LTC, USA EA Div, J-3 Ext 59514	COORDINATION/APPROVAL					
	OFFICE	NAME	EXTENSION	OFFICE	NAME	EXTENSION
	J-3	<i>[Signature]</i>				
DATE OF PREPARATION 19 Oct 1977						

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

MEMORANDUM FOR: CHIEF OF STAFF, US ARMY
CHIEF OF NAVAL OPERATIONS
CHIEF OF STAFF, US AIR FORCE
COMMANDANT OF THE MARINE CORPS

Subject: Exercise IVORY ITEM (U)

1. ~~(S)~~ This memorandum provides current policy and procedures for Exercise IVORY ITEM and cancels all previous memorandums on the subject.*
2. ~~(TS)~~ Exercise IVORY ITEM is a no-notice SIOP execution exercise to test Missile Attack Conference decision procedures. The exercise is conducted on a combination of secure and non-secure telephone circuits. IVORY ITEM exercises may be initiated by the President, the Secretary of Defense, or Chairman, Joint Chiefs of Staff, and will involve the Secretary and Deputy Secretary of Defense, Joint Chiefs of Staff or their alternates (Vice or Operations Deputy), and the nuclear CINCs or their designated alternates under the provisions of Volume IV, Emergency Action Procedures of the JCS. White House participation will normally include the Assistant to the President for National Security Affairs or his representative and those conferees required by White House procedures. The President and/or Vice President will be added to conference upon direction of the Secretary of Defense or the Assistant

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to the President for National Security Affairs.

3. ~~(TS)~~ Exercise IVORY ITEM scenarios will be designated with alphanumeric suffixes ALFA, BRAVO, CHARLIE, etc., and will be provided to you as approved. The scenario to be used in any exercise will be indicated in words used by the NMCC to convene Exercise IVORY ITEM conferences.

4. ~~(S)~~ Exercise IVORY ITEM telephone conferences.

a. Non-secure "PREAMBLE" conference.

(1) Addressees or their alternates will be included in the "PREAMBLE" conference only if NMCC locator information indicates that they are at an NMCC direct line emergency telephone in office or quarters. Otherwise, the service will not be represented.

(2) When directed to initiate the exercise, the Deputy Director for Operations (DDO-NMCC) will convene a non-secure PREAMBLE conference of addressees or their alternates using the following words: "THIS IS THE COMMAND CENTER WITH AN EXERCISE IVORY ITEM (ALFA, BRAVO, CHARLIE, etc., appropriate scenario designation) PREAMBLE FLASH TEST CALL. PLACE YOUR COMMANDER OR CHIEF OR HIS DESIGNATED ALTERNATE ON THE LINE IMMEDIATELY." Upon hearing this preamble, the provisions of paragraph 3c, SM-89-76** and laminated cards, "Instructions for Administrative Personnel - Emergency Telephone Conference" apply. In this regard it is reaffirmed that NMCC emergency telephone will be answered by the principal if he is immediately available.

(3) When the NMCC has a visual indication that conferees are on the line, the NMCC will state: "AS YOUR SERVICE OR COMMAND IS CALLED, RESPOND WITH YOUR NAME, IVORY ITEM NUMBER" (i.e., the SECURE telephone number on which you will participate) "AND THE TIME REQUIRED TO REACH THAT LOCATION (i.e., how long it will take to reach that secure phone)."

(4) At the conclusion of the roll call, the NMCC will release the conference by stating: "STAND BY FOR AN EXERCISE IVORY ITEM BACKUP CONFERENCE IN (xx) MINUTES AND AN IVORY ITEM (ALFA, BRAVO, CHARLIE, etc., appropriate scenario designation) CONFERENCE IN (xx) MINUTES. COMMAND CENTER OUT."

(5) If the Secretary or Deputy Secretary of Defense, Chairman or Acting Chairman or a service is not represented in the "PREAMBLE" conference, and NMCC locator information indicates that a principal or service alternate is in the Pentagon, the principal or service chief's office, preferably the Executive Officer, will be called subsequently on a SECURE phone. The office will be advised of the SECURE conference to be convened in (xx) minutes and will be asked to notify the NMCC if the principal or service will participate in the impending conference and at what SECURE telephone number. He will also be asked to provide the EA-direct line to the participant or other non-secure telephone number to which the BACKUP call is to be placed.

b. Non-secure "BACKUP" conference.

(1) At the time indicated in the PREAMBLE conference, normally two or three minutes prior to the SECURE conference, the NMCC will convene a second non-secure conference as a BACKUP to the impending SECURE conference. This conference will be convened with the words: "THIS IS THE COMMAND CENTER WITH AN EXERCISE IVORY ITEM BACKUP CONFERENCE. MONITOR THIS PHONE LINE FOR YOUR COMMANDER OR CHIEF UNTIL FURTHER NOTICE." (Repeated as required). The roll will not be called in this conference.

