

Coast Guard Under Reorganization

Admiral Hamlet, in Issuing Following Plan, Calls for Cooperation of the Service. Four New Areas and One District Created. Present Second District to Be Absorbed.

REDUCTIONS in the estimates for the appropriations for the Coast Guard for 1934 have been made, and the Assistant Secretary has directed me to make such consolidations of units as may be practicable, and to reorganize the Service so as to give equal or greater efficiency with reduced cost.

For some years past it has been apparent that a change in organization was necessary to give increased efficiency and economy, but with the unusual burdens thrown upon the Service there has been little opportunity to devote time to this pressing need. The expansion of the Service since 1924 was built upon the old organization, which was not suitable for the expanded Service. This matter has been given considerable study by a large number of officers for several years past, and the late Commandant, Rear Admiral F. C. Billard, called a board of five high ranking officers for this purpose in January, 1931. The plan of reorganization now being promulgated is the result of the recommendations of that Board supplemented by further studies.

The following fundamental rules have been followed as a basis for the reorganization of the Coast Guard:

- (1) Decentralization of authority and responsibility.
- (2) Authority and responsibility definitely fixed.
- (3) Where there is one major task to be performed, there should be one fundamental plan of operation under the direct control of one man.
- (4) In any locality where forces are operated in proximity or come in contact with one another, all such forces shall operate under one directing head.
- (5) Floating forces in any locality shall be under one command afloat, and floating forces actually at sea on patrol in any locality shall be under command of one officer at sea and on patrol with such force. In every such case, however, the commander afloat or on patrol shall be under the direction of an officer stationed permanently on shore.

The basic plan is promulgated by the Assistant Secretary in General Order No. 9. Circular No. 110 starts the organization of the Eastern Area, Southern Area and Western Area. After the organization is set up and working to the satisfaction of the Commandant in these areas, the system will be extended to the Northern Area.

The internal organization of the Eastern Area, where a large number of units are operating in close proximity, will, of course, not be suitable for other areas. It is not the intention to assign Patrol Commanders to any area except the Eastern Area, unless there should be a major concentration of units within such area. The method of operation within the Northern, Southern, and Western Areas will not be radically different from the present method of operation, with the exception that area commanders will be fully responsible for the proper and efficient performance of Coast Guard duties within their areas. It is expected that the area commander will devote his time to studying the situation, making plans, directing operations where necessary, and obtaining results to the full capabilities of the forces assigned him. With this responsibility will go the necessary authority to make such disposition of his forces as he may deem best to accomplish his mission.



Due to the concentration of major units in the Eastern Area, it is the intention that only reports pertaining to operations will pass through the area commander. If results are to be obtained, this area commander must devote his time to operations, and it is therefore intended to reduce his paper work to a minimum. The area commander should be careful to see that his time is devoted to operations and plans for operations, and not taken up with routine paper work.

As fast as officers are available, it is the intention to assign two or more officers to each base, one of whom shall always be on board a patrol boat actively directing the units of that base (75-ft. patrol boats and smaller craft) that are on patrol.

One of the fundamental rules in the proposed reorganization herewith submitted is the decentralization of authority and responsibility. This, of course, is purely an administrative matter. The four area commanders have been set up with the idea that these officers would be given more authority than is now given to the division commanders, and would relieve Headquarters of considerable of the detail work now handled by that office. If such additional authority is not given, then the area commanders, particularly the Northern, Southern and Western area commanders, would be merely other offices through which correspondence must pass, with the consequent delay in obtaining action. Particularly is this true of the west coast, where, if the Western Area Commander can administer Coast Guard activities on the Pacific Coast under the direction of the Commandant, much time will thereby be saved. For instance, the detailing of vessels to the Bering Sea Patrol and the conduct of this patrol should be handled by the area commander, under the direction of Headquarters. With this authority must go the responsibility, and Headquarters will hold the area commander to strict accountability for the efficient and economical performance of all Coast Guard duties in that area.

The success of the new plan of operation depends upon the cooperation of all units of the service. The purpose of this letter is to inform the Coast Guard generally of the object of the reorganization, in order to secure the loyal support essential to its success.

Organization

General Order No. 9 directed the Commandant of the Coast Guard to place into effect the organization outlined therein as circumstances permit, and to issue such additional instructions for carrying out the intent of that order as may be necessary.

The instructions promulgated by this Circular place into effect that part of General Order No. 9, which pertains to the Eastern Area, the Southern Area and the Western Area, with the exception that there will be a change in the headquarters of the divisions in the Southern Area as soon as circumstances permit. No change is made by this Circular in the organization or methods of operation of divisions, districts and other units of the Coast Guard on the Great Lakes (units comprising the Northern Area of General Order No. 9), and they shall continue to operate in accordance with the Regulations in effect previous to the promulgation of General Order No. 9.

