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ACKNOWLEDGMENT

Sincere appreciation is hereby expressed to Professor T. M. Evans and Assistant Professor Raymond A. Wauthier of the Department of Physical Education at Kansas State University for their professional advice and encouragement given in the preparation of this study. Appreciation is also expressed to Mr. Frank Brungardt, Fort Riley Athletic Director, and his staff for their cooperation and personal help in compiling this report.

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INTRODUCTION

History and Mission of Special Services

The Army has long recognized the value of recreation and feels obligated to provide its personnel with a recreational environment comparable to the average civilian community. The majority of the recreational activities offered the servicemen and their dependents were called Special Services. The Special Service Program normally combined the recreation activities with a multitude of related activities to comprise a balanced and well-rounded program.

The Special Service Program discussed in this report is the one presently being conducted at Fort Riley, Kansas. Fort Riley is located in Geary County, Kansas between Junction City and Ogden, Kansas. The military population, including dependents at Fort Riley is approximately 40,000. The military reservation consists of approximately 100,000 acres. The majority of the Special Service facilities are located on the reservation, however, additional recreation facilities for military personnel are located at the Kanopolis and Milford Dam and Reservoir areas.

Fort Riley's Special Service Program, as known today, was formally organized during World War II. Designed to have the potentials for the inclusion of all forms and types of recreation activities, its major divisions have varied depending primarily on post strength. At present, the seven major divisions of the program are Service Clubs, Arts and Crafts, Entertainment, Libraries, Sports, Theaters, and Dependent Youth. Each was designed to provide the individual an opportunity to select and participate in the recreation activity of his choice. The activities were for the most part, free to the participant. A minimal fee was charged for bowling, golf, boats, and for the cost of the materials used in the Arts and Crafts Program.

Interest and popularity of the military Special Service Program were based on three self-explanatory factors: training commitments, troop movements, and command support. Needless to say, interest increased in peace time.

The purpose of the Special Service Program was to stimulate, develop, and maintain the mental and physical well being of military personnel through planned recreation activities. Recreation was and is still recognized as one of the greatest morale builders and contributed to the esprit de corps that was so important to the modern Army. As each commander was responsible for the well being of his men, the command emphasis given to the Special Service Program at Fort Riley was tremendous as commanders realized the program contributed to the troops increased combat readiness and provided for the wholesome utilization of their off-duty hours.

The objectives of Fort Riley's program was to provide military personnel and their dependents with a variety of off-duty recreational activities comparable to the best available in modern American communities. In order to fulfill this objective, the Special Service Officer had to maintain program balance and perform research and study for future program expansion or deletion of activities as interest dictated. The above objective is broad, however, each of the seven divisions of Fort Riley's Special Service Program had specific objectives which will be discussed later.

The Army normally did not train or educate military personnel in the Special Service technical fields, but instead relied on employment of professional civilians as supervisors, leaders, and workers. Military personnel were assigned to assist the professional staffs and the entire program was under military control, normally limited to two or three officers and noncommissioned officers.

TABLE I
TABLE OF PERSONNEL

DIVISIONS	AUTHORIZED		ASSIGNED	
	Mil.	Civ.	Mil.	Civ.
Dependent Youth	0	1	5	1
Sports	3	9	37	6
Entertainment	0	2	2	2
Library	0	8	1	8
Theaters	0	0	0	0
Service Clubs	4	11	3	10
Arts & Crafts	0	6	15	2
Administration	3	3	4	3
Supply	1	1	8	1
TOTALS	11	40	65	33

Table I is a breakdown of the personnel assigned to Special Services at Fort Riley. At Fort Riley, the authorized strength for the Special Service Program was eleven military and forty civilian personnel. With the return of the Twenty-fourth Infantry Division to Fort Riley, there were sixty-five military and thirty-three civilian personnel assigned to Special Services. The large number of military personnel assigned in place of the authorized civilians was due to the Department of Defense's recent policy of not hiring civilians due to budget limitations.

