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UNITED STATES DEPARTMENT OF JUSTICE
FEDERAL BUREAU OF INVESTIGATION

WASHINGTON, D.C. 20535

In Reply, Please Refer to
File No.

April 30, 1970

MEMORANDUM TO ALL BUREAU OFFICIALS AND SUPERVISORS

(A) COMMUNICATIONS TO FIELD OFFICES -- Communications of any type sending instructions to field offices should be short, clear and simple. Use telegraph type language. Reference prior communications to avoid needless repetition of previous instructions.

(B) UTILIZATION OF LIAISON SECTION -- A reduction in the number of Supervisors handling liaison with other Government agencies makes it necessary that the time of the remainder be utilized most efficiently to permit the productive handling of contacts with those agencies. It is desired that Supervisors refrain from designating mail for delivery by Liaison unless a reason exists for such designation. Mail should and will be delivered by Liaison if it requires discussion with or delivery to a high-ranking official of another agency, if its sensitivity requires special handling, or if its content requires some explanation or comment. In the absence of some such reason, mail should be designated for delivery by the Courier Service or by regular mail.

Dissemination of Bureau reports and memoranda to other Government agencies is the responsibility of the substantive Supervisor, and not of the Liaison Section. Transmittal form 0-14 should be used whether such dissemination is being made by Liaison, by Courier Service, or by regular mail. Transmittal forms in the 0-14 series, sometimes referred to as form routing slips, contain blocks to be checked which will inform the addressee that no further investigation is contemplated, that the other agency will be advised of pertinent developments, that the status of the case is complete or incomplete, and that the item or items are being furnished for the information of the addressee. The last notation is sometimes checked without any indication as to the status of the case or whether further material may be expected, resulting in later inquiry from the addressee. It is desired that when this form is utilized, it be fully executed.

This document is prepared in response to your request and is not for dissemination outside your Committee. Its use is limited to official proceedings by your Committee and the content may not be disclosed to unauthorized personnel without the express approval of the FBI.

If a Liaison Supervisor is being asked to pass information orally to another agency, he should promptly be furnished an appropriate letter-head memorandum or other communication which will confirm his oral dissemination. Do not send serials to Liaison with a routing slip asking "please handle" or "please pass information to --."

Affirmative contacts are being discontinued with twenty-four agencies with which we have relatively few interests in common. Liaison Supervisors will, however, continue to handle urgent matters requiring personal liaison with those agencies. Supervisors should continue to designate for the Liaison Section tickler copies of memoranda discussing matters involving other Government agencies, and consideration should be given to discussion of such matters with the Liaison representative prior to preparation of memoranda in order that full facts concerning our relations with the other agency may be ascertained. Matters involving our relations with other agencies should be coordinated, wherever possible, with the Liaison Supervisor at the outset.

Very truly yours,

John Edgar Hoover

Director

Memorandum W. C. Sullivan to Mr. C. D. DeLoach
RE: DISCONTINUANCE OF LIAISON FUNCTIONS

INTERNAL REVENUE SERVICE:

The benefits of direct contact with the Internal Revenue Service are entirely in our favor. We secure confidential tax information from them based on a special arrangement under which we secure the written signature of an Assistant Attorney General, subsequently presenting this with our request to a designated point within the Internal Revenue Service. Obviously it is not feasible to get the necessary signatures by mail and, further, the Internal Revenue Service would not want to send tax returns by mail for review.

measured service would certainly be adequate. H

STATE DEPARTMENT:

Direct contact with State enables us to secure within the same day passports for Bureau officials or personnel who must travel abroad immediately. This could not be done by correspondence. Our sensitive espionage investigations involving diplomatic personnel are cleared in advance with State, and personal contact is necessary to clarify questions raised by State. State handles many of our investigations abroad in areas not covered by Legal Attaches. Here again, direct contact is vital in order to achieve expeditious responses.

Direct contact with State is essential for expeditious responses.
In summary, we have much to lose by dropping direct contact with these agencies. Our ability to get things done immediately in these critical areas requires direct liaison.

If the Director agrees with the thoughts set forth above, I would like to retain Special Agents Joseph Fitzgerald and Leon Schwartz, as well as Robert Hayes; in addition, it would be necessary for Section Chief D. J. Brennan and Number One Man G. A. Day to engage in active liaison assignments in order to share the work load involved in contact with the major agencies referred to above.

