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MAY 10 1975

THE WHITE HOUSE

WASHINGTON

May 6, 1975

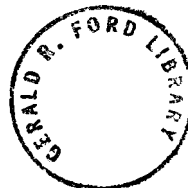
MEMORANDUM FOR: JACK MARSH
MAX FRIEDERSDORF

FROM: THEODORE C. MARRS *sem*

The bill proposed for USO having a Federal Charter (rather than its being a N. Y. corporation) does not change Presidential relationships. He could continue as or decline status as Honorary Chairman. He would be committed to making three board appointments.

DOD will testify on bill.

Mel Price will introduce the bill. Flowers sub-committee will hold one-day hearing.





USO

FOR EXPORT & DOMESTIC USE

TO: THE ALL-
VOLUNTEER
ARMED
FORCES OF
THE U.S.
EVERYWHERE



Blue Ribbon Study Committee Report

On the Needs of
U. S. Armed Services Personnel for
Continued Voluntary Social Services



United Way
of America

**A STUDY OF THE
NEEDS OF U.S. ARMED SERVICES PERSONNEL
FOR CONTINUED VOLUNTARY SOCIAL SERVICES**

February, 1975

This Study was jointly financed by the Department of Defense and United Way of America. The Study was conducted in accordance with Department of Defense Contract #MDA 903 75 C 0162, December 17, 1974.

TO: United Service Organizations, Inc.
Local United Way Organizations
United Way of America

FROM: The Honorable Samuel P. Goddard, Jr.
Chairman
Blue Ribbon Study Committee

SUBJECT: REPORT OF THE STUDY COMMITTEE ON THE NEEDS OF U.S. ARMED
SERVICES PERSONNEL FOR CONTINUED VOLUNTARY SOCIAL SERVICES.

This study has been conducted to determine the need for voluntary services to the armed forces in peacetime. The Study Committee completed its work and this report of its findings and recommendations was submitted and approved by United Way of America on January 30, 1975.

The findings and recommendations are based on information from testimony before the Study Committee by the USO, Department of Defense, and a representative of USO member agencies; statistical data and other information provided to the Committee by the Department of Defense, National USO and Local United Way Organizations; meetings and interviews with hundreds of armed forces personnel of all ranks, local citizens, clergy and elected officials. These interviews were conducted during visits by members of the Study Committee to USO facilities in military impacted areas in the United States and overseas in Europe and Asia.

The Committee findings clearly indicate that there is a need for the voluntary services presently being provided by the National USO overseas and in military impacted areas in the United States.

The Committee concluded that in order for National USO to effectively meet the needs of service men and women, there must be improvement in management and administration of the organization.

The Study Committee has recommended continued United Way support of the National USO. It has also recommended increased Department of Defense support and improvement in the income that can be generated by local USO operations.

In keeping with the recommendation for continued United Way support, the Committee requests that National USO inform United Way of America as to its acceptance of the recommendations, and by no later than November 1, 1975, provide United Way of America with a status report on the implementation of the recommendations of the Study Committee so that a report can be made back to local United Way organizations.

THE STUDY COMMITTEE

COMMITTEE CHAIRMAN:

The Honorable Samuel P. Goodard, Jr.
 Attorney, Partner
 Goddard, Sophy, Ahearn & Levine
 Phoenix, Arizona

MEMBERS:

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George Bunker Chairman of the Board Martin-Marietta Corporation Washington, D.C.	John H. Halliburton Coral Gables, Florida
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I. SUMMARY OF RECOMMENDATIONS

Overview

1. Need

The study committee members were unanimous in their findings that there is a need for services provided by a civilian voluntary agency to Armed Forces personnel in military impacted areas in the United States and overseas.

2. Local United Way Support

The study committee recommends that Local United Way Organizations now supporting National USO maintain their 1973-74 level of funding and consider increased allocations. We ask local United Way Organizations not now supporting USO, to do so, since there is a need for the expansion of National USO services in some overseas areas.

The study committee carefully considered the recommendation made by the Committee on National Agency Support (CONAS) in May 1974 to discontinue financial support of the USO by Local United Way Organizations, and the reasons for that recommendation. This committee shares the primary concern underlying the CONAS recommendation in that it is essential to continued voluntary support that the USO organization, goals and programs be structured in the most efficient, cost-effective manner to meet legitimate needs of members of the Armed Forces. If the recommendations in this report are carried out to the maximum feasible extent, the study committee believes that the primary concern and objectives of the CONAS will be met; that the USO would thereby meet the CONAS established criteria for Local United Way Funding; that the results will be of mutual benefit to United Way Organizations and their communities; and to all service men and women.

Following is a brief summary of other specific recommendations:

3. Management of the National USO delivery system to meet the service needs of military personnel

The study committee recommends that the USO should continue to take steps to streamline its system for the delivery of services to military personnel.

A. National USO Programs

The committee recommends that the USO reevaluate all of its programs, so that ineffective ones may be cut back, and resources can be freed for expansion of those with higher priority.

B. USO Personnel

The committee recommends that the National USO review for improvement its personnel policies, practices and its general manpower management.

C. Training

The committee recommends that a training program be developed, using USO personnel and/or outside professional assistance, so that skills and competencies developed in one USO center can be more easily transferred to USO centers showing particular deficiencies.

D. Technical Assistance

The National USO should develop a system for providing technical assistance to USO centers in the United States and overseas.

E. Organizational Identity

It is recommended that the National USO make every effort to establish itself as an organization with an identity that is independent of its founding agencies.

4. Congressional Charter for National USO Programs

The study committee recommends that the National USO secure a congressional charter as a voluntary organization whose main mission is to serve the welfare and morale needs of the Armed Forces, both in the United States and overseas.

5. Responsibility For Financial Support

A. USO Sources of Funds

The study committee recommends that the National USO continue to work toward a balanced financial arrangement, including maintaining United Way support,

increasing its efforts to raise funds through sales and services at USO centers and increased Department of Defense support. National USO fund raising activities must conform with generally accepted supplementary fund raising policies of local United Way organizations.

B. USO Use of Funds

The study committee recommends that USO review and reallocate its expenditures so that unnecessary overhead for member agency offices will be eliminated, and that a high percentage of total expenditures be devoted to services to Local USO units and National USO administered programs.

C. Department of Defense Support

The study committee recommends that the Department of Defense review its commitments to the National USO and continue to expand its support. Current laws and regulations which may inhibit DOD support should be reviewed to determine if changes are necessary. Such review should be pursued by DOD and USO.

D. USO Member Agencies

The study committee recommends that the USO member agencies (YMCA, The Salvation Army, The National Catholic Community Service, Inc., The National Jewish Welfare Board, YWCA and Travelers Aid-International Social Service of America) make every effort to support the funding needs of the USO, particularly by supporting USO locally in National USO's relations with local United Way Organizations, and by assisting in the reduction of redundant overhead expenditures associated with the National USO services provided through member agencies.

E. National United Way Movement Responsibility

It is recommended that United Way of America and Local United Way organizations work out a funding arrangement for National USO which will substantially decrease the amount of money National USO has to spend in raising money from local United Ways.

II. BACKGROUND

1. The Funding Trend for USO

National USO

The amount of funds raised by National USO through federated campaigns has decreased on the average of 10% each year since 1970. In 1970, the amount raised was \$5,476,744—while in 1974, it was \$3,050,000. The Study Committee Survey of local United Ways projected commitments to fund USO in 1975 and 1976 indicate an even further decline in support for this organization. Some of the reasons for this trend will be discussed in this report in the section on "Need for Voluntary Agencies' Services to Military Personnel in Peacetime (Page 6).

Local Independent USO Programs

Local United Way organizations also fund local USO programs in the 50 large city affiliates. These local USO programs are independent of National USO; they do not pay dues to National USO and receive no services from the national organization.

United Way of America's allocations reports indicate that local United Way organizations allocated \$2,287,060 to these independent local USO programs in 1973, and \$2,080,323 in 1974.

It should be noted that this study did not concern itself with local independent USO agencies. These agencies' programs are reviewed and funded by local United Way organizations. The Committee considered any determination of the need for the services provided by these autonomous local USO agencies to be a local responsibility.

2. The CONAS Reports

In June of 1973, the Committee on National Agency Support (CONAS), which is a national agency review process set up in 1972 by United Way of America to provide guidance to local United Ways in making allocation decisions affecting national agencies, made the following recommendation:

"With the end of the Vietnam War and the advent of the volunteer army, the United Service Organizations, Inc. (USO), is reviewing its goals and future programs. CONAS believes that USO goals and programs can be appropriate for voluntary financial support. Certain program directions have the *potential* for meeting

Throughout American history there has been a decline in public sympathy and concern for the members of the armed forces after periods of military conflict. The United Service Organizations (USO), the major expression of this sympathy and concern since 1941, accordingly has experienced a significant decrease in support in times of peace—after World War II, the Korean Conflict, and now following the end of the American involvement in Vietnam.

The problem is further complicated today by the fact that, starting in fiscal year 1974, the compulsory draft was ended, and the Nation adopted an all-volunteer policy for the armed forces. This has raised questions, not so much about the social services needs of members of the new all-volunteer force, but as to where the program and financial responsibility lay for their provision.

Local United Way Organizations had reflected their uncertainty about the necessity of voluntary dollars for USO services over several years by reducing or eliminating support. This trend was culminated in the report of United Way of America's Committee on National Agency Support (CONAS) which brought out in sharp relief the future of USO financing. The Board of Governors of United Way of America authorized this in-depth review of USO services against the backdrop of the changes which have taken place, both within our society and within the military, over the past decade and particularly since the withdrawal of U.S. Armed Forces from Vietnam. The last independent, basic study of USO was conducted in 1962.

The USO has a complicated structure. On the national level, though it is incorporated as an independent organization, it is, in fact, also a composite of the six member organizations that originally formed it: the Young Men's Christian Association (YMCA), The Salvation Army (SA), the National Catholic Community Service, Inc. (NCCS), the National Jewish Welfare Board (NJWB), the Young Women's Christian Association (YWCA), and Travelers Aid-International Social Service of America (TAISSA). The National USO operates 30 USO Centers overseas, and funds its member agencies to operate 23 USO Centers in military-impacted areas (large military installations located adjacent to small communities) throughout the United States. The 50 affiliate USO Centers in large cities of the United States are incorporated locally and have no operating relations with the National USO. This structure is an outgrowth and the result of a variety of historical developments that will be elaborated on in the body of this report.

important individual and community needs not now being met. However, CONAS also believes that other programs should be fully financed by the Department of Defense and should not be the financial responsibility of local United Way organizations. CONAS feels that USO should have the necessary time to develop further its future goals and directions.

"Therefore, CONAS recommends that USO be considered for financial support by local United Way organizations for 1974. However, CONAS also notes that it will be necessary to review carefully the specific program directions that the USO pursues in the coming year to determine whether, in fact, the USO is meeting important, unmet, individual and community needs."

Observing little progress on the above recommendation in the interim, in May of 1974, the CONAS members, after long deliberation, made the following recommendation:

"While the United Service Organizations, Inc. (USO), is a national agency whose goals, objectives, and programs are important and worthwhile to the United States defense effort, CONAS believes that this agency's programs, especially the overseas ones, should be financed by other resources and *not* by local United Ways. Additionally, CONAS believes that many, if not all, of the USO domestic programs can be more appropriately provided by other existing United Way funded agencies."

"After reviewing written material submitted by USO and meeting with agency representatives, CONAS believes that this agency *does not* meet the Committee's previously established criteria for local United Way funding. Therefore, CONAS recommends that the USO *not* be considered for financial support by local United Way organizations for 1975."

3. The USO Responds

The response to the immediate impact of the CONAS Report, reflected in a number of major communities eliminating USO funding, raised the issue as to the ability of the agency to survive long enough to review itself and make an appropriate decision as to its future.

Meetings were held with the Board of Directors of the USO, as well as its Executive Committee, and between USO officials and representatives of United Way of America.

An ad hoc study committee was appointed by the Board of Governors of the USO to examine ways for improving the effectiveness and efficiency of the USO as an organization, and to develop alternative sources of funding. The National USO also initiated steps to obtain a Congressional charter for the USO. A consultant was hired to work with the USO Director of Financial Development in developing a supplemental fund raising strategy for the national organiza-

tion. In addition to these activities, Arthur D. Little, Inc. was hired by the USO to help determine what organizational changes were necessary to increase the National USO's management efficiency and capacity for self-support.

4. The Blue Ribbon Study Committee

Discussions were initiated with the Department of Defense by the United Way of America on a plan to jointly sponsor an independent and impartial study of the problems relating to voluntary services to armed forces personnel in peacetime, and the associated financial backing that is necessary: The study plan was approved by DOD and the United Way of America. A Special Blue Ribbon Committee was subsequently appointed by James Kerr, Chairman of the Board of Governors, United Way of America, to undertake this study. Its membership included: The Honorable Samuel P. Goddard, Jr., Committee Chairperson (Phoenix, Arizona), Mrs. O. C. Carmichael, Jr. (South Bend, Indiana), George Bunker (Washington, D.C.), Melvin Laird (Washington, D.C.), Richard A. Plumb (Indianapolis, Indiana), John H. Halliburton (Miami, Florida) Robert M. Schneider, Stamford, Connecticut). The Committee was charged with answering the following basic questions:

- a. Is there a need for voluntary agencies' services to military personnel in peacetime?
- b. If there is a need, what is the best method of getting that service delivered?
- c. How should that service be financed?
- d. What changes, if any, could be suggested to improve the current delivery system?

The United Way of America provided the staff support necessary for managing the Committee's work, and consultants from Arthur D. Little, Inc. have provided technical advice and assistance in developing a survey instrument used to solicit information from local United Way organizations, analyzing collected data, and writing a final report.

METHODOLOGY

The work plan approved for the Study included two major phases.

1. Fact Finding

A data collection and analysis — General data on numbers and distribution of armed forces personnel; the personnel support programs provided by the armed forces; the services provided by the National USO, and the policies, regulations and agreements governing the interrelationship between Department of Defense and National USO.

A survey was made of local United Way organizations to determine the status of their plans for funding National

USO. The statistical data and information from the survey were analyzed and compiled for each member of the Study Committee.

Opinion and Attitude Surveys — Testimony was given to the committee by the National USO, Department of Defense, and a representative of USO member agencies at the Committee's first meeting on October 16, 1974.

Site Visits — Committee members conducted site visits to several USO installations in military impacted areas in the United States and overseas in Europe and Asia.

2. Development of Recommendations

At the meetings on December 9 and 10, recommendations were formulated by the Committee members. The Com-

mittee also took the following actions:

1. Requested the Department of Defense to contact all commands urging increased cooperation and support for local USO programs within present policies and regulations.

2. Requested the Chairman of the Committee and the National Executive of United Way of America to notify local United Way organizations of the Committee recommendations for continued United Way support of National USO.

The Committee's final report was submitted to United Way of America. The final report of the Study Committee was approved by the Executive Committee on December 30, 1974.

III. STUDY COMMITTEE RECOMMENDATIONS

The following recommendations are based on the findings of the Study Committee, produced from a variety of information sources—testimony of the USO and the Department of Defense; analysis of statistical data provided by the Department of Defense regarding the military services and their assigned personnel; a survey of local United Way organizations, the Study Committee site visits; the Arthur D. Little organization study of USO, and the actual meetings of the Study Committee. The findings supporting these recommendations will be discussed in Part IV of this report.

1. The Need for Voluntary Agencies' Services to Military Personnel in Peacetime.

The Study Committee members were unanimous in their findings that there is a need for services provided by a civilian voluntary agency to armed forces personnel in military impacted areas in the United States, as well as overseas.

These needs of the military man or woman and their dependents go beyond what is provided by the military command, and must be served outside of the military environment. It is considered essential, especially for the morale of American military personnel, that such services be provided in a non-military setting, by non-military personnel. The post exchange, enlisted men's clubs, base recreational facilities, chaplain services, military medical corps, which are financed at considerable expense by the armed services, do not, by themselves, meet the requirements of the individual service person for his general morale and social welfare.

It was observed by committee members that the unmet needs of military personnel and their dependents are so great that, if a voluntary organization like the USO did not exist, it would have to be created.

2. The Management of the National USO Delivery System to Meet the Service Needs of Military Personnel.

The Study Committee recommends that the USO should continue to take steps to streamline its system for the delivery of services to military personnel.

This should include taking a critical and continuously updated look at the composition and quality of its programs at each USO site, personnel management, training for professionals and volunteers, technical assistance to USO centers, its organizational independence from, and

relations with, member agencies, its sources and uses of funds, and other types of support.

a. National USO Programs

The Committee recommends that the USO re-evaluate all of its programs, so that ineffective ones may be cut back, and resources can be freed for the expansion of those with higher priority.

The Study Committee saw tremendous need for services, particularly overseas where military personnel and their dependents, including unauthorized dependents are confronted with extremely different environments, languages, cultural patterns, concomitant health hazards, and a lack of wholesome off-post entertainment.

b. USO Personnel

The Committee recommends that the USO review for improvement its personnel policies, practices, procedures, and its general manpower management.

USO should review the process by which its professionals are selected, de-selected, trained, assigned, classified for job categories, rated for salary scales, promoted, transferred to new assignments, and provided with career development options. Although the Committee found most of the professionals highly motivated and conscientious in their work, it was clear that a better organized and operated professional recruitment, training, and placement program is required for the optimum effectiveness of local USO programs.

c. Training

The Committee recommends that a training program be developed, using USO personnel and/or outside professional assistance, so that skills and competencies developed in one USO center can be more easily transferred to USO centers showing particular deficiencies.

d. Technical Assistance

The National USO should develop a system for providing technical assistance to USO centers in the United States and overseas.

Such assistance might include the following: techniques for operating the business function of a USO center; tested methods for innovating self-supporting business projects;

bookkeeping and accounting techniques; materials procurement; procedures for optimal community interface; program innovation; fund raising techniques; and procedures for monitoring the changing needs of military personnel. Such assistance will not only improve the perception of the management of National USO as an essential element in the USO delivery system, but also in fact, increase the effectiveness of individual USO units.

e. Organizational Identity

The National USO should make every effort to establish itself as an organization with an identity that is independent of its founding agencies.

A USO, functioning as a conduit for funds to member agencies, provides a confusing picture for funding agencies who, especially during peacetime and a period of declining financial resources, increasingly do not see a need to grant funds to the USO.

This situation is complicated by the fact that some member agencies compete on the local level with National USO for United Way funds. The National USO, however, passes a certain portion of the monies it receives from local United Ways to the member agencies for their participation in USO operations. There is, as a result, some confusion regarding the duplication of services of USO with those provided by member agencies, and an excessive inter-agency overhead structure which could be eliminated through the emergence of a reorganized USO with an independent organizational identity.

3. Congressional Charter for National USO Programs

The Committee recommends that the National USO secure a Congressional Charter as a voluntary organization whose main mission is to serve the welfare and morale needs of the armed forces, both in the United States and overseas.

This would serve to identify the USO as a distinctive entity through which voluntary interests for providing assistance to men and women of the armed forces can be efficiently channeled.

4. Responsibility for Financial Support

There is a fundamental issue confronting the financial future of the USO. It relates to the extent to which military personnel needs that are recognized as essential for military morale, welfare, and effective mission accomplishment, should and can be supported by the individual service-person, the Department of Defense and/or voluntary public organizations.

While the Department of Defense has supported USO activities to a much greater extent than generally realized,

the Committee feels that a concerted effort should be made to increase the amount of support from the DOD.

In addressing the issue of greater support from DOD, we confront a philosophical issue; namely, at what point is a voluntary agency no longer "voluntary". The Committee feels strongly that, in terms of the need of the individual military person, it is essential that an independent, voluntary USO type service be provided. Therefore, there must be a balance among DOD's employer responsibility, as expressed in all services provided to its personnel (post chaplains, service clubs, exchanges, base recreational services), the individual military person's capacity to help himself, and voluntary public responsibility as expressed in a major way by local United Ways.

Further, there is a second philosophical issue concerning a fundamental premise of this nation since its founding; namely, that the continuation of a democratic form of government requires the military to be under civilian control. Isolation of the military from civilian influences is not, we believe, in the interest of this nation. The advent of the all-voluntary armed services does not change the requirement that civilian influence be encouraged at all levels.

Finally, the personal compensation of military personnel increased substantially upon the advent of the all-volunteer military service. This increase in income has been eroded away in overseas locations by the combined, dramatic impact of the decline of the value of the dollar as it relates to other currencies and the very high levels of inflation throughout the world.

The result of this twin-attack on the purchasing power of the individual service person and his family is reflected in the undesirable living conditions found in some overseas locations.

a. USO Sources of Funds

The Study Committee recommends that the USO continue to work toward a balanced funding arrangement, including maintaining local United Way support, increasing its efforts of raising operating funds through sales and services at USO Centers, and increased Department of Defense support.