The facilities for recreation activities will be discussed as the division responsible for them is described.

TABLE II
FORT RILEY SPECIAL SERVICE FACILITIES

FACILITY	QUANTITY
Bowling Alley (40 lanes)	3
Boxing Arena	1
Quince	5
Handball Courts	4
Golf Course	1
Golf Driving Range	1
Tennis Courts	8
Swimming Pools	4
Track 1/4 mile	1
Baseball Field	2
Softball Field	56
Lake and/or reservoir	3
Theater	4
Library	5
Service Clubs	5
Arts & Craft Shop	3
Football Stadium	2
Football Fields (Touch)	8
Volleyball Courts	10
Soccer Fields	3

Table II is a consolidated list of facilities listed primarily to show the magnitude of available facilities and the large responsibility connected in the maintenance and operation of them.

Special Services in the Army is big business and costs 70 million dollars per year. Although initial regulations stated that the program would be supported by funds appropriated by Congress, (the tax dollar), Army wide only about 30 percent was derived from that source. The bulk of the money came from the soldier himself, through profits of facilities of the Army and Air Force Exchange Service (PX) and motion picture theaters. In a sense, the soldier was a shareholder in a large company. He bought in the PX or attended the movies, and the profits, 5 to 25 percent, were returned to him in the form of recreational programs or welfare benefits. The money was distributed annually, based on military strength of major commands. These funds were called non-appropriated funds and the funds furnished by Congress through taxation were called appropriated funds. The major portion of the budget was for salaries. All civil service employees had to be paid by appropriated funds.

TABLE III
BUDGET - FISCAL YEAR, 1969

AREA	APPROPRIATED	NONAPPROPRIATED
Personnel	\$403,400.00	\$ 79,171.00
Travel (for SS personnel)	5,000.00	None
Contracting Services (clinics)	7,200.00	8,482.00
Supplies and Equipment	143,300.00	34,856.00
Maintenance and Repair	None	11,500.00
TOTAL	\$558,900.00	\$134,009.00

Table III is a breakdown of Fort Riley Special Services budget for fiscal year, 1969. The total budget is \$692,909.00.

TABLE IV
DIVISION BUDGET
NONAPPROPRIATED FUNDS

DIVISION	AMOUNT
Library	\$ 21,277.00
Arts & Crafts	20,258.00
Service Clubs	27,190.00
Sports	36,877.00
Entertainment	5,220.00
Dependent Youth	23,187.00
Theaters (Self Supporting)	None
TOTAL	\$134,009.00

Table IV is a breakdown of the nonappropriated funds budget and indicated the amount each division received. The bulk of this money went for salaries of civilians without a civil service rating.

PURPOSE

The purpose of this report was to consolidate the entire Special Service Program being conducted at Fort Riley, Kansas and was to evaluate and analyze the program as to its effectiveness and success. In addition, the report would explain a military Special Service Program to students in the physical education or recreation curriculums in hopes of enticing qualified personnel into the civil service recreation field. A personal motive for compiling this report was that upon completion of my Master's Degree and return to active duty in the military service, it is hoped that it may be possible to be transferred into the Adjutant General Corps with a Special Service Officer's Military Occupational Speciality, (MOS). Also, upon retirement from the Army in approximately seven years, it is hoped that there will be an opportunity to work in the administrative field of some related Special Service's activity.

REVIEW OF LITERATURE

An extensive search of the Kansas State University Library and the Department of Physical Education Library showed that the only available material concerning the selected subject was a Master's Report made in 1968 by George Tardiff entitled, "A Study of the Fifth United States Army Sports Program." All other literature and background material was found in the Special Services Library at Fort Riley, Kansas. Material used for the report is listed in the bibliography.

