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LCDR George Sohm
(Ret.), '44, hiking the
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ALUMNI BULLETIN

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FEATURE ARTICLES

**HISTORIC GREENWAY HOUSE
1944 and 1973**

by RADM Miles Imlay (Ret.), '26

The former Commander of LCI Flotilla Ten returns to his British Base at Greenway House thirty years later and recollects the circumstances of Coast Guard involvement in the Normandy invasion.

Part I

Arrival at A C.G. Manned Amphibious Base, Devon, England, 1944

"SNAFU plus FUBAR," growled the junior signal officer of the LCH¹ 87, as he stared bleakly at the confusion on the practice assault beach at Slapton Sands. Then with chin resting atop fists and arms spread-eagle on the flying bridge rail, he glowered disconsolately at the distant gray sterns of APAs, LSTs, and LCIs,² fast disappearing over the fuzzy horizon of the English Channel. They were speeding for home bases in Cornwall and Devon where they would soon be enjoying a postponed celebration of the 1944 New Year. But The 87 must remain for a day or more since the Admiral has just made her responsible for properly securing the end of this practice assault. What griped this young man most, however, was that all the rest of Coast Guard manned LCI Flotilla Ten of the Eleventh Amphibious Force had already arrived at their own separate and as yet unoccupied GREENWAY HOUSE Base.

"The first shall be last and the last shall be first," quoted the Flotilla Com-

About the Author



Admiral Imlay and seamanship are inseparably linked in the minds of most of the older members of our Alumni Association. His 30 year career included three

tours at the Academy teaching professional subjects and directing summer cruise training. He served on the training schooners CHASE and DUBBIN and was one of the early skippers of EAGLE. Earlier he served on four piper destroyers patrolling Rum Row, and commanded the cutters TALLAPOOSA in Alaska and NEMESIS in Florida. As Commander of LCI Flotilla Ten during WW II he became one of the Coast Guard's most decorated combat officers.

Admiral and Mrs. Imlay are now enjoying retirement on the banks of the Niantic River in Waterford, CT. The Admiral maintains an active interest in the Academy and serves as Police Commissioner for the Town of Waterford.

mander sympathetically from his "observation throne" secured high up on the after bulkhead. "If these LCTs and DUKWs³ unload those British coasters without further SNAFU by the Army we might arrive at Greenway House by tomorrow night."

As usual the Commander was too optimistic, and the Transportation Corps too obstinate to accept experienced help. Consequently, The 87 did not leave the practice area on Start Bay and head up for nearby Dartmouth until noon of January 6, 1944.

As the Flotilla Flagship approached the high bluffs guarding the entrance to the Dart River, the Harbor Control Post's cycloptic signal eye commenced blinking out a message. This was quickly acknowledged by the clatter and clack of the ship's own signal searchlight.

The message read, "From Harbor Control to Commander LCI Flotilla Ten — break — Slow to six knots, small ferry just around bend at Dartmouth. Proceed two miles up river beyond Royal Naval College. Secure to eastern ferry dock opposite Dittisham. Ferry now discontinued there. Other ships your flotilla now moored to trots⁴ at side of channel, half above ferry house and half below. Good luck."

Ancient Dartmouth's architecture appeared to have remained the same since the Elizabethan era, except that the partially bombed Royal Naval College was Victorian. And as The 87 passed that famous school, the Flotilla Commander swept the channel ahead with his binoculars. Several miles up stream and seemingly blocking their course, a thumb of land with a high center ridge jutted

out from the east. Almost at the top of white mansion stood leafless trees.

"That's Historic Greenway," said, pointing it out to the flying bridge.

"Why is it historic?" officer.

"Because Sir Humphrey was born and raised on the island. You remember the famous naval explorer, the first permanent English settlement in America, at St. John's. Then when his father married Squire Walpole, he lived just across the river. The union rose to become a favorite of old Queen Anne. He founded the "Lost Colony" in Virginia, and he also sailed the Armada along with Sir Francis Drake. Undoubtedly the half-brother of Sir Humphrey and Walter, he was a seaman while sailing the Dart River at just about the same time. Years ago most of the land was acquired by Professor Provan and his wife. He died before the war but is buried in the RAF cemetery."

