

NAVAL SUBMARINE BASE
KINGS BAY, GA



Recreation



RECREATION PROGRAM PLAN



TABLE OF REVIEW/REVISIONS

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This document has been approved by
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Director, Morale, Welfare & Recreation Kings Bay
July 2024

INTRODUCTION

Naval Submarine Base Kings Bay is situated on 16,900 acres in rural Camden County, Georgia just north of the Florida border. The installation is the East Coast homeport for nuclear submarines with six Ohio-Class nuclear powered ballistic missile (SSBN) and two re-configured guided missile (SSGN) submarines. Additional major commands located aboard the installation include: Strategic Weapons Facility Atlantic (SWFLANT), Trident Refit Facility (TRF), Marine Corps Security Force Battalion (MCSFBn), two Coast Guard Force Protection Teams, and Trident Training Facility (TTF).

The current authorized customer base of over 25,000 patrons includes a large percentage of single, active-duty service members across three branches (Navy, Marine Corps, and Coast Guard). Another large demographic found within the SUBASE Kings Bay community is that of family members.

The installation's future holds significant changes in preparation for the next evolution in nuclear submarine, the Columbia-class. In preparation for this transition, there will be a slight increase in the active duty population. Although this will be a significant shift for the installation, MWR's demographics, and strategies to serve them, project to remain unchanged.

MWR Kings Bay's Recreation Program Plan is a comprehensive living document covering three years. The purpose is to guide Program Managers and Programmers through the planning process in order to deliver a well-rounded programming calendar based on Navy Program Standard objectives, service statistics, recreation trends, and community inventory. Goals and objectives established by this document shall be utilized in order to develop each program's budget and business plan.

VISION, MISSION, VALUES, GOALS & OBJECTIVES

VISION

Customer focused, quality driven – the preferred choice of those we serve.

MISSION

Deliver high quality, customer focused programs and services that contribute to the resilience, retention, readiness and quality of life of the military community served.

VALUES

We are committed to

- Fostering a culture that leverages varied talents to enhance success.
- Embracing innovation and unconventional approaches.
- Exceeding excellence in all that we do.
- Providing facilities and programs that delight and deliver exceptional value.
- Ensuring our actions benefit our community and our organization.

GOALS & OBJECTIVES

1. Invest in facilities and parks to maintain maximum satisfaction among customers.
 - a. Develop projects that increase revenue in MWR Business Activities
 - b. Develop, modernize, and improve MWR Mission Essential and Community Recreation facilities, parks and playgrounds.
 - c. Maximize participation in the project development process.
2. Elevate the MWR Kings Bay brand through further integration into facilities, programs and services.
 - a. Enhance visible brand identity.
 - b. Enrich customer experience through seamless service.
 - c. Further integrate the MWR Kings Bay brand values.
3. Recruit, select, train and retain the best talent for peak performance.
 - a. Enhance recruitment and selection
 - b. Increase training and retention.
4. Maximize resources to deliver unparalleled programs while maintaining financial stability.
 - a. Optimize resource utilization.
 - b. Broaden revenue sources.
5. Foster a culture of creativity and innovation to deliver exceptional programs that exceed customer satisfaction.
 - a. Create strategies that stimulate and encourage innovation and new trendsetting program development.
 - b. Continually grow all programs to exceed customer expectations.

CAPRA ACCREDITATION

Morale, Welfare and Recreation Kings Bay has been CAPRA (Commission for Accreditation of Park and Recreation Agencies) accredited since 2014. To date, Kings Bay is one of seven military bases in the Department of Defense to achieve this mark of excellence along with 170 park and recreation agencies from 38 states. CAPRA accreditation ensures quality assurance and improvement for park and recreation agencies across the United States by providing a management system based on best practices. As the only national certification for park and recreation agencies, CAPRA serves as a valuable benchmark for evaluating an agency's overall operations, management, and service to the community. Achieving CAPRA accreditation demonstrates that an agency is meeting or exceeding standards set by park and recreation leaders, enhancing the value of its programs, facilities, and services. Agencies with CAPRA accreditation reflect this commitment in all areas, including operations, policies, procedures, programming, and strategic planning. The benefits of CAPRA accreditation are numerous, including:

- **Acknowledgment of Excellence:** CAPRA accreditation serves as a mark of distinction, setting your agency apart from non-accredited agencies in your community.
- **Positive Marketability:** Accreditation is an effective way to capture the attention of elected officials and show the significant value your department brings to the community.

In essence, CAPRA accreditation is the gold standard for agencies striving to provide the highest level of service and make a lasting impact on their communities.



FOSTER

**a culture of creativity
and innovation
to deliver exceptional programs that
exceed customer satisfaction.**

~ Strategic Goals and Objectives Goal 5

PROGRAM OBJECTIVES

FITNESS

| | | | |
|---|-------------|------------|-----------|
| Continue to meet the CNIC Program standards while implementing your annual activity plan. | FY25 | FY26 | FY27 |
| Offer one new program annually that is innovative and trend setting while meeting Navy Program Standards and your Activities Plan. | | | |
| PROGRAM using SMART (Specific, Measurable, Achievable, Relevant, Timely) | YEAR | YES | NO |
| Implement new large chip-timed run (Shamrock Shuffle) | FY25 | | |
| Offer a HYROX/Dirty Dozen program/event based on functional movement trend | FY26 | | |
| Design and implement an employee wellness program | FY27 | | |
| Offer at least two programs or events annually that engage on-base community partners, as well as local, and or regional organizations while meeting Navy Program Standards and your Activities Plan. | | | |
| PROGRAM/EVENTS using SMART (Specific, Measurable, Achievable, Relevant, Timely) | YEAR | YES | NO |
| Partner with local Camden Bike shop to offer bike rentals from Fitness | FY25 | | |
| Partner with Aquatics and local business to offer first sprint triathlon | FY26 | | |
| Engage with <i>Cross-Fit</i> as an affiliate to offer educational opportunities for functional movement for active duty personnel. | FY27 | | |
| Promote engagement initiatives, evaluation and feedback tools. | | | |
| PROMOTION TOOL using SMART (Specific, Measurable, Achievable, Relevant, Timely) | YEAR | YES | NO |
| Implement a CFL Advisory Board offering monthly meetings to engage in PRP program feedback, issues, educational opportunities, and establishing a rapport with local CFLs | FY25 | | |
| Patron Appreciation Wellness Fair at the start of the new year | FY26 | | |
| Establish a Command PT rewards program for consistency in establishing a culture of fitness, health, and wellness within the command | FY27 | | |

INTRAMURAL SPORTS

| | | | |
|---|-------------|------------|-----------|
| Continue to meet the CNIC Program standards while implementing your annual activity plan. | FY25 | FY26 | FY27 |
| Offer one new program annually that is innovative and trend setting while meeting Navy Program Standards and your Activities Plan. | | | |
| PROGRAM using SMART (Specific, Measurable, Achievable, Relevant, Timely) | YEAR | YES | NO |
| Launch the Captain's Cup Program. | FY26 | | |
| Offer Greybeard sporting events to eligible patrons. | FY27 | | |
| Partner with the TRIPLEX to establish E-sports for service members | FY25 | | |
| Offer at least two programs or events annually that engage on-base community partners, as well as local, and or regional organizations while meeting Navy Program Standards and your Activities Plan. | | | |
| PROGRAM/EVENTS using SMART (Specific, Measurable, Achievable, Relevant, Timely) | YEAR | YES | NO |
| Partner with local Pickle Ball Club to introduce to Active Duty members. | FY25 | | |
| Become a host-site for various youth sports camp. | FY26 | | |
| Establish Tri-base tournaments with NS Mayport & NASJAX | FY27 | | |
| Promote engagement initiatives, evaluation and feedback tools. | | | |
| PROMOTION TOOL using SMART (Specific, Measurable, Achievable, Relevant, Timely) | YEAR | YES | NO |
| Re-launch Sports Advisory Council program rewarding community input. | FY27 | | |
| Introduce a Bi-annual Community Sports Forum. | FY26 | | |
| Introduce base-wide sports day with community input rewarded. | FY25 | | |

