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TOPSECRET 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.

 $\mathcal{D}_{\mathsf{SUBJ}}\colon \mathsf{EXERCISE}\;\mathsf{IVORY}\;\mathsf{ITEM}\; \mathsf{\{U\}}$ 

EXERCISE IVORY ITEM PARTICIPANTS ARE REMINDED THAT THEY MUST

ANSWER THEIR TELEPHONES PERSONALLY DURING THESE CONFERENCES

CTCZ D7Z

J3 NMCC

DM Amw 164621

DJSM 1796-77

DTG\_2022567E

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DECLASSIFIED BY JOINT STAFF DATE: SEP 2 8 2000

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AND THAT NO EXTENSION TELEPHONES, SPEAKERS, OR RECORDERS WILL.

BE USED DURING THE EXERCISE. FURTHERMORE, ANY TAPES OF TRANSCRIPTS

OF THE L 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

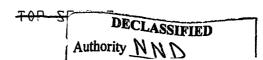
THE EXERCISE IS HIGHLY SENSITIVE AND THE PRESIDENT'S COMMENTS

ARE EVEN MORE SO.

WARM REGARDS.

SDS-87

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### ONTROL NUMBER 3569 GISTER OF PERSONNEL HANDLING CLASSIFIED DOCUMENT DATE RECEIVED 20 Oct 77 CLASSIFICATION RETURN TO OFFICE, CHAIRMAN, JCS IUI OFASTI ROOM 2E865, THE PENTAGON DATE OF DOCUMENT COPY NUMBER DOCUMENT NUMBER 19 Oct 77 DJSM-1796-77 Orig w/encls 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 INITIAL REMARKS 20 October 1977 CHAIRMAN, JCS 00 ACTION REQUESTED - SIGN MESSAGE. 1. 300C102 EXECUTIVE THE ASSISTANT TO 2. Per previous memo to SECDEF (YELLOW TAB), 01 THE CHAIRMAN attached message to IVORY ITEM participants ADMINISTRATIVE reminds them to answer telephones personally 04 ASSISTANT during IVORY ITEM conferences and that no extensions, speakers, or recorders will be CHAIRMANS STAFF GROUP AIR FORCE MBR 01B used during the exercise. Tapes or trans-CHAIRMANS STAFF GROUP cripts of 6 October exercise must be destroyed. NAVY MBR 01C Package also contains a draft CM on IVORY CHAIRMANS STAFF GROUP MARINE MBR ITEM providing revised policy and procedures which is now being coordinated. Item included CHAIRMANS STAFF GROUP ARMY MBR OIE for information only. LEGAL ADVISOR AND LEGISLATIVE ASST 01F Recommend CJCS sign message to participants. SPECIAL ASSISTANT (SPEECHES) 01G MARINE AIDE 05 DECLASSIFIED BY JOINT STAFF DATE: 79900 7000 ARMY AIDE 06 EALIMPY FROM AUTOMATIC DECLASSIFICATION EO 12958 3 (b) ) REVIEW DATE DECLASSIFIED

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## OJCS SUMMARY SHEET

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то:	CJCS	CLASSIFICATION -TOP-SECRET	FOR USE BY	y originatii <b>1977</b>		0 <b>1977</b>	
THRU:	THRU: PHILIP D. SHUTLER  Major General, USMC  DJS Reculinector Joint State LLA		DJSM NO. 1790	6-77	ODJS SU	SPENSE DATE	
			DISM DATE 190ct				
SUBJECT: Exercise IVORY ITEM (U)			ACTION				
			APPROVAL	SIGNATURE	INFORMATION	OTHER	
			XXX	XXX			

#### 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.

0 Kg 10-77

ACTION OFFICER	COORDINATION/APPROVAL							
C.A. STEWART LTC, USA	OFFICE	NAME	EXTENSION	OFFICE	NAME	EXTENSION		
EA Div, J-3	J-3	lect						
Ext 59514	Seviets							
				EUR MIT				
DATE OF								
PREPARATION			The state of					
19 Oct 1977								

JCS FORM NO. 9



## 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

to the President for National Security Affairs.

- 3. (T8) 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.

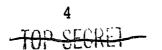
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- (3) When the NMCC has a visual indication that conferees are on the line, the NMCC will state: "AS YOUR SERVICE OR COMMAND IS CALLED, RESPOND WITH YOUR NAME, IVORY ITEM NUMBER" (i.e., the SECURE telephone number on which you will participate) "AND 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.

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- 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 addresses 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

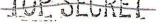
\*The following Exercise IVORY ITEM Memorandums are cancelled: CM1431-77, 5 May 1977; CM1438-77, 21May 1977; CM1632-77, 23 Sep 1977.

# \*\* 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 2005-77

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.

A draft reply for you to send to Mr. Brzezinski is attached.

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 Nelsland 1 Department participants in IVORY ITEM exercise have been Department pure been advised that only the principals will be in the conference. advised that only the parties and 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 nonsecure 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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