

Executive Registry  
65-4036/3

1 September 1965

**MEMORANDUM FOR:** Deputy Director for Intelligence  
Deputy Director for Plans  
Deputy Director for Science & Technology  
Deputy Director for Support  
D/DCI/NIFE  
General Counsel  
Inspector General

**SUBJECT :** Intelligence War Games

1. The question was recently raised as to whether the Agency should sponsor periodic war-gaming of intelligence situations. The Deputy Director has asked some of you for your recommendations. He has considered this matter with some care and has decided that, in the light of the current world situation and the competing requirements for manpower, we will not at this time undertake to sponsor intelligence war-gaming as such.

2. However, the Joint War Games Agency of the Joint Chiefs of Staff is sponsoring a series of cold-war games on the average of about once a month. We believe that full participation by the Agency in these cold-war games may well be an adequate substitute for Agency-conducted or Agency-sponsored war-gaming.

3. Your cooperation with the War Plans Staff, DD/P, which has been designated as the focal point for liaison with the Joint War Games Agency, will be appreciated.

/s/ L. K. White

L. K. White  
Executive Director-Comptroller

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Distribution:  
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DD/P 5-2788

Executive Registry  
65-4036/2

12 AUG 1965

MEMORANDUM FOR: Deputy Director of Central Intelligence

SUBJECT: Intelligence War Games

REFERENCE: DDCI Memorandum, dated 16 July 1965;  
Subject: Mr. Kirkpatrick's Memorandum  
on Intelligence War Games

1. Although I am in agreement with Mr. Kirkpatrick's belief that the Agency would be better prepared for crises if it periodically participated in more intelligence war games, I do not believe that the Agency itself should sponsor intelligence war games either exclusively inside CIA or by CIA in conjunction with other agencies at this time.

2. If we had sufficient manpower I would be happy to explore Mr. Kirkpatrick's proposal for additional war gaming; however, in view of our present ceilings and priority commitments, it is recommended that such exercises be continued only at the present level.

[Redacted Signature Box]

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Desmond FitzGerald  
Deputy Director for Plans

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Executive Registry  
65-4036/1

DD/P-5-3619

DDI-2466-65

16 July 1965

MEMORANDUM FOR: Deputy Director for Intelligence  
Deputy Director for Plans

VIA: Executive Director

SUBJECT: Mr. Kirkpatrick's Memo (attached) on  
Intelligence War Games

Before I show this memorandum to the Director, I would like to get your individual reactions to the proposal. I am a bit uncomfortable with the implication that the Agency can conduct such war games in vacuo. In any event, I would appreciate your advice.



Richard Helms  
Deputy Director

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Attachment - ER-65-4036

Executive Registry  
65-4036

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15 July 1965

DD/P-5-3620

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT : Intelligence War Games

1. As a by-product of the planning exercise for the Agency in which I am now engaged, it becomes strikingly clear that one of the weaknesses in our present operations is a lack of intelligence war gaming.

2. As a matter of background, I would note that Recommendation No. 3 of the President's Foreign Intelligence Advisory Board in 1956 urged that there be greater participation of CIA in war gaming. Since that date CIA has participated in war games, both national and on a theater basis. These have proved to be valuable, even though unpopular.

3. In working on the long-range plan, and particularly in studying intelligence assumptions, it becomes apparent that there are many contingencies which could occur and which would necessitate rapid action on the part of CIA, including such things as redistribution of personnel, viz. the Dominican crisis. I believe the Agency would be much better prepared for these crises if it periodically engaged in intelligence war games. These could be conducted either exclusively inside CIA or by CIA in participation with the other intelligence agencies. Some of the contingencies which could be war gamed might be very remote from the point of view of possibility, but nevertheless would provide valuable experience, while others could be events which definitely will take place.

[Redacted]

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Each of these studies would revolve primarily around internal developments in a particular country, [Redacted] would definitely have regional effects. Or, on a broader scale, what would be required of intelligence if Communist China sent forces into the Vietnam war? Have we given any serious consideration as to what our reaction would be should the Soviet Union seek a much closer relationship with the U. S., including possible liaison with the intelligence service and even exchange of information on Communist China?

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4. I would suggest that consideration be given to assigning to the War Plans Staff of DD/P the responsibility for sponsoring periodic war gaming of intelligence situations.



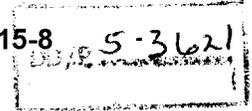
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Lyman B. Kirkpatrick

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30 JUL 1965

MEMORANDUM FOR: Deputy Director of Central Intelligence  
SUBJECT : Comments on Mr. Kirkpatrick's Intelligence War Game Memorandum

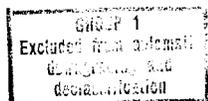
1. I heartily agree with Mr. Kirkpatrick's conclusion that the Agency should participate periodically in intelligence war gaming. However, I do not believe that the CIA should attempt to conduct its own in-house games or even to organize and sponsor a series for interagency play. War gaming, of the type outlined by Mr. Kirkpatrick, already is programmed for the Washington community by the Joint War Games Agency (JWGA) of the Joint Chiefs of Staff, and the CIA is participating this week in a first FY 1966 JWGA game which projects the current Vietnam situation.

2. On 21 July JWGA representatives briefed the Executive Director and other senior Agency officials on the FY 1966 game program and invited full CIA participation, including the sponsorship of games, suggestion of game topics, and preparation of scenarios. The same invitation has been extended to the DCI in a recent memorandum from the Director of the Joint War Games Agency.

3. I recommend that the Agency increase its participation in the programming and playing of JWGA cold war games. We have already recommended to Colonel White that the War Plans Staff of the DD/P act as broker for arranging Agency participation. This Staff already is the Agency focus for participation in other joint games and exercises and maintains continuing liaison with the JWGA. The substantive responsibility for game play and for scenario planning, however, should be conducted by the appropriate line component. The Office of National Estimates, for example, would be directly involved in developing scenarios, and suggesting broad topics

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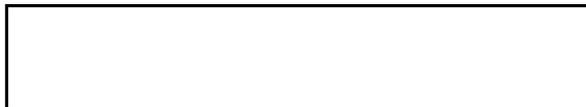


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for game consideration such as those outlined by Mr. Kirkpatrick. With the proper degree of participation in advance planning for the annual JWGA program, we can achieve the intent of Mr. Kirkpatrick's memorandum without embarking on a unilateral Agency war games program, and do so more realistically. The DD/I has considerable to gain from participation in such a program. We are prepared to support any component charged with Agency responsibility in this field.

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PAUL A. BOREL  
Acting Deputy Director for Intelligence

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**CENTRAL INTELLIGENCE AGENCY  
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1	Ex. Director	7/19	[Redacted]
2	Deputy Director for Intelligence	Jul 29	
3	Deputy Director for Plans	30 JUL 1965	✓
4			
5			
6			

ACTION	DIRECT REPLY	PREPARE REPLY
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CONCURRENCE	INFORMATION	SIGNATURE

**Remarks:**

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FROM: NAME, ADDRESS AND PHONE NO.	DATE
Richard Helms, DDCI	16/7/65

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OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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