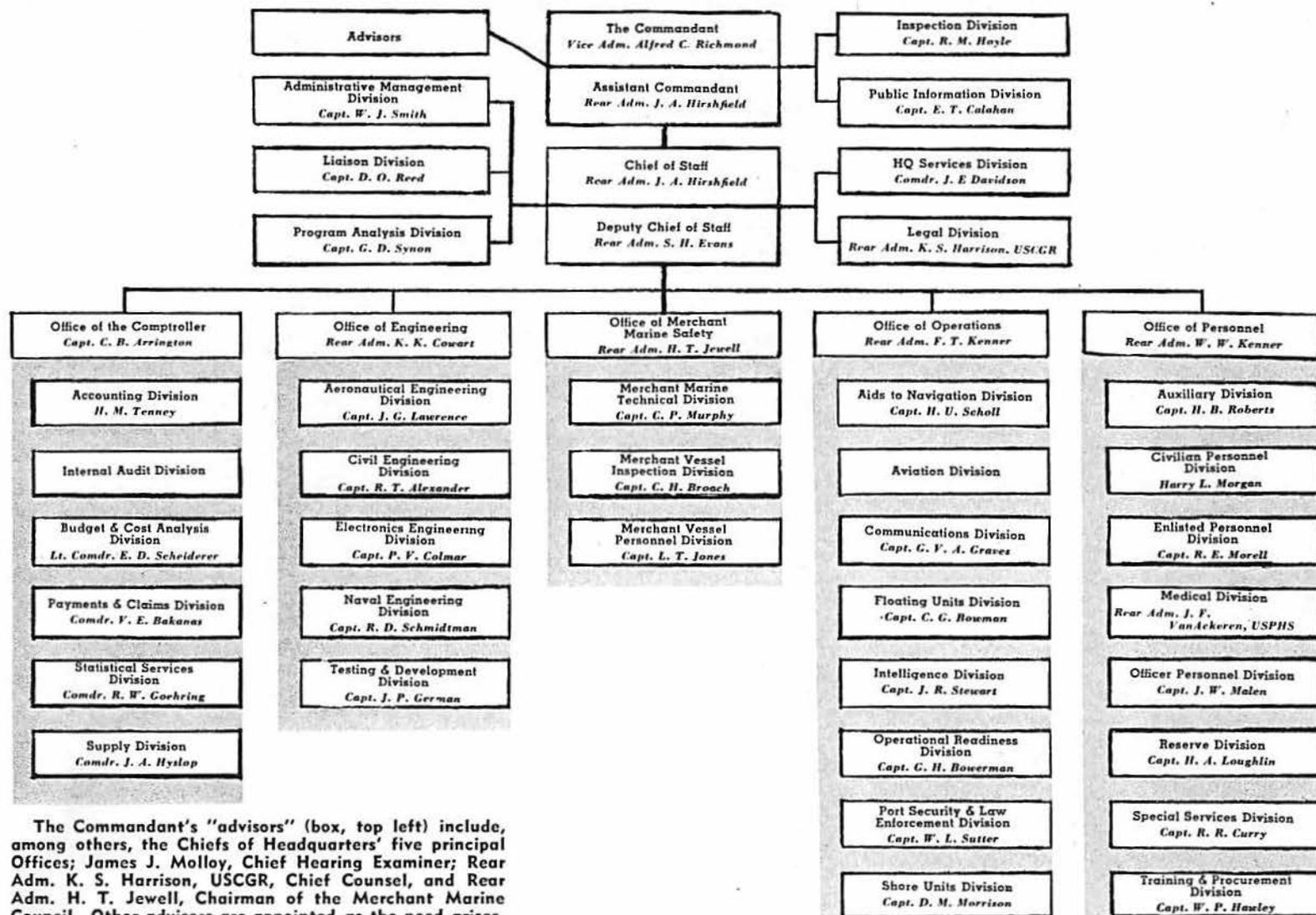


Headquarters, United States Coast Guard . . . May, 1957



The Commandant's "advisors" (box, top left) include, among others, the Chiefs of Headquarters' five principal Offices; James J. Molloy, Chief Hearing Examiner; Rear Adm. K. S. Harrison, USCGR, Chief Counsel, and Rear Adm. H. T. Jewell, Chairman of the Merchant Marine Council. Other advisors are appointed as the need arises.

The boxes labelled "Internal Audit Division" (under the Office of the Comptroller) and "Aviation Division" (under the Office of Operations) are shown here without names. At presstime, these two divisions were operating without a fulltime regularly appointed Chief.