AQUATICS

| | | | |
|---|-------------|------------|-----------|
| Continue to meet the CNIC Program standards while implementing your annual activity plan. | FY25 | FY26 | FY27 |
| Offer one new program annually that is innovative and trend setting while meeting Navy Program Standards and your Activities Plan. | | | |
| PROGRAM using SMART (Specific, Measurable, Achievable, Relevant, Timely) | YEAR | YES | NO |
| Introduce Water Zumba as a group exercise class to attract more patrons to use the pool for overall fitness. | FY25 | | |
| Collaborate with fitness in executing a hybrid/endurance-based triathlon with the goal of having 20 participants in the first year. | FY26 | | |
| Partner with the on-base veterinary clinic to establish a day of recreation for pet owner and pets which promotes both health and overall wellness. | FY27 | | |
| Offer at least two programs or events annually that engage on-base community partners, as well as local, and or regional organizations while meeting Navy Program Standards and your Activities Plan. | | | |
| PROGRAM/EVENTS using SMART (Specific, Measurable, Achievable, Relevant, Timely) | YEAR | YES | NO |
| Continue partnership with Teen Program to offer Jr. Lifeguarding Program | FY25 | | |
| Partner with Home-School Association to offer swim lessons during off-season | FY25 | | |
| Expand Fee-based instructional program to incorporate CPR/First Aid for patrons | FY26 /27 | | |
| Promote engagement initiatives, evaluation and feedback tools. | | | |
| PROMOTION TOOL using SMART (Specific, Measurable, Achievable, Relevant, Timely) | YEAR | YES | NO |
| Introduce a destination swim with incentives as swimmer reaches goal. | FY27 | | |
| Create an opportunity for EFMP Families to have a specific recreational swim time. | FY26 | | |
| Create an End of Season Parent Survey for swimming lessons | FY25 | | |

DEPLOYED FORCES

| | | | |
|---|---------------|------------|-----------|
| Continue to meet the CNIC Program standards while implementing your annual activity plan. | FY25 | FY26 | FY27 |
| Offer one new program annually that is innovative and trend setting while meeting Navy Program Standards and your Activities Plan. | | | |
| PROGRAM using SMART (Specific, Measurable, Achievable, Relevant, Timely) | YEAR | YES | NO |
| Create MWR Recreation Service Officer and Recreation Fund Custodian tune up course quarter in the following areas: Financial Management, Equipment Repair Workshop and Deployed Forces Policy. | FY25/ FY27 | | |
| Deployed Forces Welcome Guide for visiting commands that includes base and community information. | FY25- FY27 | | |
| Offer at least two programs or events annually that engage on-base community partners, as well as local, and or regional organizations while meeting Navy Program Standards and your Activities Plan. | | | |
| PROGRAM/EVENTS using SMART (Specific, Measurable, Achievable, Relevant, Timely) | YEAR | YES | NO |
| Partner with the Kings Bay Adult Sports Program to create a “Boat Only” command sports day, this will be held quarterly highlighting different sports such as football, softball and basketball. | FY25 | | |
| Design and implement a Homecoming Guide with the Conference Center and Community Recreation to provide Ombudsmen and Family Readiness Groups guidance for boat homecomings. | FY26- FY27 | | |
| Promote engagement initiatives, evaluation and feedback tools. | | | |
| PROMOTION TOOL using SMART (Specific, Measurable, Achievable, Relevant, Timely) | YEAR | YES | NO |
| Implement Command driven nights at different MWR facilities include activities such as bowling parties, pool parties, and movie nights. | FY25- FY26 | | |
| Collaborate with local community partners to launch Command nights at locations like the Jacksonville Zoo, Jumbo Shrimp, or Sharks | FY25/ FY27 | | |

SINGLE SAILOR PROGRAM

| | | | |
|---|-------------|------------|-----------|
| Continue to meet the CNIC Program standards while implementing your annual activity plan. | FY25 | FY26 | FY27 |
| Offer one new program annually that is innovative and trend setting while meeting Navy Program Standards and your Activities Plan. | | | |
| PROGRAM using SMART (Specific, Measurable, Achievable, Relevant, Timely) | YEAR | YES | NO |
| Offer special interest group meetings open to all to use as an opportunity to connect with others who may share the interest and develop new friendships | FY27 | | |
| Offer Month of the Inner Child, focusing on nostalgic gaming and embracing their inner child memories of relaxation. | FY25 | | |
| Introduce Learn a New Game Night where it varies month to month (i.e. cards, board games, video games, minute to win it games) | FY26 | | |
| Offer at least two programs or events annually that engage on-base community partners, as well as local, and or regional organizations while meeting Navy Program Standards and your Activities Plan. | | | |
| PROGRAM/EVENTS using SMART (Specific, Measurable, Achievable, Relevant, Timely) | YEAR | YES | NO |
| Partner with Intramural Sports to add indoor tournaments/leagues such as Billiards, Ping-Pong, Poker, Esports | FY25 | | |
| Partner with Marine Corps Security Force Battalion to develop and deliver special programming for the lower base community that is restricted with availability. | FY26 | | |
| Introduce table top games by partnering with Deep Dive Games to support. | FY26 | | |
| Promote engagement initiatives, evaluation and feedback tools. | | | |
| PROMOTION TOOL using SMART (Specific, Measurable, Achievable, Relevant, Timely) | YEAR | YES | NO |
| Revamp Liberty Ambassador Program as monthly Liberty Focus Groups. Monthly focus groups would consist of 10-20 active duty members who would register for a monthly dinner and provide feedback and ideas in return. Offer one new program as proposed by focus groups quarterly. | FY25 | | |
| Host quarterly Barracks Bashes that incorporate food with feedback. Utilize different areas for better results. | FY26 | | |