METHOD OF STUDY

The basic method of study used in compiling the report was through personal interviews with responsible personnel in the Special Services Program at Fort Riley, Kansas. Also, procedures and methods of operation for each of the seven divisions were analyzed to insure that their purposes were not in conflict with existing Army regulations or policy. The background information on the Army Special Service Program was obtained through an intensive study of the, "Special Service Course Workbook," used by the Special Service School at Fort Benjamin Harrison in Indianapolis, Indiana.

DISCUSSION

Special Service Officer

To assist post commanders in the discharge of their responsibility for the well being of his men, Special Service Officers were assigned at all military installations. The Special Service Officer's mission was to organize a comprehensive and responsive recreation program and to recommend basic operational policies. Additional responsibilities of all Special Service Officers were to prepare annual fund budgets, the command and station operating programs, military cost accounting reviews, program review and analysis and various briefing and staff studies for the commander, chief of staff or his immediate supervisor, the G I.

The Special Service Officer position at Fort Riley called for a major in rank with a 5000 MOS, (Military Occupation Specialty). Lieutenant Charles Wilson was assigned as Special Service Officer, and unfortunately had no training in the Special Services area. The shortage of qualified career Special Service personnel in the Army was normal and explained why the personnel organization of all programs called for a large number of civilians with a civil service rating. Two advantages of using the civilians was that well educated and trained specialists in specific areas were directing the activities and secondly, it added continuity to the program as the civilians did not move from area to area as servicemen were required to do. A good example of this was Mr. Frank Brungardt, the Director of Sports at Fort Riley. Mr. Brungardt has been Sports Director since 1965, and during this four-year period has had six Special Service Officers as his direct supervisors. Needless to say, the present Special Service Officer, as others have been, is most dependent on his experiences and technical knowledge.