This Is Your Coast Guard

Coast Guard Headquarters . . . 13th & E Streets, N. W., Washington, D. C.

SPOTLIGHT ON:

Coast Guard Headquarters

HHEADQUARTERS, United States Coast Guard, is very much like a ship. It is, 1) a group of officers and men. It is also, 2) a man-made structure. The officers and men, and what they do, are detailed on the following pages. As

the ship's company of Headquarters, they are the most important part of their ship. But their vessel—the man-made portion of Headquarters—is also important in its way. Let's take a look:

To put it bluntly, Headquarters is a bucket of bolts. With barnacles. The proud Coast Guard, the nation's oldest seagoing armed force and one of the oldest services in the federal government, has as its present Headquarters building an old and thoroughly decrepit structure that hardly does justice to CG's 168 years of honorable service in war and peace.

At present, there is no action being taken to amend this unfortunate situation. Several proposals have been made in the past, but all have been discarded. Somehow, the people who ride herd on the taxpayers' dollars haven't been able to scrape up enough to provide quar-

ters befitting a business-like little outfit which, just since 1915, has saved over 200,000 lives and, in 1956 alone, assisted in saving more than \$850 million in property.

For the record, here is a brief history of the present Headquarters building, former locations of Headquarters, and proposals made to obtain better quarters:

Present Headquarters has been occupied by the Coast Guard since 1942. Most of the building was constructed in 1916-17. Between 1918 and 1929, the Southern Railway Company had its central office there. In 1928, the railway sold the building to the government, but remained as a tenant until 1929.

The government bought the building from the railway for the purpose of razing it to make room for a Federal Triangle which was being considered for the area at that time. The depression came causing the project to be abandoned.

From 1930, through 1942, various agencies of the Treasury, Justice and Agriculture departments used the building. Among these were the Bureau of Prohibition, Bureau of Narcotics and Farm Credit Administration.

Between 1916 and 1942, Coast Guard Headquarters was kicked around quite a bit. It occupied, at various times, space in the Munsey Building, Bond Building, Darby Building, Graham & Darby Building, Treasury Annex No. 1, Wilkins Building, Electrical Workers Building and Liberty Loan Building, all located in downtown Washington.

At the present time there are 229 officers, 33 warrant officers, 68 enlisted men and 827 civilian employees working at Headquarters. The Bureau of Narcotics is also quartered in the building.

The late Adm. Russell R. Waesche, Commandant of the Coast Guard from 1936 until his retirement in 1945, was active in proposing that Headquarters be established along Washington's Maine Ave., between 7th and 9th Sts., S.W., in a new building to be known as the "Maritime Circle."

Admiral Waesche's "Home of the Coast Guard" would contain adequate docking facilities for all types of Coast Guard vessels, a helicopter deck on the roof, and all the modern facilities such as air conditioning, parking areas and cafeteria. It would be a show place for

(Continued on page 25)

• Headquarters

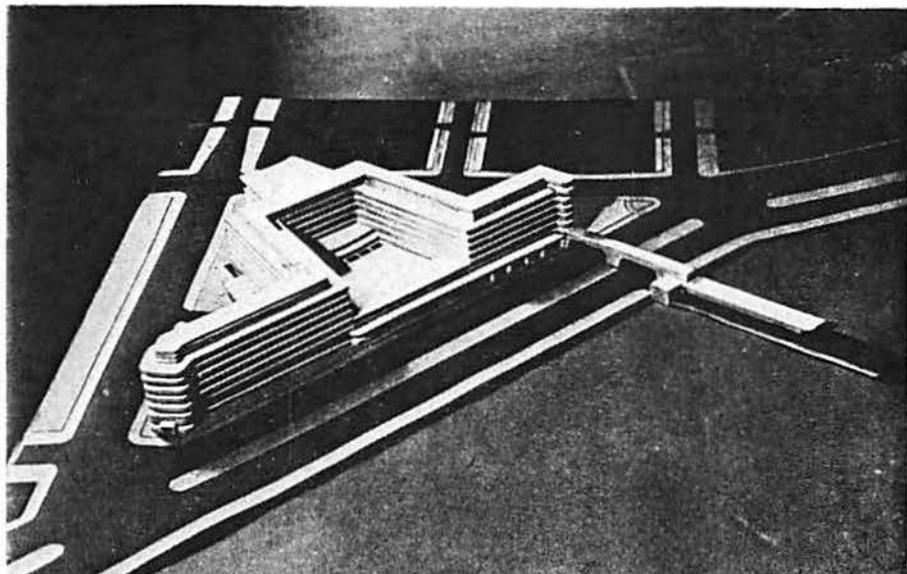
(Continued from page 23)

Washington's millions of visitors.

