

ER 64-6038/B

9 September 1964

The Honorable Robert S. McNamara  
The Secretary of Defense  
The Pentagon  
Washington, D. C.

Dear Mr. Secretary:

Mr. McCone has provided me a copy of your letter of 28 August in connection with Exercise HIGH HEELS III, and a copy of his reply indicating that he has asked me to participate as Acting Director of Central Intelligence in his behalf.

The Agency is most happy to participate in this important exercise and will support it in every way possible. For my own part, I am delighted to represent Mr. McCone and to join the emergency conference on 24 September. I look forward to the exercise orientation briefing on September 17th at 1400 hours in your office.

Faithfully yours,

[(Signed)]

Marshall S. Carter  
Lieutenant General, USA  
Deputy Director

MSC:bec

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THE SECRETARY OF DEFENSE  
WASHINGTON

28 AUG 1964

Honorable John A. McCone  
Director, Central Intelligence Agency  
Washington, D. C. 20505

Dear John:

Enclosed is a brief of Exercise HIGH HEELS III, a world-wide command post exercise sponsored by the Joint Chiefs of Staff, to be held during the period 7 through 28 September 1964.

I would like to extend an invitation to you to take part in the exercise along with Cy or myself and the Joint Chiefs of Staff. Your participation would greatly enhance the exercise play and, more importantly, materially assist in the development of the World-Wide Military Command and Control System.

HIGH HEELS III information in the form of intelligence summaries will be provided your office periodically commencing 7 September. This information will provide a lead-in to the active play which begins 21 September. On the morning of 24 September an emergency confer-



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preliminary to this I would like also to invite you to attend an exercise orientation briefing with Cy or me on 17 September from 1400 to 1445 hours here at the Pentagon.

The Central Intelligence Agency, as an exercise participant, has been giving fine preliminary support to this exercise. The continued development of the National Military Command System would be greatly enhanced by your personal participation.

Sincerely,

*Bob*

Enclosure

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DECLASSIFIED AFTER 12 YEARS.  
DOD DIR 5200.10

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### EXERCISE HIGH HEELS III

Exercise HIGH HEELS III, a world-wide command post exercise sponsored by the Joint Chiefs of Staff, will be conducted during the period 7-28 September 1964. The exercise scenario develops political and military situations in areas of the world in which actual tension exists. The intelligence information which is utilized is necessarily sensitive in nature and, therefore, the exercise will receive no publicity.

HIGH HEELS III is designed to exercise various military/political procedures of the National Command Authorities, the Department of Defense, unified and specified commands, the Services and other Federal departments and agencies in a period of increasing tension leading to: conflicts less than general war; request for selective use of tactical nuclear weapons; and a nuclear exchange. Additionally, HIGH HEELS III will fulfill US national commitments in a NATO-wide large-scale command post exercise nicknamed FALLEX-64 and a SACLANT, CINCHAN live maritime exercise nicknamed TEAMWORK. Extent of participation in HIGH HEELS III is at the discretion of participants. CINC's and Services may limit exercise play at any time if the exercise interferes with real world activities.

In order to "set the stage" for the exercise, the period 7-20 September will be devoted to the development of a basic politico-military situation which ultimately brings US (Allied) and Sino-Soviet (Bloc) interests into direct conflict. Play during this period will be limited to normal duty hours. Full play of HIGH HEELS III will commence on 21 September and will emphasize forward defense, aggression less than general war, selective use of tactical nuclear weapons and operations during a general war.

Exercise HIGH HEELS III highlights the obligations and mutual security aspects of selected alliances to which the US is a signatory power and exercises the plans and procedures for operations in areas of primary concern to NATO, CENTO and SEATO organizations.

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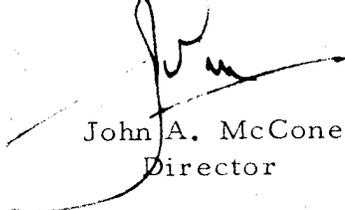
THE DIRECTOR OF CENTRAL INTELLIGENCE

2 September 1964

Dear Bob:

With regard to your letter of 28 August on Exercise HIGH HEELS III, I regret that I will be out of the city during the active part of this exercise. I have asked General Carter, my deputy, to participate on my behalf, and please be assured that the Agency will support this important exercise in every way possible.

Sincerely,



John A. McCone  
Director

The Honorable Robert S. McNamara  
Secretary of Defense  
The Pentagon  
Washington, D. C.

[Redacted] (1Sept 64)

Orig-Addressee

cc-DCI

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MEMORANDUM FOR: *DDCI*

*Correspondence relating  
to Exercise High Heels III,  
an exercise which may  
include your appearance  
(with other govt. wheels)*



*on 24 Sept.*

*HK*

*See my note*

*9/3*  
(DATE)

FORM NO. 101 REPLACES FORM 10-101  
1 AUG 54 WHICH MAY BE USED.

(47)

CENTRAL INTELLIGENCE AGENCY

OFFICE OF THE DEPUTY DIRECTOR

Hank:  picture  
trip

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Make sure

follow up on reports

DCI on High

Heels III - especially



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