BOWLING

| | | | |
|---|-------------|------------|-----------|
| Continue to meet the CNIC Program standards while implementing your annual activity plan. | FY25 | FY26 | FY27 |
| Offer one new program annually that is innovative and trend setting while meeting Navy Program Standards and your Activities Plan. | | | |
| PROGRAM using SMART (Specific, Measurable, Achievable, Relevant, Timely) | YEAR | YES | NO |
| Offer 2 or more specials or events each month to increase revenue in the bar area. | FY25 | | |
| Create a calendar of all programs and events for the fiscal year that will help promote events and programs out further to get a better turn out. | FY26 | | |
| Offer Family Bowling, Movies & Meals Nights in the bowling area | FY27 | | |
| Offer at least two programs or events annually that engage on-base community partners, as well as local, and or regional organizations while meeting Navy Program Standards and your Activities Plan. | | | |
| PROGRAM/EVENTS using SMART (Specific, Measurable, Achievable, Relevant, Timely) | YEAR | YES | NO |
| Work with Fitness team to increase participation on the Finnegan's Pub Runs | FY25 | | |
| Offer 3 large scaled events that include the partnerships of the local community and sponsors. (i.e. spring, fall, summer) | FY26 | | |
| Build stronger partnership with Child and Youth Programs to increase youth bowling programs. | FY25 | | |
| Promote engagement initiatives, evaluation and feedback tools. | | | |
| PROMOTION TOOL using SMART (Specific, Measurable, Achievable, Relevant, Timely) | YEAR | YES | NO |
| Investigate the possibility of using Frequent Bowling Program in Qubica to create a returning patron tracking incentive program. | FY25 | | |
| Market events and programs directly to commands and lower base with assistance of MWR Deployed Forces. | FY25 | | |

GOLF

| | | | |
|---|-------------|------------|-----------|
| Continue to meet the CNIC Program standards while implementing your annual activity plan. | FY25 | FY26 | FY27 |
| Offer one new program annually that is innovative and trend setting while meeting Navy Program Standards and your Activities Plan. | | | |
| PROGRAM using SMART (Specific, Measurable, Achievable, Relevant, Timely) | YEAR | YES | NO |
| Driving Range event with music and bar (cross between Liv Golf and Top Golf with long drive and accuracy games). | FY25 | | |
| Create a golf and run event in partnership with Fitness (speed golf with golf score added to run time). | FY26 | | |
| Cross Country Golf (newly crafted golf holes taking advantage of water and pines thrown out on the course). | FY27 | | |
| Offer at least two programs or events annually that engage on-base community partners, as well as local, and or regional organizations while meeting Navy Program Standards and your Activities Plan. | | | |
| PROGRAM/EVENTS using SMART (Specific, Measurable, Achievable, Relevant, Timely) | YEAR | YES | NO |
| Partner to host a Veteran Golf Tournament at Trident Lakes Golf Club. | FY25 | | |
| Partner wit Liberty patrons to offer a golf hitting area and demos of golf at Liberty facility. | FY26 | | |
| Golf events to promote Junior Golf (First Tee, Us Kids, North Florida Junior Golf) | FY27 | | |
| Promote engagement initiatives, evaluation and feedback tools. | | | |
| PROMOTION TOOL using SMART (Specific, Measurable, Achievable, Relevant, Timely) | YEAR | YES | NO |
| Partner with marketing to do an instructional video series to promote new golfers through social media. | FY25 | | |
| In partnership with the Golf Advisory Board, host a patron input forum. | FY26 | | |
| Utilize the golf cart GPS for voting on ideas to better improve the golf course. | FY27 | | |

COMMUNITY RECREATION

| | | | |
|---|------|------|------|
| Continue to meet the CNIC Program standards while implementing your annual activity plan. | FY25 | FY26 | FY27 |
| Offer one new program annually that is innovative and trend setting while meeting Navy Program Standards and your Activities Plan. | | | |
| PROGRAM using SMART (Specific, Measurable, Achievable, Relevant, Timely) | YEAR | YES | NO |
| Trivia Nights at Finnegan's (partnership with Bowling) | FY25 | | |
| Summer Social Hour at Finnegan's Landing- Low key beer garden and games on the landing (partnership with Bowling) | FY27 | | |
| Immersive Bridgerton Tea Party event in conjunction with Season 4 of "Bridgerton" | FY27 | | |
| Family Fishing Days - Monthly fishing days where MWR provides bait and poles. Like Fishing derby but more casual (Also a "use what you have/low cost" program) | FY26 | | |
| Expand previous initiative of EFMP Summer Programming to incorporate other MWR programs and facilities and provide more offerings | FY25 | | |
| Offer at least two programs or events annually that engage on-base community partners, as well as local, and or regional organizations while meeting Navy Program Standards and your Activities Plan. | | | |
| PROGRAM/EVENTS using SMART (Specific, Measurable, Achievable, Relevant, Timely) | YEAR | YES | NO |
| Purple Up Ball in partnership with CYP | | | |
| Build on programs with Friends of Crooked River such as Fishing Derby and First Day Hikes | | | |
| Establish new contracted leisure skills class in partnership with Coastal Camden Art League (not painting) | | | |
| Combine Summer Splash/Kids Fest into 1 Summer Kick-off event in partnership with CYP and Month of the Military | | | |
| Stem Program at the Crab in conjunction with School Liaison/Crooked River State Park | | | |
| Establish a program in partnership NRPA's National Parks and Recreation month | | | |
| Summer Social Hour at Finnegan's Landing- Low key beer garden and games | | | |
| Promote engagement initiatives, evaluation and feedback tools. | | | |
| PROMOTION TOOL using SMART (Specific, Measurable, Achievable, Relevant, Timely) | YEAR | YES | NO |
| Create and utilize online suggestion platform for idea submission. Implement quarterly award to incentivize participation- Broadcast an incentive drawing as well that will be done quarterly for a \$100 MWR gift card for customers. | | | |
| Program Think Tank- Create a customer driven think tank/focus group in order to garner specific feedback and input from customers. These would be 4-hour focus groups where we would provide lunch and incentives for members of the group (<15 people). Focus on doing this bi-annually, working with 2 programs per year. | | | |
| Create a consistent customer feedback program to better assess events and programs. Create a texting program mass text with a response-activated survey link that lets people tell us about their experience with a large-scale event (i.e. "Did you attend the MWR Kings Bay Trunk or Treat? Text Y if yes, Text N if no, if they text Y, a follow up text will come through with a link to a google form or Survey Monkey and a "tell us what you thought" message) | | | |

THEATER/MOVIES

| | | | |
|---|---------------|------|------|
| Continue to meet the CNIC Program standards while implementing your annual activity plan. | FY25 | FY26 | FY27 |
| Offer one new program annually that is innovative and trend setting while meeting Navy Program Standards and your Activities Plan. | | | |
| PROGRAM using SMART (Specific, Measurable, Achievable, Relevant, Timely) | YEAR | YES | NO |
| Utilizing 3D presentation features when films become available for showings. | FY25 | | |
| An Outdoor Movie on the Lawn close to theater with full service concessions. | FY26 | | |
| Drive-In immersive movie experience. | FY27 | | |
| Offer at least two programs or events annually that engage on-base community partners, as well as local, and or regional organizations while meeting Navy Program Standards and your Activities Plan. | | | |
| PROGRAM/EVENTS using SMART (Specific, Measurable, Achievable, Relevant, Timely) | YEAR | YES | NO |
| Work with local theater company to create a Murder Mystery style dinner show. | FY27 | | |
| Quarterly Sensory Friendly Movie offerings in partnership with FFSC's EFMP program. | FY25- FY27 | | |
| Coordinate with commands, OMBUDSMAN and FRGs to offer special showing nights. | FY25- FY27 | | |
| Promote engagement initiatives, evaluation and feedback tools. | | | |
| PROMOTION TOOL using SMART (Specific, Measurable, Achievable, Relevant, Timely) | YEAR | YES | NO |
| Create a Customer Loyalty Punch Card system (i.e. 10 punches, earns one free movie entry and a tub of popcorn) | FY26 | | |
| Annual Customer Appreciation with a feedback initiative including QR code for survey completion. All entries collected will be entered into a drawing for a "Private Movie Showing" not to include concessions. | FY25- FY27 | | |
| | | | |
| | | | |