The supervision of the Bureau's foreign liaison operations, as well as the Bureau's Defense Plans, would continue to be part of the Section's responsibility, as would coordination and handling of the requests and information received from the foreign liaison representatives stationed in Washington, including the Canadians, British, French, Japanese, and Australians.

Memorandum W. C. Sullivan to C. D. DeLoach
Re: DISCONTINUANCE OF LIAISON FUNCTIONS

In addition, in order to give better balance to this section, I would suggest transferring the responsibility for the handling of all security informants, domestic and foreign, to it. This means the transfer of three men from the Internal Security Section and one man from the Nationalities Intelligence Section. The reorganized section would have a complement of eleven men and would be known as the Informant-Liaison Section. As indicated, both the Section Chief and Number One Man would be handling liaison matters outside the office, as well as administration of the section.

Improve organization of this section and transfer all liaison functions to this section.

ACTION:

That the Director give consideration to the recommendations set forth above.



ADDENDUM BY MR. DELOACH, 7/15/70 (CDD:csh)

I thoroughly agree with Mr. Sullivan's recommendations and sincerely hope that the Director will give consideration to those recommendations.

Having been a liaison agent for a number of years, and having supervised such activities for a period of time, I am well aware of the fact that considerable respect for the Director and the FBI is engendered by the men on these assignments. The liaison men and their activities represent a strong defense for the FBI at all times. We have friends and close contacts in most all of the Government agencies-----but we also have many enemies who lurk on the sidelines waiting to shoot us down. The liaison men prevent this through the medium of developing close contacts and maintaining those contacts, so that our enemies cannot take advantage of us.

(continued - next page)

*It is certainly desirable to have
out of the way of the FBI's
communications.*

Memorandum W. C. Sullivan to C. D. DeLoach

Re: DISCONTINUANCE OF LIAISON FUNCTIONS

Addendum by Mr. DeLoach (continued)

The liaison men have been both the eyes and ears of the Director and the Bureau for many years. Many of them have spent personal funds in order to develop contacts. There will be times, of course, when enemies of the Bureau, despite effective liaison, will attempt to cause criticism of the FBI. The liaison men will always serve as good witnesses, however, to the fact that they have tried to set up effective liaison despite the deliberate hatred of our enemies.

For these reasons I respectfully hope that the Director will give consideration to Mr. Sullivan's recommendations.

C. D. DeLoach

DISCONTINUED AGENCIES

Agency for International Development
Agriculture (Department)
Credit Union Administration
Office of Public Safety (AID)
Library of Congress
Federal Deposit Insurance Corporation
Federal Home Loan Bank Board
Federal Power Commission
Federal Reserve System
Food and Drug Administration
Health, Education and Welfare
International Police Academy
National Science Foundation
Office of Civil Defense (Army)
Office of Emergency Preparedness
Securities and Exchange Commission
Social Security Administration
Supreme Court
Atomic Energy Commission
Defense Atomic Support Agency
Defense Communications Agency
Foreign Claims Settlement Commission
General Accounting Office
Marine Corps
Bureau of the Budget
General Services Administration
Treasury (except Secret Service and Internal Revenue Service)
Department of Housing and Urban Development
Federal Mediation and Conciliation Service
Interior
Labor
National Aeronautics and Space Administration
National Labor Relations Board
National Security Agency
Office of Economic Opportunity
Peace Corps
U. S. Information Agency
Office of Secretary of Defense
Defense Supply Agency
Bureau of Narcotics and Dangerous Drugs
Civil Rights Commission
Equal Employment Opportunity Commission
Joint Chiefs of Staff
Defense Intelligence Agency
Post Office
Veterans Administration

Civil Aeronautics Board
Coast Guard
Commerce Department
Export-Import Bank
Farm Credit Administration
Federal Aviation Administration
Federal Communications Commission
Federal Maritime Commission
Federal Trade Commission
Government Printing Office
Immigration and Naturalization Service
Public Health Service
Railroad Retirement Board
Renegotiation Board
Small Business Administration
Smithsonian Institute
Tariff Commission
Department of Transportation
Arms Control and Disarmament Agency

Following are typewritten clarifications of the handwritten comments of J. Edgar Hoover on the attached document:

Page 2 -- "I seriously question essential need for those I have marked. H"

Page 2, bottom of page, left to right - "I thought by closing out the substantial liaison operations I would gain at least 8 Agts but it seems Dom. Int are going to use these. H"

Handwritten comment of Clyde Tolson - "I suggest Felt look into this"

- "Yes. H"

UNITED STATES GOVERNMENT

Memorandum

TO : Mr. C. D. DeLoach

DATE: 7/16/70

FROM : W. C. Sullivan

SUBJECT: DISCONTINUANCE OF LIAISON FUNCTIONS

Re my memorandum dated 7/15/70 in which I pointed out that liaison was being discontinued with 65 agencies and that six Agents from the Liaison Section are available for reassignment. I contemplate using five of the six Agents to fill some of the existing vacancies in the Domestic Intelligence Division which have been approved for filling. The sixth Agent will be used to staff the midnight to 8 a.m. Shift. This shift has previously been filled on a rotation basis by the Sections in the Division but the increased correspondence engendered by the reduction of liaison will not make it possible for the Sections to spare a man for this shift.