In 1969, the USO received \$5,477,502 (88%) of a \$6,202,541 budget from local United Ways for local units and the National USO program, \$525,775 (8%) from "independent campaigns", and nothing from "sales and services" at USO Centers. In 1973, it received \$4,009,860 (49%) of an \$8,241,209 budget from United Ways, \$177,453 (2%) from "independent campaigns", and \$3,591,732 (44%) from "sales and services" at USO Centers. The Committee sees the trend toward greater independence from United Way support to be healthy and it should be continued.

As noted earlier in this report, there is a need for expansion of USO services in some overseas areas. Lack of funds has prevented the USO from providing the needed additional services requested by military commanders overseas.

The USO does participate in the Department of Defense overseas Combined Federal Campaign. In 1973, the USO received from that campaign, \$60,000 or .037% of the amount (\$1,607,409) expended by the USO to provide services to military personnel stationed overseas.

The Study Committee believes that United Way of America should participate in the Department of Defense overseas Combined Federal Campaign in support of eligible agencies in essentially the same manner as pertains to the domestic CFC. Improvement in campaign results can be reasonably anticipated, and under this recommended procedure would benefit all participating agencies; and, in the case of the USO would assist that agency to respond more adequately to the needs of service members stationed overseas.

b. USO Use of Funds

The Committee recommends that USO review and reallocate its expenditures so that unnecessary overhead for member agency offices will be eliminated, and that a high percentage of total expenditures be devoted to field services and National USO administered programs.

In 1969, \$1,534,744 (24%) of USO's \$6,463,899 total expenditures was allocated to the member agencies. In 1974, \$1,050,812 or 27% of USO total expenditures of \$3,882,533 went to member agencies. The Committee recommends that National USO increase funding for field services in future budget allocations.

c. Department of Defense Support

The Committee recommends that the Department of Defense review its commitments to the USO and continue to expand its support. Current laws and regulations which may inhibit DOD support should be reviewed to determine if changes are necessary. Such a review should be pursued by the Department of Defense and USO.

The Committee recommends that the Department of Defense actively pursue actions in regard to expanding its present support to the USO. The following are categories of increased support that can be considered: Providing transportation and housing for USO professionals; providing utilities to USO Centers; providing janitorial and cleaning services, transportation of supplies and equipment, vehicles, and other equipment (such as snack bars, air conditioners, plumbing, heating, etc.) used in USO Centers.

d. USO Member Agencies

The Committee recommends that USO member agencies (YMCA, NCCS, NJWB, YWCA, SA,

TAISSA) make every effort to support the funding needs of the USO, particularly by supporting USO locally in National USO's relations with local United Way organizations, and by assisting in the reduction of redundant overhead expenditures associated with the National USO services provided through member agencies.

The Arthur D. Little organization study of USO indicates that considerable overhead could be saved by contracting with member agencies for specific services to be rendered rather than — as has been the tradition — allocating a block grant to each member agency for unspecified services to the USO.

e. Local United Way Support

The Committee urges that local United Way organizations now supporting the USO maintain their 1973-74 levels of funding and, where resources permit, consider increased allocations; and we ask local United Way organizations not now supporting USO to do so, since there is a definite need for the expansion of National USO services, particularly overseas.

f. National United Way Movement Responsibility

The Committee recommends that United Way of America and local United Way organizations work out a funding arrangement for USO which will substantially decrease the amount of money National USO has to spend in raising money from local United Ways.

Analysis of the audited expenditures of National USO for 1974 indicates that an estimated \$524,000 was spent on fund raising. In the main, this money is spent for raising money from local United Way organizations. The present system of USO fund raising includes personal solicitation from many local United Way organizations and follow-up through regional representatives. The estimated expenditure for fund raising in 1975 is \$371,770. This is \$152,430 less than the expenditure in 1974. The projected decrease is due to closing regional offices in Chicago and San Francisco and reducing the numbers of staff, as suggested by United Way of America.

The Committee viewed present and projected expenditures for fund raising as unnecessary expenditures. It recognizes, however, that the National USO is obligated to contact each United Way individually in its fund raising effort.

The Committee feels that United Way of America and local United Ways are, in part, responsible for this poor use of funds by the USO because of the obligation it imposes on the National USO by virtue of the requirement for unnecessary effort to be made in soliciting funds from several hundred local United Way organizations.

IV. FINDINGS ON NEED, ORGANIZATION, DELIVERY SYSTEM, AND FINANCIAL SUPPORT

The present-day need for the services of a voluntary public organization such as the USO can be partly understood in the context of its historical evolution. Much of the confusion surrounding the identity of USO as an independent organization, versus its role as a federation for raising money and a vehicle of member agency objectives can also only be understood by looking at the history of the USO. Following is a brief history of the USO summarized from the testimony of a representative of USO member agencies to the Study Committee.

"In the summer of 1940, there was a meeting among private agencies to explore the possibilities for cooperation between them regarding service to armed forces. The National Education Recreation Council, comprised of 18 national organizations, and the National Social Work Council convened a meeting of a large number of private agencies in October of that year to discuss their concern regarding servicing the needs of youth in the Nation's defense.

"It was recognized that great confusion would develop if all these organizations approached the American public for funding to assist them in this work; therefore, a single organization was created on January 17, 1941, to raise funds, to develop a common program of service, and to provide a coordinated link with the Federal Government. This organization was called the United Service Organizations for National Defense (USOND). On February 6, a certificate of incorporation was filed with the Secretary of State in Albany.

"Following the incorporation of this new organization, a number of significant and supporting developments occurred. President Roosevelt had decided to ask the USOND to undertake a program of morale, recreation, and religious work for men and women in the armed forces, and in the defense industries, which were quite sizeable at that time.

"On March 17, 1941, USOND was launched officially at a meeting in Washington, attended by community leaders across the country. The meeting was addressed by General George C. Marshall, Chief of Staff, the Secretary of War, the Secretary of the Navy, and officers of the United Service Organizations for National Defense.

"On March 31st, a new bill was passed which provided approximately \$15 million of federal funds for the

construction and furnishing of buildings which later came to be known as "USO" clubs. The Federal Security Administration (FSA), which came into being at that time, was responsible for the passing of this bill (Community Facilities Bill, later known as the Lanam Act).

"A financial campaign was launched by the National USOND organization on June 3, 1941, with a goal of \$10,765,000. The USO had been incorporated for ten months before the United States officially entered World War II. The pressures brought on the USOND and its member agencies by the military officials and the Federal Security Administration to get going quickly brought about a great deal of confusion, misunderstanding, and some very bad public relations. In spite of these hectic times, the campaign raised \$14,354,000. That amount was still inadequate, however, to meet the expenses of the first years of operation.

"Shortly after the United States entered World War II, the name of the organization was changed from United Service Organizations for National Defense, Inc. (USOND), to United Service Organizations, Inc. (USO). The most significant change at that time was adjusting from a peacetime setting to a wartime condition, and the extension of service from a sole emphasis on club activities to other kinds of services; for example, mobile units, detached troops, on-guard troops, and troops in transport.

"To most people the enviable record of the USO service to members in the armed forces was well known. The USO had admirably discharged its mission during the war, had ended its task, and recommended its own honorable discharge from the war emergency service on January 9, 1948. There remained only the final liquidation and the final accounting to the contributing and participating public.

"Direct contributions to USO exceeded \$236 million during its seven years of operation. Expenditures amounted to \$232 million. The Government had furnished 332 USO club sites at no cost to USO. These facilities represented an outlay by the Government of approximately \$20 million. At the peak of its work, USO had operations in every state in the Union, and there were approximately 3,000 points of service in USO. Although the USO as a war emergency organiza-

tion was officially dissolved on December 31, 1947, by the end of 1948, the United States had 1,600,000 men and women in the armed forces. Sixty percent of them were under 21 years of age, and 80% were under 25 years of age.

"Almost immediately following the announced closing of USO, requests began to come in from military and civilian leaders throughout the country advocating the continuance of this type of service for the armed forces. The YMCA, the National Catholic Community Service, and the National Jewish Welfare Board were asked to determine whether some program could be continued on a cooperative, coordinated, or united basis. Accordingly, Secretary Matthews arranged a meeting of representatives of the three agencies and himself on January 30, 1950. The original charter of United Service Organizations made no provision for the expansion or contraction of the organizations that formed the USO. It was, therefore, not possible to continue the use of the USO banner without full participation of the six founding agencies. As a result, the Associated Services for the Armed Forces (ASAF) came into being. The primary objectives of the new organization were to:

1. Coordinate services between the three agencies;
2. Secure the necessary funds for the three agencies to operate their traditional programs;
3. Provide a liaison with armed forces officials in Washington on overall policy.

"Upon the outbreak of hostilities in Korea on June 25, 1950, there developed a request for expanded service to members of the armed forces and by January, 1951, it was felt that the situation was such to warrant the reactivation of the original USO. The United Service Organizations, Inc. was reactivated in 1951, and has served continuously since that date. The new charter of the USO did make provisions, however, for the expansion or contraction of the organization, which did enable it to increase or reduce the number of member agencies without having to reincorporate. During the intervening years since 1951, there has been no change in the number of member agencies.

"The USO has been subjected to great pressure from time to time to increase services even when financial resources were rapidly diminishing. During the five-year period of 1957 to 1962 the USO's income diminished at a rate of one-quarter million dollars per year. Questions were raised at many levels as to whether or not it would be possible to continue to finance USO during a 'so-called' peacetime era. The diminished financial support for the USO stimulated the 'Hanna Report' on the USO's role, its management, and sources of funding. The Hanna Study was commissioned in 1961 by the USO at a time when USO's income was

diminishing at the rate of one-quarter million dollars per year. The questions had been raised regarding whether USO was needed in peacetime, and how it might best be funded. In January, 1962, the Hanna Report was implemented. The survey found that USO services were needed. It proposed that all USO services provided overseas should be administered by National USO. It recognized, however, that agency staff would need to be recruited for overseas service. In large cities where sufficient financial support was available, it was determined that USO services should become locally autonomous, and that USO member agencies should have administrative responsibility for small military-impacted areas with inadequate financial resources.

"The implementation of the Hanna survey was begun in January 1962. Shortly thereafter, as the Vietnam conflict increased, the resources of USO were called upon, and there was an immediate response to meet the unusual emergency conditions. During the height of USO operations in Vietnam, a staff of fewer than 55 USO professionals supervised up to 600 Vietnamese employees and provided services during 500,000 to 750,000 visits to USO clubs by military personnel each month. At this rate, two USO staff members were responsible for supervising a single club operation catering to 1,000 to 2,000 or more visitors a day.

"As we withdrew from the Vietnam conflict, the troops were returned home and the need for USO services in Southeast Asia diminished. And again, questions have been raised as to whether or not USO is a viable peacetime organization, and whether or not it will be possible to obtain the necessary support from the American people to enable it to continue the needed services at home and abroad.

"There is a widespread feeling among the member agencies of USO that if this organization did not exist, it would be necessary to create a similar institution to meet today's needs. The experience gained and the expertise developed and the creation of mutual respect and understanding among the agencies in this joint effort have been extremely meaningful in many respects — especially from an ecumenical standpoint."

1. Need

Need is defined by Webster as "a lack of something requisite, desirable, or useful." The Committee members have focused on those lacks appearing to be "requisite," that is to say, essential and necessary for the morale and social welfare of military service-men and women. Our points of reference in determining the need for USO has been an assessment of problems interfering in some significant way with the effective functioning of American military personnel, for which established Department of Defense programs and activities are inadequate.

A. Testimony on the Need for USO as Presented by Representatives of the United Services Organizations

"When there is no actual combat or any clear and immediate threat to our peace and security at home, we tend to think of servicemen and women as any other young person holding down a job. Military living, however, can never be compared with life as a civilian. Some of those who go into the military today are likely to be poor, uneducated, or without good job prospects, and without high hopes in their local communities. Even though they volunteer for the armed forces, they soon wake up to the fact that they cannot quit this job and look for another one tomorrow if they find the life in the military intolerable.

"The military can become isolated from civilian society, but only when the general public acquiesces to this isolation. Here is where the USO has played, and continues to play, an important bridge role. By helping military servicemen and women share in the life of the civilian community, by demonstrating to this person the civilian concern and respect for him, by acting as continuing reminders of home and what is best in American life, USO tends to break the isolation that is an inherent part of military life. Of the approximate 2.1 million men and women in the armed forces, about one-third are isolated by the fact that they are either overseas or on a ship at sea; and of those in the United States, some 70% of them are in militarily impacted areas or in small rural situations. Therefore, just by nature of where they are assigned, they are isolated from the mainstream of American life.

"The geographic and physical isolation of servicemen and women from their families and communities has a deep psychological impact. The civilian finds it easy to forget these strange people in uniform who are overseas or stashed away in some isolated military post. The USO operates on the premise that the average American citizen should not be allowed to forget those who work daily to protect them. It feels that this should not be done for the sake of those in uniform, for the sake of those at home, and for the country as a whole. The USO attempts to bring the serviceman as much to the attention of the American people as to bring civilian life and opportunities to the serviceman.

"The opinion that the average American has about life for the all-volunteer serviceman or woman is largely a result of the multimillion dollar advertising and recruiting promotion campaign of the Department of Defense, which by its very nature must emphasize all that is good and desirable in the life of the military. Military advertising, of course, is essential to the recruitment effort and to the maintenance

of the military force, but not all assignments are as depicted in a recruitment advertisement. Early research on how to attract volunteers to the military indicated that it wasn't so much the increased pay that appealed to potential enlistees, but the fact that this young person would have a chance to improve himself, gain experience outside his home town, get an education, or learn a trade that would give him something to offer in the civilian marketplace when they returned.

"It is obvious today that many young men and women, although they volunteer for military service, do not intend to make the military a permanent career. In many respects this is desirable also from a military point of view. A strong, effective fighting force depends upon a very young and energetic group of volunteers. The annual turnover in the military is something like 400,000. That is not an insubstantial pool of mature, skilled labor whose attitudes toward civilian life and civilian institutions will be shaped to a considerable degree by their experience during the term of their military service. The USO believes that it provides a service to all Americans by helping to mold the attitudes of these young men and women during this important formative experience of their lives. One of the ways that USO does this is by the example of showing compassion and concern for their problems and by offering effective assistance.

"The one overriding need that USO fills is the need for positive alternatives to the complexity of problems faced by young servicemen and women and their dependents. The serviceman can stay in his barracks and blow his mind on marijuana; he can go into town and get ripped off at the local bar, souvenir shop, or get involved in other unwholesome activities, and he might be able to buy such entertainment at a foreign-language movie, or he can go to a museum or some other such local attraction. But the only place that he can go off-base to relax and enjoy himself, without fear, in a reasonably familiar environment is the USO.

"The USO has found the following elements to be an important part of any program serving the real needs of the military personnel today: The first one is for this person to feel acceptance from the community, and feel a part of it, regardless of where he is in the world. Second, an off-post place where he can relax. Third, a non-military atmosphere. Military personnel are young civilians going into the service for more education, training and experience, but many are really civilians at heart. Fourth, to be with other people who can support them in their need for companionship. Five, assistance in taking advantage of community resources—and six, military families and their very special needs."

B. Testimony on the Need for USO as Presented by Representatives of the Department of Defense

"There seems to be a thought among the civilian population that there is some new set of characteristics for the young man in uniform because the services are now an all-volunteer force instead of an inducted force. The DOD would like to point out, however, that in this regard, the members of the all-volunteer force are basically no different than those who served before them during the draft. A majority of these individuals are still very much a part of a temporary vocation; they will only serve one term of enlistment, then leave the military service, and return to civilian life. Although these young individuals may have a somewhat different set of characteristics in terms of education, racial or community background, they have the same basic need to feel that they are performing a useful role that is beneficial to the Nation, and to know that their efforts to maintain peace are appreciated by the society which they serve. Some type of visible public support, such as provided by the USO, is particularly important to those military members stationed far from home in overseas areas or in military-impacted areas of the United States.

"The Department of Defense concluded an interservice study of the services provided by the USO in March of 1974. It was conducted by representatives of the Office of the Secretary of Defense, the Joint Chiefs of Staff, and each of the military services. The study included a review of the services provided by the USO, the quality of the services, the USO personnel providing those services, the relationship of the USO to other activities within the military structure that might be competing, and a determination of the need for the USO services.

"As part of the survey, the views of the military services and their major commands and installations in the field were solicited. The survey reflected that our military members and their families are utilizing all types of USO centers; i.e., those under the direct control of the USO National headquarters, agency-operated centers, and those under the affiliated councils. The programs and services provided by the USO were found to be of significant value and effective in contributing to the morale and welfare of the military community.

"The study found that the USO was providing a wide variety of programs and services. The emphasis on specific services varied somewhat by location because of the need to tailor the services to the particular needs of the command involved. The USO programs and activities were most effective in instances where they were specifically oriented to the locale and particularly in remote, semi-isolated locations, and major metropolitan areas. In general, it was reported that the USO provided the following major programs and services: drop-in center activities to meet leisure time and recreational needs such as TV, music, library, entertainment, dances, talent shows, and game tournaments; overseas shows; junior volunteer programs;

family programs; community involvement; ticket services; travel, tour and area information services; hospitality programs to include holiday parties and events; personalized counseling services; housing referral; snack bars; instructional classes; overnight accommodations; and drug/alcohol counseling and referrals.

"Also, it was concluded that there was some duplication of military installations services by the USO in the area of leisure time activities and referral services. In many cases, this duplication complemented and supplemented limited military programs at some installations or filled a valid need for a wholesome environment for the service member as an alternative to less desirable pursuits in the community.

"The quality of the programs and services being provided by the USO was found to be excellent. It was concluded that the USO professional staff was doing a superb job and was backed up by volunteers of the highest dedication.

"The DOD survey did not surface a need for any new USO programs or services. Major programs and services that were identified as effective and where expansion may be desirable were: expanded use of junior volunteers in conjunction with installation programs, additional family-oriented programs and activities for couples, and more entertainment shows at USO centers providing such service. With respect to the overseas shows program, the survey revealed that live entertainment was very important to the morale of our military personnel and that there was a need for continuing emphasis in securing quality contemporary entertainment.

"The study group, based on worldwide military command comments, considered that the current programs and services provided by the USO made a positive contribution to the morale of the military community and recommended that they be continued. In this regard, the desired specific services will vary depending on the location and the needs of the military population in the locale; therefore, it is most important that close and continuing coordination and communication be maintained at the working level between USO activities and military installations to ensure that only needed services are provided. In summary, the Department of Defense believes that the services provided by the USO are of significant value in complementing the morale, welfare, and recreation programs of the military services and make a positive contribution to the well-being of the military community."

C. American Red Cross Services to the Armed Forces

The American Red Cross provides services to members of the armed forces and veterans and their families. According to their annual report, "during 1974, American Red Cross Services to the Armed Forces and Veterans provided emergency services for military personnel and their families, utilizing a Red Cross nationwide network tied into worldwide military communications . . . maintained trained volun-

teer and career staff in Chapters and at military installations and hospitals to give services that ranged from bringing news to a serviceman of the birth of his first child to helping a service member face the reality of a terminal illness at home . . . eased the trauma caused by separation of families by giving skilled counseling and material assistance when needed . . . helped patients and their families handle crises that illness generates . . . transmitted patients' progress reports to families at home . . . served as compassionate guides and counselors to relatives visiting the seriously ill . . . organized recreation activities designed to aid patients in their recovery . . . represented veterans or survivors before Veterans Administration rating boards . . . assisted former service members with appeals for review of discharge and correction of their military records . . . guided veterans, their families, and veterans' survivors in obtaining educational and other government benefits . . . took part in community projects planned for the benefit of service members and veterans . . . responded to problems of families in communities and helped to put them in touch with community agencies best able to help them."

In the Study Committee's review of the services being provided by the USO, it was found that these services do not duplicate the services being provided by the American Red Cross.

D. United Way of America USO Survey

The United Way of America USO Survey Questionnaire was sent to 175 local United Way organizations. We received 150 responses, of which 144 were complete enough for our calculations. This represents an 86% response rate, which is high for a survey of this sort. It is significant to note that, due to the pressure under which the Study Committee was operating, local United Ways were asked to send back their filled-in questionnaires on an incredibly short turn-around time. The United Way of America staff was most appreciative of the high level of cooperation it actually got from most local United Way organizations.

The data of the survey indicates that there is a general decline in the perception of USO services as needed during peacetime, in relation to increasing demands for financial support of other social service programs and a shift in the priorities of local United Way organizations. Although 68% of the local United Ways responding intend to fund National USO for 1975, comments indicate that many of those may well *not* be funded in 1976. Furthermore, more people *decreased* their funding than increased it, and the decreases were more substantial. Of the 150 questionnaires returned, 68% expected to fund the National USO in 1975.