TABLE V
SPECIAL SERVICES ORGANIZATIONAL CHART

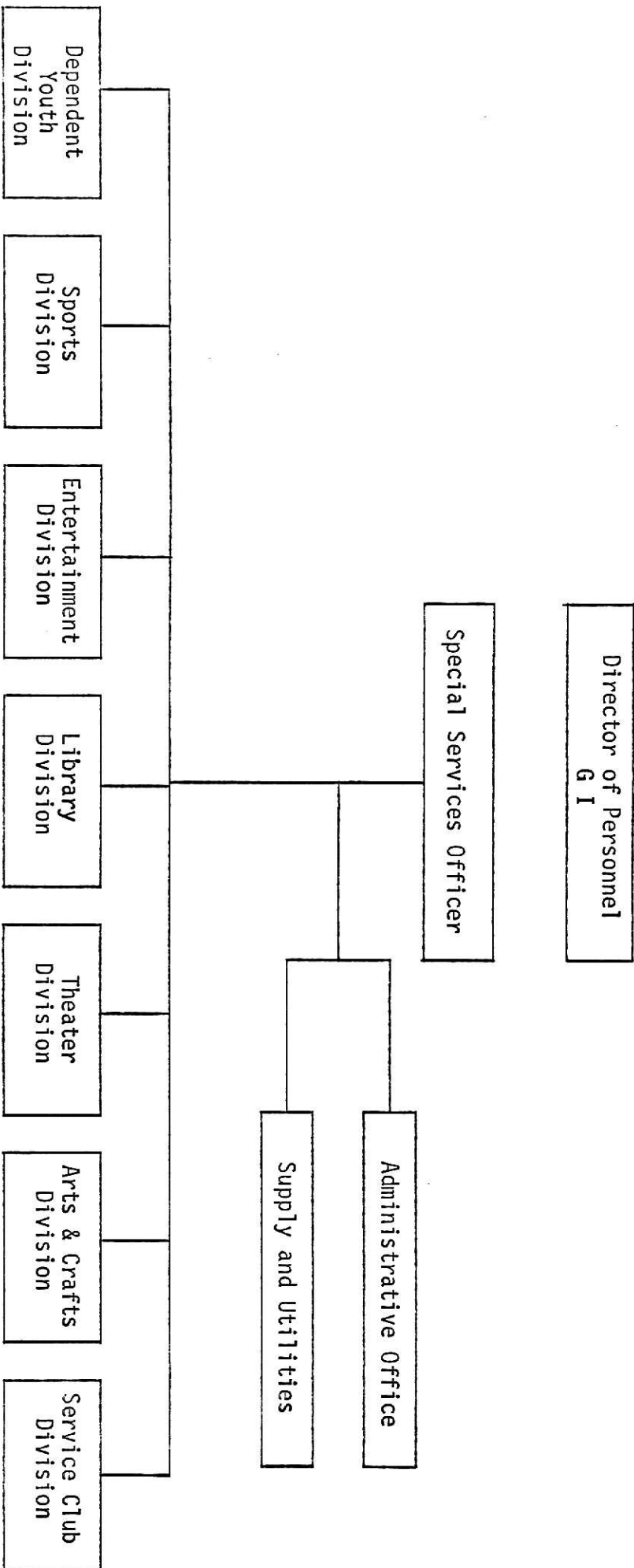


Table V depicts the organizational structure of the Fort Riley Special Service Program. All seven divisions were headed by directors who were responsible to the Special Service Officer for the operation of their activity. As indicated in Table V, the Special Service Officer was responsible to the Director of Personnel or G I Section, which was responsible for the morale and well being of all military personnel.

DIVISION OF DEPENDENT YOUTH

The Division of Dependent Youth was the newest of the major divisions of the Special Services Program. It was officially designated a major division by Army regulation on May 30, 1968. Its organization was due to the large number of participants and the increased interest displayed in the previous little league or various youth activity programs. The purpose of each Dependent Youth Division was to establish procedures and policies for providing diversified and wholesome activities to satisfy recreational interest and needs of the dependent youths. As organized at Fort Riley, the Dependent Youth Division was operated by Mr. John Crow, Director, plus five military assistants. The director was responsible to the Special Services Officer for overall planning, development, promotion, implementation, and maintenance of the Fort Riley Youth Program and facilities. To assist the program, an advisory council had been established. The advisory council consisted of members from the Fort Riley Dads' Club, and their main function was to assist in obtaining and coordinating voluntary assistants and conducting fund raising activities for the program. The Youth Activities Program was a miniature special services program in itself in that it offered all activities with the exception of library services that the Special Service Program did. The youths did not have specific libraries of their own, but hours were set aside for their use of the main posts' libraries. Arts and crafts were offered to the age groups, six through nineteen, with instruction in ceramics, leatherwork, copperwork, and woodwork.

Sports open for the youths were badminton, baseball, softball, basketball, bowling, football, golf, riflery, swimming, tennis, boxing, and archery. Theatrical or service club type activities were offered by the Teen Club and Theater Workshop. Additional activities sponsored by the Dependent Youth Division were the Boy Scouts, Girl Scouts, Soap Box Derby, and the summer playground.

Most activities in the program were offered without cost due to the monetary support provided by appropriated and nonappropriated funds and from profits generated from the Fort Riley Dads' Club Fourth of July and Labor Day carnivals. The program's existence, as organized, was dependent upon volunteers to coach teams and serve as chaperones for dances or field trips. The success of the program was indicated by the large number of participants and personnel volunteering for services. Participation in the Dependent Youth Program was open to all dependents, age six through nineteen, of military personnel stationed at Fort Riley and to dependents of retired personnel living in the area. The only requirement was that parents must register their children at the Youth Activity Center.

DIVISION OF SPORTS

The Sports Program was probably the best known and most widely discussed of the Special Service Programs. Individual sports and team competition were found where ever United States Army personnel were stationed. The mission of the Sports Program was to provide opportunities and encourage military personnel to participate in sports during off-duty hours primarily for two purposes:

- (a) To enhance group morale and assist in developing and maintaining a high state of mental and physical well being.
- (b) Assist in the development of the vital assets of esprit, will to win confidence, aggression, and team work, which is essential to combat effectiveness.¹

One of the unique characteristics of the Army Sports Program was that it's organized and administered so that everyone had the opportunity to learn a sport or play on a certain representative level sports team. All programs were broken into three phases: instructional, self-organized, and competitive.²

The instructional phase, the first step, was where rules and basic techniques were taught. As the soldier improved in his ability and skill, his interest increased.

