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**CENTRAL INTELLIGENCE AGENCY  
2430 E Street NW  
Washington, D.C.**

15 January 1948

MEMORANDUM FOR CHAIRMAN, SANAGO SUBCOMMITTEE (SEN)

SUBJECT: Item 5, Problems, Meeting 30 December 1947

Reference: Item 5, Progress Report, 30 December 1947, in the limited period of time available, it has not been possible to devote as much time to the solution of this problem as might be desired. However, a partial solution is offered indicating, first; how the entire problem should be attacked and second; how each particular problem should be phrased.

I. Problems in order of priority.

1. It seems to me that in approaching the establishment of any agency the first consideration should require a clear definition of what the organization is to do. In other words, a clear definition of the organization's functions and responsibilities should be outlined.

2. Next in importance should be the setting up of the organization in as detailed form as possible in order to carry out its functions. (Advice on this matter should be available to the Subcommittee by former members of the OWI, OSS, and other specialists.)

3. Having set up the broad organizational framework, it then becomes necessary to think of the personnel required to properly man the organization. Consideration in this respect will involve study of the type of personnel, numbers, availability, etc. both now and in the future.

4. The next priority should be consideration of the equipment with which the organization can function properly. This will involve study of communications, facilities, logistic support, etc. It should also involve an exploration of the field of the availability of this equipment.

5. The next consideration should involve the actual operational functions, the limitations of authority both within the Continental Limits of the United States and abroad, and a clear delineation of responsibilities for each unit.

6. The next consideration should be recruitment and training in all its implications, (specialist categories, etc.) It should involve study of availability of existing facilities, locations, etc.

7. Other problems such as fiscal, budget, security, management, control, etc. present themselves.

OSD & DOS review(s) completed.

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**II. Phrasing of problems.**

1. The problem presented in Part I, in the order indicated, can be stated as follows:

a. "To state in clear terms a definition of the functions and responsibilities of the proposed psychological warfare agency."

b. "To define in as detailed form as possible the organizational set up required to perform the functions and responsibilities of the proposed psychological warfare agency."

c. "To determine the number of personnel required to man suitably the proposed psychological warfare agency. This determination should include a breakdown into specialist categories."

d. "To determine the amount and kinds of equipment required for the proposed psychological warfare agency. This should include a complete listing of communications, logistic requirements from the services, etc."

e. "To define the operational functions of each subordinate major office of the proposed psychological warfare agency."

f. "To determine the training requirements of the proposed psychological warfare agency."

2. Similar approach can be made to the problems indicated in paragraph 7, Part I.



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