In 1952, Lindsay C. Warren, then Comptroller General of the United States, offered the Coast Guard a section of the then new General Accounting Office at 441 G St., N.W., for use as Headquarters. The Commandant at that time, Vice Adm. Merlin O'Neill, rejected the site stating "that present quarters, while not as modern as those offered in the GAO Building, do have an asset and advantages in other respects which incline us to favor retention of our present location."

One bright spot in connection with Coast Guard facilities is the fact that Congress has finally appropriated \$80,000 for a permanent home for the Commandant. Bids are presently being solicited for constructing this home. (Four bids previously submitted were rejected as too high.)

The Coast Guard is growing larger



Architect's conception of CG's "Maritime Circle."

and more complex each year. At the same time, the present Headquarters building is growing older and more inadequate. Some day Congress will recognize the problem and do something

in appreciation of the Coast Guard's many years of faithful and honorable service to the nation. Meanwhile, the Coast Guard—as always—will do the job with what it has.

Headquarters, U. S. Coast Guard

It's People, As Well As A Place

As Commandant, Vice Adm. Alfred C. Richmond directs the policy, legislation, and administration of the service under the general supervision of the Secretary of the Treasury. Assisted by the Headquarters staff, he plans, supervises, and coordinates Coast Guard activities within the several districts, and gives immediate direction to those special service units in the field which report directly to Headquarters, even though located within the geographical limits of the district.

As Assistant Commandant, Rear Adm. James A. Hirshfield, assists the Commandant in the general administration of the service and acts as Commandant in the absence of Admiral Richmond. He takes action on matters not requiring the personal attention of the Commandant and assures coordination between the several offices and

independent divisions composing Headquarters.

Other members of Headquarters staff consist of a group of administrative and technical assistants who serve as principal advisors to the Commandant for those fields in which they are individually qualified and assigned.

Within a staff component of organization such as an office or a division at Headquarters, the chain of command for that immediate component ordinarily runs from the military chief of the component through the military assistant chief (if there be one) to subordinates within the component. In cases where in the absence of military personnel, civilian personnel serve as or succeed to nominal positions as chief or assistant chief of a component, they serve in recognized supervisory roles but as such are not considered as

being in the military chain of command. Exceptions to this rule may be specifically authorized from time to time by the Commandant.

Headquarters is divided into six offices. Each office has certain divisions which in turn may be subdivided into sections. There are 11 independent units at Headquarters which will be covered in later issues. They are: the Academy, the Inspection Offices, the Merchant Marine Details, the Supply Centers, the Aircraft Repair & Supply Base, the Examiner Offices, the Yard, the Training Station, the Receiving Centers, the Field Testing & Development Unit, and the Electronic Engineering Station.

Following is a brief description of the duties of each of the six Headquarters offices and photographs of the top men in each:



Vice Adm. Alfred C. Richmond

Office of the Commandant

BYOND the duties of the Commandant as outlined in the Organization Manual, there are involved a great many personal contacts within and without the Service. These contacts are usually pleasant and almost always worthwhile. They bring information and viewpoints almost impossible to obtain through official correspondence. Trips to Coast Guard Districts and to small and isolated units outside the country provide opportunities for evaluating the effectiveness of the statutory duties of the Coast Guard as well as the personal problems and achievements of the officers and men. The routine business of the Commandant's Office—signing policy documents, congressional letters, acting on staff duties or policy problems—is enhanced by the face-to-face meetings with so many people.



Rear Adm. J. A. Hirshfield
Assistant Commandant



Comdr. R. R. Waesche Jr.
Administrative Aide



Lt. Comdr. O. W. Siler
Personal Aide



Rear Adm. K. S. Harrison
Chief Counsel



J. H. Molloy
Chief Hearing Examiner



Capt. R. M. Hoyie
Inspector General



Rear Adm. H. T. Jewell
Chairman, Merchant Marine Council



Capt. R. A. Smyth
Vice Chairman, Merchant Marine Council



Capt. E. A. Coffin Jr.
Executive Secretary, Merchant Marine Council



Capt. E. T. Calahan
Chief, Public Information

Office of the Chief of Staff

SINCE 1954 when the Organization Manual was amended to integrate the offices of Commandant and Assistant Commandant, a closer personal and official relationship between these two senior officers has evolved which helps to keep the Assistant Commandant in continual close touch with the Commandant's thinking—long-range plans, the views of top officials in Treasury and other government departments, and the day-to-day business of the Service and its major offices—Operations, Engineering, Finance, Merchant Marine Safety, and Personnel. As principal advisor to the Commandant, the Assistant Commandant keeps himself informed of all phases of the Service—our internal plans and problems—our relations with other agencies—and the outlook for the Coast Guard of the future.