I certainly agree with the Director that contacts with the agencies with which we will continue liaison can in a great many instances be made by telephone and this was considered in my request for the retention of three Agents to perform liaison with the agencies indicated in my memorandum. Even then, because of the tremendous volume of business we have with these agencies, it will be necessary for the Section Chief and the Number One Man to both perform active liaison functions outside the office, visiting, as the other men do, the approved agencies.

These liaison contacts with whom we would be doing business by phone must be developed and maintained by personal contact and because of the substantial turnover in agencies, new contacts must be constantly developed on a personal basis. These remaining liaison men will also have to act as alternates for one another during periods of leave or illness and where emergency situations arise that require handling of an item when the regular liaison Agent is otherwise engaged. The liaison assignments will be as follows:

Leon F. Schwartz - Department of State
Air Force Office of Special
Investigations

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Memorandum W. C. Sullivan to Mr. C. D. DeLoach
RE: DISCONTINUANCE OF LIAISON FUNCTIONS

Joseph M. Fitzgerald - Army and Navy Intelligence

Robert H. Haynes - White House
Vice President
National Security Council

Number One Man Graham A. Day - Secret Service
Civil Service Commission

Section Chief Daniel J. Brennan, Jr., - Internal Revenue
Service

When the Number One Man is working outside the office the Section Chief will be present to run the Section and when he is outside working the Number One Man will handle the Section.

The remainder of the Section will be comprised of two supervisors handling supervision of all foreign offices, visits to the U. S. of Legal Attache contacts, Foreign Police Cooperation matters, and coordination of the Bureau's defense planning; three Agents handling supervision of all security informant matters in the U. S.; and one Agent supervising foreign informants and contacts, and the border coverage program.

I believe strongly that this is the barest minimum number with which the Section can operate under the revised program because even as projected, the Number One Man and the Section Chief will be engaged in active liaison outside the office for substantial periods of time. Although the plan outlined above represents a drastic reduction in personnel, I am confident that by the concerted and extra efforts of those remaining, we can continue the suggested revised program of operation.

ACTION:

1. If approved, I will proceed as indicated above.

2. We are advising the discontinued agencies that our increased work and limited manpower requires utilization of the bulk of our liaison Agents in other areas and it will be necessary for them to transact future business with the Bureau in writing.

Handwritten notes and signatures:
- 2 -
suggest felt
look into this
give it
3
W.C.S.

UNITED STATES GOVERNMENT

Memorandum

TO : MR. TOLSON

DATE: July 20, 1970

FROM : W. M. FELT

SUBJECT: DISCONTINUANCE OF LIAISON FUNCTIONS

Pursuant to the Director's instructions, I have carefully looked into discontinuance of liaison functions and resultant release of Agent Supervisory personnel for reassignment. I have reviewed the Director's instructions (pertinent memoranda attached) and have conferred with various Bureau officials.

The Director instructed liaison be restricted to White House, Vice President and National Security Council. Domestic Intelligence Division (DID) listed 65 agencies being eliminated from liaison contact but also respectfully suggested continued liaison with State, Air Force, Army, Navy, Secret Service, Internal Revenue and Civil Service. DID feels that some disadvantage or possible criticism could result from discontinuance of liaison with these key agencies.

At this point possible criticism or problems are anticipatory. Obviously we will be alert to such possibilities, and if problems arise, we will meet them and take such steps as are necessary to solve them. We can always modify our procedures when it is in the Bureau's interests to do so. Furthermore, there appear to be no question but that almost all business and necessary dissemination can be handled by teletypes, letters, dissemination memoranda, or by telephone with confirmation in writing if necessary. Emergency or unusually delicate situations can be handled by direct contact.