Phase two, the self-organized phase encompassed all spontaneous, impromptu, and informal sports. Facilities were located in the immediate area of the troop billets and equipment was immediately available down to company level. This phase was the most popular and had the largest percent of participants by far. Unfortunately, the majority of injuries occurred during this phase as it was normally conducted with the minimum amount of supervision or officials.

¹Tardiff, George, "A Study of the Fifth United States Army Sports Program," Master's Report, 1968.

²U. S. Army Adjutant General School, "Memorandum 44-3, Nonappropriated Funds and Supply Accountability," Indianapolis, 1965.

The competitive phase consisted of all scheduled sports contests between individuals or units including tournaments or sportsdays. Competition was conducted in a progressive fashion from small unit level through installation, Army area to interservice. The emphasis was on small unit competition in keeping with the Army's policy of Sports For All. Although the Sports Program was designed only to assist or supplement the physical training program, commanders were encouraged to include the sports activities in their on-duty physical conditioning programs.

As Sports Director, Mr. Brungardt had thirty-seven military and six civilian personnel under his supervision. He was responsible to the Special Services Officer for the operation of the Sports Program to include facilities, schedules, clinics, budgeting, and the in-service training program.³ Sport activities under his direction included track, fast and slow pitch softball, baseball, golf, swimming, tennis, handball, touch and tackle football, basketball, boxing, wrestling, and volleyball. To assist in organizing the sports activities, each company or higher organization was required to have an Athletic and Recreation Officer and/or noncommissioned officer. This duty was in addition to the individual's primary duty, however, he acted as a link between the Sports Division and his unit. To insure the smooth operation of such a large sports program, (they had over 125 flag football teams and over 115 softball teams), Fort Riley had also established a Post Athletic Advisory Council. The purpose of the council was to plan, develop, and suggest policy guidance to the Sports Program. Elements to be considered were the type of program, number of individuals and teams expected to participate; physical condition and training status of the troops; and availability of funds.

³Brungardt, Frank, Athletic Director, Fort Riley, Kansas. Personal Interview, June, 1969.

In addition, the council also operated as a liaison between the Special Services Officer and the troops.

An additional responsibility given to the Sports Director, Mr. Brungardt, was the coordination and operation of the outdoor recreation facilities. These outdoor facilities included Kanopolis and Milford Reservoirs and lake areas, and the Camp Moon Lake and recreation area. The principal recreation activities of the three areas were fishing, boating, swimming, picnicking, camping, and hunting. The recreation area at Kanopolis Reservoir consists of an area of 82 acres. This facility included six cabins, sandy beaches, barbeque grills, tables, and an assortment of recreational equipment such as boats, water skis, and bath houses. The Milford Reservoir area will consist of 250 acres and is presently being developed at a cost of approximately five million dollars. When completed, this facility would offer the same type recreational activities found at Kanopolis, however, it is located only ten miles from the military reservation and will be a great improvement over the eighty miles now being traveled to get to Kanopolis's limited facilities.

Camp Moon Lake is a small lake located on the military reservation and is most attractive as a unit party and family picnic type area.

DIVISION OF ENTERTAINMENT

The purpose of the Entertainment Division was to stimulate, develop, and maintain the mental fitness and well being of military personnel by planning, promoting, and developing musical and theatrical activities. When possible, these activities furnished entertainment for military spectators.