Rear Adm. James A. Hirshfield



Rear Adm. S. H. Evans
Deputy Chief of Staff



Capt. W. J. Smith
Chief, Administrative Management



Capt. G. D. Synon
Chief, Program Analysis



Rear Adm. K. S. Harrison, USCGR
Chief, Legal



Comdr. J. E. Davidson
Chief, Headquarters Service



Capt. D. O. Reed
Chief, Liaison

Office of the Comptroller

THE Office of the Comptroller furnishes financial and supply staff assistance to the Commandant and carries on housekeeping functions in those fields. The Comptroller's immediate assistants do developmental and planning work and the six divisions perform day to day routine activities. The Comptroller issues field instructions covering pay, accounting, reporting, travel, and supply. He utilizes the Internal Audit Division in accordance with a planned schedule to examine finance and supply activities in district offices and major shore units. Matters discovered which require corrections or improvement are discussed with field commanders prior to inclusion in the audit reports.

Apart from pay problems, which are of personal interest to everyone, the coordination of the Coast Guard's budget is the comptroller function of most overall concern. The work in this field is continuous, involving three budgets simultaneously. These are for the current year, the next year coming, and the following year for which original budget plans are shaping up. Budget staff work is perhaps the most difficult because there's never enough money to satisfy all requirements and some disappointments are inevitable.

While continually seeking to improve financial and supply activities, all comptrollers must remember that their positive contribution comes from the help they give to the commander in carrying out the organization's mission and in providing essential services.



Capt. C. B. Arrington



H. M. Tenney
Chief, Accounting



Comdr. P. E. Trimble
Assistant Comptroller



Lt. Comdr. E. D. Scheiderer
Chief, Budget & Cost Analysis



Comdr. V. E. Bakanas
Chief, Payments & Claims



Comdr. R. W. Goehring
Chief, Statistical Services



Comdr. J. A. Hyslop
Chief, Supply

Office of Engineering

ENGINEERING in the Coast Guard is a big and important business. It is the technical support of a plant that is worth over a billion dollars. It is an annual maintenance program of some \$50 million. It is the hard work of a dedicated group of Coast Guardsmen.

Engineering in the Coast Guard is the engine room watch on one of our vessels, the electronics technician on his rounds at a loran station. It is the engine check on a rescue helicopter, the overhaul of the flasher for a buoy light.

Engineering in the Coast Guard is

the Aircraft Repair and Supply Base, the Yard, the Electronics Test Station. It is the Base, the technical personnel at the District Office and at Headquarters.

Engineering in the Coast Guard is a big maintenance job. Coast Guard engineers, as a part of the whole team of Coast Guardsmen, are at work day and night keeping our sprawling plant going. They are working hard to provide ships, boats, aircraft, and navigational aids that are outstanding in performance and reliability. Coast Guard engineers are proud of their



Rear Adm. K. K. Cowart

part in helping to insure that we give the public reliable and efficient service. We are proud to be Coast Guardsmen.



Capt. L. M. Harding
Assistant Engineer-In-Chief



Capt. J. G. Lawrence
Chief, Aeronautical
Engineering



Capt. R. T. Alexander
Chief, Civil Engineering



Capt. P. V. Colmar
Chief, Electronics Engineering



Capt. R. D. Schmidtman
Chief, Naval Engineering



Capt. J. P. German
Chief, Testing & Development

Office of Merchant Marine Safety

AN important phase of Federal law enforcement by the Coast Guard is performed by the Office of Merchant Marine Safety.

Headed by Rear Adm. Henry T. Jewell, the office administers a comprehensive program dealing with the commercial merchant marine and pleasure boating groups, and has the primary purpose of promoting safety of life and property on these vessels.

The Office of Merchant Marine Safety has staff responsibility for determining causes of marine casualties, inspection of merchant vessels, approval of vessel plans and equipment, and development of standards for merchant marine personnel. This office directs and coordinates the activities of the



Rear Adm. H. T. Jewell

Chiefs of Merchant Vessel Personnel, Merchant Marine Technical, and Merchant Vessel Inspection. It has respon-

sibility for the enforcement of the navigation and vessel inspection laws and laws governing the equipment and operation of motorboats. The office is charged with the responsibility of keeping informed as to the status, effectiveness, and efficiency of merchant marine safety activities generally.

