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Authority NWD 87311  
By CF NARA Date 1-27~~REASONABLE  
PERSONAL  
MOST SECRET~~*Colonel Donovan*

MEMORANDUM TO COLONEL DONOVAN.

*Jim Fleming tells WJD how to proceed*

For what they are worth, I have prepared a few notes on some steps which will have to be taken at an early date in order that your organisation can be set up in time to meet war before Christmas.

I mention Christmas, because it seems to me that unless you make an early attack on the inertia and opposition which will meet you at every step, there is a serious danger of your plans being still-born. By setting up a reasonable target date, which should be attainable, you will be able to measure your progress in relation to this date and meet, in full time, the harmonic periods from which your new machinery is bound to suffer.

I believe, also, that you will find it necessary to devote, now, perhaps one month to installing your new organisation and solving the first major problems. I say 'now', because:-

- (1) There is opposition to your appointment which must not be allowed to organise itself.
- (2) You need good men, and good men will not be going begging for much longer.
- (3) There are some sections of your organisation which will have to start planning now if they are to put up any kind of a show, should America come into the war in a month's time.

So I would like you to read the following fragmentary suggestions as to how a start might be made.

I. ACCOMMODATION.

You will need a good deal of space for your headquarters. It must be central, secure, and have excellent communication facilities.

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| By <u>hm</u> NARS, Date |

*WASH - Dir. Off. 90-125*

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I therefore suggest you take over a section of the F.B.I. building, which is ideal from almost every point of view.

- ACTION.
- (1) Arrange with Attorney General and Mr. Hoover.
  - (2) Appoint a high grade office manager with staff, to put the place in order.

## II. STAFF.

You will need for G.H.Q.:

- (a) A first class personal Chief of Staff, and first-class secretary.
- (b) Adjutants to run your division.
- (c) Managing Editor with staff from a news agency foreign desk to receive and disseminate intelligence from a central office at G.H.Q.
- (d) Heads of country sections to feed (c).
- (e) Liaison officers to keep contact with and serve Government Departments.
- (f) Officer in charge of communications.
- (g) Officer in charge of materiel and transport.
- (h) Field officers.
- (i) Officer in charge of personnel and recruits.

- ACTION.
- (a) McCloy is my only suggestion.
  - (b) (1) Walter Butterworth to head Economic Intelligence. He is a 'natural' in every respect. (Quick action required).
  - (2) Perhaps Henry Luce to organise Foreign Propaganda. (Planning on this should start at once).
  - (3) A good 'sapper' to run sabotage. (A practical problem which should not be allowed to romanticise itself).
  - (4) Mr. X. for S.I.S. (I have no ideas).
  - (5) Counter-espionage, - a nominee of Mr. Hoover.
  - (c) Consult and obtain from head of Associated Press. (Staff should come from one news agency to avoid jealousies and internal friction).

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- (d) (1) Far East. Lt.Cdr. McCollum (O.N.I.).
- (2) Russia and Scandinavia. Eugene Lyons, former U.P. correspondent in Moscow.
- (3) Other countries, no ideas.
- (e) To be appointed by departments concerned.
- (f) A good Fleet Signals Officer. (Consult Admiral Noyes.)
- (g) Consult American Express.
- (h) Pool the files of the State Department, Navy and Army, and pick the best. Appoint talent scouts to find more if necessary.
- (i) A thoroughly critical and sceptical man for this.

### III. LIAISON WITH C.S.S. LONDON.

- ACTION.
- (1) Request appointment of Commander Arnold Foster for general liaison and planning.
  - (2) Request use of Captain Hastings for organising communications. (D.N.I. will concur).
  - (3) Teleprinter with Bill.
  - (4) Request C.S.S. to allow your men in the field to work closely with ours. (See my previous memo.)

### IV. DIPLOMATIC.

- (1) Enlist the full help of State Department and F.B.I. by cajolery or other means. You will have to be (and stay) friends with both.
- (2) Braggon the War and Navy Departments. See Miles and Kirk (separately) at an early date, explain your plans and request their full personal cooperation. Be prepared to take action quickly if they don't help.
- (3) Leave question of intercept material alone for the time being.
- (4) Make an example of someone at an early date for indiscretion and continue to act ruthlessly where lack of security is concerned.

Copy to DNI.  
.. Mr. Stephenson.

*H. Fleming*  
Commander, R.N.V.R.

June 27th, 1941.