The instructions contained in this Circular shall become effective 15 January, 1933.

Eastern Area

The Eastern Area shall comprise the divisions as described in General Order No. 9.

(a) The Boston Division is established with headquarters at Boston, Massachusetts, in lieu of the present "Eastern Division." The Boston Division shall comprise the land and water areas and the activities described in General Order No. 9.

(b) The New York Division is established with headquarters at New York, N. Y. It shall comprise the land and water areas and the activities described in General Order No. 9.

(c) The Norfolk Division is established with headquarters at Norfolk, Virginia. It shall comprise the land and water areas and activities described in General Order No. 9.

(d) The First Coast Guard District is hereby established, with headquarters at Portsmouth, New Hampshire, to embrace the coast line and stations as described in General Order No. 9.

(e) The Third Coast Guard District is hereby established, with headquarters at Wakefield, Rhode Island, to comprise the section of the coast and stations as described in General Order No. 9.

(f) The Fourth Coast Guard District is established, with headquarters at Bay Shore, New York, to comprise the section of the coast and stations as described in General Order No. 9.

(g) The Fifth Coast Guard District is established, with headquarters at Asbury Park, New Jersey, to comprise the sections of the coast and stations as described in General Order No. 9.

(h) The Sixth Coast Guard District is established, with temporary headquarters at Lewes, Delaware, to comprise the section of the coast and stations as described in General Order No. 9. The headquarters of this district will be moved at a later date, when found convenient.

(i) The Seventh Coast Guard District is established, with headquarters at Elizabeth City, North Carolina, to comprise the section of the coast and stations as described in General Order No. 9.

(j) The Destroyer Force as an administrative unit is abolished.

(k) Base Four at New London, Connecticut, shall be a unit of the New York Division.

(l) Destroyers based at Boston, Massachusetts, shall be under the Commander, Boston Division. Destroyers based at New London, Connecticut, and at New York, N. Y., shall be under the Commander, New York Division.

(m) The seagoing vessels of a division (vessels 100 feet long and upwards, excluding destroyers) shall constitute a Division Task Group.

(n) The Destroyer Squadron, consisting of all destroyers, shall constitute a Task Group.

(o) Aircraft, 75-foot patrol boats, picket boats and small craft attached to each base shall constitute the Base Task Group.

(p) Harbor tugs shall constitute the Port Task Group.

(q) Picket boats and other craft assigned to districts and to any other special duty shall be designated "Special Detail."

(r) For continuous patrol purposes, the Task Groups, with the exception of the air forces, shall be divided into Patrol Groups, two or three as may be necessary. The mission, as well as the capabilities of material and personnel, shall determine whether there shall be two or three Patrol Groups. With two groups, each vessel would usually spend one-half time on patrol, and with three groups, one-third time on patrol. It may be desirable, at times, to operate with the whole Task Group at sea, in which case the whole Task Group would act as one Patrol Group. Patrol Groups need not be of equal strength. At times it will be desirable to have a heavy force alternate with a skeleton force.

(s) The combination of all Task Groups in the area constitutes the Eastern Area Fleet.

(t) The combination of all Patrol Groups at sea and on patrol constitutes the Patrol Force.

(u) The charts attached hereto show the major organization of the Eastern Area.

(v) There will be assigned to the Commander, Eastern Area, three patrol commanders of suitable rank.

(w) The Area Commander shall have assigned to his staff such additional officers as may be necessary.

Duties of Officers, Eastern Area

(x) The Commander, Eastern Area, shall also be the Captain of the Port of New York. His duties as Area Commander are prescribed in General Order No. 9.

(y) The Division Commanders, Eastern Area, shall have charge of the supply, repair upkeep, and maintenance of all vessels in their divisions and shall see that such vessels are ready for sea in accordance with instructions received from the Area Commander. They also shall have charge of all matters relating to personnel. They shall be responsible for all logistic requirements of all units and operations of shore units under their charge, including Coast Guard districts. They shall require base commanders under them to have boats ready for sea, in accordance with instructions received from the Area Commander. They shall operate such "Special Details" as may be assigned them by the Area Commander.

(z) The base commander is responsible for the repair, supply, upkeep and maintenance of boats assigned to his base and shall see that they are ready to go to sea for patrol, in accordance with instructions of the Area Commander. The base commander shall be in command of the Base Task Force (75-foot patrol boats and smaller craft) unless an officer afloat is designated by the Area

Commander, and shall have charge of the operation of this force.