The mystery novelist, Agatha Christie, has turned over the land to the Armed Forces during the war.

"Nice homework, Sir," said the officer. "It was a must, for the Christie mystery environment is bumping into our brothers in some hidden way."

The 87 passed six LCI's each, before arriving at the eastern ferry dock. From there it curved sharply east along the peninsula and moored beside the channel. The remainder of the Flotilla was current sweeping around the face of the dock a little hairy. When



Historic Greenway House where LCI Flotilla Ten made its headquarters

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headquarters

out from the east bank of the river. Almost at the top of the ridge a large white mansion stood out against the leafless trees.

"That's Historic Greenway House," he said, pointing it out to the others on the flying bridge.

"Why is it historic?" asked the signal officer.

"Because Sir Humphrey Gilbert was born and raised on that site. Undoubtedly you remember that he was the famous naval explorer who founded the first permanent English colony in North America, at St. John's, Newfoundland. Then when his father died, his mother married Squire Walter Raleigh, who lived just across the Dart. A son by this union rose to become Sir Walter Raleigh, a favorite of old Queen Elizabeth. He founded the "Lost Colony" at Roanoke, Virginia, and he also fought the Spanish Armada along with Sir Francis Drake. Undoubtedly the half brothers, Humphrey and Walter, learned their basic seamanship while sailing on the Dart River at just about this spot... A few years ago most of the Greenway estate was acquired by Professor Max Mallo-
wan and his wife. He taught archeology before the war but is now a Wing Commander in the RAF. She is the famous mystery novelist, **Agatha Christie**. They have turned over their place to the Armed Forces during the war."

"Nice homework, Sir."

"It was a must, for under the Agatha Christie mystery environment we might be bumping into one or both half brothers in some hidden passageway."

The 87 passed six trots, berthing two LCIs each, before arriving at the abandoned ferry dock. From there the Dart curved sharply east along the upper side of the peninsula and then north, and moored beside the channel were the remainder of the Flotilla. The strong current sweeping around the curve by the face of the dock made the landing a little hairy. When it was finally ac-

complished by the new Commanding Officer, the Flotilla Commander went to his cabin to relax.

Thus Coast Guard manned LCI Flotilla Ten began a ten months occupancy of their home away from home at Greenway.

Part II

Occupancy and Activities

The combined staffs of the Flotilla and Group Commanders concluded that the five major buildings on our newly acquired 50 acres should be used in the following way. Greenway House with its large central foyer, living rooms, oversized diningroom, big kitchen, library, and two upper floors of bedrooms and baths should contain the quarters, the mess, and recreational facilities. The Morril residence — once the laundry and servants' quarters for Greenway but now converted into a modern and separate residence — should be the Administration Building, containing offices for the flotilla and group commanders, personnel, communications, pay and supply, and security. The caretaker's house at the main gate was a small residence that seemed ideally suited as a small sickbay. The Ferry House at the landing was convenient to the ships for engineering repairs and storage of small spare parts. For the storage of larger spare parts and for garaging of our three vehicles (Hillman, Jeep, and truck), the eight stall stable was ideally located, being a half block from both the quarters and the office. Unfortunately, the large boat-house that came with the property was situated too far away to be of any great value except as an access landing for small tenders of the LCIs.

The staff that moved ashore at Greenway House included 15 officers and 36 men. There were two (later three) Group Commanders in addition to the Flotilla Commander, plus operations, communications, medical, engineering, pay and supply, and material officers. The en-

listed detail included boatswain's mates, yeomen, storekeepers, corporals, machinists mates, radiomen, cooks, seamen, and mess attendants.