Several issues emerge as to why USOs aren't being funded as before. For those 19% not expecting to fund the National USO, primary reasons are: USO has a lower priority (55%), and the military should fund such activities (52%). Just over a third (34%) gave as a reason the advice of

the CONAS report. Those *not* funding varied by Metro size, but the pattern isn't consistent, as can be seen below:

Metro Size		% Intending to Fund
I	(\$9,000,000 and over)	76%
II	(\$4,000,000 - \$8,999,999)	57%
III	(\$2,000,000 - \$3,999,999)	85%
IV	(\$1,000,000 - \$1,999,999)	68%
V	(\$750,000 - \$999,999)	67%

The comments on the USO survey questionnaire were quite varied on their understanding of the role of USO relation to an all-volunteer force, and their appreciation for current programs of the USO.

E. Site Visits

Members of the Study Committee made site visits to selected USO installations in military impacted areas in the United States, and a sample of a characteristic overseas bases. The committee wanted to get a first-hand assessment of the following issues: the current needs of servicemen and women that are to an important degree unmet by the armed services; the programs provided by voluntary service organizations to meet these needs; the effectiveness of the national and local USOs and programs in responding to such needs; and the financial status of these USO units. The Committee undertook to acquire this information by interviewing on site the military commanders, military "special service" officers, USO professionals, local volunteers, representatives of the armed forces personnel being served, U.S. Department of State representatives, local community leaders, USO member agencies and United Way officials.

Local USO personnel made arrangements for Study Committee members during the onsite visits. The Committee members recognized the possibility that the selecting of interviewees could cause Study Committee members to come in contact with a special interest in the USO. In order to insure that the Committee would obtain objective information in these visits, many interviews were held with individuals in airplanes, airports, servicemen's clubs, etc.

The selected USO centers visited in military impacted communities are as follows:

- 1) Jacksonville, North Carolina
- 2) Rantoul, Illinois
- 3) Portsmouth, Virginia
- 4) Lawton, Oklahoma

The USO overseas centers visited were the following:

- 1) Thailand (Korat, Satahip, Utapao)
- 2) Keflavik, Iceland
- 3) Italy (Naples, Rome)
- 4) Germany (Frankfort, Mannheim, Hanau)
- 5) Korea (Seoul, Camp Humphries, Camp Casey)
- 6) Okinawa, Japan

The individual reports indicate that the USO is providing a needed service for selected military personnel, and provided an acceptable alternative to the majority of the Armed Forces personnel who are potential users of its services. The findings indicate the following:

- a. There is a need for the USO at overseas military installations and domestic impacted areas. The USO constitutes in some places the only viable alternative for military personnel to the services that are provided for their morale and welfare by the military and the limited and, in many cases, socially unacceptable services available in the communities in which the military installations are located.
- b. The services available on military installations for use by military personnel are extensive. These services range from Non-Commissioned Officer (NCO) enlisted men's clubs to boating and horseback riding. Through special services the military makes every attempt to provide on base the necessary resources for the welfare, morale, and recreation of Armed Forces personnel.
- c. Although it was found that in some of the installations and military outposts in Korea the resources provided by the military were currently inadequate to meet the needs of all the personnel in these installations, the extenuating circumstances related to the temporary nature of the military deployment served as an obstacle in the Command's efforts to provide adequate resources. Nevertheless, even in these cases, plans are underway for modification and increase of these resources as time and circumstances will allow.
- d. The professional counseling, treatment for drug abuse and other social and psychological problems are provided by the armed forces. The USO can and does provide a service to the military man and woman through informal listening to the individuals' problems and concerns, providing information, and referring individuals to appropriate resources for their particular problem.
- e. The basic need met by USO programs is through the provision of a non-military environment for armed forces personnel. The recreation facilities, tour services, snack bars, informal counseling, referrals and civilian contact provided in this environment is essential to the welfare and morale of the individuals served.

The findings in the site visits, in particular the interviews with individual armed forces personnel, clearly indicate that there is a universal need for military personnel to have resources for recreation and relaxation opportunities outside of those that are provided by the military. There is a decided need on the part of these individuals to get away from their jobs and into an atmosphere which is totally devoid of the military environment. Ordinarily, these opportunities are available through the facilities and services that normally exist in local communities, and impacted areas domestically, but in overseas military installations there is a notable lack of non-military resources in local communities.

In Asia, it was found that the cultural and language differences accentuated the geographical isolation of the average serviceman. In most cases, the military installations were developed in isolated areas and were eventually surrounded with camp followers who developed villages around the military bases. These villages virtually lived off the military installation. Their primary off-post leisure time resources consist of unsavory and unwholesome activities. The communities surrounding military installations have been the source of disease and violence. Where possible, the military commands attempt to control and effectively manage these environments for the purpose of protecting as much as possible the serviceman from the danger he encounters. Nevertheless, many unsavory conditions exist in these areas.

In Europe, there has been an increasing isolation of the serviceman from the community, particularly in Iceland and Germany. In addition, inflation has significantly decreased the ability of the serviceman to purchase in the local economy.

The Study Committee was divided into subcommittees for the purpose of expediting their coverage of USO centers both domestically and overseas. The following is a subcommittee report which concludes that there exists a genuine need in overseas locations for the services now offered (by USO); that the need does not entirely relate to military objectives; and that the substantial curtailment or abolition of the USO would bring into being very serious problems affecting the morale of our military personnel. The subcommittee report is quoted to give each reader a sense of situations observed by members of the Study Committee.

"Although much of the USO activity in Asia can be related to the morale and effectiveness of the troops, that is by no means a complete picture. Both commanders and men referred to their need for something essentially civilian in nature. One of the fundamental characteristics of our armed forces has always been that they are composed principally of civilians who will return to civilian life. It is very apparent that we will lose that essential ingredient if we develop a wholly professional military caste that relates only internally. The

USO is effectively a civilian window which relieves the entirely military atmosphere, gives the soldier an outside agency for communication and activity unrelated to the military. That same window gives civilians, and particularly, volunteer givers, the chance to have some understanding of the military and what our military presence involves in foreign countries. Since peacetime armies tend to become invisible, this could turn out to be the most important ingredient of all.

"Another and basically non-military component affected by the USO in foreign lands has to be that it provides a cultural interface which brings our troops together with the native population on a better footing and in a more sympathetic way than can be found in the bars and clubs where the worst kind of abrasive and basically contemptuous relations develop. Through its tours, language classes, help to the wives and children of servicemen in learning how to live in a native economy, and in many wholesome ways, the USO is usually the only contact which can give the serviceman a less prejudicial concept of foreign countries to take home with him and to live with for the rest of his life. As long as the United States preserves a substantial military posture around the globe, the only mass contact with the local populations, and consequently the popular idiom of understanding, both from the native standpoint and from our servicemen's, is derived from these contacts. The USO is our best ambassador when the alternative is the abrasive hell-raising traditional camp follower environment.

"Finally, time after time in all ranks and conditions, the same idea was expressed over and over again: that the kind of alternatives offered by the USO were indispensable and that if they were phased out as a civilian, voluntary, non-military activity, they would have to be recreated but probably in a much less desirable form. Without the kind of alternatives offered by the USO, boredom and cultural isolation, not to speak of the adverse sociological factors experienced by young Americans trying to live in a native economy would make the service intolerable.

"Many suggestions were made for coping with the inevitable falling off of interest in the USO without the stimulus of war. Probably the most repeated feeling was that at DOD level or at national government agency level, funds might be procured which would not compromise the essential civilian nature of the USO. There seemed to be a willingness on the part of the military to assume more of the financial load even among the troops who would support the activity on their own but there was an equally strong feeling that voluntary support from the civilian community was also a necessary factor. It was very apparent that the national USO needs organizational reform and that some pattern of a stable career must emerge if there is to remain a devoted, capable, professional staff who can mount the necessary leadership especially in difficult

foreign areas. Hard as it may be to face, there is a need for expansion in some parts of the world and a greater need to free the professional apparatus from the necessity of requiring that the working force be more philanthropic than professional. Certainly the financial and organizational patterns that now exist can only face attrition at a more or less rapid rate.

"In summary, the sub-committee did find that there exists a genuine need in the Asian locations for the services now offered; that the need does not entirely relate to military objectives, and that the substantial curtailment or abolition of the USO would bring into being very serious problems affecting our national presence in the Asian countries as well as with the morale of our military personnel. Finally, we found that the organization as it now exists would probably not be adequate to meet those needs; that it would require substantial redefinition and reorganization as well as alternative sources of funding."

A sample of the reports from subcommittees visiting USO centers in the United States leaves the impression of a genuine need for voluntary agencies' services to military personnel:

"Firstly, it should be understood that Rantoul is a small and relatively remote farm oriented community in Southeastern Illinois, adjacent to which is located Chanute Field of the Air Training Command. Population at Chanute Field is in excess to that of the village of Rantoul.

"Secondly, this largest Base of the Air Training Command is populated by eight to ten thousand students attending classes on a two shift basis. Chanute Field is their first duty following basic training of approximately six weeks at Lackland Air Force Base, San Antonio, Texas. They are young, 17 to 19 years of age, from all over the United States and are high school graduates for the most part. Depending on the courses being taken, they are on the Base from six weeks to nine months, hence there is a rapid turnover.

"Everything that is unique about Rantoul and Chanute Field and the USO situation there seems to flow from the foregoing circumstances.

"The student body follows a rigorous classroom and study regime in which there is considerable incentive to succeed for they either make it or they go back to the general services and thus they work hard five days a week. On the weekends those who can afford it or have cars, and there are very few of either, are free to go to Chicago, St. Louis or Indianapolis, etc., but most of them stay in the Base area.

"The ATC provides the typical recreation facilities; airmen's club, counseling services and the like, although

not as much nor as extensive as the command would like and actually the facilities per capita are rather minimal. It could be argued that all the absolutely necessary services are provided but to do so would be to overlook the practical and perhaps more humane aspects of the situation such as the limited capacity and capability of the village of Rantoul. The age and immaturity of the students and the burning desire to get off the Base whenever possible are important considerations.

"So the men and women at Chanute do go off the Base and the USO is the only outlet available to those who do not choose to frequent the bars and other such recreational facilities off the Base. As a matter of fact there are very few bars and nightclubs and only one movie house in the town. But for those who must get off the base and who do not choose the few commercial places there is for practical purposes no other avenue than the USO. The evidence is that there must be a good many such because the USO runs to as many as a thousand visitors on some Saturday nights.

"The citizens of Urbana-Champaign which is located in the same county as Rantoul, the two communities are separated by approximately 20 miles, unanimously speak well of and support the USO operations as do the Rantoul citizens themselves including the Mayor and the local police.

"The USO facilities are perhaps a little drab and common-place but one could say that they appear to be adequate and certainly there is no appearance of any wastefulness of available funds.

The USO volunteers in the Rantoul area are really quite out of the ordinary. To say that they are almost fanatical in their support of the USO and their belief in its mission and the essential goodness of what they are doing is hardly an over-statement."

F. Study Committee Meetings

The Study Committee met as a total group on October 16th, December 9th and December 10th. The various subcommittees met on a number of occasions, both during and after their site visits. The general meetings provided an opportunity to compare individual observation, opinions, and summary conclusions. The meetings were all-day sessions, at which the Committee had at its disposal representatives from the DOD, the USO, member agencies, the United Way, and Arthur D. Little, Inc. Based on all the information available to the Committee, its unanimous conclusion is that there is a need for voluntary agencies' services to military personnel.

2. Organization and Delivery System

The National USO which has its headquarters in New York City, employs a staff of 40 people. It operates 30 USO

clubs overseas, and through the YMCA and the NCCS, operates 23 clubs in military impacted areas within the United States. The National USO has a loose relationship with the 50 affiliated USO clubs and centers that are located in large cities throughout the country. In total, the USO is operating today 101 units or centers throughout the world — six airport lounges and 17 fleet centers (a fleet center is a temporary USO establishment).

The centers USO operates fluctuate, depending upon requests for the opening and closing of military bases. The USO does not open an overseas operation unless it goes through the Department of Defense channels. It has requests for centers in England, Germany, Japan, Italy, and a variety of other sites. The USO is unable to meet these requests because of its financial problem.

The USO has four program goals that it has been working on for the past two years. These goals are:

- 1) Service to minorities, which represents a significant percentage of the all-volunteer army;
- 2) Service to families — a large percentage of young servicemen are also married and have children;
- 3) Community involvement — USO wants the service-person, no matter where he is in the world, to have the opportunity for community involvement and not be ostracized;
- 4) Drug and alcohol abuse programs - the USO's primary role regarding these problems is one of referral. Often a person will come into a USO facility who has a problem. It's a very civilian-type atmosphere and he or she is more likely to share that problem with a volunteer or a USO staff person.

One of the key factors that characterize USO as an organization is its relationship with its member agencies. Section IV of this report discusses the historical context in which USO was founded by six independent national agencies. Until recently, USO has been characterized as a typical "appendix organization", that is to say, an organization that operates in the interest of other dominating institutions. Its own advancement as an organization has not been a primary concern. Its own survival as an organization has not been an end in itself. USO had no goals or purpose other than those imposed on it through the dominance of member agencies. What we are witnessing today is an organization struggling for its survival and identity as an independent institution. Some of the problems USO faces today are clearly a result of this struggle. There is the perception, for example, that the services it provides in some ways duplicate those of member agencies; there is excessive overhead paid for the participation of member agencies in USO activities; there is a lack of clarity concerning where the missions of member agencies end and the unique objectives of USO begin.

a. Site Visits

The findings of Study Committee site visits indicate that there is a considerable need for the USO, both stateside and overseas, to thoroughly reorganize itself, so that the quality, effectiveness and efficiency of its program delivery can be appreciably improved. One committee member responded, for example, the following:

"The USO needs a general overhaul. It apparently has been run on the basis of hiring people at a cost factor. A training system in which the USO hired personnel would go through an intensive training course and then be farmed out to work under proven managers would be a great help, plus the increase of salaries to attract a better grade of people into the profession."

Specific situations were reported which make it apparent that the National USO must make every effort to upgrade its selection and training of personnel, and bring up-to-date its entire personnel management system. It was found that the organizational problems of USO are interwoven with the effectiveness of its programs, its financial situation, and the general competence of its management.

Another important factor that has implications for the effectiveness with which USO operates concerns the quality of communications between National USO and the various USO centers. It is the finding of the Study Committee that there is apparently insufficient communication between National USO and its local operations. There appears to be virtually no transfer of learning about effective operations from one local USO to another local USO. One committee member reported, for example, that "two Portsmouth USO staff members receive salaries from National USO — yet, there seems to be a lack of other supportive assistance by the national organization. The Portsmouth Club does not have continuing access to information about programs in other locations. Providing such information should be an important function of the national organization". It was also reported, that "while three Jacksonville USO staff members receive their salaries from the National USO, there seems to be little effective communication between local and national organizations. The local people would benefit by a greater flow of information about programs and projects in other USO's. This information, as well as personnel improvement could be supplied by the national organization".

b. Arthur D. Little Organization Study of USO

The purpose of the Arthur D. Little Study (ADL) was twofold. The first was to review and recommend changes in the USO staff and board structure to make the organization more capable of raising money and becoming more self-sufficient. The second was to identify central issues confronting the USO to be used as input for the work of the Study Committee.

One of the key issues identified was that of member agency involvement in the operation of USO. The USO was initially no more than a number of independent agencies pursuing their own mission through a loose federation. The USO was a coordinating mechanism for the armed services programs of its six member agencies. It grew out of a desire to collaborate rather than compete. Today, however, the question is raised, what is the USO? Does it have its own identity? The Arthur D. Little Study found that it was crucial to decide on this issue at the operating level and the board level. The degree of National USO control over what the agencies do on an operational level is relatively low. In 1973, the USO paid the six member agencies 1.48 million dollars for their operational and consultative services. Each agency operates autonomously, and historically have taken money from the USO to use for legitimate overhead purposes. The A. D. Little Study found that if the USO operations were consolidated, approximately \$200,000 of such overhead expenditures could be saved.

The agencies are also substantially involved at the board level of USO. The Board of Governors is an 82-person body. Of the 82 — 30 are from the agencies; 30 are public representatives; and 22 are on the Board by virtue of being officers of the USO Corporation. The agencies are heavily involved in the executive committee which helps run the USO.

The ADL Study makes the recommendation that the member agencies' involvement at the Board level should be maintained, but that in the interest of increased overall organizational effectiveness, the agency relationships at the staff or operational level should be changed. The Study does not state that agencies should be eliminated from USO operations, but it suggests that they change the basis of how the agencies operate. The core of A. D. Little's recommendation concerning this issue is that the member agencies provide specific services to USO under contract, with greater control for the national office of services rendered.

A second issue facing the USO that was identified in the A. D. Little Study was the problem of keeping USO programs abreast of needs of servicemen and servicewomen, and how to articulate these needs in such a way that the American public will support the USO even in peacetime. The ADL team recommended that explicit attention be given to this problem by a reorganized and expanded field-services department of the USO, and by a newly appointed Assistant to the USO National Executive.

A third issue is the apparent feeling of the independent USO affiliates in larger metropolitan areas that they are in competition with National USO, in particular for funding from the United Way. National USO and local affiliates make separate presentations to the local United Way organizations. National USO maintains 8 people in the field, whose primary job is to make presentations to local United Ways. ADL recommends that steps be taken to

enlist local affiliates as advocates for National USO at United Way hearings, rather than perpetuate a wasteful adversary relationship. One way to do this is for National USO to provide a better program of technical assistance and service to the needs of its affiliates, so that mutual support will be more obviously beneficial.

One other issue discussed in the ADL Study is the extent to which USO should seek and can expect direct financial support from the Department of Defense. It was observed that to depend on cash support from the DOD is not a feasible option. Even if it were possible to move the DOD in this direction, such a solution — resulting in strong formal ties with government and the military establishment — would not be suitable and acceptable to military personnel, who see in the USO "an escape" from some of the rigid requirements of military life. Steps can and should be taken to request that DOD increase its in-kind support, for example, transportation, utilities near military posts, etc. to the USO.

3. Financial Support

The primary pattern of funding for USO operations has consisted of a combination of income from USO programs and federated campaigns (United Way).

Percent of USO Income by Source

	1969	1970	1971	1972	1973	1974
United Way	88%	88%	90%	49%	49%	50%
Sales & Services at USO Centers	—	—	—	43%	44%	37%
All Other	12%	12%	10%	8%	7%	13%
Total Income	100%	100%	100%	100%	100%	100%

The USO total income in 1969 was \$6,202,541, of which federated campaigns contributed \$5,477,502. In 1974, USO's total public support budgeted was \$9,527,837, of which \$4,836,457 was to come from federated campaigns.

Efforts are being made by the USO to reduce its dependence on funds from United Way and to increase its flexibility through supplemental fund raising.

a. United Way of America USO Survey

Looking at the data and comments from the United Way of America USO Survey, we would have to conclude that the outlook for USO funding is bleak. Although 68% of those responding intend to fund National USO for 1975, comments indicate that many of those may well *not* be funding it in 1976. Furthermore, more people *decreased* their funding than increased it, and the decreases were more substantial. Of the 150 questionnaires returned, 68% expected to fund the National USO in 1975.

There appears to be a relationship between the reported presence of a local USO and intention to fund. Of those intending to fund, 21% had a local USO present in their community; of those *not* intending to fund, 38% reported local USO's. Thus the reported presence of a local USO appears related to the tendency *not* to fund the National USO (the reason "National USO has no connection with local programs" was given by 6 of the 11 of those who reported local USO's and not expecting to fund).

The 1975 National USO expected funding totals \$1,349,602 (less than expected local USO funding). As expected, funding size is directly related to metropolitan size — the larger areas expect to contribute greater funds than do the smaller ones. Funding is primarily (82%) on a 12-month basis.

Of those 68% expected to fund the National USO in 1975, 58% expect to fund at least to the same extent as 1974; 32% expect their funding to be lower. Most of those expecting their allocation to be greater, felt it would be an increase in the 1 - 10% range. In fact, the average increase (using the midpoints of the range) would be around 10%. The average percentage of those expected to decrease was around 30% (the range being from 1 - 10%, to over 90%).

In contrast to the National USO, it appears that all, or all but one, of those who reported local USO's expect to fund them. This funding is expected to total \$1,658,685 in 1975, more than the National funding (and more per United Way, since there are fewer supporting locals than supporting National USO). There is a fairly consistent relation of the size of funding to city size, as with National. Of the 34, 11 (32%) expect to increase funding an average of 7 - 8%; 6 (18%) expect to decrease funding an average of 27%.

Several issues emerged as to why USO's aren't being funded as before: the all-volunteer armed services meant that the armed services is now an "employer", paying good salaries and offering excellent fringe benefits. Thus, in many cases it was felt that there was no *obligation* to armed military personnel on the part of the country. It was felt that the Department of Defense should support those activities and services which are needed — mainly in isolated areas (overseas and isolated U. S. posts). The other communities already provided a host of social and other services, and they expressed the view that there is no need for duplication.

Local USO's appear to be faring better, but there is considerable feeling that the Red Cross or Y's should be running the USO activities, perhaps supported by the armed services. Many of those responding reported armed services-focused voluntary agencies. Many cited the Red Cross (27) and the Y's (YMCA, YWCA) (12), as examples of such agencies; while others cited organizations or councils on base. The services described range from social activities for

youth and adults to social services (finding houses, jobs, counseling, etc.). 38% of those responding felt there were local agencies which, although not specifically targeted for military people, offer services similar to those the USO provides. Some of the same types of agencies that surfaced, mentioned above, surface again here: Red Cross (30), the Y's (46), Salvation Army (19), and others. Again, services listed range from social to social services.