For above reasons, we should immediately ~~discontinue~~ discontinue liaison service with all agencies except White House, Vice President, and National Security Council. Our teletype network to key agencies and our regular courier service will provide expedite transmission. An emergency, such as a threat against the President, can be handled by phone with confirmation by letter. DID can prepare necessary instructions and guidelines to implement our new procedures. Nine Agent Supervisors; including a Section Chief, will be made available for other assignments.

Mr. Sullivan also proposed one of Agents released from liaison be designated permanent night supervisor on midnight to 8:00 AM ~~shift in DID~~ which is presently filled on rotation basis. Sullivan points out additional correspondence anticipated because of reduction in liaison, making it more difficult for various units to spare men for midnight shift on rotation basis. There may be an increase but it is impossible now to determine exact extent. DID should defer this request for 90 days to determine extent of increased work load and submit additional justification at that time.

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Memo for Mr. Tolson

Re: Discontinuance of Liaison Functions

Mr. Sullivan pointed out in his memorandum (attached) that there are 5 vacancies in DID (none at Section Chief or #1 Man level -- SA R. L. Shackelford was promoted to Chief of Internal Security Section from Unit Chief level). Vacancies are as follows: (1) Three in New Left Groups Unit, one caused by the promotion of SA Shackelford -- replacement requested but not yet approved -- and two based on request for additional personnel to handle sharply increased work load involving violence-oriented groups. Two from Inspection Staff have been ordered under transfer in. Transfers being held in abeyance. (2) One vacancy in Racial Intelligence Section based on request for additional supervisor to handle increased work load re black militant groups -- approved and Agent under transfer in from Los Angeles. (3) One vacancy in Subversive Individuals Unit caused by transfer of SA S. S. Czarnecki to the Inspection Staff. Replacement approved but transfer in not yet ordered.

In addition, there are 4 immediate vacancies in other Divisions at Seat of Government: two in Special Investigative Division and one in Crime Records Division (Inspection Division memoranda recommending replacements attached). In addition, there is Section Chief vacancy in Administrative Division.

OBSERVATIONS:

Remaining functions will be liaison with White House, Vice President and National Security Council, plus supervision of Legal Attache Offices and related matters. These duties are now being handled by three Agent Supervisors. This is not enough to justify continuance of Section; however, a new unit could be established for administrative control consisting of Unit Chief and three Agent Supervisors. Unit Chief would administer unit and also be responsible for irregular contacts with key agencies to maintain effective relations and to resolve and avert incipient problems.

These matters have been discussed with Mr. Sullivan. While he does not agree with extent of proposed cutbacks, feeling we should maintain liaison with certain key agencies as set out in his previous proposals, he advises DID will vigorously strive to effectively implement the new procedures.

If these proposals are approved, a total of nine Agent supervisors will be removed from liaison, thus reducing approved DID Agent complement from 124 to 115. Nine Agents being released from liaison assignment can be assigned as follows: 5 for existing vacancies in DID; 2 transferred to existing vacancies in Special Investigative Division; SA Bernard C. Rachner has been transferred to field; and Section Chief Brennan to Administrative Division at no change in grade or salary to replace Section Chief C. Q. Smith, who is retiring effective 7/31/70 (this has been coordinated with Mr. Mohr and Mr. Callahan).

Memo for Mr. Tolson
Re: Discontinuance of Liaison Functions

It is felt the vacancy in the Crime Records Division can best be filled by designation of SA John H. Campbell, currently on Inspection Staff (Campbell's transfer to DID has been held in abeyance) inasmuch as he has had previous experience in Crime Records Division.

RECOMMENDATIONS:

1. That routine liaison contacts be discontinued with all agencies except White House, Vice President, and National Security Council.
2. That the ~~Liaison~~ Section be abolished.
3. That a new unit consisting of Unit Chief and three Agent Supervisors be established for administrative control of remaining liaison functions. If approved, to be handled by DID.
4. That nine Agent Supervisors now handling liaison be transferred to other duties. (SA Rachner has been transferred to Washington Field Office and SA Breman to be transferred to Administrative Division.) If approved, to be handled by Mr. Mohr's Office.
5. That appropriate instructions and guidelines for communicating with other Government agencies be drawn up. If approved, to be handled by DID.
6. That approved Agent complement of DID be reduced from 124 to 115.

Memo for Mr. Tolson
Re: Discontinuance of Liaison Functions

7. That SA John H. Campbell be transferred from the Inspection Staff to the Crime Records Division. If approved, to be handled by Mr. Mohr's Office.

8. That DID's request for a midnight to 8:00 AM supervisor not be approved at this time.

*I concur in
all of Galt's
recommendations.*

q