The justification for such a large staff requires an explanation for those unfamiliar with WW II amphibious assaults. Actually a flotilla organization is an administrative, logistic, and training command. It rarely acts as a unified assault unit. Its ships are assigned to combat duty on the basis of many variables, including (1) strength of expected enemy resistance, (2) type and condition of the landing beach, (3) experience and ability of the ship's personnel, (4) type of load to be carried and discharged, and (5) time that the load is required ashore. If the resistance ashore is weak and the beach is steep, LCIs can land greater masses of troops and material without much danger to either in a short time. On the other hand, if the enemy is ensconced in strength on a flat beach then smaller landing craft that can approach closer and present a smaller and less costly target must be used. In this case experience and good seamanship are vital. Working under fire on a beach with underwater runnels and on a shore planted with obstacles and mines can be a lively experience. On occasions LCIs would land Army Engineer troops, Navy Beach Battalions, or salvage units in addition to troops. Such units usually carried special equipment and presented special coordination problems.

Another reason for the large staff was the fact that the Flotilla and Group Commanders were frequently assigned diverse collateral duties during an assault. Commander LCI Flotilla Ten, for example, while enroute from England to Normandy, was in charge of 35 LCIs from two flotillas plus 14 Coast Guard Rescue Craft (83'). However, upon arrival at the rendezvous area ten miles off the beach, he became Deputy Assault Group Commander on South Omaha Beach responsible for all LSTs, LCIs, LCTs, and rhino

ferries⁶. Then at 2000 on D-day, when the transports departed, he became Commander Assault Group South Omaha, with all landing craft in that zone under his command. And after D+3 day — when the beach was declared fully secured — he became Port Director of the artificial harbor that had been created (Mulberry II), remaining at Omaha in this latter capacity until the last of June.

Likewise, the senior Group Commander was Deputy Commander of the Reserve Assault Group at Omaha. This reserve force was used in support of either North or South Omaha as required. When the transports left, he also became Commander of his group. The other Group Commander was in charge of a followup group that landed in the afternoon of D-day on Utah Beach — eight miles to the north of Omaha.

To further complicate this whole flotilla situation several of our LCIs were placed under command of British Naval Officers and operated on British beaches. This was because the English lacked sufficient LCIs.

As a result of the many diversified roles to be carried out on D-day by Flotilla Ten ships, the period between early January to the middle of May at Greenway House was filled with varied training activities. There were five major practice assaults on Slapton Sands — each requiring planning conferences, preliminary practices, an actual loading of troops and equipment, coordination and timing of the assault runs to the beach, post operation reports of these activities, and finally a critique. Incidentally, during one such major exercise, a German "E" Boat⁷ evaded the screening vessels protecting the assembly area in Tor Bay. This maverick ran wild through the practice force and torpedoed two loaded LSTs. Although they were badly damaged at their sterns by the acoustic torpedoes, they were towed into Dart-

mouth and finally rep were lost.

In between these five assaults the LCIs were upkeep and basic drills. drill was especially employed. It was the 1 The 83 at South Omaha. was beaching during on assault waves she struck blew a 7' x 3' hole at the was under such heavy machine gun fire that no be made until darkness. applied a plywood-blanket large hole, plugged the retracted from the beach to England. It was a ren



A portion of the Flotilla moored at the Greenway House Base.

"All work and no play that no command can afford. We made arrangements to make the rounds of all afternoon and late evening modate the ships' liberty left aboard did not suffer mobile" with three pre hostesses would drive a and be transported from dispensing candy, soft drink and girl-boy conversation.