The majority of respondents tend to limit National USO activities to overseas clubs (64%) and clubs in military-impacted areas (54%). None of the other activities gained majority support. Least supported were ecumenical (11%) and community linkage (25%) activities or support.

b. Site Visits

In the overseas sites, local USO's are dependent exclusively on the National USO for the salaries of the director and the assistant director. The expenses for additional personnel in the local USO operation are derived from the operating income of the local USO. In several of the overseas areas there is some supplementary support available from the local communities. This support is dependent primarily on the relationships that have been established by the local USO with local community business and industry. In Okinawa, it was indicated by the council members from the community that they would be willing to provide some support for the local USO; however, that income is limited and would not be adequate.

The income derived from program operations in the local USO's visited by the Committee ranged from \$6,000 in Portsmouth, Virginia, to several hundred thousand dollars in Okinawa and Thailand. It was apparent that this difference in income was due to the attitudes and capabilities of the directors of local USO's, as well as the differences in the communities. It would appear that when a service is rendered by the USO operation which derived substantial income from the program activities, it constitutes a distinctive service to those participating in the USO program. The servicemen seemed to be very susceptible to merchandising ripoffs in the local economy. The USO does the serviceman a service when it provides him with opportunities to purchase items with some feeling of security on the quality and price of the product.

The USO derives a great deal of support from the Department of Defense in the form of buildings, maintenance, and ancillary incidental support in several of the communities visited by members of the Committee. In Okinawa, Thailand, Keflavik, Hanau, Mannheim, Jacksonville, N.C. and Portsmouth, Va. the buildings are owned by the military. There were several indications that equipment and maintenance services were adequately provided for on a cooperative basis with the local command. In

Korea, the building is owned or rented by the USO and depends entirely on operating income for the maintenance of the facilities. The commanders of the installations visited indicated that such support would continue, and there were no indications that there were any severe problems concerning this arrangement. During the visits there was a great deal of discussion about the issue of support to the USO from the Department of Defense on a more formal basis. In the main, the Committee was told that the USO's viability is dependent upon its autonomy. The general opinion was that exclusive Department of Defense funding would jeopardize that autonomy and therefore, the viability of the USO. In addition, it was felt that current regulations and congressional stipulations on the relationship between the armed forces and the USO would prohibit direct support. Nevertheless, it is believed that the DOD and USO should review current laws and regulations which inhibit DOD support with the objective being for DOD to expand its support of USO. It would seem that there is some room for additional self-generated income from USO operations, but there will be a continuing need for a base of formal support that will be required for sustaining the autonomy of the organization.

The following are relevant excerpts from committee site visit reports:

"Except for the operation in Okinawa, which is an out and out business run enterprise, many of the others are still founded on the giving away of services and inviting the troops in for free or very low cost food and refreshment. As a matter of fact, this service is permitted in Thailand under a special dispensation from the PX and other competing services. In Thailand, they are not able to sell artifacts or appliances for fear of interfering with the native craft industry on the one hand and the black market on the other. However, there are still areas in which the USO can charge without hurting the mission.

"In Korat, some of the soldiers told us that they would be delighted to pay some kind of an annual fee just to belong to this kind of a civilian club. It occurred to us that perhaps as bases were combined or services in the nature of army community services or special services were diminished that the government might possibly purchase services from the USO. However, this idea was not very welcome, either from the staff or the military. They felt that the thing would run into so much red tape with the associated necessity for staffing to a higher level that it would end up not being worthwhile.

"The Jacksonville community clearly feels the USO Club is an important facility and community leaders undoubtedly are willing to make a strenuous effort to provide additional funding. However, considering the size of the community and its other needs, it is doubtful that community funding offers a reasonable alternative."

C. Arthur D. Little Organization Study of USO

The Arthur D. Little Study had as one of its primary purposes the development of an internal organization structure to improve USO's fund raising capabilities. The fund raising strategy that it suggests for USO includes a reliance on continuous financial support from United Ways, up to 50% or 60% of USO's total requirements. It recommends that USO vigorously solicit support from those groups in society which have special interest in the welfare of military personnel; for example, the American

Legion, the Navy League, the Veterans of Foreign Wars, and so forth. One of the primary suggestions ADL makes is that the USO Board of Governors be expanded and used more directly in USO supplemental fund raising.

The Study Committee suggests that National USO recognize that such fundraising efforts should be in conformity with generally accepted supplementary fundraising policies of local United Way organizations in order to avoid jeopardizing local United Way support.

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GUIDELINES FOR THE BLUE RIBBON COMMITTEE'S

SITE VISIT INTERVIEWS

1. Purpose

The primary objective of the Blue Ribbon Committee's interviews will be to answer basic questions about the need of U.S. servicemen and women for the programs of voluntary agencies such as the USO, and to determine whether alternative methods of providing such services in peacetime are feasible, suitable, and acceptable. This information will provide input to a final report which will be distributed to the United Way of America, the Department of Defense, and the United Services Organization. That report will include the following topics:

- a. Background on Voluntary Services to Armed Forces Personnel
- b. The Current Needs of Servicemen and Women that are to some Degree Unmet by the Armed Services
- c. The Programs Provided by Voluntary Service Organizations to Meet These Needs
- d. The Effectiveness of the National and Local USO Organizations and Programs for Responding to Such Needs
- e. The Financial Status of USO
- f. Alternative Sources of Funding for USO
- g. Suggestions for Program and Organizational Change of the USO
- h. Recommendations Concerning the United Way Funding of the USO
- i. Summary and Conclusions of the Blue Ribbon Committee

2. Sources of Information

The Blue Ribbon Committee will want to interview at least the following categories of persons at each site: those charged with military command of the base in question, military Special Services people, USO professionals, local volunteers, the Armed Forces personnel being served, U.S. Department of State representatives, local community leaders, USO Member Agencies and United Way officials.

If time permits, it may be useful to take a firsthand look at the quality of local alternatives to USO facilities to which enlisted men and women might turn.

3. Suggested Interview Questions for the Blue Ribbon Committee

The questions below are general in nature. It is anticipated that the site visitors will follow them up with appropriate

specific questions so that the final report can be as comprehensive and complete as possible.

a. Background on Voluntary Services to Armed Forces Personnel

- 1) What voluntary organizations have *in the past* provided social welfare and recreational services to Armed Forces Personnel?
- 2) What voluntary organizations are *now* providing social welfare and recreational services to Armed Forces Personnel?
- 3) Does the USO have an essential peacetime as well as wartime mission?

b. The Current Needs of Servicemen and Women that are to some Degree Unmet by the Armed Services

- 4) What are the needs and/or problems of enlisted men that are not being met by the Armed Forces, which could be or are being met by volunteer agencies like the USO?
- 5) Do enlisted men in this command have service needs that interfere with their functioning as effective military personnel, which could be addressed by a civilian organization?

c. The Programs Provided by Voluntary Service Organizations to Meet These Needs

- 6) Are there problems that result from service needs that cannot be provided by the military establishment itself?
- 7) Do volunteer agencies (for example, the USO) perform a useful service in attempting to address these problems and needs?

d. The Effectiveness of the USO Organization and Program in Responding to such Needs

- 8) Does the USO make a substantial contribution? Is it used? By whom? How much?
- 9) What are some of the specific programs and services provided by WO?

10) Are the services provided by the USO regarded as helpful, useful, or valuable: by post commanders? by enlisted men? by representatives of the general community?

funding for services and programs to Armed Forces personnel that are provided by volunteer agencies such as the USO?

11) What are some of the suggestions for better ways of providing these services or additional services that are needed?

22) Is the current method of funding USO by the United Way in your view effective, suitable and desirable?

12) What are the suggestions made for improving the services and programs of the USO?

i. **Summary and Conclusions of the Blue Ribbon Committee** (This will, of course, result from the compilation and analysis of the information and data emanating from the Blue Ribbon Committee's investigation.)

13) Would the problems and unmet needs of enlisted men and women be aggravated if a voluntary agency like the local USO were not available to them?

4. Instructions

It is anticipated that a final report will be written and distributed to local United Ways by mid-December. We would, therefore, appreciate receiving a written report on your interview results within a week to ten days after your site visit. The United Way of America will provide you with whatever dictating equipment or secretarial assistance you may need.

14) Would the problems and unmet needs of enlisted men and women be aggravated if a voluntary agency like to *National* USO were not available to them?

e. The Financial Status of USO

15) What is the current intermediate and anticipated long-term financial condition of the USO?

f. Alternative Sources of Funding for USO

16) What are the realistic alternative sources of short-term, intermediate and long-term funding for USO?

Background Data on Armed Forces Personnel

In June, 1974, there was a total of 2,162,005 men and women in the U.S. Armed Forces. They were distributed in the various branches of services as follows: 783,330 in the Army (36%); 545,903 in the Navy (25%); 188,802 in the Marine Corps (9%); and 643,970 in the Air Force (30%). Since 1918, the lowest number of persons that have been on active military duty in the U.S. Armed Forces has been 243,845 (low point between World War I and World War II), while the highest was 12,124,418 (WW-II peak).

17) What are the possibilities of partial support from DOD?

18) What is the potential for self-support, i.e. fees, sales, local fundraising, etc.

g. Suggestions for Program and Organizational Change of the USO

19) Are other agencies in the area providing essentially the same services as the USO? In other words, is there out-and-out duplication?

In 1973 it was estimated that the male military personnel on active duty between the ages of 17 and 24 was 56%. This is slightly down from 66% in this same age category in 1969, and 63% in 1970. The DOD anticipates that on the average a larger percentage of its manpower will continue to come from those under 25 years of age.

20) How do servicemen now get involved in community activities? Is this seen as desirable by military commanders, servicemen, and community leaders?

Of the 2.1 million military personnel on active duty, in June 1974 1,672,190 (77%) were located in the United States and outlying areas; 489,815 (23%) were in U.S. Territories located in foreign countries. A total of 3,282,806 officially recognized dependents (wives, 1,197,650; children, 1,927,283; and others, 157,873) live on or in proximity to U.S. military posts throughout the world.

h. Recommendations Concerning the United Way Funding of the USO

21) Would you think it advisable in relation to other United Way priorities to reduce or increase the

DOD ACTIVE DUTY MILITARY PERSONNEL BY GEOGRAPHIC LOCATION

	A. Shore-based ^a						Total Shore-based
	United States				Outlying U.S. Areas ^c	Foreign Countries and Areas	
	Continental U.S. ^b	Alaska	Hawaii	Total United States			
June 30, 1968	2,029,079	31,157	42,560	2,102,796	41,054	1,083,168	3,227,018
June 30, 1969	1,919,208	30,869	39,139	1,989,216	40,556	1,060,682	3,090,454
June 30, 1970	1,778,379	29,824	40,439	1,848,642	37,078	912,523	2,798,243
June 30, 1971	1,653,738	27,628	36,013	1,717,379	30,791	721,286	2,469,456
June 30, 1972	1,472,273	25,725	38,218	1,536,216	33,196	507,907	2,077,319
June 30, 1973	1,444,068	24,669	45,503	1,514,240	37,476	468,799	2,020,515
Sep 30, 1973	1,448,343	24,394	43,809	1,516,546	34,138	456,242	2,006,926
Dec 31, 1973	1,449,143	23,851	42,322	1,515,316	28,833	437,864	1,982,013
Mar 31, 1974	1,439,127	23,697	43,369	1,506,193	29,849	435,521	1,971,563
June 30, 1974	1,417,192	23,748	43,802	1,484,742	29,130	435,895	1,949,817

	B. Afloat (Navy and Marine Corps)			C. Total Shore-based and Afloat		
	United States and Outlying Areas	Foreign Countries and Areas	Total Afloat	United States and Outlying Areas	Foreign Countries and Areas	Total Shore-based and Afloat
June 30, 1969	275,475	94,233	369,708	2,305,247	1,154,915	3,460,162
June 30, 1970	147,954	120,097	268,051	2,033,674	1,032,620	3,066,294
June 30, 1971	162,950	82,615	245,565	1,911,120	803,901	2,715,021
June 30, 1972	158,698	87,062	245,760	1,728,110	594,969	2,323,079
June 30, 1973	159,535	72,791	232,326	1,711,251	541,590	2,252,841
Sep 30, 1973	151,424	73,558	224,982	1,702,108	529,800	2,231,908
Dec 31, 1973	164,901	54,625	219,526	1,709,050	492,489	2,201,539
Mar 31, 1974	160,080	55,591	215,671	1,696,122	491,112	2,187,234
June 30, 1974	158,268	53,920	212,188	1,672,190	489,815	2,162,005

^aIncludes Navy personnel temporarily shore-based.

^bIncludes Military Reimbursables and Transients.

^cConsists primarily of Guam, Panama Canal Zone and Puerto Rico.

Department of Defense
OASD (Comptroller)
Directorate for Information Operations
October 15, 1974

THE DISTRIBUTION OF MILITARY PERSONNEL IN THE U.S.

In June 1973 (year of latest Distribution by State Data), the Department of Defense military personnel had the following distribution throughout the United States:

United States	DOD Military Personnel	
	Number	Percent of U.S.
United States	1,435,237	100.0
Alabama	23,534	1.6
Alaska	24,928	1.7
Arizona	27,685	1.9
Arkansas	7,891	0.5
California	208,759	14.5
Colorado	50,161	3.5
Connecticut	3,900	0.3
Delaware	5,214	0.4
Florida	65,508	4.6
Georgia	51,056	3.6

THE DISTRIBUTION OF MILITARY PERSONNEL IN THE U.S. (Continued)

United States	DOD Military Personnel	
	Number	Percent of U.S.
Hawaii	43,618	3.0
Idaho	5,208	0.4
Illinois	35,040	2.4
Indiana	7,416	0.5
Iowa	542	* (less than 0.05%)
Kansas	30,407	2.1
Kentucky	40,943	2.9
Louisiana	23,680	1.6
Maine	5,952	0.4
Maryland	34,265	2.4
Massachusetts	17,250	1.2
Michigan	13,085	0.9
Minnesota	2,602	0.2
Mississippi	22,242	1.5
Missouri	22,816	1.6
Montana	6,090	0.4
Nebraska	12,045	0.8
Nevada	8,319	0.6
New Hampshire	5,339	0.4
New Jersey	30,244	2.1
New Mexico	16,314	1.1
New York	22,247	1.6
North Carolina	89,386	6.2
North Dakota	13,126	0.9
Ohio	13,833	1.0
Oklahoma	26,905	1.9
Oregon	1,527	0.1
Pennsylvania	10,348	1.4
Rhode Island	7,594	0.6
South Carolina	47,550	3.3
South Dakota	6,032	0.4
Tennessee	9,388	0.8
Texas	161,342	11.2
Utah	4,390	0.3
Vermont	186	* (less than 0.05%)
Virginia	51,571	3.6
Washington	38,019	2.6
Washington, D.C.	69,285	4.8
West Virginia	848	0.1
Wisconsin	1,219	0.1
Wyoming	4,068	0.3
Undistributed	4,320	0.3

THE DISTRIBUTION OF USO CENTERS IN THE UNITED STATES

In January, 1974, the USO had 50 affiliated centers in the United States. USO centers have historically been set up in response to the requests of post commanders and base-side communities who have felt that a voluntary, civilian organization was a considerable asset to the morale of military personnel. Their opening and closing are, of course, a function of the opening and closing of military installa-

tions — in addition to a variety of other factors: e.g., the size of the base, the size of nearby towns, the availability of alternative social, welfare, and recreational facilities, and so forth. The following is a list of the USO affiliated centers as of June 1973, the military installations they serve, and an estimated number of military personnel assigned to those installations:

State	Affiliated USO Center	Military Installation Served	Estimated Number of Military Personnel in Area
California	USO — Los Angeles Area Los Angeles, CA		5,753 (Los Angeles Area)
	Bob Hope USO Center Hollywood, CA		
	USO Overseas Shows Dept. Hollywood, CA		
	Monterey Peninsula USO Monterey, CA	Fort Ord Defense	19,663
	Ventura County USO Oxnord, CA	George AFB	4,166
	Sacramento Area USO Marysville, CA	Mather AFB McClellan AFB	10,974 (Sacramento Area)
	San Diego USO Center San Diego, CA	Coronado Air Sta. Marine Corps Recruitment Dep. Naval Hospital Naval Trng Sta. Miramar Air Sta.	68,156 (San Diego Area)
	Bay Area USO, Inc. —San Francisco USO Center —Airport Lounge —Oakland USO Center	Presidio of S.F. Letter General Hospital	15,659 (San Francisco Area)
	San Jose USO San Jose, CA		
	USO -Santa Maria Servicemen's Center Santa Maria, CA	Vandenberg AFB	5,372
Colorado	Pikes Peak Region USO Colorado Springs, CO	Ent AFB Air Force Academy	3,662 6,941
	USO Council of Denver, Inc. Denver, CO		13,011 (Denver Area)
Florida	Playground USO Fort Walton Beach, FL	Eglin AFB Hurlburt Field Army Ranger Corps Eglin Aux. Field	11,243

State	Affiliated USO Center	Military Installation Served	Estimated Number of Military Personnel in Area
Florida (Cont'd)	USO Council of the Beaches Jacksonville Beach, FL.	Mayport Jacksonville Naval Station Cecil Field	8,067 (Jacksonville Area)
	USO Council of St. Augustine & St. John's County St. Augustine, FL.		
	USO Center of the City of Key West & Monroe County Key West, FL.	Key West Naval Base Sonar School Naval Air Station Naval Station	3,173
	Miami USO Center Miami, FL.	Homestead AFB	
	Homestead USO Center Homestead, FL. Milton USO Milton, FL.	Homestead AFB U.S. Air Force	5,668
	YMCA USO Center Pensacola, FL. USO Council of Tampa Tampa, FL.	Pensacola Area MacDill AFB	11,278 (Pensacola Area) 6,372
Georgia	Albany USO Albany, GA	Marine Corps Supply Center Albany Naval Air Sta.	1,841 753
	Warner Robins USO Center Warner Robins, GA.	Robins AFB	4,013
	Valdosta USO Valdosta, GA.	Moody AFB	2,334
	USO Council of Greater Atlanta Atlanta, Ga. Augusta USO Center Augusta, GA.	Ft. McPherson Dobbins AFB	5,515 198
Illinois	USO of Chicago, Ill. —Administrative Office —USO Center Chicago, ILL.	Great Lakes	16,048
	USO Lounge O'Hare International Airport Chicago, ILL.	Serves all transient military	31
	Rantoul USO Rantoul, ILL.	Chanute AFB	9,964
Kansas	Junction City USO Junction City, KS.	Fort Riley	18,584
Kentucky	USO Center Louisville, KY.	Fort Knox	18,311
Louisiana	USO Center Leesville, LA.	Fort Polk	12,250

State	Affiliated USO Center	Military Installation Served	Estimated Number of Military Personnel in Area
Maryland	Harford County USO Aberdeen, MD.	Aberdeen PG, Edgewood Arsenal Bainbridge	4,475 834 2,524
	USO Council of Greater Baltimore Baltimore, MD.	Ft. George Mead	9,732 Army 1,786 Navy 1,611 Air Force 13,129 TOTAL
Massachusetts	Edwin E. Bond Memorial USO Center Ayer, MA	Fort Devens	7,124
	USO Council of New England Boston, MA.	Boston Area	1,739
Mississippi	Biloxi-Gulfport USO Center Biloxi, MS	Keesler AFB	16,287
Missouri	USO Council of Greater Kansas City Kansas City, MO.	(Kansas City Area)	1,347
	USO Center of Rolla Rolla, MO.		
	Waynesville USO Center Waynesville, MO.	Ft. Leonard Wood	13,796
New Hampshire	Harry Hymanson Memorial USO Center Portsmouth, NH.	Portsmouth Area	1,157
New York	USO of Metropolitan New York New York, NY.	New York City Area St. Albans Naval Hospital Marine Corps Disciplinary Barracks Brooklyn Naval Base McGuire AFB Fort Dix	New York City Area 24,200
	USO General Douglas MacArthur Memorial Center New York, NY.		
North Carolina	USO Fayetteville Fayetteville, NC.	Fort Bragg Pope AFB	37,908 3,632
	Jacksonville USO Center Jacksonville, NC.	Marine Corps Base Camp LeJeune	26,304
North Dakota	Minot USO Center Minot, ND.	Minot AFB	6,417
Ohio	Cleveland USO Cleveland, OH. USO Airport Lounge Cleveland Hopkins Airport Cleveland, OH.	Serves the Air Force Examining Center Serves all transient military	456