The Division of Entertainment was primarily interested in live shows and live music. This activity offered opportunities for military personnel to participate in all manner of soldier music and soldier show activities. Soldier show activities included vocal and instrumental groups and solos, all types of variety acts, and participation in various "skits" for troop entertainment. Music activities included the Fort Riley Chorale. Opportunities also existed in theatrical activities, from acting and directing to participation in the "behind the scenes," activities, such as makeup and stagecraft. These activities centered around the "Fort Riley Troopers," a drama group, for all military personnel, dependents, and civilian employees. A third part of the Entertainment Program was the package show program, which featured entertainment from civilian communities, college groups and professional shows, and supplemented the soldier music and soldier show program on post.

Mr. Charles Neil, the Director of Entertainment, was responsible to the Special Service Officer for the planning, promoting, and development of theatrical and musical activities of the post. To assist the director in accomplishing this responsibility were one military and two civilian personnel specialists.

DIVISION OF LIBRARIES

The purpose of the Library Program was to establish and maintain library service to all personnel of the military community. The Library Program at Fort Riley offered background materials and up-to-date reading in all subject fields and encouraged the use of these for information, education, recreation, and reference. The same materials and services found in city public libraries have been found in the main, branch, and hospital libraries at Fort Riley. The library collections consisted of books in all subject fields, "News" magazines and magazines in subject fields, as well as local and metropolitan newspapers. Phonograph recordings could also be checked out or played in the library. These included language, literary, classical, semi-classical, and show tunes.

Miss Nell Bloxton, Director of Libraries, was responsible to the Special Service Officer for the effective and efficient library services and was to insure that the services conform to the most progressive techniques in public library operations. Miss Bloxton had one military and eight civilian employees assigned to assist her. There are five libraries in operation at Fort Riley, and they contain approximately 25,000 books. Extension services were also offered to personnel in troop training areas.

DIVISION OF THEATERS

The purpose of the Army Motion Picture Service was to furnish recreation to military forces through the medium of entertainment motion pictures. The Theater Division at Fort Riley operated four theaters with nightly performances and matinees on Saturday and Sundays. Operation of the theaters and the caliber of the features were equivalent to that of any civilian community. Although no personnel were formally assigned to the division, Lieutenant Wilson, Special Services Officer, was in charge of the operation and had sixteen personnel employed on a per-movie basis.

DIVISION OF ARTS AND CRAFTS

The Arts and Crafts Program offered the soldier and dependents the opportunity to develop native skills, talents, and ideas into constructive projects that could make a vital contribution to his well being as well as to develop abilities which he could use throughout his lifetime. As the program was both recreational and educational in its function, personnel, either skilled or unskilled, were encouraged to participate. The basic purpose of the Fort Riley Arts and Crafts Program was to promote the morale and increase the efficiency and development of skills of military personnel through active participation in constructive craft activities during off-duty hours.

Mr. Thomas Todd, Director of the Arts and Crafts Division, had fifteen military and two civilians to assist him. The program offered the following arts and crafts: photography, woodwork, model craft, automotive, leathercraft, ceramics, lapidery, and fine arts. The director was responsible for the operation of two general craft shops and one automotive craft shop. Recent legislation, (Project Transition), allowed servicemen with only six months active duty left who were interested in vocational training to participate in specific programs such as television repair or automotive mechanics. These courses, as conducted at Fort Riley, were taught through a Vocational Technical Institute and Army facilities were used. This program appeared to have stimulated interest and participation in the Arts and Craft Program.

DIVISION OF SERVICE CLUBS

The Service Club was a club or community center for enlisted personnel and their families. The five clubs at Fort Riley were decorated and equipped to provide a friendly, informal atmosphere where a soldier may relax from his military duties, meet new friends, shoot a game of pool, play a musical instrument, listen to his favorite recordings, or participate in numerous other recreation activities which are provided. Organized programs were conducted each evening and on weekends and holidays. The schedule of organized activities was designed to provide a well-rounded program of social, creative, competitive, cultural, and educational activities. These included such activities as dances, parties, talent contests, soldier shows, vocal and instrumental music, music listening programs, introductory crafts, contests and tournaments, carnivals, family programs, education activities including classes in dancing, bridge, and language discussion groups, and special interest groups. The Service Club program offered enlisted personnel the opportunity to discover and develop new skills and thus expanded the use and enjoyment of their leisure time. Tours to places of interest such as Abilene, Kansas, and to community functions provided opportunities for the soldier to learn about the surrounding country and become a part of the community.