For officer recreation weekend leaves were given. Greenway House library to a recreation center, cor

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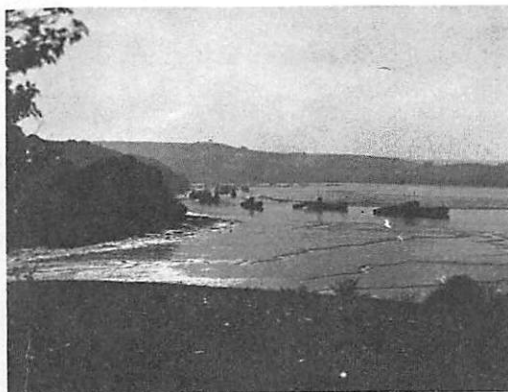
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In between these five major practice
assaults the LCIs were kept busy with
upkeep and basic drills. Damage control
drill was especially emphasized, and for-
tunately so. It was the means of saving
The 83 at South Omaha. While the ship
was beaching during one of the early
assault waves she struck a mine, which
blew a 7' x 3' hole at the waterline. She
was under such heavy enemy .88 cal.
machine gun fire that repairs could not
be made until darkness. Then the crew
applied a plywood-blanket patch over the
large hole, plugged the smaller holes,
retracted from the beach and returned
to England. It was a remarkable job.



A portion of the Flotilla moored to "trots" off
the Greenway House Base.

"All work and no play . . ." is a maxim
that no command can afford to neglect.
We made arrangements to have an LCMs
make the rounds of all the trots every
afternoon and late evening to accom-
modate the ships' liberty parties. Those
left aboard did not suffer. A "recreation-
mobile" with three pretty Red Cross
hostesses would drive aboard an LCM
and be transported from trot to trot,
dispensing candy, soft drinks, magazines,
and girl-boy conversation.

For officer recreation, occasional
weekend leaves were granted. And the
Greenway House library was converted
to a recreation center, complete with bar.



Flotilla personnel recorded their European
adventures in a series of murals painted as a
frieze about the four walls of the Greenway
House library, which they had converted into
a bar.

The CO of the LCI 96, Marshall L. Lee—
an artist in civilian life — decorated the
place with a handsome watercolor frieze
around the four high walls. The murals
depicted the travels of the Flotilla from
Galveston, to Norfolk, to Bermuda, to
Morocco, to Algeria, to Tunisia, to Sicily,
to Italy, and finally to England. Also,
it included the two major combat en-
gagements of our ships, and it ended
with Greenway House represented as
Paradise (this being directly over the
bar.)



One small gap in the mural frieze remains. Can
anyone locate Marshall L. Lee?

In a lower key, the grounds, gardens,
and trails through the woods of both the
Morril property and Greenway became
a joy for those men who found pleasure
in just exploring a beautiful outdoors.
It is hard to imagine, but on this "Riviera

Coast of England" camellias bloomed in the woods in February.

About the middle of April, Flotilla Ten was expanded by another LCI Group. These ships were of a newer design and had just arrived from the States. They were manned by Naval Reservists, who had a minimum of training and no combat experience. However, they were enthusiastic and learned quickly from our "old timers". By D-day they had become well assimilated into Flotilla Ten.

With the coming of spring the flowers budded and bloomed in abundance. The terraced gardens at the Administrative Office were a kaleidoscope of beauty as the shafts of sunlight sifted down through the new leaves on the tall oaks. By this time the office force had settled into a familiar routine that gave them spare time. This they used to trim the walks and weed the flower beds. The staff's enthusiastic efforts turned the office gardens into terrace on terrace of color.

From the upkeep of these gardens there developed an interesting incident. One afternoon the Brixham garbage truck pulled into the office drive and out of the cab climbed a typical British matron. She introduced herself as Mrs. Morril, and after an inspection of her old home she asked the Flotilla Commander to see the gardens. Her face lit up with amazement and pleasure when she saw the tender care that had been given her gardens. Later, over tea, she admitted she had visions of barbaric sailors trampling over her lovely flowers. As she hoisted herself back into the seat of her garbage truck she casually explained that in Britain any nonattached woman in good health must contribute to the War Effort. And since her chief forte was driving, she had been assigned to "chauffeur" the Brixham garbage wagon.