(aa) The duties of the Patrol Force Commanders are prescribed in General Order No. 9. They shall be the "officers of the deck" of the Area Commander, one of whom shall be "on watch" at sea directing operations. They shall, as a rule, operate their forces at sea through the Patrol Group Commanders, but may designate specific vessels for specific duties if they so desire. During in-port periods, they shall be on duty in the office of the Area Commander studying the situation, receiving reports and information and making plans for the future conduct of Coast Guard operations.

(bb) The senior Patrol Force Commander shall also be the Area Fleet Commander, and as such, his duties shall be, under the direction of the Area Commander, to plan the organization for patrol purposes, determine the size of the Patrol Force, and assume charge of all matters that affect the organization and operation of the Area Fleet as a whole.

(cc) The Patrol Force Commander next junior in rank shall plan the organization of the New York Task Group for patrol purposes and assume charge of all matters that affect the organization of this Task Group.

(dd) The junior Patrol Force Commander shall have charge of the organization of the Destroyer Squadron.

(ee) The senior officer on patrol in the New York Division shall be in direct command of the New York Division Patrol Group which is at sea and on patrol.

(ff) The senior officer afloat in the Boston Division shall have charge of the organization of the Boston Division Task Group. In this duty he shall be an assistant to the senior Patrol Force Commander. (See paragraph 4 (bb).)

(gg) The senior officer on patrol in the Boston Division shall be in direct command of the Boston Division Patrol Group which is at sea and on patrol.

(hh) The senior officer afloat in the Norfolk Division shall have charge of the organization of the Norfolk Division Task Group. In this duty he shall be an assistant to the senior Patrol Force Commander. (See paragraph 4 (bb).)

(ii) The senior officer on patrol in the Norfolk Division shall be in direct command of the Norfolk Division Patrol Group which is at sea and on patrol.

(jj) The senior officer in the Destroyer Squadron on patrol shall be in direct command of the destroyers which are at sea and on patrol.

(kk) Base and district forces shall be used to the best advantage and their operation shall be planned to conform with the general plan of operation.

(ll) The floating units of the Eastern Area shall not operate under routine schedule, but shall be used to the best advantage to accomplish the mission. When smugglers are at sea in force, it is expected that Coast Guard forces will be at sea in force. Vessels will be kept at sea only when there is work to be done. Suitable vessels for rendering assistance, and strategically located, shall be at sea at all times.

(mm) Air forces will be used to the best advantage, and their flights shall be planned by the Area Commander to conform with the general plan of operations.

(nn) While the New York Store is placed under the Area Commander, he shall not interfere with the internal administration of the Store, nor shall he have any authority

to change the personnel thereof or assign additional duties thereto.

The Coast Guard Institute and the Receiving Unit, including the Radio School, at New London, Connecticut, comprise an educational and training establishment for the whole Service. They are placed under the command of the Area Commander for military control only. He shall not interfere with the internal administration, nor shall he have any authority to change the personnel thereof nor assign additional duties thereto.

Southern Area

The Southern Area shall comprise the divisions prescribed in General Order No. 9.

(a) The Jacksonville Division is established with temporary headquarters at Fort Lauderdale, Florida. It will comprise the land and water areas and the activities described in General Order No. 9.

(b) The New Orleans Division is established, with temporary headquarters at Mobile, Alabama, and will comprise the land and water areas and activities described in General Order No. 9.

(c) The Second Coast Guard District is established, with temporary headquarters at Fort Lauderdale, Florida, to comprise the section of the coast and the stations as described in General Order No. 9.

(d) The Eighth Coast Guard District is established, with headquarters at Galveston, Texas, to comprise the section of the coast and the stations as described in General Order No. 9.

(e) The headquarters of the Jacksonville and New Orleans Divisions and of the Second District will be changed as soon as circumstances permit.

(f) The Florida East Coast Patrol as a unit of the Coast Guard is abolished.

Duties of Officers, Southern Area

(g) The duties of the Commander, Southern Area, are described in General Order No. 9.

(h) The duties of the division commanders, Southern Area, are the same as at present prescribed by Coast Guard Regulations for division commanders, except that they shall be subject to the orders of the Area Commander and they shall direct and supervise the activities of the district commanders.

Western Area

The Western Area shall comprise the divisions described in General Order No. 9.

(a) The San Francisco Division is established with headquarters at San Francisco, California, in lieu of the present "California Division." The San Francisco Division shall comprise the land and water areas and the activities described in General Order No. 9.

(b) The Seattle Division is established, with headquarters at Seattle, Washington, in lieu of the present "Northwestern Division." The Seattle Division shall comprise the land and water areas and the activities described in General Order No. 9.