State	Affiliated USO Center	Military Installation Served	Estimated Number of Military Personnel in Area
	USO Office Columbus, OH.	Wright Patterson Air Force Base Lockburne AFB	8,828 2,631
<i>Oklahoma</i>	Lawton USO Center Lawton, Oklahoma	Fort Sill	17,159
<i>Oregon</i>	Portland USO Center Portland, OR.		206
<i>Pennsylvania</i>	USO of Philadelphia, Inc. Philadelphia, PA. Armed Services Branch YMCA-USO Philadelphia, PA.	Philadelphia Naval Base Phila. Naval Hosp. Fort Dix McGuire AFB Marine Corps Supply Depot	6,388 (Philadelphia Area)
<i>South Carolina</i>	USO Columbia Council, Inc. Columbia, SC.	Ft. Jackson	14,196
<i>Tennessee</i>	Clarksville USO Center Clarksville, TN. USO Center of Memphis and Shelby County Memphis, TN. Nashville USO Center Nashville, TN.	Ft. Campbell Naval Air Trng. Command Naval Air Station Naval Hospital Sewart AFB	21,538 8,573 (Memphis Area) 173 (Nashville Area)
<i>Texas</i>	Austin USO Center Austin, TX. Bee County USO Beeville, TX. Corpus Christi USO Corpus Christi, TX. Dallas USO Center Dallas, TX. Armed Services YMCA-USO El Paso, TX. USO of Houston Houston, TX. Killeen USO Center Killeen, TX. Kingsville USO Kingsville, TX. USO Council of Metropolitan San Antonio, TX.	Sheppard AFB Bergstram Chase Field U.S. Naval Air Station Corpus Christi Naval Station Carswell AFB Ft. Bliss Ft. Hood Ft. Hood Kingsville Naval Air Station Ft. Sam Houston Lackland AFB Brooks Army Hospital Brooks AFB Kelly AFB	11,678 4,888 1,949 3,552 5,377 (Dallas Area) 17,001 42,203 2,115 San Antonio Area 52,199

State	Affiliated USO Center	Military Installation Served	Estimated Number of Military Personnel in Area
<i>Texas (Cont'd)</i>	WACO USO Center WACO, TX.	Security Service Randolph AFB San Antonio AFB	
<i>Virginia</i>	Tri-City Area USO Petersburg, VA. Portsmouth USO Center Portsmouth, VA	Ft. Lee Norfolk Naval Shipyard Naval Hospital	5,819 23,208 (Norfolk-Portsmouth Area)
<i>Washington</i>	USO Council of Oak Harbor Oak Harbor, WA USO of the Puget Sound Area Seattle, WA.	Naval Air Sta. McChord AFB Ft. Lewis	2,897 26,954 (Tacoma Area)
<i>Washington, D.C.</i>	National Capital USO, Inc. Washington, D. C. USO Lounge National Airport Washington, D.C. Andrews Air Force Base Washington, D. C.	Serves the Washington Complex	25,741 Army 26,843 Navy 16,701 Air Force 69,285 TOTAL 139,787 (D.C. Metropolitan Area)
<i>Wisconsin</i>	USO Council of Greater Milwaukee, Inc. Milwaukee, WI.		208

Department of Defense
U. S. MILITARY STRENGTH
OUTSIDE THE UNITED STATES

As of June 30, 1974

Total Outside the United States	519,000
U.S. Territories and Possessions	29,000
Foreign Countries	490,000
<i>Selected Areas</i>	
<i>Southeast Asia</i>	31,000
Thailand	31,000
<i>Western Pacific</i>	138,000
Japan (Including Okinawa Prefecture)	58,000
Philippines	17,000
South Korea	38,000
Taiwan	5,000
Afloat	20,000
<i>Other Areas</i>	53,000
Bermuda	1,000
Canada	1,000
Cuba	3,000
Guam	10,000
Panama Canal Zone	11,000
Puerto Rico	5,000
Afloat	9,000
Other	13,000 ¹
<i>Western Europe and Related Areas</i>	297,000
Belgium	2,000
Germany	208,000
Iceland	3,000
Italy	12,000
Greece	4,000
Morocco	1,000
Netherlands	2,000
Portugal	1,000
Spain	10,000
Turkey	6,000
United Kingdom	21,000
Afloat	26,000
Other	1,000

<i>Less than 250</i>	<i>Less than 1,000</i>
Antarctica	Australia
Bahamas	Greenland
Bahrain	Iran
Ethiopia	Midway Island
Hong Kong	
Johnston Islands	
Leeward Islands	
New Zealand	
Norway	
Saudi Arabia	
South Vietnam	

All other countries: Less than 100 U.S. military personnel

¹Includes 7,000 personnel not identifiable as to country or area.

Department of Defense. OASD (Comptroller). Directorate for Information Operations

USO CENTERS OVERSEAS OPERATIONS

AS OF JUNE 30, 1974

COUNTRY	USO CENTER	MILITARY INSTALLATION SERVED	NO. OF MILITARY PERSONNEL ASSIGNED TO OVERSEAS COUNTRY
ALASKA, USA	Fairbanks, Alaska	Eielson AFB Ft. Wainwright	
FRANCE	Paris, France Nice, France	No Military Installation U.S. 6th Fleet	Figures not available
GERMANY	Frankfurt, Germany Hanau, Germany Mannheim, Germany	U.S. Army, Germany U.S. Army, Germany	208,000
GREECE	Athens, Greece	U.S. AFB - 6th Fleet	4,000
GUAM	Hoover Park, Guam	COMNAV Marianas	10,000
HAWAII, USA	Honolulu, Hawaii	Serves all transient military Hickam AFB	
ICELAND	Keflavik, Iceland	U.S. Naval Station U.S. Air Force	3,000
ITALY	Naples, Italy Rome, Italy	U.S. Navy No Military Installation	12,000
JAPAN (INCLUDING OKINAWA)	Koza, Okinawa	U.S. Air Force	58,000 (includes Japan)
KOREA	Seoul, Korea	8th Army	38,000
PHILIPPINES	Manila, Philippines	- U.S. Air Force - Clark AFB - Subik Bay, U.S. Navy	17,000
PUERTO RICO	San Juan, Puerto Rico Roosevelt Road, Puerto Rico	U.S. Naval Station U.S. Naval Station	5,000
THAILAND	Bangkok, Thailand Korat, Thailand NKP, Thailand Sattahip, Thailand U-Dorn, Thailand U-Tapao, Thailand	H.Q. U.S. Army, Bangkok U.S. Army U.S. Air Force U.S. Army U.S. Air Force U.S. Air Force	31,000
VIRGIN ISLANDS	St. Croix, Virgin Islands St. Thomas, Virgin Islands	U.S. Navy U.S. Navy	Figures Not Available

PERSONNEL SUMMARY

ACTIVE DUTY MILITARY PERSONNEL June 30, 1974

	Total Dept. of Defense	Army	Navy	Marine Corps	Air Force
TOTAL	2,162,005	783,330	545,903	188,802	643,970
Officer	302,456	105,998	67,227	18,740	110,491
Enlisted	1,849,074	674,466	475,479	170,062	529,067
Officer Candidates	10,475	2,866	3,197	-	4,412

CIVILIAN PERSONNEL * June 30, 1974

	Total Dept. of Defense	OSD-JCS	Army	Navy (Incl. Marine Corps)	Air Force	Other Defense Agencies
TOTAL	1,164,554	1,971	448,847	340,969	296,628	76,139
Direct Hire	1,070,074	1,971	382,388	329,378	280,812	75,525
Indirect Hire	94,480	-	66,459	11,591	15,816	614

*Includes Civil Functions employment of 34,305 Army and Air Force.

NATIONAL GUARD AND RESERVES April 30, 1974

	Total Dept. of Defense	Army	Navy	Marine Corps	Air Force
TOTAL	3,170,243	1,949,991	469,008	204,884	546,360
In Paid Status	(976,077)	(683,005)	(118,019)	(32,218)	(142,835)
National Guard	517,850	423,648	-	-	94,202
In Paid Status	(500,321)	(406,119)	-	-	(94,202)
Reserves	2,652,393	1,526,343	469,008	204,884	452,158
In Paid Status	(475,756)	(276,886)	(118,019)	(32,218)	(48,633)

OFFICER TRAINING IN COLLEGES October 1973

	Total Dept. Def.	Army	Navy	Air Force
Reserve Officers' Training Corps	63,381 ^a	35,220	7,812	20,349

^aExcludes 173,029 in Junior Division, Military Schools and National Defense Cadets Corps.

Department of Defense
OASD (Comptroller)
Directorate for Information Operations
September 4, 1974

ACTIVE DUTY ENLISTED PERSONNEL 1945 - 1973

	Total Dept. of Defense	Army ^a	Navy	Marine Corps	Air Force ^a
30 June 1945	10,795,775	5,473,905	2,988,207	432,858	1,900,805
30 June 1946	2,598,739	1,248,764	834,722	141,471	373,782
30 June 1947	1,385,233	594,078	442,579	85,547	263,029
30 June 1948	1,268,698	484,061	369,121	78,081	337,435
30 June 1949	1,416,015	581,422	396,242	78,715	359,636
30 June 1950	1,269,891	518,921	331,860	67,025	352,085
30 June 1951	2,917,277	1,399,362	661,639	177,470	678,806
31 Mar. 1952	3,290,378	¹ 1,515,339	726,061	226,298	822,600
30 Apr. 1952	¹ 3,298,632	1,506,142	728,833	225,063	838,594 ^b
30 June 1952	3,245,310	1,446,266	¹ 735,753	215,554	¹ 847,737 ^b
30 June 1953	3,161,030	1,386,500	706,375	¹ 230,488	837,667
30 June 1954	2,931,220	1,274,803	642,048	205,275	809,094
30 June 1955	2,570,754	985,659	579,864	186,753	818,478
30 June 1956	2,445,219	905,711	591,996	182,971	764,541
30 June 1957	2,442,849	885,056	597,859	183,427	776,507
30 June 1958	2,264,506	792,508	563,506	172,754	735,738
30 June 1959	2,174,728	758,458	552,221	159,506	704,543
30 June 1960	2,149,033	770,112	544,040	154,242	680,639
30 June 1961	2,158,529	756,932	551,603	160,438	689,556
30 June 1962	2,452,466	948,597	584,071	173,615	746,183
30 June 1963	2,354,531	865,768	583,596	172,541	732,626
30 June 1964	2,338,153	860,514	584,700	172,567	720,372
30 June 1965	2,304,929	854,929	587,183	172,640	690,177
30 June 1966	2,732,705	1,079,682	658,635	240,911	753,477
30 June 1967	2,980,666	1,296,603	663,831	261,584	758,648
30 June 1968	² 3,119,541	² 1,401,727	673,610	282,697	761,507
31 July 1968	3,116,319	1,397,648	670,561	282,562	² 765,548
31 Mar. 1969	3,019,660	1,333,785	667,841	² 289,923	728,111
30 June 1969	3,028,201	1,337,047	684,145	284,073	722,936
31 July 1969	3,026,331	1,334,726	² 684,432	284,856	722,317
30 June 1970	2,651,110	1,153,013	605,899	234,796	657,402
30 June 1971	2,329,754	971,872	542,298	190,604	624,980
30 June 1972	1,975,533	686,695	510,669	178,395	599,774
30 June 1973	1,920,587	681,972	490,009	176,816	571,790

^aRepresents "Command Strength" prior to June 30, 1956.

^bIncludes Army enlisted in training for SCARWAF duty.

¹Korean War peak total military personnel.

²Vietnam conflict peak total military personnel.

Department of Defense
OASD (Comptroller)
Directorate for Information Operations
March 1, 1974

Department
of Defense
**WOMEN MILITARY PERSONNEL ON ACTIVE
DUTY, OFFICERS AND ENLISTED BY SERVICE**
May 31, 1945

	TOTAL DOD			ARMY		
	Total	Officers	Enlisted and Off. Cand.	Total	Officers	Enlisted
31 May 1945	266,256 ^a	82,772	183,484	155,870 ^a	62,775	93,095
31 Jul	264,758	84,829	179,929	152,954	64,507	88,447
30 Jun 1948	14,458	7,982	6,476	8,095	4,829	3,266
30 Jun 1949	18,081	8,536	9,545	9,277	5,021	4,256
30 Jun 1950	22,069	8,455	13,614	10,982	4,431	6,551
30 Jun 1951	39,625	13,958	25,667	17,853	6,970	10,883
30 Sep	41,848	14,582	27,266	18,283 ^b	7,207	11,076
30 Jun 1952	45,934	15,174	30,760	17,434	7,206	10,228
31 Oct	48,675 ^b	15,165	33,510	17,118	7,154	9,964
30 Nov	48,545	15,024	33,521	16,900	7,057	9,843
30 Jun 1953	45,485	14,436	31,049	15,261	6,501	8,760
30 Sep	44,189	14,100	30,089	14,595	6,368	8,227
30 Jun 1954	38,600	12,801	25,799	12,594	5,807	6,787
30 Jun 1955	35,191	11,373	23,818	12,938	5,222	7,716
30 Jun 1956	33,646	11,175	22,471	12,646	4,876	7,770
30 Jun 1957	32,173	11,212	20,961	11,730	4,574	7,156
30 Jun 1958	31,176	10,809	20,367	11,464	4,390	7,074
30 Jun 1959	31,718	10,822	20,896	12,168	4,331	7,837
30 Jun 1960	31,550	10,772	20,778	12,542	4,263	8,279
30 Jun 1961	32,071	10,784	21,287	12,811	4,251	8,560
30 Jun 1962	32,213	11,168	21,045	13,074	4,353	8,721
30 Jun 1963	30,771	10,556	20,215	12,144	3,852	8,292
30 Jun 1964	29,795	10,609	19,186	11,730	3,772	7,958
30 Jun 1965	30,610	10,647	19,963	12,326	3,806	8,520
30 Jun 1966	32,589	11,293	21,296	13,322	4,143	9,179
30 Jun 1967	35,173	12,619	22,554	14,483	4,742	9,741
30 Jun 1968	38,397	13,344	25,053	15,807	5,096	10,711
30 Jun 1969	39,506	13,183	26,323	15,878	5,157	10,721
30 Jun 1970	41,479	13,102	28,377	16,724	5,248	11,476
30 Jun 1971	42,775	12,907	29,868	16,865	5,040	11,825
30 Jun 1972	45,033	12,636	32,397	16,771	4,422	12,349
30 Jun 1973	55,402	12,775	42,627	20,736	4,279	16,457
31 Jul	56,752	12,716	44,036	21,082	4,237	16,845
31 Aug	58,524	12,725	45,799	21,773	4,317	17,456
30 Sep	60,425	12,729	47,696	22,757	4,392	18,365
31 Oct	62,022	12,722	49,300	23,751	4,393	19,358
30 Nov	63,645	12,856	50,789	24,624	4,384	20,240
31 Dec	63,895	12,903	50,992	24,890	4,343	20,547
31 Jan 1974	66,525	13,029	53,496	26,186	4,399	21,787
28 Feb	68,047	13,018	55,029	26,986	4,345	22,641
31 Mar	69,229	13,040	56,189	27,721	4,359	23,362
30 Apr	70,817	13,172	57,645	28,549	4,449	24,100
31 May	71,825	13,110	58,715	29,144	4,430	24,714
30 Jun	74,715	13,140	61,575	30,715	4,388	26,327
31 Jul	76,941	13,272	63,669	31,991	4,471	27,520
31 Aug	79,663	13,232	66,431	33,614	4,426	29,188

^aWorld War II peak women strength.
^bKorean War period peak women strength.
^cNavy Nurse Corps Candidates and Women Officer Candidates, shown with enlisted for prior dates.
^dIncludes male nurses and medical specialists.

Department
of Defense
**WOMEN MILITARY PERSONNEL ON ACTIVE
DUTY, OFFICERS AND ENLISTED BY SERVICE**
to Date

	NAVY				MARINE CORPS			AIR FORCE		
	Total	Officers	Enlisted	Officer Candidates	Total	Officers	Enlisted	Total	Officers	Enlisted
92,021	19,188	72,808	25	18,365	809	17,556	Included with Army			
93,341 ^a	19,500	73,816	25	18,463 ^a	822	17,641	"	"	"	
4,030	2,412	1,618	—	167	8	159	2,166	733	1,433	
5,131	2,511	2,620	—	353	31	322	3,320	973	2,347	
5,193	2,447	2,746	—	580	45	535	5,314	1,532	3,782	
9,458	4,190	5,268	—	2,065	63	2,002	10,249	2,735	7,514	
10,081	4,149	5,932	—	2,227	99	2,128	11,257	3,127	8,130	
11,268	4,026	7,242	—	2,462	115	2,347	14,770	3,827	10,943	
12,414 ^b	3,968	8,446	—	2,559	150	2,409	16,584	3,893	12,691	
12,335	3,877	8,458	—	2,586	152	2,434	16,724 ^b	3,938	12,786	
11,644	3,636	8,008	—	2,662	160	2,502	15,918	4,139	11,779	
11,707	3,625	8,082	—	2,787 ^b	187	2,600	15,100	3,920	11,180	
10,218	3,273	6,945	—	2,502	163	2,339	13,286	3,558	9,728	
8,643	2,936	5,707	—	2,248	135	2,113	11,362	3,080	8,282	
8,066	2,852	5,214	—	1,747	113	1,634	11,187	3,334 ^d	7,853	
7,668	2,831	4,837	—	1,617	107	1,510	11,158	3,700 ^d	7,458	
7,247	2,696	4,551	—	1,645	115	1,530	10,820	3,608 ^d	7,212	
7,723	2,738	4,985	—	1,826	123	1,703	10,001	3,630	6,371	
8,071	2,711	5,360	—	1,611	123	1,488	9,326	3,675	5,651	
8,672	2,736	5,814	122 ^c	1,612	117	1,495	8,976	3,680	5,296	
8,666	2,740	5,847	79	1,697	121	1,576	8,776	3,954	4,822	
8,216	2,660	5,451	105	1,698	135	1,563	8,713	3,909	4,804	
7,741	2,678	4,863	200	1,448	128	1,320	8,876	4,031	4,845	
7,862	2,601	4,951	310	1,581	140	1,441	8,841	4,100	4,741	
8,196	2,808	5,140	248	1,832	153	1,679	9,239	4,189	5,050	
8,521	3,018	5,249	254	2,311	189	2,122	9,858	4,670	5,188	
8,696	3,032	5,370	294	2,780	225	2,555	11,114	4,991	6,123	
8,636	2,884	5,429	323	2,727	284	2,443	12,265	4,858	7,407	
8,683	2,888	5,366	429	2,418	299	2,119	13,654	4,667	8,987	
8,801	2,871	5,476	454	2,259	278	1,981	14,850	4,718	10,132	
9,442	3,185	5,723	534	2,329	263	2,066	16,491	4,766	11,725	
12,628	3,454	8,835	339	2,288	315	1,973	19,750	4,727	15,023	
13,017	3,436	9,243	338	2,349	310	2,039	20,304	4,733	15,571	
13,573	3,355	9,859	359	2,373	314	2,059	20,805	4,739	16,066	
13,979	3,266	10,307	406	2,401	307	2,094	21,288	4,764	16,524	
14,042	3,248	10,403	391	2,436	329	2,107	21,793	4,752	17,041	
14,418	3,382	10,709	327	2,525	331	2,194	22,078	4,759	17,319	
14,461	3,459	10,744	258	2,427	339	2,088	22,117	4,762	17,355	
15,053	3,526	11,209	318	2,511	339	2,172	22,775	4,765	18,010	
15,343	3,557	11,525	261	2,567	338	2,229	23,151	4,778	18,373	
15,526	3,525	11,751	250	2,589	340	2,249	23,393	4,816	18,577	
16,075	3,544	12,289	242	2,653	336	2,317	23,540	4,843	18,697	
16,207	3,522	12,477	208	2,679	337	2,342	23,795	4,821	18,974	
17,030	3,649	13,143	238	2,738	336	2,402	24,232	4,767	19,465	
17,305	3,606	13,491	208	2,814	343	2,471	24,831	4,852	19,979	
17,692	3,575	13,896	221	2,839	360	2,479	25,518	4,871	20,647	

Department
ESTIMATED AGE DISTRIBUTION OF MALE
 June 30, 1948 through
 (Thou

Attained Age	30 Jun 1948	30 Jun 1950	30 Jun 1951	30 Jun 1952	30 Jun 1953	30 Jun 1954	30 Jun 1955	30 Jun 1956	30 Jun 1957	30 Jun 1958	30 Jun 1959	30 Jun 1960
TOTAL	1,431	1,438	3,210	3,590	3,510	3,264	2,900	2,773	2,764	2,573	2,472	2,445
17	53	40	35	60	41	63	80	83	65	51	47	62
18	130	87	145	141	131	148	185	194	181	140	136	140
19	164	147	276	271	276	237	273	278	280	234	208	215
20	159	175	376	407	559	361	302	304	298	259	228	227
21	111	140	462	480	503	514	343	277	261	218	198	188
22	68	91	429	473	454	417	285	253	256	191	172	153
23	63	62	270	427	333	308	230	195	229	233	203	160
24	61	53	152	260	224	220	177	145	135	179	177	168
25	58	53	123	138	140	154	139	120	113	95	99	101
26	64	53	108	106	89	99	110	106	95	85	81	81
27	61	51	93	89	70	68	82	85	86	80	76	73
28	55	54	85	78	61	58	60	72	76	78	76	72
29	51	56	84	73	63	55	53	53	60	70	76	73
30	46	52	78	74	60	54	53	51	48	56	68	72
31	39	48	73	72	62	53	52	49	46	48	52	62
32	35	42	64	65	59	56	51	49	48	46	46	51
33	31	36	59	56	56	57	53	49	49	47	45	46
34	27	31	46	53	51	53	52	52	47	47	48	43
35	23	27	41	42	46	47	49	54	50	45	45	46
36	19	22	34	36	37	41	43	47	50	49	47	45
37	17	19	28	28	33	34	41	43	48	49	50	45
38	15	16	24	26	27	29	34	38	41	47	49	47
39	13	13	21	22	23	23	28	32	39	40	44	46
40 and Over	68	70	104	113	112	115	125	144	163	186	201	229
40 - 44												152
45 - 49	(a)	a)	(a)	(a)	(a)	(a)	(a)	(a)	(a)	(a)	(a)	55
50 and Over												22
Median Age in Years	23.5	23.6	22.7	22.9	22.5	22.7	22.9	23.0	23.2	23.8	24.2	24.5

^aSource data incomplete for ages 40 and over.