MARINA

| | | | |
|---|-------|------|------|
| Continue to meet the CNIC Program standards while implementing your annual activity plan. | FY25 | FY26 | FY27 |
| Offer one new program annually that is innovative and trend setting while meeting Navy Program Standards and your Activities Plan. | | | |
| PROGRAM using SMART (Specific, Measurable, Achievable, Relevant, Timely) | YEAR | YES | NO |
| Host the Inaugural Navy Lake Site Canoe Racing duels. | 25 | | |
| Launch a Moonlight Beach Float Program | 26 | | |
| Charter the Navy Lake Site Yacht Club X | 27 | | |
| Offer at least two programs or events annually that engage on-base community partners, as well as local, and or regional organizations while meeting Navy Program Standards and your Activities Plan. | | | |
| PROGRAM/EVENTS using SMART (Specific, Measurable, Achievable, Relevant, Timely) | YEAR | YES | NO |
| Host Navy Lake Site Open House Event in coordination with Dobbins ARB | 25 | | |
| Launch a Boat-in Movie Night on the Lake in coordination with one of the Marinas on the lake. | 26 | | |
| Launch the Navy Lake Site Annual Fishing Derby | 25 | | |
| Promote engagement initiatives, evaluation and feedback tools. | | | |
| PROMOTION TOOL using SMART (Specific, Measurable, Achievable, Relevant, Timely) | YEAR | YES | NO |
| Host a Marina Customer Appreciation Day incorporating on site digital feedback forms and a question-and-answer session. | 26 | | |
| Formalize a Navy Lake Site Customer Satisfaction Survey that compliments the existing Navy Getaways Survey. | 25/27 | | |
| Host a Barbecue Questions and Answers Day every year for authorized patrons in the local area. | 25 | | |

RECREATION PROGRAM MATRIX

| PROGRAM | LOCATION | MWR PROGRAM STANDARD MET | INVENTORY | | | WHEN | | | | | WHO | | FOUNDATION | | | PROGRAM FORMAT | | | | | | | AGES & DEMOGRAPHICS | | | | | FEES | |
|---|----------|--------------------------|-----------|-------------|-------------|-------|--------|---------|-----------|----------|---------------|-----------------|------------|------------|---------|-----------------------------|-------------------------------|--------------|-------|----------------|----------|-----------|---------------------|------------|------------|----------|--------------|-------------|--|
| | | | MWR LEAD | COOP/EATIVE | PARTNERSHIP | DAILY | WEEKLY | MONTHLY | QUARTERLY | ANNUALLY | SELF DIRECTED | LEADER DIRECTED | PLAY | RECREATION | LEISURE | CLINICS, WORKSHOPS, CLASSES | TOURNAMENT, CONTEST OR LEAGUE | TRIPS, TOURS | CLUBS | SPECIAL EVENTS | ALL AGES | AGES 0-12 | AGES 13-18 | AGES 18-35 | AGES 36-54 | AGES 55+ | FEES CHARGED | FREE TO ALL | |
| "Roses and Reels" Couples Films | Theater | X | X | | | | | | X | X | | | X | | | | | | X | X | | | | | | | X | | |
| 100/200 Mile Swim Club | Fitness | X | X | | | X | | | | X | | | X | | | | | | X | X | | | | | | | X | | |
| 1000 lb club | Fitness | X | X | | | X | | | | X | | | X | | | | X | | | | | | X | X | X | | X | | |
| Adults Have a Ball League registration | Bowling | X | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Airport Shuttles | Liberty | X | X | | | X | | | | | X | | X | | | X | | | | | | | X | | | | X | | |
| Alligator farm trip | Liberty | X | X | | | | | X | | | X | | X | | | X | | | | | | X | | | | X | | | |
| Autobots Assemble- Transformers Movie | Theater | X | X | | | | | | X | X | | | X | | | | | | X | X | | | | | | | X | | |
| Back to School Pool Bash | Fitness | X | X | | | | | | X | X | X | | | | | | | | X | X | | | | | | | X | | |
| Barbells and Brews | Fitness | X | X | | | | | | X | X | | X | | | X | | | | | | | | X | X | X | | X | | |
| Barracks Bash | Liberty | X | X | | | | | X | | | X | X | | | | | | | X | | | | X | | | | X | | |
| Beach trip | Liberty | X | X | | | | X | | | X | | | X | | | X | | | | | | | X | | | | X | | |
| Bowling Costume Party | Bowling | X | X | | | | | | X | X | X | | | | | | | | X | X | | | | | | | X | | |
| Bowling Summer League | Bowling | X | X | | | X | | | | X | | | X | | | X | | | | | | | X | X | X | X | | | |
| Bowling TriBase Tournament | Bowling | X | | X | | | | X | | | X | | X | | | X | | | | | | | X | X | X | X | | | |
| Bunny Bonanaza | CR | X | X | | | | | | X | X | X | | X | | | | | | X | X | | | | | | | X | | |
| Capt. America Premiere Night | Theater | X | X | | | | | | | X | X | | X | | | | | | X | X | | | | | | | X | | |
| Captain Cups Winter Basketball | Sports | X | X | | | | | | X | X | X | | X | | | X | | | | | | | X | X | X | X | | | |
| Captains Cup 1-Pitch Softball | Sports | X | X | | | | | | X | X | X | X | | | X | | | | | | | | X | X | X | X | | | |
| Captains Cup 2v2 Bowling | Sports | X | X | | | | | | X | X | X | X | | | X | | | | | | | | X | X | X | X | | | |
| Captains Cup 7 on 7 Flag Football | Sports | X | X | | | | | | X | X | X | X | | | X | | | | | | | | X | X | X | X | | | |
| Captains Cup Flag Football | Sports | X | X | | | | | | X | X | X | X | | | X | | | | | | | | X | X | X | X | | | |
| Captains Cup Golf | Sports | X | X | | | | | | X | X | X | X | | | X | | | | | | | | X | X | X | X | | | |
| Captains Cup Soccer | Sports | X | X | | | | | | X | X | X | X | | | X | | | | | | | | X | X | X | X | | | |
| Captains Cup Softball | Sports | X | X | | | | | | X | X | X | X | | | X | | | | | | | | X | X | X | X | | | |
| Captains Cup Summer Racquetball | Sports | X | X | | | | | | X | X | X | X | | | X | | | | | | | | X | X | X | X | | | |
| Captains Cup Wallyball | Sports | X | X | | | | | | X | X | X | X | | | X | | | | | | | | X | X | X | X | | | |
| Catch a Tale Tuesday | Crab | X | X | | | | X | | | X | | X | | X | | | | | | | | X | | | | | X | | |
| Club Championship | Golf | X | X | | | | | | X | X | X | X | | | X | | | | X | | | X | X | X | X | X | | | |
| Coast Guard Bday Breakfast Bar | Liberty | X | X | | | | | | X | X | | | X | | | | | | X | | | | X | | | | X | | |
| Coastal Camden Free Oil Paint | Liberty | X | | X | | | X | | | | X | | X | X | | | | | | | | | X | X | | | X | | |
| Cocoa Stroll | Crab | X | X | | | | | | X | X | X | X | | | | | | | X | X | | | | | | | X | | |
| Color Run 5K | Fitness | X | X | | | | | | X | X | X | X | | | | | | | X | X | | | | | | | X | | |
| Comic and Collectible Show | Liberty | X | X | | | | | | X | X | | | X | | | X | | | | | | | X | | | | X | | |
| Cornhole Tournament | Sports | X | X | | | | | | X | | X | X | | | X | | | | | | | | X | X | X | X | | | |
| CRAB Fun Friday | Crab | X | X | | | | X | | | X | | X | X | | | | | | | | | | | | | | X | | |
| CRAB sensory Play Thursdays | Crab | X | X | | | | X | | | X | | X | X | | | | | | | | | X | | | | | X | | |
| Cupid Shuffle 5K | Fitness | X | X | | | | | | X | X | X | X | | | | | | | X | X | | | | | | | X | | |
| Customer Appreciation Tournament | Golf | X | X | | | | | | X | X | X | X | | | X | | | | X | | | X | X | X | X | X | | | |
| December Delights Movies | Theater | X | X | | | | | | X | X | X | X | | | X | | | | X | X | | | | | | | X | | |
| Disney Film Premiere | Theater | X | X | | | | | | X | X | | X | | | | | | | X | X | | | | | | | X | | |
| Dive In Movie | Fitness | X | X | | | | X | | | X | | X | | | | | | | X | X | | | | | | | X | | |
| DTYLB | Liberty | X | X | | | | X | | | X | | X | | | | | | | X | | | | X | | | | X | | |
| Dunham Challenge | Fitness | X | X | | | | | | X | X | X | X | | | | | | | X | | | X | X | X | X | X | X | | |
| Eagle's Hammock Anniversary | RV | X | X | | | | | | X | X | X | X | | | | | | | X | X | | | | | | | X | | |
| EFMP Sensory Friendly Films | theater | X | X | | | | | X | | X | | X | | | X | | | | X | X | | | | | | | X | | |
| Emerald Excellent Sonic Premiere | Theater | X | X | | | | | | X | X | X | X | | | X | | | | X | X | | | | | | | X | | |
| Family Film Fest | Theater | X | X | | | | | | X | X | X | X | | | | | | | X | X | | | | | | | X | | |
| Family Game Night | Crab | X | X | | | | X | | | X | X | X | | | X | | | | | | | X | | | | | X | | |
| Fantastic Fridays | Crab | X | X | | | | X | | | X | | X | | | X | | | | | | | | | | | | X | | |
| February Film Fiesta | Theater | X | X | | | | | | X | | X | | X | | | | | | X | X | | | | | | | X | | |
| Finnegan's Running Club | Bowling | X | X | | | | X | | | X | | | X | X | | | | | X | | | | | | | | X | | |
| Fireworks Trip | Liberty | X | X | | | | | | X | X | X | | X | | | | X | | | | | | X | | | | X | | |
| Fishing Derby | Crab | X | | | X | | | | X | X | X | X | | | X | | | | X | | | | | | | | X | | |
| Fittest of the Month | Fitness | X | X | | | X | | | | X | | | X | | | X | | | | | | | | X | X | X | X | | |
| BFF Wine and Paint Night | Bowling | X | X | | | | | X | | | X | | X | X | | | | | | | | | X | X | X | X | | | |
| Game Day | Liberty | X | X | | | | X | | | X | | X | | | X | | | | | | | | | | | | X | | |
| Ginnie Springs Trip | Liberty | X | X | | | | | X | | | X | | X | | | X | | | | | | | X | | | | X | | |
| Glow Ball Tournament | Golf | X | X | | | | | | X | X | X | X | | | X | | | | | | | | X | X | X | X | X | | |
| Golf Blue Lagoon Tiki Bash | Golf | X | X | | | | | | X | X | X | X | | | X | | | | | | | | X | X | X | X | X | | |
| Golf Kids Camp | Golf | X | X | | | | | | X | X | X | X | | | X | | | | | | | | X | X | X | X | X | | |
| Golf Luau | Golf | X | X | | | | | | X | X | X | X | | | X | | | | | | | | X | X | X | X | X | | |
| Great Navy Campout | CR | X | X | | | | | | X | X | | | X | | | | | | X | X | | | | | | | X | | |
| Have a Ball Learn to Bowl League Registration | Bowling | X | X | | | | | X | | X | X | | X | X | | | | | | | | | X | X | X | X | X | | |
| Hocus Pocus Night | Crab | X | X | | | | | | X | X | | X | | | | | | | X | X | | | | | | | X | | |
| How to train your dragon premiere | Theater | X | X | | | | | | X | X | | X | | | X | | | | X | X | | | | | | | X | | |
| Ice Men Trip | liberty | X | X | | | | | X | | | X | | X | | | | | | | | | | X | | | | X | | |
| Ice Skating and Dinner in Jax | Liberty | X | X | | | | | | X | | X | X | | | X | | | | | | | | | X | | | X | | |