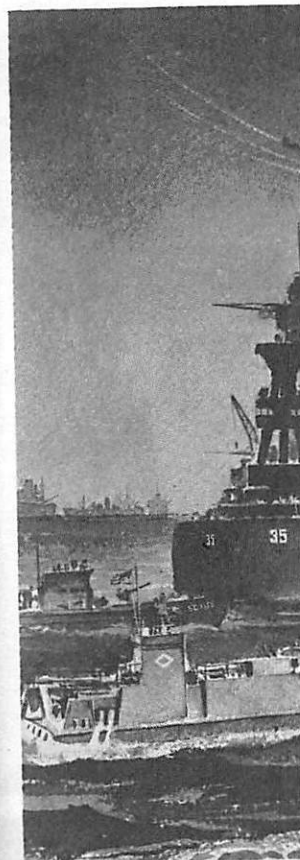
Mrs. Morril continued this association by popping in to see us about every

three weeks. On one of these visits the Flotilla Commander showed her a photograph of King George VI, taken with a group of officers aboard one of Flotilla Ten's ships.

"Since you are standing alongside His Majesty in this picture" she said, "I'm sure you would like to have his autograph. Yes? He is somewhat reticent about this sort of thing, but I will arrange it."

Two weeks later she returned carrying the autographed photograph, signed **George R. I., 1944**. "It was no trouble," she explained. "I just sent it to my nephew, who is Chamberlain to the King."

The tragic errors and misfortunes that occurred on D-day at Omaha Beach are too many and require too much explanation to set down in detail here. Briefly, the Demolition Units¹⁰ assigned to cut sixteen lanes through the obstacles and mines between the high and low water marks lost 60% of their men and succeeded in cutting only one channel. Most of the swimming tanks¹¹ were swamped before reaching the beach. The Fire Support Group was relatively ineffective because their spotters ashore were wiped out and the flashes of the larger German guns were hidden from off-shore vision by camouflaged blast screens. The fields of land mines just inland from the beaches were not detonated by U.S. aircraft bombing, as expected. Our intelligence failed to discover the presence of two veteran German outfits, then on practice maneuvers behind the beaches. For eight hours our troops were pinned down behind the beach escarpment, while hundreds of dead floated in the surf behind them. Only after 1400 did the heroic 16th Infantry under Colonel Taylor decide that they might just as well die in the mine fields and against enemy bunkers as to be shelled to death on the beach. They forced a foothold that slowly



The first wave of Coast (on D-Day under escort of and allied aircraft clear t

widened the gap in. However, it was not later that the beach w

Greenway's Coast G were hard hit at Omaha mines and obstacles a losses. Fortunately, were able to escape. T badly damaged but m under the cover of d

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The first wave of Coast Guard and Navy-manned LCT's moving into the Normandy beachhead on D-Day under escort of Coast Guard 83 footers and Navy sub-chasers. An American battleship and allied aircraft clear the way.

widened the gap in the enemy lines. However, it was not until three days later that the beach was fully secured.

Greenway's Coast Guard manned LCIs were hard hit at Omaha. Heavy shelling, mines and obstacles accounted for three losses. Fortunately, most of the crews were able to escape. The LCI 83 was very badly damaged but managed to get away under the cover of darkness.

After General Patton's break through of the German lines, LCIs of all three Flotillas were engaged in a ferry service across the English Channel to the most advantageous open French port. They carried troops and supplies to France, and they returned with prisoners and ambulatory wounded. From time to time

the Flotilla Ten ships were able to return briefly to Greenway House for rest and repairs.

In the middle of July the Flotilla Commander was made Type Commander of all American LCIs in the United Kingdom (95). He was transferred to Plymouth and operated from there during the remainder of his stay in Europe. The Senior Group Commander was fleeted up to become the new Commander of LCI Flotilla Ten.

In November 1944, with the downfall of Hitler seemingly in sight, the Coast Guard manned LCIs departed their British home for good and sailed for the United States. It was the end of a new chapter for Historic Greenway House.