Many of the on-post service club activities also afforded the soldier an opportunity to become acquainted with civilians from nearby schools, colleges, and communities. Interest groups, such as stamp and coin clubs, instrumental combos, chess and duplicate bridge teams, combined with groups of similar interests in the civilian communities, as well as others at the installation. As volunteers, civilians were invited to participate in dances, parties, shows, picnics, interest groups, and other organized activities; they also assisted with information services or served as leaders or instructors for interest groups and classes.

In addition to stationery, newspapers, magazines, and games, some of the unusual equipment and supplies that were difficult to locate at an installation were available for use in the service clubs. Some of these were: tape recorders for "talk-a-letter" and also for rehearsals, record players and records, musical instruments, slide projector and screen, and typewriters. Information about activities and services on-post and in civilian communities, package wrapping and sewing were among the normal services provided in the service clubs.

One of the greatest assets to the program was the work of the Enlisted Advisory Council. The council, composed of interest representatives from each unit, met regularly each month to assist in planning, publicizing, and conducting activities. Through this median, enlisted personnel expressed their recreation preference in programs, submitted suggestions for improvement of the facilities and program, and, as volunteers, assisted in planning and conducting activities.

Miss Thais Schott, Director of Service Clubs, had three military and ten civilian personnel to assist her with the programs. Miss Schott, in her operations, worked closely with the Entertainment Division in securing theatrical and musical productions for the entertainment of the soldiers, their dependents, and guests. As director, she was directly responsible to the Special Services Officer for the clubs' operations.

SUMMARY

The Fort Riley Special Services Program was formally organized in 1942, although recreation activities in the Army have been traced back to the Civil War. Fort Riley personnel through foresight and progressive planning, have developed a Special Services Program that was very popular to the military personnel and their dependents. The program was comparable and equal to most civilian communities' recreation programs.

Special Services at Fort Riley were the responsibility of the Special Services Officer, who in turn had six civilian directors in charge of his divisions and directly responsible to him.

The seven divisions of the Special Services Program were: Dependent Youth, Sports, Entertainment, Libraries, Theaters, Arts and Crafts, and Service Clubs. The basic purpose of all of the divisions was to furnish the individual soldier and his dependents an opportunity to participate in a wide range of recreation activities to improve morale and well being during their leisure or off-duty hours. The largest percent of troop participation was in the Sports Division, however, all divisions had a large number of participants. The addition of the new Milford Lake Recreation Area will vastly increase the popularity of the Fort Riley Special Services Program. This area, upon completion, will include a clubhouse and facilities comparable to any civilian type recreation facility in the midwest.

Although the interest in the Special Service Program at present is good, the interest of an Army program varies with training commitments, troop movements, and command support. This was apparent during the years 1965 through 1967 when two Infantry Divisions were trained at Fort Riley and later deployed to Viet Nam.

One of the purposes of this informative report was to stimulate interest in students majoring in physical education who will be seeking job opportunities in the future. As organized, the Army's Special Services Program was dependent of civilians, normally with a federal civil service rating, for the conduct or operation of their program. The salaries offered, the opportunities for promotion, and the chance for travel, make the military's Special Services Program most inviting.

CONCLUSION

The following conclusions are based on this informative report on the Fort Riley Special Services Program.