(c) The Twelfth Coast Guard District is established, with headquarters at San Francisco, California, to comprise the section of the coast and the stations described in General Order No. 9.

(d) The Thirteenth Coast Guard District is established, with headquarters at Portland, Oregon, to comprise the section of the coast and the stations described in General Order No. 9.

(e) The San Francisco Store is placed under the military command of the Area

Commander. However, he shall not interfere with the administration of the Store, nor shall he have any authority to change the personnel thereof, nor assign additional duties thereto.

Duties of Officers, Western Area

(f) The duties of the Commander, Western Area, are described in General Order No. 9. In addition thereto, he shall make recommendations to Headquarters as to what vessels shall constitute the Bering Sea Patrol Force, how that patrol shall be conducted, and all matters pertinent thereto. These recommendations shall be submitted to Headquarters by 15 January of each year.

(g) The duties of the division commanders, Western Area, are the same as at present prescribed by Coast Guard Regulations for division commanders, except that they shall be subject to the orders of the Area Commander, and they shall direct and supervise the activities of the district commanders.

General

(a) The duties of district commanders shall be the same as prescribed by the Regulations, except that they shall be under the direction of the division commanders.

(b) The Area Commander may temporarily change the headquarters of any vessel within his area for short periods. In such cases, Headquarters shall be advised.

(c) As the Area Commander is chiefly an operations officer, it is not the intent that all correspondence, routine reports, etc., should be forwarded through his office. Generally, only those papers which pertain to operations shall be forwarded through him. All correspondence pertaining to operations, the following named reports and such other correspondence and reports as the Area Commander may direct, shall be forwarded through his office:

Fitness of officers.

Reports of distinguished conduct.

Cruise reports.

Reports to Headquarters relative to seizure or other customs matters.

Grounding; serious accident to hull or machinery.

Reports of assistance rendered.

Reports of violation of navigation and customs laws.

(d) All other correspondence and reports shall be handled as now prescribed by Regulations, except that routine reports intended for Headquarters which do not require action or comment by the Area Commander or Division commander, and are not necessary for his information, shall be forwarded direct by the base commander, district commander, or the commanding officer, excepting such as the Area Commander or the division commander may desire to have forwarded through his office.

(e) Recruiting officers shall be under Headquarters. The commanders of the divisions in which they are located shall exercise military control over them.

(f) Hereafter, the term "Base" shall be used in place of "Section Base," as at present used.

Inspection

(a) There shall be established in each area an inspector who shall be under the direct control and authority of the Chief Inspector at Headquarters. Each inspector shall have such inspection force detailed to him as may be necessary, members of such force to have permanent headquarters at such

points in the area as Headquarters may determine.

(b) Any member of the inspection force shall have authority to go on board any floating unit of the Coast Guard or to enter any shore establishment of the Coast Guard at any time he may so desire, for the purpose of inspecting the whole or any part of the unit. Members of the inspection force shall see that they do not interfere with the operation of any unit, and shall make their inspection, as far as practicable, as may be convenient to the commanding officer of the unit. However, commanding officers of units shall be given no advance notice of the visit of a member of the inspection force. It is not the intent of these instructions that a unit, except under unusual circumstances, shall be inspected throughout at one time, but rather that one or more departments of the vessel will be inspected at a time, such as the machinery department on one visit, the gunnery department on the next, etc.

(c) Inspection reports to Headquarters are not required after each inspection. Reports will only be made when derelictions or unusually good conditions are found. Periodic reports will be required from the inspectors as to what units or parts of units have been inspected, in accordance with instructions issued by the Chief Inspector and approved by the Commandant.

(d) Inspectors shall report upon the operation of the units within the area and upon the results obtained whenever they deem such reports desirable or necessary.

(e) Inspectors shall furnish the Area Commander with copies in duplicate of all inspection reports forwarded to the Chief Inspector.

Navy Top Heavy

Henceforth, the navy wants Annapolis graduates to have the right to place the letters "B. S." after their names, indicating that the degree bachelor of science has been conferred upon them.

As it is those who finish four years at the Naval academy get only a diploma to show they have completed a training that is rigorous in more ways than one. The high rank they may acquire later goes before their names, not after.

Behind the request by Secretary Adams is a story that means grief to many youngsters who enter Annapolis in the future visualizing themselves as admiral so and so, in due time.

The navy is oversupplied by officers. It was necessary to get a bill through Congress last session to commission all the graduates of 1932. At that time it was understood that only about half the class of '33 and classes to follow would go to sea with the rank of ensign.