NOTE: Estimated from Army and Air Force sample survey data (or tabulations when available), and from Navy and Marine Corps tabulations, supplemented by gain and loss data where necessary, and adjusted from "year birth" to "attained age" where required.

of Defense
MILITARY PERSONNEL ON ACTIVE DUTY
 June 30, 1973
 sands)

30 Jun 1961	30 Jun 1962	30 Jun 1963	30 Jun 1964	30 Jun 1965	30 Jun 1966	30 Jun 1967	30 Jun 1968	30 Jun 1969	30 Jun 1970	30 Jun 1971	30 Jun 1972	30 Jun 1973
2,452	2,776	2,669	2,658	2,625	3,061	3,342	3,510	3,421	3,025	2,672	2,278	2,196
54	46	48	49	42	38	29	27	38	50	54	44	43
160	155	135	121	136	152	135	123	131	107	117	108	122
237	263	235	208	188	348	316	266	291	253	220	186	191
234	268	285	260	237	392	558	567	482	370	315	227	238
187	226	234	282	279	333	455	574	509	402	334	227	221
139	186	175	221	249	267	286	297	389	324	273	196	167
137	201	173	186	199	206	216	225	233	256	203	167	134
132	182	188	165	149	146	167	176	172	152	148	129	113
106	130	136	121	106	111	131	147	139	114	103	112	99
82	102	88	87	82	85	100	110	108	89	77	69	88
74	87	76	75	72	72	72	79	76	75	66	59	61
68	70	70	68	67	69	62	63	63	60	59	55	52
67	67	65	66	66	66	62	60	54	51	52	56	51
73	67	63	60	59	65	61	61	56	48	49	49	52
70	73	62	59	59	61	59	62	55	49	49	49	48
62	72	69	63	59	61	58	61	57	52	50	48	46
54	63	67	63	60	60	56	63	55	53	52	48	46
44	52	56	64	64	60	56	61	56	53	53	52	47
43	44	52	57	65	65	58	59	56	53	53	52	50
45	43	42	48	58	63	59	64	56	52	52	53	51
44	45	40	40	47	54	59	62	53	51	48	50	49
42	43	39	36	37	39	48	57	50	48	43	42	42
44	39	36	35	31	31	37	45	46	42	38	37	34
234	252	235	224	214	217	202	201	196	221	165	163	151
156	162	145	134	121	121	106	103	112	127	104	110	104
55	64	65	66	68	69	68	68	54	60	40	33	32
23	26	25	24	25	27	28	30	30	34	21	20	15
24.5	24.2	24.3	24.0	23.9	23.0	22.6	22.7	22.7	23.0	23.1	23.9	23.9

for dates available nearest the "as of" dates,

Department of Defense
 OASD (Comptroller)
 Directorate for Information Operations
 February 1, 1974

ESTIMATED PERCENTAGE DISTRIBUTION BY AGE
June 30, 1948 through

Attained Age	30 Jun 1948	30 Jun 1950	30 Jun 1951	30 Jun 1952	30 Jun 1953	30 Jun 1954	30 Jun 1955	30 Jun 1956	30 Jun 1957	30 Jun 1958	30 Jun 1959	30 Jun 1960
TOTAL	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
17	3.7	2.8	1.1	1.7	1.2	1.9	2.8	3.0	2.3	2.0	1.9	2.5
18	9.1	6.1	4.5	3.9	3.7	4.5	6.4	7.0	6.5	5.4	5.5	5.7
19	11.4	10.2	8.6	7.6	7.9	7.3	9.4	10.0	10.2	9.1	8.4	8.8
20	11.1	12.2	11.7	11.3	16.0	11.1	10.4	11.0	10.8	10.1	9.2	9.3
21	7.7	9.7	14.4	13.4	14.3	15.7	11.8	10.0	9.4	8.5	8.0	7.7
22	4.8	6.3	13.4	13.2	12.9	12.8	9.8	9.1	9.3	7.4	6.9	6.3
23	4.4	4.3	8.4	11.9	9.5	9.4	7.9	7.0	8.3	9.1	8.2	6.5
24	4.3	3.7	4.7	7.2	6.4	6.7	6.1	5.2	4.9	6.9	7.2	6.9
25	4.1	3.7	3.8	3.8	4.0	4.7	4.8	4.3	4.1	3.7	4.0	4.1
26	4.5	3.7	3.4	3.0	2.5	3.0	3.8	3.8	3.4	3.3	3.3	3.3
27	4.3	3.5	2.9	2.5	2.0	2.1	2.8	3.1	3.1	3.1	3.1	3.0
28	3.8	3.8	2.7	2.2	1.7	1.8	2.1	2.6	2.8	3.0	3.1	2.9
29	3.6	3.9	2.6	2.0	1.8	1.7	1.8	1.9	2.2	2.7	3.1	3.0
30	3.2	3.6	2.4	2.1	1.7	1.7	1.8	1.8	1.7	2.2	2.7	3.0
31	2.7	3.3	2.3	2.0	1.7	1.6	1.8	1.8	1.7	1.9	2.1	2.5
32	2.4	2.9	2.0	1.8	1.7	1.7	1.8	1.8	1.7	1.8	1.9	2.1
33	2.1	2.5	1.8	1.5	1.6	1.8	1.8	1.8	1.8	1.8	1.8	1.9
34	1.9	2.2	1.4	1.5	1.5	1.6	1.8	1.9	1.7	1.8	1.9	1.8
35	1.6	1.9	1.3	1.2	1.3	1.5	1.7	1.9	1.8	1.8	1.8	1.9
36	1.3	1.5	1.0	1.0	1.0	1.3	1.5	1.7	1.8	1.9	1.9	1.8
37	1.2	1.3	0.9	0.8	0.9	1.0	1.4	1.5	1.7	1.9	2.0	1.8
38	1.1	1.1	0.7	0.7	0.8	0.9	1.2	1.4	1.5	1.8	2.0	1.9
39	0.9	0.9	0.7	0.6	0.7	0.7	1.0	1.2	1.4	1.6	1.8	1.9
40 and Over	4.8	4.9	3.3	3.1	3.2	3.5	4.3	5.2	5.9	7.2	8.2	9.4
40 - 44												6.3
45 - 49	(a)	(a)	(a)	(a)	(a)	(a)	(a)	(a)	(a)	(a)	(a)	2.2
50 and Over												0.9

^aSource data incomplete for ages 40 and over.

OF MALE MILITARY PERSONNEL ON ACTIVE DUTY
June 30, 1973

30 Jun 1961	30 Jun 1962	30 Jun 1963	30 Jun 1964	30 Jun 1965	30 Jun 1966	30 Jun 1967	30 Jun 1968	30 Jun 1969	30 Jun 1970	30 Jun 1971	30 Jun 1972	30 Jun 1973
100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.05	100.0%	100.0%	100.0%
2.2	1.7	1.8	1.8	1.6	1.2	0.9	0.8	1.1	1.7	2.0	1.9	2.0
6.5	5.6	5.1	4.6	5.2	5.0	4.0	3.5	3.8	3.5	4.4	4.7	5.5
9.7	9.5	8.8	7.8	7.2	11.4	9.4	7.6	8.5	8.4	8.2	8.2	8.7
9.5	9.7	10.7	9.8	9.0	12.8	16.7	16.1	14.1	12.2	11.8	10.0	10.8
7.5	8.2	8.8	10.7	10.7	10.9	13.6	16.4	14.9	13.3	12.5	10.0	10.1
5.7	6.7	6.6	8.3	9.5	8.7	8.5	8.5	11.4	10.7	10.2	8.6	7.6
5.6	7.2	6.5	7.0	7.6	6.7	6.5	6.4	6.8	8.5	7.6	7.3	6.1
6.2	6.6	7.0	6.2	5.7	4.8	5.0	5.0	5.0	5.0	5.6	5.7	5.1
4.3	4.7	5.1	4.5	4.0	3.6	3.9	4.2	4.1	3.8	3.8	4.9	4.5
3.4	3.7	3.3	3.3	3.1	2.8	3.0	3.1	3.2	2.9	2.9	3.0	4.0
3.0	3.1	2.8	2.8	2.7	2.3	2.2	2.2	2.2	2.5	2.5	2.6	2.8
2.8	2.5	2.6	2.6	2.5	2.2	1.9	1.8	1.9	2.0	2.2	2.4	2.4
2.8	2.4	2.4	2.5	2.5	2.1	1.9	1.7	1.6	1.7	1.9	2.5	2.3
3.0	2.4	2.4	2.3	2.3	2.1	1.8	1.7	1.6	1.6	1.8	2.1	2.4
2.8	2.6	2.3	2.2	2.2	2.0	1.8	1.8	1.6	1.6	1.8	2.2	2.2
2.5	2.6	2.6	2.4	2.2	2.0	1.7	1.8	1.7	1.7	1.9	2.1	2.1
2.2	2.3	2.5	2.4	2.3	2.0	1.7	1.8	1.6	1.7	2.0	2.1	2.1
1.8	1.9	2.1	2.4	2.4	2.0	1.7	1.7	1.6	1.8	2.0	2.3	2.1
1.8	1.6	1.9	2.1	2.5	2.1	1.7	1.7	1.6	1.7	2.0	2.3	2.3
1.8	1.5	1.6	1.8	2.2	2.1	1.8	1.8	1.6	1.7	1.9	2.3	2.3
1.8	1.6	1.5	1.5	1.8	1.8	1.8	1.8	1.5	1.7	1.8	2.2	2.2
1.7	1.5	1.5	1.3	1.4	1.3	1.4	1.6	1.5	1.6	1.6	1.9	1.9
1.8	1.4	1.3	1.3	1.2	1.0	1.1	1.3	1.3	1.4	1.4	1.6	1.6
9.5	9.0	8.8	8.4	8.2	7.1	6.0	5.7	5.8	7.3	6.2	7.1	6.9
6.4	5.8	5.5	5.0	4.6	3.9	3.2	2.9	3.3	4.2	3.9	4.8	4.7
2.2	2.3	2.4	2.5	2.6	2.3	2.0	1.9	1.6	2.0	1.5	1.5	1.5
0.9	0.9	0.9	0.9	1.0	0.9	0.8	0.9	0.9	1.1	0.8	0.8	6.7

Department of Defense
OASD (Comptroller)
Directorate for Information Operations
February 1, 1974

**Black Enlisted Strength
as of June 1974**

(Men & Women)

**Black Officer Strength
as of June 1974**

(Men & Women)

Service	Number	Total Enlisted Strength	Service	Number	Total Officer Strength
Army	143,480	674,466	Army	4,760	105,998
Navy	40,348	475,479	Navy	868	67,227
Air Force	75,226	529,067	Air Force	2,468	110,491
Marine Corps	30,756	170,062	Marine Corps	457	18,740
TOTAL	289,810	1,849,074	TOTAL	8,553	302,456

Department of Defense
OASD(M&RA)
Manpower Systems Evaluation

Department of Defense

ESTIMATED EDUCATIONAL LEVEL OF MILITARY PERSONNEL ON ACTIVE DUTY

DECEMBER 31, 1973^a
(Cumulative Percent)

	Total DoD	Army	Navy	Marine Corps	Air Force
COMMISSIONED OFFICERS					
Graduated from College	87.4%	85.0%	86.5%	75.6%	91.7%
Completed 2 or more years College	93.5	93.7	91.4	84.9	96.0
Completed some College	96.6	97.1	95.1	90.6	97.9
Graduated from High School	99.6	100.0	98.1	99.8	100.0
Total Commissioned Officers	100.0	100.0	100.0	100.0	100.0
WARRANT OFFICERS					
Graduated from College	4.8%	5.9%	1.6%	2.5%	12.0%
Completed 2 or more years College	22.3	27.0	9.6	9.0	27.2
Completed some College	50.7	55.4	42.0	24.9	45.7
Graduated from High School	98.8	99.7	96.1	96.6	100.0
Total Warrant Officers	100.0	100.0	100.0	100.0	100.0
ENLISTED					
Graduated from College	1.9%	2.7%	1.3%	0.3%	1.9%
Completed 2 or more years College	7.8	12.6	5.3	2.5	5.8
Completed some College	15.8	23.3	12.4	6.7	12.6
Graduated from High School	86.2	83.4	84.9	65.1	97.0
Completed 2 or more years High School	96.6	95.4	96.4	91.6	99.6
Completed some High School	98.7	97.9	98.7	97.6	99.9
Graduated from Grade School	99.6	99.1	99.7	99.6	100.0
Total Enlisted	100.0	100.0	100.0	100.0	100.0

^a Approximation from available service reports dated variously November 1973 through 12-31-1973, weighted by December 31, 1973 strengths to arrive at DoD totals. Sources: Army officer data from report "Civilian Education Level Army Department Officers as of Mid-month November 1973" adjusted to include estimate for general officers. Army enlisted data from sample survey as of November 30, 1973. Navy, Marine Corps and Air Force data from tabulations as of December 31, 1973.

Department of Defense
OASD (Comptroller)
Directorate for Information Operations
April 6, 1974

Department of Defense

**ACTIVE DUTY MILITARY PERSONNEL AND THEIR DEPENDENTS
Worldwide - March 31, 1974**

Military Service	Military Personnel (Excluding Officer Candidates)		Total Number (All Types)	No. Per Military Male	No. Per Family Unit ^a	Wives	Children	Other
	Total Number	Number of Males						
TOTAL, DEPT. OF DEFENSE Officers Enlisted	2,173,948 305,511 1,868,437	2,104,969 292,471 1,812,498	3,282,806 685,636 2,597,170	1.55 2.34 1.43	2.74 2.82 2.72	1,197,650 242,955 954,695	1,927,283 427,053 1,500,230	157,873 15,628 142,245
ARMY Officers Enlisted	779,719 107,016 672,703	751,998 102,657 649,341	1,217,573 243,193 974,380	1.61 2.36 1.50	2.92 2.83 2.94	416,355 85,731 330,624	658,645 145,733 512,912	142,573 11,729 130,844
NAVY Officers Enlisted	542,126 67,369 474,757	526,850 63,844 463,006	712,684 147,074 565,610	1.35 2.30 1.22	2.60 2.83 2.54	273,718 51,859 221,859	434,410 94,075 340,335	4,556 1,140 3,416
MARINE CORPS Officers Enlisted	191,531 18,692 172,839	188,942 18,352 170,590	188,546 41,776 146,770	.99 2.27 .86	2.47 2.98 2.36	76,153 13,995 62,158	111,825 27,688 84,137	568 93 475
AIR FORCE Officers Enlisted	660,572 112,434 548,138	637,179 107,618 529,561	1,164,003 253,593 910,410	1.82 2.35 1.71	2.69 2.77 2.67	431,424 91,370 340,054	722,403 159,557 562,846	10,176 2,666 7,510

^a Family Units are based on the number of wives.

Department of Defense
OASD (Comptroller)
Directorate for Information Operations
August 14, 1974

DEPENDENTS OF MILITARY AND CIVILIAN PERSONNEL - SUMMARY
March 31, 1974

A. Dependents of Active Duty Military Personnel

	Total Dept. of Defense	Army	Navy	Marine Corps	Air Force
WORLDWIDE TOTAL	3,282,806	1,217,573	712,684	188,546	1,164,003
BY TYPE OF DEPENDENT:					
Wives	1,197,650	416,355	273,718	76,153	431,424
Children	1,927,283	658,645	434,410	111,825	722,403
Parents	99,467	84,715	4,008	568	10,176
All Other ^a	58,406	57,858	548	-	-
BY LOCATION OF DEPENDENT:					
United States	2,906,956	1,081,021	663,199	183,244	979,492
Alaska	36,019	14,518	1,541	55	19,905
Hawaii	62,160	17,849	18,611	8,573	17,127
Remaining 48 States & D.C.	2,808,777	1,048,654	643,047	174,616	942,460
U.S. Territories	31,347	6,131	12,493	787	11,936
Foreign Countries	344,503	130,421	36,992	4,515	172,575

B. Dependents (Of U.S. Citizens Civilian Employees)
Located in Alaska, Hawaii, U.S. Territories, and Foreign Countries^b

	Total Dept. of Defense	Army	Navy	Air Force ^c	OSD-JCS & Other Defense Activities
TOTAL	26,982	13,961	6,019	6,045	957
Alaska	1,992	893	124	849	126
Hawaii	2,646	707	1,091	797	51
U.S. Territories	3,525	841	1,983	507	194
Foreign Countries	18,819	11,520	2,821	3,892	586

^aConsists of all other persons related to the military member and who reside in his household and are dependent in fact on him for over half of their support.

^bDependents of employees paid from appropriated funds. Data for Alaska, Hawaii and U.S. territories exclude dependents of citizens who are employed in the state or territory of their permanent residence.

^cDepartment of Air Force Dependents of U.S. Citizen Civilian Employee data are as of September 30, 1973.