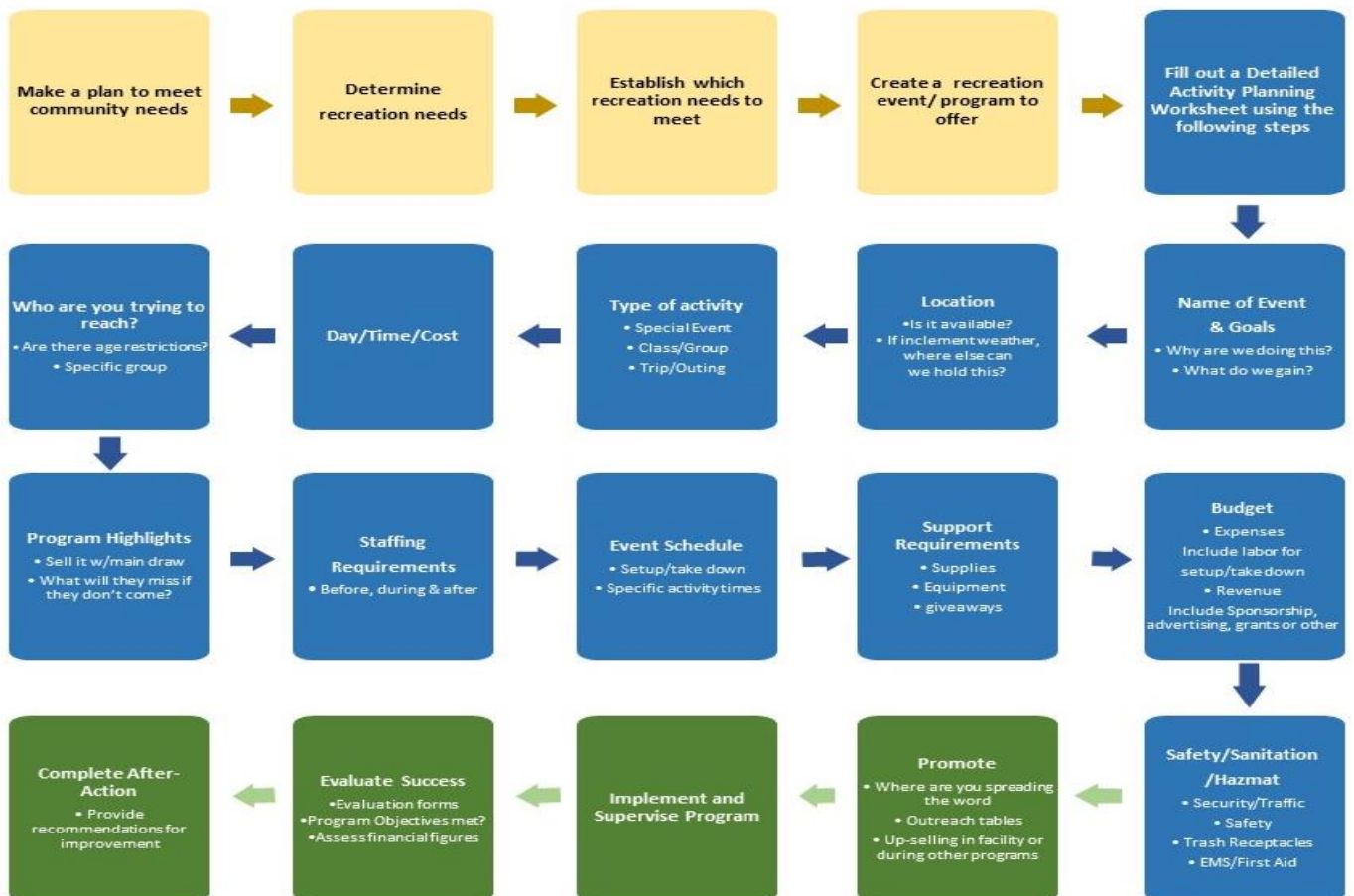
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|---|---------|---|---|---|---|---|--|---|---|---|--|---|---|--|---|---|---|---|---|---|---|---|
| Independence 5K | Fitness | X | X | | | | | X | X | X | | | | | X | X | | | | | | X |
| Intramural 1 Pitch Softball Tournament | Sports | X | X | | | | | X | X | X | | | X | | | | | X | X | X | X | |
| Intramural 7 on 7 Flag Football | Sports | X | X | | | | | X | X | X | | | X | | | | | X | X | X | X | |
| Intramural Basketball | Sports | X | X | | | | | X | X | X | | | X | | | | | X | X | X | X | |
| Intramural Spring Softball | Sports | X | X | | | | | X | X | X | | | X | | | | | X | X | X | X | |
| Jumbo Shrimp Game | Liberty | X | X | | | X | | X | X | X | | | X | | | | | X | | | X | |
| Junior Lifeguard Course | Fitness | X | X | | | | | X | X | X | | | X | | | | | X | | | X | |
| Jurassic Park Premiere | Theater | X | X | | | | | X | X | | | X | | | | | X | X | | | X | |
| Kennedy Space Center Trip | Liberty | X | X | | | | | X | X | X | | | X | | | | | X | | | X | |
| Kickin it with Karate | Theater | X | X | | | | | X | X | | | X | | | | | X | X | | | | X |
| Kids Bowl Free | Bowling | X | X | | | X | | X | | | | X | X | | | | | X | X | | | X |
| Kids' Golf Clinic | Golf | X | X | | | X | | | | X | | X | | | | | | X | X | | | X |
| Kids Have a Ball League | Bowling | X | X | | | | | X | | | | X | X | | | | | X | X | | | X |
| Kings Bay Carnival | CR | X | X | | | | | X | X | X | | | | | | | X | X | | | | X |
| Kingsland Mardi Gras Parade | liberty | X | X | | | | | X | X | | | X | | | | | | X | | | X | |
| Kringle Comes to the CRAB | CR | X | X | | | | | X | X | X | | | | | | | X | X | | | | X |
| Ladies' Golf Clinic | Golf | X | X | | | X | | | | X | | X | | | | | | X | X | X | X | |
| Liberty Army Navy Game | Liberty | X | X | | | | | X | X | | | X | | | | | X | | X | | | X |
| Liberty Cooking Class | Liberty | X | X | | | X | | | | X | | X | X | | | | | X | | | X | |
| Liberty Movie Night Event | Liberty | X | X | | | X | | | | X | | | | | X | | | X | | | X | |
| Lifeguard Course | Fitness | X | X | | | | | X | X | X | | X | | | | | | X | X | | X | |
| Majestic Mane Safari | Theater | X | X | | | | | X | X | | | X | | | | | X | X | | | | X |
| Make and take Succulents | Liberty | X | X | | | | | X | X | X | | X | X | | | | | X | | | | X |
| Margarita Mania | Bowling | X | X | | | X | | | X | | | X | | | | | X | | X | X | X | X |
| Master builder Madness | Theater | X | X | | | | | X | X | | | X | | | | | X | X | | | | X |
| Men's' Golf Clinic | Golf | X | X | | | X | | | | X | | X | | | | | | X | X | X | X | |
| Mental Health 5K | Fitness | X | X | | | | | X | X | X | | | | | | | X | X | | | | X |
| Midday Summer Movie Madness | Theater | X | X | | | | | X | X | | | X | | | | | X | X | | | | X |
| Middle Earth Mayhem | Theater | X | X | | | | | X | X | | | X | | | | | X | X | | | | X |
| Mirror Mirror Snow white Premiere | Theater | X | X | | | | | X | X | | | X | | | | | X | X | | | | X |
| Monster Mash Movie Night | Theater | X | X | | | | | X | X | | | X | | | | | X | X | | | | X |
| MotMC Bowling Spring Break | Bowling | X | X | | | | | X | X | | | X | | | | | X | | X | X | | X |
| MotMC Parent Child Tournament | Golf | X | X | | | | | X | X | | | X | | | | | X | | | | | X |
| Movie Specials- Scream Screen Thursdays | Theater | X | X | | | | | X | X | | | X | | | | | X | X | | | | X |
| Navy Bday Run | Fitness | X | X | | | | | X | X | X | | | | | | | X | X | | | | X |