Adams outlined this situation in a letter to Congress and said the department felt the bachelor of science degree would aid those turned away.

Chairman Vinson of the house naval affairs committee has introduced a bill to carry out the request.

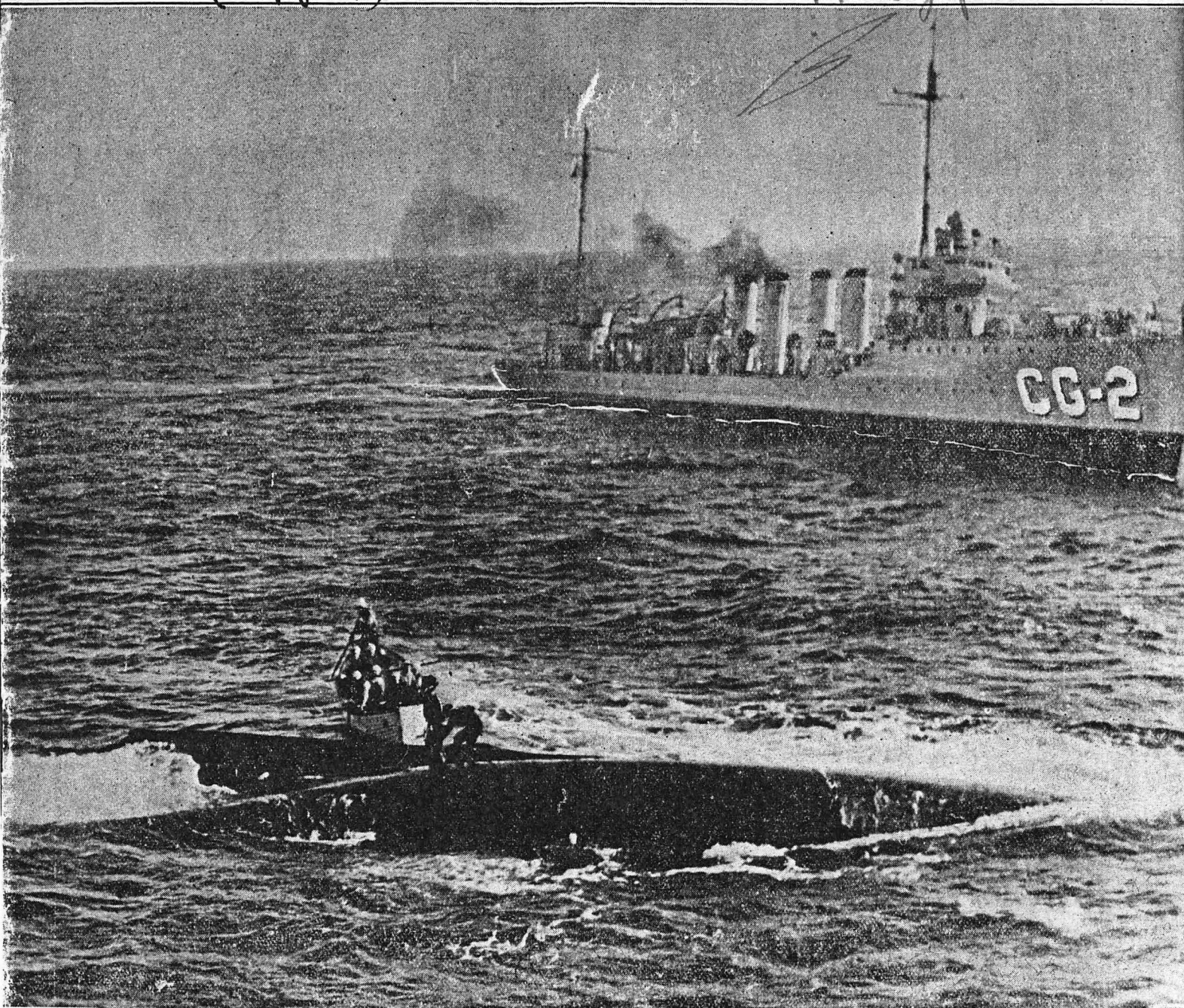
The total amount of money lost caused by the sinking of the *Titanic* is estimated at \$27,000,000.00.

Oyster fishing is the second largest fishing industry in the United States (salmon is first). It is conducted in every coast state, \$17,000,000 of prepared oysters weighing 63,000 tons being produced.

The Coast Patrol

of the
UNITED STATES COAST GUARD

January, 1933 *(Keep for Me)* Conyngham Mining the Derelict Schooner "Clementia." *History of CG* 20 Cents



1934 Appropriation Hearing — — Service Reorganized