Department of Defense
 OASD (Comptroller)
 Directorate for Information Operations
 August 13, 1974

MONTHLY BASIC PAY EFFECTIVE 1 OCTOBER 1974

PAY GRADE	YEARS OF SERVICE														
	Under 2	2	3	4	6	8	10	12	14	16	18	20	22	26	
0-10	2,705.70	2,800.80	2,800.80	2,800.80	2,800.80	2,908.20	2,908.20	2,908.20	3,131.10*	3,355.20*	3,355.20*	3,355.20*	3,579.20*	3,579.20*	3,802.50*
0-9	2,397.90	2,461.20	2,513.40	2,513.40	2,513.40	2,577.00	2,577.00	2,577.00	2,684.10	2,908.20	2,908.20	2,908.20	2,908.20	3,131.10*	3,355.20*
0-8	2,172.00	2,237.10	2,290.20	2,290.20	2,290.20	2,461.20	2,461.20	2,461.20	2,577.00	2,684.10	2,684.10	2,684.10	2,684.10	2,800.80	3,024.90*
0-7	1,804.50	1,927.80	1,927.80	1,927.80	1,927.80	2,013.60	2,013.60	2,013.60	2,237.10	2,461.20	2,461.20	2,461.20	2,461.20	2,630.40	2,630.40
0-6	1,337.70	1,470.00	1,565.70	1,565.70	1,565.70	1,565.70	1,565.70	1,565.70	1,618.80	1,875.00	1,875.00	1,875.00	1,875.00	2,130.90	2,310.60
0-5	1,069.80	1,256.70	1,343.10	1,343.10	1,343.10	1,343.10	1,343.10	1,343.10	1,458.00	1,555.50	1,555.50	1,555.50	1,555.50	1,768.20	1,885.50
0-4	902.10	1,097.70	1,171.80	1,171.80	1,171.80	1,171.80	1,171.80	1,171.80	1,330.50	1,405.80	1,405.80	1,405.80	1,405.80	1,576.50	1,576.50
0-3	838.20	936.90	1,001.40	1,082.20	1,161.00	1,203.00	1,267.50	1,330.50	1,363.20	1,363.20	1,363.20	1,363.20	1,363.20	1,363.20	1,363.20
0-2	730.50	798.30	958.80	990.90	1,011.60	1,011.60	1,011.60	1,011.60	1,011.60	1,011.60	1,011.60	1,011.60	1,011.60	1,011.60	1,011.60
0-1	634.20	660.30	798.30	798.30	798.30	798.30	798.30	798.30	798.30	798.30	798.30	798.30	798.30	798.30	798.30
0-3	0.	0.	0.	1,108.20	1,161.00	1,203.00	1,267.50	1,330.50	1,384.20	1,384.20	1,384.20	1,384.20	1,384.20	1,384.20	1,384.20
0-2	0.	0.	0.	990.90	1,011.60	1,043.70	1,097.70	1,140.30	1,171.80	1,171.80	1,171.80	1,171.80	1,171.80	1,171.80	1,171.80
0-1	0.	0.	0.	798.30	852.30	884.10	915.90	948.00	990.90	990.90	990.90	990.90	990.90	990.90	990.90
W-4	853.80	915.90	915.90	936.90	979.80	1,022.70	1,065.30	1,140.30	1,192.80	1,235.10	1,267.50	1,309.50	1,353.00	1,353.00	1,458.00
W-3	776.40	842.10	842.10	852.30	862.50	875.80	899.80	925.80	979.80	1,011.60	1,043.70	1,074.90	1,108.20	1,150.80	1,235.10
W-2	679.80	735.00	735.00	756.60	798.30	842.10	873.60	905.40	936.90	969.60	1,001.40	1,033.20	1,074.90	1,074.90	1,074.90
W-1	566.40	649.50	649.50	703.50	735.00	767.10	798.30	831.00	862.50	894.60	925.80	958.80	958.80	958.80	958.80
E-9	0.	0.	0.	0.	0.	0.	969.90	992.10	1,014.60	1,038.00	1,060.80	1,081.80	1,138.80	1,138.80	1,249.20
E-8	0.	0.	0.	0.	0.	813.90	836.70	858.90	881.40	904.20	925.50	948.30	1,003.80	1,003.80	1,116.00
E-7	568.20	613.20	636.00	658.20	681.00	702.30	724.50	747.30	781.20	803.10	825.60	836.70	892.80	892.80	1,003.80
E-6	490.80	535.20	557.40	580.50	602.70	624.90	647.40	681.00	702.30	724.50	735.90	735.90	735.90	735.90	735.90
E-5	430.80	469.20	491.70	513.00	546.60	568.80	591.60	613.20	624.90	624.90	624.90	624.90	624.90	624.90	624.90
E-4	414.30	437.40	462.90	499.20	518.70	518.70	518.70	518.70	518.70	518.70	518.70	518.70	518.70	518.70	518.70
E-3	398.40	420.30	437.10	454.20	454.20	454.20	454.20	454.20	454.20	454.20	454.20	454.20	454.20	454.20	454.20
E-2	383.40	383.40	383.40	383.40	383.40	383.40	383.40	383.40	383.40	383.40	383.40	383.40	383.40	383.40	383.40
E-1	344.10	344.10	344.10	344.10	344.10	344.10	344.10	344.10	344.10	344.10	344.10	344.10	344.10	344.10	344.10

COMMISSIONED OFFICERS WITH OVER 4 YEARS ACTIVE SERVICE AS ENLISTED MEMBERS

WARRANT OFFICERS

ENLISTED MEMBERS

While serving as Chairman of the Joint Chiefs of Staff, Chief of Staff of the Army, Chief of Naval Operations, Chief of Staff of the Air Force, or Commandant of the Marine Corps, basic pay for this grade is \$4,195.80 regardless of cumulative years of service. (See * below)

Highest Enlisted Rank. While serving as Sergeant Major of the Army, Master Chief Petty Officer of the Navy, Chief Master Sergeant of the Air Force, or Sergeant Major of the Marine Corps, basic pay for this grade is \$1,518.60 regardless of cumulative years of service.

* Basic pay is limited to \$3,000 by Level V of the Executive Schedule

**MONTHLY
BASIC ALLOWANCE FOR QUARTERS RATES
EFFECTIVE 1 OCTOBER 1974**

PAY GRADE	WITHOUT DEPENDENTS		WITH DEPENDENTS	
	WITHOUT DEPENDENTS	WITH DEPENDENTS	WITHOUT DEPENDENTS	WITH DEPENDENTS
O10	243.00	303.90	243.00	303.90
O-9	243.00	303.90	243.00	303.90
O-8	243.00	303.90	243.00	303.90
O-7	243.00	303.90	243.00	303.90
O-6	223.50	272.70	223.50	272.70
O-5	209.10	252.00	209.10	252.00
O-4	188.70	227.40	188.70	227.40
O-3	167.10	206.40	167.10	206.40
O-2	146.40	185.40	146.40	185.40
O-1	114.90	149.40	114.90	149.40
W-4	182.10	219.30	182.10	219.30
W-3	164.10	202.20	164.10	202.20
W-2	144.60	183.30	144.60	183.30
W-1	130.80	169.80	130.80	169.80
E-9	138.00	194.40	138.00	194.40
E-8	128.70	181.80	128.70	181.80
E-7	110.40	170.40	110.40	170.40
E-6	101.10	158.40	101.10	158.40
E-5	97.80	146.40	97.80	146.40
E-4	86.10	128.10	86.10	128.10
E-3	76.20	110.70	76.20	110.70
E-2	67.50	110.70	67.50	110.70
E-1	63.30	110.70	63.30	110.70

**ODASD(MPP)CS
1 OCTOBER 1974**

Basic Allowance For Subsistence Rates

OFFICERS:	\$50.52/Month
ENLISTED:	
Separate and Leave Rations	\$ 2.41/Day
Rations in Kind not Available	\$ 2.71/Day
Emergency Rations	\$ 3.61/Day

ILLUSTRATIVE EXAMPLES OF MONTHLY PAY AND ALLOWANCES FOR MILITARY PERSONNEL, 1908 - 73

[Amounts in dollars]

Pay grade	Years of service	May 13, 1908	July 1, 1922	Aug. 19, 1941	June 1, 1942	July 1, 1946 ¹	Oct. 1, 1949	May 1, 1952	Apr. 1, 1955	June 1, 1958	Oct. 1, 1963
Commissioned officers:²											
C/S	30	-	-	-	828.67	895.33	1,146.75	1,211.82	1,495.28	2,093.88	2,218.88
O-10	30	-	-	-	828.67	895.33	1,146.75	1,211.82	1,495.28	1,918.88	2,033.88
O-9	30	-	-	-	828.67	895.33	1,146.75	1,211.82	1,395.28	1,718.88	1,823.88
O-8	30	805.41	808.33	808.33	828.67	895.33	1,146.75	1,211.82	1,295.28	1,568.88	1,668.88
O-7	30	624.58	625.00	625.00	662.00	712.00	1,018.50	1,078.44	1,186.08	1,393.88	1,483.88
O-6	27	530.07	600.00	600.00	645.33	693.67	831.75	881.22	964.68	1,169.68	1,302.98
O-5	22	474.00	567.75	567.75	576.75	616.13	717.75	762.66	824.28	959.68	1,090.38
O-4	16	409.05	466.50	466.50	480.50	511.75	603.00	641.82	697.98	777.58	912.93
O-3	10	308.90	346.00	346.00	362.00	396.50	502.50	535.80	587.28	630.48	772.93
O-2	5	236.83	271.00	271.00	292.00	327.00	402.38	431.08	477.48	512.08	632.88
O-1	0	179.32	183.00	183.00	252.00	282.00	330.75	355.68	355.68	355.68	380.28
Warrant officers (Navy):³											
W-4	24	(³)	396.50	396.50	518.87	553.87	583.50	621.54	666.78	710.58	827.93
W-3	20	(³)	313.17	313.17	392.58	431.58	481.20	513.65	556.08	620.48	717.93
W-2	16	(³)	304.83	304.83	336.33	380.08	415.50	444.72	499.88	535.08	622.88
W-1	12	(³)	226.25	226.25	282.58	318.58	357.08	383.06	439.18	478.38	547.98
Enlisted personnel:⁴											
E-9	28	-	-	-	-	-	-	-	-	536.90	680.00
E-8	24	-	-	-	-	-	-	-	-	476.90	570.00
E-7	20	99.00	157.50	167.50	216.90	292.50	332.10	372.08	401.10	446.90	489.90
E-6	15	65.00	96.60	110.80	180.00	246.75	280.65	318.58	346.50	371.90	425.10
E-5	10	52.00	79.20	92.80	147.90	190.25	243.90	260.56	287.70	317.10	370.00
E-4	5	33.00	56.70	76.00	121.90	163.00	177.30	214.69	237.00	247.10	310.00
E-3	1	21.00	42.00	64.00	94.00	118.00	140.55	150.67	150.67	150.67	154.57
E-2	1	18.00	30.00	46.00	82.00	108.00	127.50	137.10	137.10	137.10	141.00
E-1	0	15.00	21.00	31.00	78.00	103.00	120.00	129.30	129.30	129.30	133.20

NOTE—See footnotes at end of table.

ILLUSTRATIVE EXAMPLES OF MONTHLY PAY AND ALLOWANCES FOR MILITARY PERSONNEL, 1908 - 73--Continued

[Amounts in dollars]

Pay grade	Years of service	Sept. 1, 1964	Sept. 1, 1965	July 1, 1966	Oct. 1, 1967	July 1, 1968	July 1, 1969	Jan. 1, 1970	Jan. 1, 1971	Nov. 14, 1971	Jan. 1, 1972	Jan. 1, 1973
Commissioned officers: ²												
C/S	30	2,268.18	2,389.08	2,457.48	2,581.08	2,741.88	3,055.98	3,248.88	3,248.88	3,335.88	3,335.88	3,335.88
O-10	30	2,078.58	2,188.38	2,250.48	2,362.68	2,508.48	2,793.18	2,999.28	3,216.48	3,303.48	3,335.88	3,335.88
O-9	30	1,863.18	1,960.08	2,014.98	2,113.98	2,242.68	2,493.78	2,675.58	2,867.28	2,954.28	3,142.98	3,330.78
O-8	30	1,704.48	1,791.78	1,841.28	1,930.38	2,046.48	2,272.98	2,437.08	2,609.88	2,696.88	2,866.98	3,036.18
O-7	30	1,514.88	1,590.78	1,633.68	1,711.08	1,811.88	2,008.68	2,151.18	2,301.48	2,388.48	2,536.38	2,683.68
O-6	27	1,330.08	1,396.68	1,434.48	1,502.68	1,591.98	1,764.18	1,889.28	2,021.28	2,109.48	2,239.38	2,368.68
O-5	22	1,112.58	1,166.88	1,197.78	1,253.28	1,325.58	1,466.58	1,568.88	1,676.58	1,757.88	1,864.08	1,969.68
O-4	16	930.93	975.33	1,000.23	1,045.53	1,104.33	1,219.23	1,302.33	1,389.93	1,460.28	1,546.68	1,632.48
O-3	10	787.83	824.43	845.13	882.63	931.23	1,026.03	1,094.73	1,167.03	1,232.58	1,303.98	1,374.78
O-2	5	644.58	673.08	689.28	718.38	756.48	830.58	884.28	940.98	996.78	1,052.98	1,108.08
O-1	0	399.18	452.58	461.88	478.98	501.18	544.38	575.58	608.58	684.48	720.18	755.58
Warrant officers (Navy): ³												
W-4	24	843.93	882.93	905.13	945.03	996.93	1,098.33	1,171.53	1,248.93	1,311.78	1,387.98	1,463.58
W-3	20	731.43	764.73	783.63	817.53	861.63	947.73	1,010.13	1,075.83	1,137.48	1,202.28	1,266.78
W-2	16	634.38	662.28	678.18	706.68	743.88	816.48	868.98	924.48	978.18	1,032.78	1,087.08
W-1	12	557.88	581.88	595.38	619.98	651.78	713.88	758.88	806.28	856.98	903.78	950.28
Enlisted personnel: ⁴												
E-9	28	693.90	756.90	777.30	814.20	862.20	955.80	1,023.60	1,095.00	1,159.20	1,229.40	1,299.30
E-8	24	581.40	632.10	648.60	678.30	716.70	792.00	846.30	903.60	955.80	1,012.20	1,068.30
E-7	20	499.20	541.50	555.30	579.90	612.00	674.70	720.00	767.70	814.20	861.30	908.10
E-6	15	432.90	468.30	479.70	500.40	527.40	579.90	618.00	658.20	698.10	737.70	777.00
E-5	10	376.50	406.50	416.10	433.50	456.30	500.70	532.80	566.70	600.30	633.60	666.60
E-4	5	315.00	338.10	345.60	359.10	376.50	410.70	435.60	461.70	510.90	539.10	567.00
E-3	1	154.57	173.10	177.00	188.70	197.70	215.10	227.70	240.90	249.90	259.70	269.70
E-2	1	141.00	152.70	155.70	166.20	173.40	187.80	198.30	209.10	209.10	209.10	209.10
E-1	0	133.20	143.10	145.80	155.70	162.30	175.20	184.50	194.40	194.40	194.40	194.40

¹ An increase in dependents assistance allowances became effective Oct. 26, 1943.

² Allowance for quarters included on assumption that commissioned officers have 1 or more dependents. Allowance for subsistence included for all pay grades.

³ Act of 1922 set up only 2 grades of warrant officers, chief warrant officers and warrant officers. The first has been used as the reference for pay grades W-4, W-3, and W-2; the latter for pay grade W-1; 4 warrant officer pay grades were established in 1949.

⁴ Army warrant officer pay rates were different from the above prior to 1949. Allowances for quarters included on assumption that warrant officers have 1 or more dependents. Allowance for subsistence included for all pay grades.

⁴ Quarters or dependents assistance allowances (when provided by law) are included on assumption that grades E-6 through E-9 have 3 dependents; E-4 and E-5, 2 dependents; E-1, E-2, and E-3, 1 dependent. Allowance for subsistence not included for any enlisted grades, since rations for these grades are provided in kind. Although commutation of rations is authorized when not provided in kind, the amounts are too valuable to be included in a table of this kind.

AGENCY OPERATIONAL RESPONSIBILITIES AND FUNDING FROM USO

Agency	Operational Responsibilities	Funding from USO	
		1973	Funding from USO ¹ 1974 (est.)
YMCA	USO clubs in: Ft. Walton Beach, Fl. Key West, Fl. Lawton, Ok. Minot, N.D. Monterey, Cal. Portsmouth, Va. Rantoul, Ill.	\$426,061 (includes \$96,700 for consultative and administrative overhead)	\$336,765 (includes \$75,000 for consultative and administrative overhead)
NCCS	USO clubs in: Ayer, Mass. Biloxi, Miss. Gulfport, La. Jacksonville, N.C. Leesville, La. Oak Harbor, Wash. Waynesville, Mo. Rome, Italy (operates at breakeven)	\$369,033 (includes \$89,200 for consultative and administrative overhead)	\$273,206 (includes \$57,800 for consultative and administrative overhead)
Salvation Army (the Salvation Army withdrew from active operations in December 1974)	USO clubs in: Fayetteville, N.C. Junction City, Kan. Killeen, Texas So. Georgia MCD Twentynine Palms, Cal.	\$307,538 (includes \$52,400 for consultative and overhead)	\$260,626 (includes \$54,800 for administrative overhead)
NJWB	Consultation to affiliated USO organizations in the Eastern Region of the U.S.	\$177,068 ²	\$72,063
YWCA	Consultation to affiliated USO clubs in the Mid-America Region of the U.S.	\$163,490 ³	\$70,030
TAISSA	Consultation to affiliated USO clubs in the Western Region of the U.S.	\$46,510	\$36,801
	Total	\$1,484,700 (including \$595,400 for consultation and administrative overhead)	\$1,049,500 (including \$366,500 for consultation and administrative overhead)

¹ For those agencies which operate USO clubs, the figures represent the difference between cost and income generated from local services.

² In 1973, the NJWB operated 5 area offices and the USO clubs in Portsmouth, N.H., and Balboa, Canal Zone.

³ In 1973, the YWCA was operating USO clubs in Oxnard and Victorville, California.

SUMMARY OF EXPENDITURES—UNITED SERVICE ORGANIZATIONS, 1969-1974

EXPENDITURES	1969	1970	1971	1972	1973	1974	1975 Revised Budget
PROGRAM SERVICES							
MEMBER AGENCIES:							
YMCA					426,061	336,765	787,077
NCCS					364,033	274,527	7,730
NJWB					177,068	72,063	6,527
YWCA					163,490	70,030	6,326
SA					307,538	260,626	—
TAISSA					46,510	36,801	333
TOTAL-AGENCIES	1,534,744	1,607,378	1,579,404	1,828,824 ¹	1,484,700	1,050,812	807,983
OVERSEAS OPERATIONS	2,350,636	2,087,238	1,664,515	2,078,386 ¹	1,607,409	929,807	1,101,764
National Council	45,018	61,321	45,871	68,693	49,051	21,100	
Public Information	196,435	218,822	269,827	165,756	191,430	199,450	200,300
USO Shows	838,938	633,135	691,387	(¹)	509,725	325,000	355,500
Volunteer Training & Development					54,564	56,250	
Community Operations & Field Services	107,940	101,418	127,322	(¹)	39,391	34,000	250,700
TOTAL-PROGRAM SERVICES	5,073,711	4,709,312	4,378,326	4,141,659	3,936,270	2,576,419	2,716,257
SUPPORTING SERVICES							
Management & General	1,078,771	937,907	842,673	947,340	695,593	741,427	716,250
Fund Raising	311,417	331,031	360,268	413,053	448,198	524,700	371,770
TOTAL-SUPPORTING SERVICES	1,390,188	1,268,938	1,202,941	1,360,393	1,143,791	1,266,127	1,088,020
Unassigned Commitments							50,000
TOTAL EXPENSES	6,463,899	5,978,250	5,581,267	5,502,052	5,080,061	3,842,546	3,854,277

Source: Audited Financial Statements
Lybrand, Ross Bros. & Montgomery

SUMMARY OF INCOME—UNITED SERVICE ORGANIZATION, 1969-74

INCOME	1969	1970	1971	1972	1973	1974	1975 Budget
CONTRIBUTIONS							
Federated Campaigns	5,477,502	5,476,744	5,031,347	4,732,884	4,009,860	3,050,000	2,500,000
Independent Campaigns	525,775	556,386	418,953	386,590	177,453	120,000	140,000
Federal Overseas Campaigns				55,143	65,136	60,000	60,000
Corporations & Foundations						110,000	350,000
Special Contributions	79,866	42,458	63,289	136,204	141,435	80,000	215,000
Supplemental Fund Raising Projects					41,950	95,000	200,000
USO Memberships					15,360	25,000	75,000
TOTAL CONTRIBUTIONS	6,083,143	6,075,588	5,513,589	5,310,821	4,451,194	3,540,000	3,540,000
Interest & Dividends	111,188	108,105	81,073	80,115	91,339	70,000	55,000
Miscellaneous	8,210	23,136	10,817	52,920	95,120	56,000	40,000
TOTAL INCOME	6,202,541	6,206,829	5,605,479	5,443,856	4,637,653	3,666,000	3,635,000

SUMMARY OF EXPENSE AND INCOME FOR NATIONAL USO OPERATED OVERSEAS UNITS

For 1974 and 1975

USO CENTER LOCATIONS	1974				1975	
	Total Actual And Estimated Expense	Total Income	Amount Due From USO	Requested Budget	Total Estimated Income	Estimated Amount Due From USO
Alaska						
Fairbanks	\$ 73,462.00	\$ 29,829.00	\$ 43,633.00	\$ 75,510.00	\$ 29,980.00	\$ 45,530.00
France						
Paris	128,462.00	67,186.00	61,276.00	154,093.00	81,692.00	72,401.00
Nice	50,675.00	16,443.00	34,232.00	55,368.00	16,368.00	39,000.00
Germany						
Frankfurt	38,470.00	4,803.00	33,662.00	38,720.00	4,860.00	33,860.00
Hanau	38,289.90	12,804.00	25,483.90	52,293.02	17,235.00	35,058.02
Mannheim	9,893.00	324.00	9,569.00	21,152.00	—	21,152.00
Stuttgart	—	—	—	17,280.00	—	—
Greece						
Athens						
(USO Center)	169,001.00	125,941.07	43,060.21	154,185.18	118,378.92	35,806.26
(Fleet Canteens)	5,028.65	3,325.15	1,705.52	7,244.00	5,100.00	2,144.00
Guam	165,580.00	126,220.00	39,360.00	178,130.00	138,770.00	39,360.00
Hawaii						
Honolulu	18,668.50	1,950.00	16,718.50	27,632.00	1,950.00	25,682.00
Iceland						
Keflavik	101,963.00	96,786.00	5,177.00	107,533.40	97,236.00	10,297.40
Italy						
Naples		348,257.00	17,313.00		289,882.00	40,352.00
Korea						
Seoul	722,405.00	692,941.71	29,464.00	756,202.00	700,200.00	56,202.00
Okinawa	411,918.26	406,038.14	5,880.12	433,128.00	418,800.00	14,328.00
Phillipines						
Manila	48,037.96	30,269.30	17,768.46	49,061.00	31,058.75	18,002.25
Thailand						
Bangkok	109,598.18	116,150.00	(6,551.82)	68,460.00	64,836.00	3,624.00
Korat	287,884.53	311,101.42	23,216.89	297,165.00	318,084.00	20,919.00
Nakhon Phanom	210,936.00	211,350.00	(414.00)	189,324.00	185,820.00	3,504.00
Ramasun	60,235.00	54,765.00	5,470.00	127,115.00	118,379.00	8,736.00
Samae San	174,867.00	185,053.00	(10,186.00)	191,424.00	191,736.00	(312.00)
Udorn	223,495.85	227,320.29	(3,824.15)	209,472.00	210,036.00	(564.00)
U-Tapao	437,686.00	473,850.00	(36,164.00)	376,959.00	400,800.00	(23,841.00)



**UNITED
SERVICE
ORGANIZATIONS, INC.**

NATIONAL HEADQUARTERS • 237 East 52nd Street • New York, N.Y. 10022 • (212) 644-1550
Cable Address: USOSERV, N.Y.