Part III

Greenway House Revisited

During early September 1973, Mrs. Imlay and I left Plymouth and drove east in Devon along the narrow shore road to Torcross. Thirty years ago this village marked the southern boundary of our old practice assault beach at Slapton Sands. Also it was the spot where some of Flotilla Ten's officers had compensated the compasses of the **swimming tanks**.

From Torcross the road skirted Start Bay's wide and sandy beach, and memories flooded me with mental pictures of the experiences and problems that confronted us during practices. About halfway down the three mile length of the beach a black stone obelisk stood near the edge of the sand. We stopped and inspected this twenty foot shaft and its inscription. The carved letters on the monument read to this effect: "This memorial, placed here by the United States Navy, commemorates the cooperation and sacrifice by the populace of this five square mile area. In order to provide an assault practice region similar to that at Normandy, France, they unselfishly evacuated their homes and farms and moved out all their possessions including their domestic animals."

The following afternoon we drove to Greenway House to accept an invitation for lunch and to permit me to revisit the grounds. When we parked at the edge of the woods bordering the southwest lawn, there it was — Greenway House — the same as before, almost thirty years ago. It looked so solid — like it would last for all time. Somehow, time had retreated and it was still the stately mansion that had been the home of the LCI Flotilla Ten.

Professor Max Mallowan CBE¹², now Professor Emeritus of Archeology at the University of London, greeted us warmly and guided us across the croquet court to a spot sheltered from the wind by a magnificent magnolia. There Lady

Agatha was seated, and by her side was a cane. Now in her early eighties (with her 82nd book recently published, and her famous play "The Mousetrap" in its 22nd year) she had evaded the inroads of time remarkably well. Her once tall figure was a trifle bent over, and she had lost considerable weight. But we noticed that her sharp eyes still held a faint touch of mischief and her mouth showed just a hint of a quizzical smile. Although soft spoken, she showed keen interest in world affairs with an occasional pertinent question or pungent comment. She soon put us at ease with her serenity and composure.

After a short conversation we were joined by Mr. and Mrs. Anthony Hicks, who were the daughter and son-in-law of Agatha Christie. The Mallowans, who now lived near Oxford, had turned Greenway House over to the Hicks, who were both intensely interested in botany. The climate at Greenway, warmed by the Gulf Stream, was an ideal location for their botanical experiments.

Before lunch and over sherry, Professor Mallowan remarked that Lady Agatha's father had been an American and that her godmother had come from Connecticut. But conversation quickly centered upon Flotilla Ten and its accomplishments at Normandy. As best I could I outlined our actions and answered their questions.

On our way in to lunch we stopped in the library which Flotilla Ten had once turned into a bar. All that remained were the murals painted as a frieze about the four walls. They seemed to me to be in as good condition as when I left Greenway, but the Mallowans commented that they wished they could locate Marshall L. Lee and get him to come back and touch them up. The family was obviously fond of this conversation piece. They regretted that in the press of Normandy operations, Lee had not found time to round out the



Vice Admiral R. R. Waesche, after a visit to the Coast G invasions. He is followed by (later himself became comm the tall man on deck.

series with a scene of invasion. (Should anyone address, please send it Office at the Academy).

After lunch the Hicks around the estate. The bordered by camellias, a denias were as I remember of the walks took us d boathouse on the banks view from there looking towards the Royal Navy spectacular, the blue with white sails. These

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Vice Admiral R. R. Waesche, wartime Commandant of the Coast Guard, getting piped ashore after a visit to the Coast Guard LCI Flotilla that participated in Sicily, Salerno, and Normandy invasions. He is followed by CAPT A. C. Richmond, Senior Coast Guard Officer in London, who later himself became commandant. CAPT (later RADM) Miles Imlay, the Flotilla commander, is the tall man on deck.

series with a scene of the Normandy invasion. (Should anyone know Lee's address, please send it to the Alumni Office at the Academy).