| New Year's Hike at Crooked River | Crab | X | | | X | | | X | X | | | X | | | | | X | | | | | X |
| North FL JR Tour | Golf | X | | | X | | | X | | X | | | | | | | X | | X | | | X |
| NRPA Geocache Hunt | Crab | X | X | | | | | X | X | | | X | | | | | X | X | | | | X |
| NYE Bowling Special | bowling | X | X | | | | | X | X | | | X | | | | | X | X | | | | X |
| Oktoberfest | Bowling | X | X | | | | | X | X | X | | | | | | | X | X | | | | X |
| Orlando Overnight | Liberty | X | X | | | | | X | | X | | X | | | | | X | | X | | X | |
| Paintball | Liberty | X | | X | | | | X | | X | | | | | | | X | | X | | X | |
| Partners in the Park | TICKETS | X | | | X | X | | | X | | | X | | | | | X | X | | | | X |
| Purple Up Ball | CR | X | X | | | | | X | X | X | | | | | | | X | X | X | | | X |
| Purple Up Madness | Theater | X | X | | | | | X | X | | | X | | | | | X | X | | | | X |
| Workouts of Valor | Fitness | X | X | | | | | X | | X | | X | | | | | | | X | X | X | X |
| Ranger Reads | Crab | X | | | X | | | | X | | | X | X | | | | | X | | | | X |
| Reolution Run 5K | Fitness | X | X | | | | | X | X | X | | | | | | | X | | X | X | X | X |
| Root Beer Float Day | Liberty | X | X | | | | | X | X | | | X | | | | | X | | X | X | | X |
| Run for the Fallen 5k | Fitness | X | X | | | | | X | X | X | | | | | | | X | | X | X | X | X |
| RV Park Coffee and Conversation | RV | X | X | | | | | X | | X | | | | | | | X | | | | | X |
| RV Park Game Night | RV | X | X | | | | | X | | X | | | | | | | X | X | | | | X |
| RV park Thanksgiving | RV | X | X | | | | | X | X | | | X | | | | | X | X | | | | X |
| Sailing with Moana Movie | Theater | X | X | | | | | X | X | | | X | | | | | X | X | | | | X |
| SAPR 5K | Fitness | X | X | | | | | X | X | X | | | | | | | X | | X | X | X | X |
| Schools Out Frenzy Flick | Theater | X | X | | | | | X | X | | | X | | | | | X | X | | | | X |
| Sea World Howl O Scream | Liberty | X | X | | | | | X | X | | | | | | | | | | | | | |
| Seaworld Trip | Liberty | X | X | | | | | X | | X | | | | | | | | | | | | |
| Shamrock House | Bowling | X | X | | | | | X | X | | | X | | | | | X | X | | | | X |
| Shamrock Shuffle 5K | Fitness | X | X | | | | | X | X | | | X | | | | | X | | X | X | X | X |
| Show Strength | Fitness | X | X | | | X | | X | X | | | X | | | | | | | X | X | X | X |
| Solo Cup Saturday Beer Pong | Bowling | X | X | | | X | | | | X | | X | | | | | | | X | X | X | X |
| Spring Break Movies | Theater | X | X | | | | | X | X | | | X | | | | | X | X | | | | X |
| Spring Makers Market | CR | X | X | | | | | X | X | | | X | | | | | X | X | | | | X |
| SRP End of Summer Event | Crab | X | X | | | | | X | X | | | X | | | | | X | X | | | | X |
| St Mary's Lighting | Liberty | X | X | | | | | X | X | | | X | | | | | X | | X | | | X |
| St Patrick's Day Party | crab | X | X | | | | | X | X | X | | | | | | | X | X | | | | X |
| Storybook Stroll Scavenger Hunt | Crab | X | X | | | X | | X | | X | | | | | | | X | | | | | X |
| Storytime with Santa | CR | X | X | | | | | X | X | X | | | | | | | X | X | | | | X |
| Submariner 5k/10k | Fitness | X | X | | | | | X | X | X | | | | | | | X | X | | | | X |
| Summer Reading Program | Crab | X | X | | | X | | | X | X | | X | X | | | | X | X | | | | X |
| Summer Splash | Fitness | X | X | | | | | X | X | X | | | | | | | X | X | | | | X |
| Superman Premiere | Theater | X | X | | | | | X | X | | | X | | | | | X | | | | | X |
| Swim Lessons | Fitness | X | X | | | X | | | | X | | X | | | | | X | | | | | X |

| | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|-----------------------------|--|---|---|--|--|--|---|---|---|---|---|---|---|---|---|---|--|---|---|--|---|---|---|---|---|---|--|
| Theater- Beyond Beetlejuice | Theater | X | X | | | | | | X | X | | | X | | | | | X | X | | | | | | X | | |
| Travel SHOW | T&T | X | X | | | | | | X | X | | | X | | | | | X | X | | | | | | | X | |
| Trident Challenge | Fitness | X | X | | | | | | X | | X | | X | | | | | X | | | X | X | X | X | X | | |
| Triva Night | Bowling | X | X | | | | X | | | | | | X | | X | | | | | | X | X | X | X | X | | |
| Trunk or Treat | CR | X | X | | | | | | X | | X | | X | | | | | X | X | | | | | | | X | |
| Turkey Shoot Bowling | Bowling | X | X | | | | | | X | | X | | X | | X | | | X | | | | | | | X | | |
| Turkey Trot 5K | fitness | X | X | | | | | | X | | X | | X | | | | | X | | | X | X | X | X | X | | |
| Valentine Party | Crab | X | X | | | | | | X | | X | | X | | | | | X | X | | | | | | | X | |
| Valentine's Breakfast | RV | X | X | | | | | | X | | X | | X | | | | | X | X | | | | | | | X | |
| Valentine's Tournament | Golf | X | X | | | | | | X | | X | | X | | X | | | | | | X | X | X | X | X | | |
| Wacky Wednesdays | Crab | X | X | | | | X | | | | X | | X | | X | | | | X | | | | | | | X | |
| Waffle Day | Liberty | X | X | | | | | | X | X | | | X | | | | | X | | | | X | | | | X | |
| Wild Adventures Trip | liberty | X | X | | | | | | X | | | X | X | | | | | X | | | | X | | | X | | |
| Wine and Paint by Numbers | Bowling | X | X | | | | | X | | | | X | X | | X | | | | | | | X | X | X | X | | |
| Youth Bowling Saturday | Bowling | X | X | | | | X | | | | X | X | | X | | X | | | | | X | X | | | | X | |
| OTHER PASSIVE OPPORTUNITIES | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Bike Trails | All onboard Kings Bay Self-Directed Recreation | X | X | | | | X | | | | X | | X | X | | | | X | X | | | | | | | X | |
| Community Garden | | X | X | | | | X | | | | X | | X | X | | | | X | X | | | | | | | X | |
| Golf | | X | X | | | | X | | | | X | | X | X | | | | X | X | | | | | | X | | |
| Outdoor Basketball | | X | X | | | | X | | | | X | | X | X | | | | X | X | | | | | | | X | |
| Outdoor Fitness | | X | X | | | | X | | | | X | | X | X | | | | X | X | | | | | | | X | |
| Picnics | | X | X | | | | X | | | | X | | X | X | | | | X | X | | | | | | | X | |
| Playgrounds | | X | X | | | | X | | | | X | | X | X | | | | X | X | | | | | | | X | |
| Pond/Lake Fishing | | X | X | | | | X | | | | X | | X | X | | | | X | X | | | | | | | X | |
| Primitive Camping | | X | X | | | | X | | | | X | | X | X | | | | X | X | | | | | | | X | |
| Swimming | | X | X | | | | X | | | | X | | X | X | | | | X | X | | | | | | | X | |
| Tennis | | X | X | | | | X | | | | X | | X | X | | | | X | X | | | | | | | X | |
| Troop Track | | X | X | | | | X | | | | X | | X | X | | | | X | X | | | | | | | X | |
| Volleyball | | X | X | | | | X | | | | X | | X | X | | | | X | X | | | | | | | X | |
| Walking Paths | | X | X | | | | X | | | | X | | X | X | | | | X | X | | | | | | | X | |