Honorary Chairman
Gerald R. Ford

Chairman of the Corporation
Dr. Elvis J. Stahr, Jr.

Chairman, Executive Committee
Jacob Goodstein

Vice Presidents
Lt. Col. Peter M. Dawkins, USA
Marvin E. Cardoza
Robert L. Adler
Mrs. Sylvester J. Carter
Comm. William E. Chamberlain
Joseph H. Singer

Secretary
Mrs. Andrew M. McBurney

Treasurer
Robert A. Geib

National Executive
Michael E. Menster

PROPOSED BILL TO GRANT A FEDERAL CHARTER
TO THE UNITED SERVICE ORGANIZATIONS, INC.

Attached is a copy of a proposed bill to be introduced in the House and Senate to incorporate the United Service Organizations under Federal Law.

The proposed bill was drawn up by USO Legal Counsel and reviewed by Staff Counsel of the Subcommittee on Claims and Governmental Relations, House Judiciary Committee. Provisions of the bill which offer the President of the United States the honorary chairmanship and create appointive responsibilities for the President have been cleared with the White House Staff.

The USO was created during WWII as a volunteer organization to provide certain morale services for the Armed Forces. President Roosevelt was the first honorary chairman and every President since, including President Ford, has served as honorary chairman of the organization.

The USO was founded by the following organizations:

Young Men's Christian Associations
National Catholic Community Service
National Jewish Welfare Board
Young Women's Christian Association
The Salvation Army
Travelers Aid-International Social Service of America

After WWII, and following the Korean War, and now following U. S. involvement in the Vietnam conflict, the role and need for -- and the very existence of -- the USO has been threatened. In each of these instances the Armed Forces' need for the USO has been reexamined and reaffirmed. One of the main purposes of a Federal Charter is to give permanence to this supporting organization.

Preceding a copy of the bill is a summary of factual information which may be helpful in the consideration of Congressional enactment.

Why USO Needs a Congressional Charter

United Service Organizations, Inc. (USO), which has provided services during three wars, and is now in its third postwar period of supportive operations to the armed forces, is applying for Federal recognition in the form of a Congressional Charter for these key reasons:

1. A Sense of Permanence

To establish for USO a sense of permanence, which will relieve the organization of its wartime image, and legitimize the on-going importance of USO during peacetime.

2. Volunteers vs. Draftees

To indicate recognition of the fact that, despite the elimination of the draft, members of today's all-volunteer force have continuing needs for voluntary agency social services.

3. Civilian Linkage

To indicate Congressional support of the concept behind USO: that is, the importance of civilian linkage with members of the military and their families; and to thereby encourage a national interest in their social, welfare, educational, recreational, spiritual, and religious needs from an entirely civilian source.

4. Formalizing Ties with DoD

To establish with the Department of Defense, by law, an association which will enable both the USO and the Department to be more mutually supportive, including a supervisory role for the Department, without in any way impairing the civilian-supported, civilian-operated USO activities needed by the armed forces, both domestically and overseas.

5. USO Recognition Overseas

To provide Congressional recognition of USO activities, which will greatly assist both USO and commanders overseas in arranging with foreign governments for the establishment of USO centers in areas where U.S. military personnel are serving.

6. USO's National Image

To provide recognition of USO on a national basis, which will greatly enhance USO's reputation as a charitable institution, deserving of the broadened support of all individuals and organizations.

1. A Sense of Permanence

To establish for USO a sense of permanence, which will relieve the organization of its wartime image, and legitimize the on-going importance of USO during peacetime.

When USO was founded in 1941, its primary purpose was to serve the needs of men and women in uniform during a particularly tense period. Throughout World War II, The Korean War, and the conflict in Vietnam, USO effectively provided for the welfare and morale needs of servicemen and women, and thus, because of heightened public awareness, became identified in the minds of most Americans as a wartime service.

Therefore, during every post-war period, the question has arisen as to whether there is a need for USO during peacetime; and as the interest of the American public in military matters waned, support for USO concomitantly decreased.

When this happened for the third time, after the Vietnam conflict, USO requested that a study be commissioned to determine once and for all whether there was a continued need for voluntary agency services to members of the armed forces during peacetime. In response to this request, the National United Way of America and the Department of Defense jointly sponsored a "Blue Ribbon Study Committee," composed of impartial, prominent citizens, to study the question.

The Study Committee began its survey of USO worldwide operations in the fall of 1974, and in February 1975 published its final report. Included in this report are the following observations:

"The Study Committee members were unanimous in their findings that there is a need for services provided by a civilian voluntary agency to armed forces personnel in military impacted areas in the United States, as well as overseas." Furthermore, "It was observed by Committee members that the unmet needs of military personnel and their dependents are so great that, if a voluntary organization like the USO did not exist, it would have to be created."

Conclusions drawn in this lengthy report (a copy of which is enclosed) settle the question of the continued need for USO services. The report concludes that USO has a permanent on-going peacetime role.

USO is a great deal more than donuts and wartime Shows. A Congressional Charter would provide recognition of USO as an important peacetime agency.

* * * * *

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2. Volunteers vs. Draftees

To indicate recognition of the fact that, despite the elimination of the draft, members of today's all-volunteer force have continuing needs for voluntary agency social services.

One question that often surrounds discussion of the need for USO today, in 1975, is that of the importance of USO services to members of the all-volunteer force. There is a misconception in some quarters that because young men and women now volunteer for service, and because they are better paid, they no longer need the assistance of a social service agency like USO.

In the Blue Ribbon Committee's final report, the following testimony was printed on this subject:

"There seems to be a thought among the civilian population that there is some new set of characteristics for the young man in uniform because the services are now an all-volunteer force instead of an inducted force. The DoD would like to point out, however, that in this regard, the members of the all-volunteer force are basically no different than those who served before them during the draft." To continue: "Some type of visible public support, such as provided by the USO, is particularly important to those military members stationed far from home in overseas areas or in military impacted areas of the United States."

These young men and women have the same problems as their predecessors under the draft, problems which USO can help them deal with. They also have the additional burden of public apathy, and this makes it especially important to them that USO continue to exist as an expression of public support for their welfare.

* * * * *

3. Civilian Linkage

To indicate Congressional support of the concept behind USO: that is, the importance of civilian linkage with members of the military and their families; and to thereby encourage a national interest in their social, welfare, educational, recreational, spiritual and religious needs from an entirely civilian source.

USO was founded, and exists today, upon the premise that there is a healthy need for ongoing communication and interchange between the civilian public and members of the military. The continued importance of this premise was expressed as follows by the Blue Ribbon Study Committee:

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"The continuation of a democratic form of government requires the military to be under civilian control. Isolation of the military from civilian influence is not, we believe, in the interest of this nation." Further, "One of the fundamental characteristics of our armed forces has always been that they are composed principally of civilians who will return to civilian life. It is apparent that we will lose that essential ingredient if we develop a wholly professional military caste that relates only internally. The USO is effectively a civilian window which relieves the entirely military atmosphere, (and) gives the soldier an outside agency for communication and activity unrelated to the military."

Congressional support would institutionalize the concept of civilian linkage and encourage a greater interest on the part of the general American public in the needs and welfare of members of the military.

* * * * *

4. Formalizing Ties with DoD

To establish with the Department of Defense, by law, an association which will enable both the USO and the Department to be more mutually supportive, including a supervisory role for the Department, without in any way impairing the civilian-supported, civilian-operated USO activities needed by the armed forces, both domestically and overseas.

USO centers are set up around the world at the specific request of the Department of Defense. Local commanders who see a need for a USO facility in their area transmit their requests to the DoD, which reviews each situation, and formally asks USO to set up centers where appropriate. (USO presently has 19 such formal requests from the DoD for overseas centers, which it has been unable to fill due to financial difficulties.)

On December 20, 1974, Assistant Secretary of Defense William K. Brehm sent a memo to local military commands worldwide stating that they should "provide assistance to the greatest extent possible for USO." This type of effort and cooperation on the part of DoD is greatly appreciated. It is felt, however, that formal guidelines for assistance will be to the benefit of both DoD and USO in this area.

It is essential that this cooperation not overshadow the basically civilian, non-profit character of USO.

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5. USO Recognition Overseas

To provide Congressional recognition of USO activities, which will greatly assist both USO and commanders overseas in arranging with foreign governments for the establishment of USO centers in areas where U.S. military personnel are serving.

Overseas communities which presently have USO centers have found these facilities to be to the great advantage of their local populations. The presence of a USO center averts the overuse of other community resources and allows for a much more relaxed atmosphere in foreign cities which have a heavy concentration of American service personnel.

Today there are approximately 520,000 military personnel serving outside of the United States, many with wives and children who also look to USO for considerable social and personal assistance. USO operates 50 points of service overseas.

The Blue Ribbon Committee reported the following in relation to military personnel serving overseas:

"Without the kind of alternatives offered by the USO, boredom and cultural isolation, not to speak of the adverse sociological factors experienced by young Americans trying to live in a native economy, would make the service intolerable."

The report also states:

"Another and basically non-military component affected by the USO in foreign lands has to be that it provides a cultural interface which brings our troops together with the native population on a better footing and in a more sympathetic way than can be found in the bars and clubs where the worst kind of abrasive and basically contemptuous relations develop." Furthermore, "the USO is our best ambassador when the alternative is the abrasive hell-raising traditional camp follower environment."

* * * * *

6. National Image

To provide recognition of USO on a national basis, which will greatly enhance USO's reputation as a charitable institution, deserving of the broadened support of all individuals and organizations.

USO is a non-profit organization, dependent for its survival upon the voluntary contributions of the general public. As such, it needs a firm footing within the American awareness if it is to continue to provide for essential human needs around the world to a substantial--and important--group of American citizens: 2.1 million servicemen and women and their 3.5 million dependents.

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In this vein, the Blue Ribbon Committee recommends that USO seek a Congressional Charter "...to identify the USO as a distinctive entity through which voluntary interests for providing assistance to men and women of the armed forces can be efficiently channeled."

####

A BILL

To incorporate United Service Organizations, Inc.

Be it enacted by the Senate and House of Representatives
of the United States in Congress assembled, That the
following persons, to wit:

Robert L. Adler, Chicago, Illinois

Mrs. Arthur Forrest Anderson, Wilton, Connecticut

Miss Lita Baron, Palm Springs, California

Alfred D. Bell, Jr., San Francisco, California

W. Nelson Bump, New York, New York

Marvin E. Cardoza, San Francisco, California

J. Robert Carey, Silver Spring, Maryland

Mrs. Sylvester J. Carter, New York, New York

Commissioner William Chamberlain, Atlanta, Georgia

Mrs. Francis T. Christy, Wilton, Connecticut

Louis J. Cohen, Newark, New Jersey

Hon. Frederick M. Coleman, Cleveland, Ohio

Solon Cousins, Wellesley, Massachusetts

Lt. Col. Peter M. Dawkins, Alexandria, Virginia

Mrs. Amedeo Giordano, Bronx, New York

Jacob Goodstein, New York, New York

Mrs. Eric H. Haight, Bedford, New York

Dr. Maurice M. Hartmann, Washington, D.C.

Herbert D. Harwood, Chestnut Hill, Massachusetts

Mrs. Bartlett B. Heard, Oakland, California

Peter A. Hersee, Boston, Massachusetts

Charlton Heston, Beverly Hills, California

Mrs. Ethan Allen Hitchcock, New York, New York

Commissioner Ernest W. Holz, Atlanta, Georgia

Commissioner Richard E. Holz, San Francisco, California

Commissioner Paul S. Kaiser, San Francisco, California

Henry Kohn, New York, New York

Herbert Millman, New York, New York

Rev. Robert V. Monticello, Washington, D.C.

Mrs. Arthur Lord Nash, Chappaqua, New York

Thomas M. Simmons, Boston, Massachusetts

Joseph H. Singer, Mount Vernon, New York

Mrs. Robert Six, Beverly Hills, California

Lt. Commissioner Bramwell Tripp, New York, New York

Dr. Seymour Weisman, New York, New York;

and their successors are hereby created and declared to

be a body corporate of the District of Columbia having the name United Service Organizations, Inc. (hereinafter the "Corporation"). The said Corporation shall have perpetual existence and the powers, limitations, and restrictions herein contained.

Sec. 2. Objects and Purposes of the Corporation.

The objects and purposes of the Corporation are to provide a voluntary civilian agency responsible to the President of the United States and the Secretary of Defense, through which the people of this Nation may, in peace or war, serve the religious, spiritual, social, welfare, educational and entertainment needs of the men and women in the Armed Forces within or without the territorial limits of the United States, and in general, to contribute to the maintenance of morale of such men and women; to solicit funds for the maintenance of the organization and the accomplishment of its responsibility; to accept the cooperation of and to provide an organization and a means through which the National Board of Young Men's Christian Associations, National Board of Young Women's Christian Association, National Catholic Community Service, The Salvation Army, the National Jewish Welfare Board, the Travelers Aid-International

Social Service of America, and other civilian agencies experienced in specialized types of related work, which may be needed adequately to meet particular needs of the members of the Armed Forces, may carry on their historic work of serving the spiritual, religious, social, welfare, educational and entertainment needs of such men and women and be afforded an appropriate means of participation and financial assistance; to coordinate their programs, and to accept the cooperation of individual citizens in accomplishing its purposes. The Corporation shall have such other objects and purposes as are consonant with the above.

Sec. 3. Corporate Powers.

The Corporation shall have all the powers necessary and proper to accomplish the objects and purposes set forth in Sec. 2. Such powers shall be given broad interpretation so as to enable it to accomplish the said objects and purposes. Without limiting the generality of the foregoing, the Corporation shall have the following specific powers:

(a) To enact and amend by-laws, rules and regulations for its internal governance and management, not inconsistent with this Act or other provisions of law.

(b) To establish, regulate and terminate state,

regional, local and overseas councils, organizations, chapters or affiliates in such manner and by such rules as it deems appropriate so as to enable it to carry out its powers and accomplish the objects and purposes set forth in Sec. 2.

(c) To solicit and raise funds for the accomplishment of its purposes, and to accept gifts, legacies, devises, and support from private and Governmental sources in furtherance thereof.

(d) To acquire, hold, and dispose of such real and personal property as may be necessary to carry out the corporate purposes; to sell, mortgage, or lease any of its real property if authorized by its Board of Governors.

(e) To make and enter into contracts.

(f) To borrow money for the purposes of the corporation, issue bonds therefor, and secure the same by mortgage, subject in every case to all applicable provisions of federal and state law.

(g) To adopt and alter a corporate seal, emblems and marks.

(h) To choose such officers, representatives, and agents as may be necessary to carry out the corporate purposes.

(i) To establish and maintain offices for the conduct of the affairs of the Corporation.

(j) To publish a newspaper, magazine, or other publications.

(k) To sue and be sued in any Court.

(l) To do any and all acts and things necessary and proper to accomplish the foregoing specifically enumerated purposes.

(m) The Corporation shall have any power, privilege, or prerogative that has heretofore been granted in any act of Congress granting a charter to a national organization.

Sec. 4. Restrictions on Corporate Powers.

(a) The Corporation shall be nonpolitical and, as an organization, shall not furnish financial aid or assistance to, or otherwise promote the candidacy of, any person seeking elective public office. No substantial part of the activities of the Corporation shall involve carrying on propoganda, or otherwise attempting to influence legislation.

(b) The Corporation shall have no power to issue any shares of capital stock, or to declare or pay any dividends. It shall also have no power to engage in any

business activity for pecuniary profit unless the activity is substantially related to the carrying out of its objects and purposes, as set forth in Sec. 2, or the raising of funds for the accomplishment of said purposes.

(c) The property of the Corporation is irrevocably dedicated to charitable purposes. Upon dissolution or final liquidation of the Corporation, after discharge or satisfaction of all outstanding obligations and liabilities, its remaining assets, if any, shall be distributed in accordance with the determination of its Board of Governors, in compliance with its by-laws and all federal and state laws applicable thereto; provided, however, that its property shall not, in any event, inure to the benefit of any private person except a fund, foundation, association or corporation operated exclusively for charitable purposes.

(d) No part of the income or assets of the Corporation shall inure to any member, governor, officer or employee of the Corporation or be distributable to any person during the life of the Corporation or upon its dissolution or liquidation. Nothing in this subsection, however, shall be construed to prevent the payment of reasonable compensation for services rendered to officers

and employees of the Corporation and other persons, or to prevent their reimbursement for actual necessary expenses in amounts approved by the Corporation's Board of Governors.

(e) The Corporation shall not make loans to its members, officers, governors, or employees.

Sec. 5. Governance of the Corporation.

(a) Members of the Corporation.

The persons listed in Sec. 1 are the present members of United Service Organizations, Inc., a corporation organized under the Not-for-Profit Corporation Law of the State of New York (hereinafter "the New York Corporation").

Upon the enactment of this Charter, and for not more than one (1) year thereafter, the said persons shall be the members of the Corporation hereunder. They shall adopt by-laws and perform all other acts necessary to complete the organization of the Corporation. Thereafter, the members of the Corporation shall consist of nine (9) persons designated by the President of the United States, and such representatives of the organizations listed in Sec. 2 of this Act and of the public at large as shall be specified in the by-laws. The rights,

privileges and designations of the classes of members shall also be as specified in the by-laws.

(b) Board of Governors.

The management of the Corporation shall be entrusted to a Board of Governors, which shall be responsible for the general policies and program of the Corporation and for the control of its affairs and property. Upon the enactment of this Charter and for not more than one (1) year thereafter, the membership of the initial Board of Governors of the Corporation created hereunder shall consist of the present members of the Board of Governors of the New York Corporation. Thereafter, the Board of Governors shall be elected by the members of the Corporation for such terms and in such classes as shall be specified in the by-laws, and shall include the following persons:

(1) Six (6) members nominated by the President of the United States.

(2) The Secretary of Defense, or his designee.

(3) The Chairman and Ranking Minority member of the Senate Committee on Armed Services.

(4) The Chairman and Ranking Minority member of the Committee on Armed Services of the House of Representatives.

(5) Such representatives of the organizations listed in Sec. 2 of this Act and of the public at large as shall be specified in the by-laws.

(c) Other Governing Bodies.

The Corporation shall have such other governing bodies and committees as may be provided for in its by-laws.

(d) Officers.

The office of Honorary Chairman of the Corporation shall be tendered to the President of the United States. Upon acceptance of such office, the Honorary Chairman shall be invited to preside at such meetings of the Corporation as he may deem appropriate and convenient. The Corporation shall have such other officers as may be designated in its by-laws.

Sec. 6. Dissolution of the New York Corporation.

Upon the enactment of this Charter, the Corporation shall acquire the assets and assume the liabilities of the New York Corporation. At such time as the liabilities of the New York Corporation have been fully discharged, the Corporation shall cause the New York Corporation to be dissolved.

Sec. 7. Use of Names "United Service Organizations, Inc." and "USO".

The Corporation, its regional, state, and local councils, organizations, chapters, and affiliates shall have the sole and exclusive right to use the names "United Service Organizations, Inc." and "USO" and such distinctive insignia, emblems and badges as the Corporation may lawfully adopt in carrying out its purposes.

Sec. 8. Assistance by Government Agencies.

The Department of Defense and any other agency of the United States Government, may provide such assistance as they determine is appropriate to enable the Corporation to carry out its purposes.

Sec. 9. Miscellaneous Provisions.

(a) The principal office of the Corporation shall be located in New York, New York, or in such other place as may be later determined by the Board of Governors, but the activities of the Corporation shall not be confined to that place. The said activities may be conducted throughout the various states, territories, and possessions of the United States, and in foreign countries.

(b) The Corporation shall file in the office of the secretary of each state, territory, or possession of the

United States in which the Corporation or its local, state or regional councils, organizations, chapters or affiliates may have activities, the name and post office address of an authorized agent upon whom local process or demands against the Corporation may be served.

(c) The Corporation shall keep correct and complete books and records of account and shall also keep minutes of the proceedings of its members, and of its Board of Governors, or any committee having any of the authority of the Board of Governors; and shall keep at its principal office a record giving the names and addresses of its members entitled to vote; and shall permit all books and records of the Corporation to be inspected by any member or his agent or his attorney for any purpose at any reasonable time.

(d) The Corporation shall make public an annual report concerning its proceedings and activities for the preceding calendar year.

(e) The provisions of Sections 1102 and 1103 of Title 36 of the United States Code shall apply with respect to the Corporation.

(f) The right to alter, amend, or repeal this Act is hereby expressly reserved.