To assist in this program there are 47 field offices in the United States and Possessions, three sub-units, and five Merchant Marine Details in principal European and Asiatic seaports. Among the most important duties of the office is that of coordinating external relationships with the maritime industry, including seamen's organizations, ship operators, shipbuilders, and manufacturers of equipment.



Capt. R. A. Smyth
Assistant Chief



Capt. C. P. Murphy
Chief, Merchant Marine Technical



Capt. C. H. Braach
Chief, Merchant Vessel Inspection



Capt. L. T. Jones
Chief, Merchant Vessel Personnel

Office of Operations

THE Chief of the Office of Operations directs and coordinates the activities of the various Divisions of the Office of Operations, of which there are eight. He has ultimate responsibility for the effectiveness of such primary operations as:

a. The saving of life and property through such activities as search and rescue, flood and disaster relief, and distress and other communications.

b. Enforcement of the laws for which the Coast Guard is responsible, except those which are the specific responsibility of the Office of Merchant Marine Safety, comes under the primary duties of the Chief, Office of Operations.

c. In the establishment and operation of the aids to navigation system there is continual formulating and revising of plans and procedures designed to assure coordination, uniformity, efficiency, and economy in the operation of this system.

The Chief, Office of Operations, also is responsible for the operational and military readiness of the Service, and the adequacy of Service intelligence and security activities.

The conduct of special operational programs of the Service such as the Ocean Station Program, the International Ice Patrol, the Bering Sea Patrol, and those concerning icebreaking,



Rear Adm. Frank T. Kenner

aerology, and oceanography are duties of this officer.

There are also the memberships on various interdepartmental as well as Coast Guard boards and committees.



Capt. S. C. Liholm
Assistant Chief



Capt. H. U. Schell
Chief, Aids to Navigation



Capt. G. V. Graves
Chief, Communications



Capt. C. G. Bowman
Chief, Floating Units



Capt. J. R. Stewart
Chief, Intelligence



Capt. G. H. Bowman
Chief, Operational Readiness



Capt. W. L. Sutter
Chief, Port Security & Law Enforcement



Capt. D. M. Morrison
Chief, Shore Units

Office of Personnel

ANY reference to the "Office of Personnel" is a reference to that part of Headquarters organization which is directly concerned with all those persons who make up the Coast Guard, military and civilian alike.

The officers, men, and civilians who work in the eight divisions included in the Office of Personnel are men and women keenly interested in a never-ending endeavor to improve the welfare, training, general well-being and efficiency of all our personnel. They are not people sitting in an "ivory tower" having little interest in good personnel administration as it may affect all those persons throughout the Service.

It should be appreciated that each of the eight personnel divisions, which include Officer Personnel, Enlisted Personnel, Procurement and Training, Civilian Personnel, Special Services, Reserve Division, Auxiliary, and Medical is faced with many problems, the primary ones being personnel shortages and rapid personnel attrition that make difficult a personnel program satisfactory to all. Yet it is my firm belief that our programs and policies presently in effect have been devised with a view towards giving all hands every consideration that is consonant with the good of the Service.



Rear Adm. William W. Kenner



Capt. A. W. Winbeck
Assistant Chief



Capt. H. B. Roberts
Chief, Auxiliary



H. L. Morgan
Chief, Civilian Personnel



Capt. R. E. Morell
Chief, Enlisted Personnel



Rear Adm. J. P. van Ackren,
USPHS
Chief, Medical



Capt. R. R. Garry
Chief, Special Services



Capt. J. W. Malen
Chief, Officer Personnel



Capt. H. A. Loughlin
Chief, Reserve



Capt. W. P. Hawley
Chief, Training &
Procurement

DIVISION OF PUBLIC INFORMATION

This seven-page layout on Coast Guard Headquarters would not have been possible without the active support and cooperation of HQ's Division of Public Information. At the immediate right are Capt. Emmet T. Calahan, chief of the division, and his top assistant, Comdr. Arnold E. Carlson. Their staff includes (all left-to-right):

BELOW, LEFT: Leonard Webb, PH1; John Leake, PH2, and R. E. Knight, PH2. BELOW, CENTER: Miss Elizabeth Segedi, photo editor; Miss Pat Thomas, assistant photo editor; H. R. Kaplan, information and editorial specialist, and Phot Charles W. Wicks. BELOW, RIGHT: William R. Brantley, JO1, assistant to the press officer, and Lt. Sam Pisicchio, press officer.



Capt. E. T. Calahan



Comdr. A. E. Carlson