1. The Special Services Program, as known today, was formally organized during World War II, in 1942.
2. Although the Special Services Program was directed by military personnel, it was dependent upon civilian specialists in the recreation area to add technical knowledge, stability, and continuity to the program.
3. The purpose of all special service activities furnished the individual soldiers and their dependents the opportunity to participate in recreational activities of their choice during their leisure and off-duty hours. This purpose was being carried out most effectively with the program at Fort Riley.
4. Facilities and program content offered at Fort Riley were equal to any known recreational program of a similar size community throughout the midwest.
5. Training commitments, troop movements, and command support were important factors in determining the interest of the military community toward the Special Service Program.
6. The budget for the Special Service Program at Fort Riley of over six hundred thousand dollars emphasized the command interest placed on the recreation program.
7. The basic aim of the Army Sports Program of SPORTS FOR ALL was a challenge that has been met and conquered at Fort Riley.

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A STUDY OF THE
FORT RILEY SPECIAL SERVICE PROGRAM

by

BILLY J. BIBERSTEIN

B. S., Kansas University
Lawrence, Kansas, 1956

AN ABSTRACT OF A MASTER'S REPORT

submitted in partial fulfillment of the
requirements for the degree

MASTER OF SCIENCE

Department of Physical Education

KANSAS STATE UNIVERSITY

Manhattan, Kansas

1969

ABSTRACT

The purpose of this report was to consolidate the entire Special Service Program being conducted at Fort Riley, Kansas and to evaluate and analyze the program as to its effectiveness and success. In addition, the report will explain a military special service program to students in the physical education or recreation curriculums in hopes of enticing qualified personnel into the civil service recreation field. A personal motive for compiling this report was that upon completion of my Master's Degree, I may be transferred into the Adjutant General Corps with a Special Service Officer's Military Occupational Speciality, (MOS).

The basic method of study used in compiling the report was through personal interviews with responsible personnel in the Special Services Program at Fort Riley, Kansas. Also, procedures and methods of operation for each of the seven divisions were analyzed to insure that their purposes were not in conflict with existing Army regulations or policy.

The Fort Riley Special Services Program was formally organized in 1942, during World War II with its primary purpose being to increase morale, well being, and physical fitness of the soldier through planned recreational activities. The program, as organized, could incorporate all related activities as interest or Army policy dictated. The original program has varied through the years, depending on training commitments, troop movements, and command support. Operating with a staff of sixty-five military and thirty-three civilians and a six hundred ninety thousand dollar budget, the Fort Riley Special Services Program was not only fulfilling its basic purpose, but exceeded these goals. Through military guidance and civilian employees' technical knowledge, the program offered a wide range of recreational activities to the soldiers and their dependents.

The seven divisions of the Special Services Program at Fort Riley through coordination and cooperation, constituted a highly efficient and successful organization.

The Dependent Youth Division offered a wide range of activities to the youth of the military community and contributed much to their physical and mental well being. Its main asset was that it offered the youth a constructive and educational use of their leisure time. The success of this program was indicated by the large percent of participation and the large number of volunteers who performed as supervisors, coaches, and chaperones.

The Sports Division, by far the most popular division, had provided SPORTS FOR ALL in keeping with Army policy. The intramural-type organization, basically company level, and the great variety of sports offered were its most attractive features. Under the supervision of the Director of Sports, the outdoor recreation areas have added a great deal of interest to the overall Special Services Program.

The Division of Entertainment and Service Clubs provided the soldiers and their dependents with musical and theatrical entertainment comparable with that of any civilian community. The popularity of the service clubs was due to the atmosphere and operations which were geared toward the interests of the participating age groups.

Both the Division of Libraries and Theaters offered modern entertainment and sources of research which were as fine as any found in a comparable civilian community. The distribution and attractiveness of these facilities throughout the post added to their popularity.

The Arts and Crafts Division offered a challenge to both the skilled and unskilled person in eight major areas. Not only did the automotive shop offer instruction in automotive repair, it also allowed the soldiers to repair their automobiles at a great reduction in cost.

In conclusion, the Special Services Program, as conducted at Fort Riley, Kansas, was found to be well organized and operated by competent and highly trained personnel.