(2) Office procedures must be developed whereby the BACKUP conference phone is monitored by a knowledgeable individual with immediate access to the principal should the need arise to shift the SECURE conferees to the BACKUP or to relay instructions to the principal who is in the SECURE conference. It is imperative that the SECURE conference proceedings not be permitted to "leak" into the BACKUP conference.

c. SECURE conference.

(1) At the time specified in the PREAMBLE conference, the NMCC will convene a SECURE conference of participants by stating: "THIS IS THE COMMAND CENTER WITH AN EXERCISE IVORY ITEM (ALFA, BRAVO, CHARLIE, etc., appropriate scenario designation) FLASH TEST CALL." (Repeat as required.)

(2) Conferees will answer their secure phones personally for Exercise IVORY ITEM conferences.

Upon hearing this preamble, conferees should remain silent until their position or service is called.

(3) Should communications difficulties be encountered in this conference, the conferees may be requested to join the BACKUP conference, or conferees may be directed by way of the BACKUP conference to hang up the SECURE phone until the conference can be re-established.

5. Participants will identify themselves each time before speaking during Exercise IVORY ITEM Conferences.

6. Only the principal's phone is permitted in any Exercise IVORY ITEM conference. Extension phones, speakers, and recorders will not be used during Exercise IVORY ITEM conferences except as authorized by me in the NMCC.

7. Vulnerability period for Exercise IVORY ITEM is 0800-1700 Monday thru Friday.

8. Request action and information addressees provide an Exercise IVORY ITEM Point of Contact (POC) to the JCS POC, LTC C.A. STEWART, USA (OX59514/53487/secure 2815).

Copies to:

Secretary of Defense

Deputy Secretary of Defense

Director, White House Military Office

Director for Operations

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Deputy Director for Operations, NMCC

*The following Exercise IVORY ITEM Memorandums are cancelled: CM1431-77, 5 May 1977; CM1438-77, 21 May 1977; CM1632-77, 23 Sep 1977.

** Reference

SM-819-76, Subject: Emergency Telephone Conference Instructions, 4 October 1976.

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

CM-1670-77

20 Oct 77

MEMORANDUM FOR THE SECRETARY OF DEFENSE

SUBJECT: Exercise IVORY ITEM

1. The following status of IVORY ITEM actions is provided in response to Mr. Brzezinski's tasking:
 - a. All principals will answer their secure phones personally and will insure that no unnecessary conferees are on the line. I personally instructed the Service Chiefs and the commanders of unified and specified commands in this matter on 6 October 1977 immediately after the exercise and have reaffirmed this by written instructions to all concerned.
 - b. The IVORY ITEM instructions have been revised and are being coordinated with the White House Staff, establishing an Exercise IVORY ITEM "Backup" non-secure conference. This conference will be established approximately 2-3 minutes prior to convening the SECURE conference and will include all aides to conferees. It must be emphasized that sensitive classified IVORY ITEM scenario play should not be transferred from secure to non-secure phones.
 - c. I am preparing, for your early review, a revised Surprise Attack Response procedure which will portray key elements of decisionmaking information and depict U.S. strategic forces launched versus decision time. It also offers a less complex presentation of the three alternative responses.
2. A draft reply for you to send to Mr. Brzezinski is attached.

5
GEORGE S. BROWN, General, USAF
Chairman, Joint Chiefs of Staff

Classified by Chairman, JCS
EXEMPT FROM GENERAL DECLASSIFICATION
SCHEDULE OF EXECUTIVE ORDER 11652
EXEMPTION CATEGORY 3
DECLASSIFY ON 31 December 2007

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DRAFT

MEMORANDUM FOR THE ASSISTANT TO THE PRESIDENT FOR NATIONAL
SECURITY AFFAIRS

Subject: IVORY ITEM Exercises (U)

1. ~~(TS)~~ Reference your memorandum of 18 October, all Defense Department participants in IVORY ITEM exercise have been advised that only the principals will be in the conference.
2. ~~(TS)~~ IVORY ITEM procedures have been revised and coordinated with the White House to provide a parallel, non-secure communications circuit for future exercise conferences. This will provide a backup but failure of secure communications should not lead us to discussion of sensitive exercise play on non-secure circuits.
3. ~~(TS)~~ I will be prepared to discuss a proposed format for the condensed decision guide at an early date.

Classified by Chairman, JCS
SUBJECT TO GENERAL DECLASSIFICATION
SCHEDULE OF EXECUTIVE ORDER 11652
AUTOMATICALLY DOWNGRADED AT TWO
YEAR INTERVALS
DECLASSIFY ON DECEMBER 31, 1987

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