After lunch the Hicks escorted us around the estate. The gravel walks bordered by camellias, azaleas, and gardenias were as I remembered them. One of the walks took us down to the old boathouse on the banks of the Dart. The view from there looking downstream towards the Royal Naval College was spectacular, the blue water polka-dotted with white sails. These brought to mind

again Humphrey Gilbert and his half brother Walter Raleigh sailing their spritsail craft as boys right out in front of where we were standing. Near the boathouse the Hicks pointed out a relic that I had overlooked in 1944. It was an ancient gun battery with two antique cannon, which probably dated back to the days of possible invasion by the Spanish Armada.

When we returned to the house it was tea time, and during our conversation I told them the story about Mrs. Morrill, the King's autograph, and the garbage

van. Regretfully we learned that this gallant lady had passed away five years earlier and her property had changed hands several times since. After tea, we thanked our kind hosts for such a pleasant afternoon, and I for the privilege of reliving gratifying memories.

As we left I took a long look at our old and kindly headquarters, whose fame was established by Gilbert, Raleigh, and the Mallowans. I took pride in the thought that LCI Flotilla Ten had contributed to this great tradition. My parting impression was that man withers fast but Greenway House would go on unchanged through many more pages of history.

Officers That Occupied Greenway House

CAPT Imlay	LT Booze
CDR Unger	LT Jester
CDR Bresnan	LT Probst
LCDR Zoole	LT Yarner
LCDR Holleman	LTJG Ludwig
LT Eintract	LTJG Chessman
LT Rice	LTJG Kluge
LT Case	

FOOTNOTES

- 1 LCH—An LCI converted into a headquarters ship, extra radios.
- 2 APA—Attack transport chiefly carrying troops. LST—Landing Ship Tank. 1—300', Designed to carry 22 tanks or 40 various sizes of trucks and other vehicles. LCI—Landing Craft Infantry. 1—157', d—3' forward, 5' aft. Carries 200 men or supplies that can be manhandled.
- 3 LCT—Landing Craft Tank. 1—105' Designed to carry 4 to 5 tanks or large trucks, and also crated supplies. DUWK—A swimming truck capable of carrying 5 tons of supplies from ship through surf to shore and on to field dumps.
- 4 TROTS—A pair of mooring buoys placed sufficiently apart so as to allow a ship or group of ships to moor in between.
- 5 RUNNELS—Underwater gullies at high tide, and channels at low tide.
- 6 RHINO FERRIES—A huge raft constructed of 5'x5'x5' watertight, steel boxes, welded to stringers, and having a landing ramp forward and two giant outboard motors aft. Will carry a LST load ashore where beach is too shallow for the ship.
- 7 "E" BOAT—An extremely fast German PT type launch carries two torpedoes.
- 8 LCM—Landing Craft Medium. It carries a jeep or small truck, or a platoon of troops.
9. R. I.—(Rex et Imperator)—King and Emperor.
- 10 DEMOLITION TEAM—Frogmen who clear obstacles from the land-beach and detonate mines attached.
- 11 SWIMMING TANKS—Regular 29 ton tanks fitted with a rudder, two propellers powered from the rear sprockets, and having a canvas dodger raised and lowered mechanically thus preventing waves from splashing into the turret hatch.
- 12 CBE—Commander (of the Order) of the British Empire.

IS OFF GEAR

"Best qualified" promotion was intended to do? Perhaps The Bulletin is an avail

The following is an ob present officer personnel tem as observed by a career officer who is pr Coast Guard but is co direction that we may b

Philosophy. I presume Guard, like any other e to be the best possible or the best possible job in cient manner and with fied personnel.

Philosophical Confli present system for pror ing of the Coast Guard in my opinion, geared This may be a strong st look at the following:

1. Overall promotion Guard starts out on tl selecting the nucleus of in a purely competiti best possible Academy lected on a basis of C formance and persona "best possible" polic through the Academy : ation. The system then qualified system" until rank. ("Least qualifiec been discussed in the on several occasions.) not be too crucial dur years of service, but critical during the late

2. Promotion factor sidered for promotio