RECREATION PROGRAM PLANNING, APPROVAL AND AFTER-ACTION PROCESS

The purpose of this document is to outline the steps necessary to plan, obtain approval and complete the after-action process for a successful recreation program. The documents below can be found in the MWR SOP N92.3.

- (1) Activity Planning Worksheet
- (2) APW Submission Deadlines, Review and Approval Timeline
- (3) Sample Activity Planning Worksheet (See ENCL 2 for blank worksheet)
- (4) Program File Placement Guide
- (5) Program Review Team
- (6) After Action Report (See ENCL 2 for blank worksheet)



PROGRAM & SERVICE DETERMINANTS

The six determinants, described below, guide the approach for MWR programs and services.

1. Conceptual Foundations of Play, Recreation and Leisure

At MWR Kings Bay, programs and services are guided by the conceptual foundations of play, recreation, and leisure, reflecting the pursuit of joy, pleasure, excitement, and challenge. Aligned with CNIC instruction, we focus on providing opportunities for patrons to develop lifelong skills, use their free time in positive ways, and build self-confidence and resilience.

Play is all about spontaneous and creative activity and we incorporate it into our programs and facilities. **Recreation** is all about activities people choose for enjoyment, relaxation, and personal growth. Recreation is embedded in our programs and facilities, promoting physical, mental and emotional well-being. **Leisure** is all about unstructured, free time that allows individuals to relax, unwind and engage in activities of personal choice. Leisure is an integral part of our programs and facilities, offering opportunities for enjoyment and relaxation.

2. Organizational agency philosophy, mission and vision, and goals and objectives

The mission, vision, values, goals, and objectives are outlined in the Strategic Plan and serves as a foundation for all programs and services. These guiding principles drive our commitment to delivering high quality, customer focused programs that enhance the resilience, retention, readiness, and quality life of the military community served. Our customer focused, quality driven vision and core values ensure every program is aligned with the needs of those we serve, fostering a culture of excellence in all we do.

3. Constituent Interests and Desired Needs

We use a variety of tools to gather information on participants' interest and needs, ensuring we address the underserved populations in our community, including Single Sailors and Marines and young families. Resources such as the Annual Navy Active Duty Customer Satisfaction Survey, CNIC Qualtrics Customer Experience Survey, local facility/program surveys, social media feedback, and other Informal customer interactions provide valuable insights into community preferences and priorities. Programs and services are regularly adapted based on this input.

4. Creation of a Constituent-Centered Culture

At MWR Kings Bay, we are dedicated to fostering a constituent centered culture by actively involving military personnel and their families in the planning, development, and evaluation of our programs and services. This commitment is reflected in our mission.

To ensure programs meet the wide-range of needs of our community, we offer facility advisory boards that gather input from patrons with specific interest. The annual MWR Mission Impact EXPO offers a platform for community members to engage with leadership and share feedback for future initiatives. Additionally, we align our programs with our Strategic Goals through Goal Teams, where community members actively contribute to the planning process. Town Hall Meetings allow the community to provide direct feedback helping us maintain high service standards.

We also engage our community through focus groups, providing opportunities for more in-depth conversations on specific needs or issues. During special events, feedback tables allow attendees to share their thoughts and

suggestions for future activities. This ensures that our services are continually refined and aligned with the desires of our patrons.

5. Experiences desirable to the clientele

Our programs, events, and facilities are thoughtfully planned to create enjoyable and meaningful experiences for everyone. We prioritize accessibility and ensuring we meet the needs of our community.

6. Community Opportunities

Located within a county where nearly 50% of the residents are authorized patrons, MWR Kings Bay fosters a strong bond of mutual support with on and off base groups. Through these relationships, partnerships are formed and services are strategically planned to avoid conflicts and maximize available resources to meet community needs.

RECREATION REVENUE POLICY

To maintain the high standards that our military community expects, our programs are structured into three categories, each with specific funding models:

Category A Programs, like Fitness, Sports, Aquatics, Liberty/Single Sailors, and Deployed Forces are mission-sustaining activities primarily funded through appropriated funds (APF). Since these are essential to the Navy's mission, fees are not charged for active duty or reserve personnel.

Category B Programs, such as Community Recreation, Tickets and Travel, Outdoor Rentals, The CRAB, Finnegan's Bowling, and TRIPLEX Conference Center receive partial APF support. They generate some revenue through fees, which help offset operational costs while keeping services affordable.

Category C Programs, including Eagle Hammock RV Park, Trident Lakes Golf Course, Finnegan's Pub, Navy Lake Site Allatoona's marina and cabins, vehicle storage and the car wash do not receive APF support and generate all operational revenue through fees and charges. These programs are designed to be fully self-sustaining and profitable.

Our fee structures are carefully determined to balance operational cost and affordability, with considerations to offer value compared to off base alternatives. We regularly update our fee schedules to ensure transparency and to meet the evolving needs of the Kings Bay military community.

COMMUNICATING LEISURE OUTCOMES

Resiliency, retention, readiness and quality of life are at the core of MWR's programs and activities. Focusing on promoting and educating the value of our programs to our community is essential.

RESILIENCY

Programming and events focused on family members promotes self-reliance, adaptability, and overall resiliency which supports the service member in completing their mission. A strong home front equates to mission readiness.

RETENTION

Providing exceptional facilities and services which enhance the overall satisfaction and tour of duty experience is proven to retain service members.

READINESS

Maintaining continued readiness for the active-duty, MWR delivers mission essential programs of fitness, sports, deployed forces, parks, and single sailor programs.

QUALITY OF LIFE

MWR strives to offer an inclusive, well-rounded and diverse program which meets the needs of all demographics by promoting physical health, family, education, leisure, and environment which all result in overall life satisfaction.

COMMUNITY ENGAGEMENTS

The MWR Marketing Department develops targeted strategies to engage the community, supporting our mission while shaping programming, facility upgrades, and services to meet customer needs. Program managers and leadership maintain regular communication across departments to ensure initiatives align with community priorities. The Commanding Officer, Executive Officer, and Command Master Chief help foster strong relationships with MWR and encourage tenant command support. For submarine-related updates, MWR partners with the Ombudsman and Family Readiness Group Programs to coordinate homecomings and keep families informed. Additionally, program managers recruit volunteers, promoting community involvement through word-of-mouth marketing, while our website provides easy access to key resources and regularly updated content for departments like the FFSC and Galley.

RECREATION TRENDS ANALYSIS

Recreation programs at MWR Kings Bay are designed to enhance resilience, retention, readiness, and quality of life for the military community. These programs are shaped by data analysis, participation trends, and feedback to address the unique needs of active-duty service members, their families, and authorized patrons. The programming aligns with the CNIC mission to improve quality of life, build community, and foster connections that support mission readiness. By staying responsive to emerging trends and evolving needs, MWR ensures its programs remain both relevant and impactful. See ENCL 1 for most recent Trends Analysis.



Trends for 2025 and 2026

MWR Kings Bay

ON-BASE INVENTORY

| | |
|--|---|
| Adult Sports Complex | 3 Softball Fields, Synthetic Football Field, Running Track, 2 Outdoor Basketball Courts, Concession Stand, 4 tennis courts |
| Child Development Center | 3 Centers with full time and hourly childcare for children ages 6 weeks to 5 years of age. |
| CRAB Children's Recreation Activities Building | 11,500 square foot multifunctional recreation facility with Indoor Playground, Bounce Houses, Children's Library, Game Center, Party Rooms, Sensory Room and Rock-Climbing Wall |
| Eagle Hammock RV Park | 70 sites, 30/50 AMP Full Hook-up, Cement Pads, Picnic Tables, Fire Rings, Satellite, ADA Compliant Sites, Community Building with Bathhouse and kitchen, Free Wi-Fi throughout the park |
| Finnegan's Bowling | 14 Lane Bowling Alley, Pro Shop, Contracted Food Operation |
| Finnegan's Pub | Old English Pub style bar with 9 flat screen TVs, Outdoor patio, Outdoor Pavilion |
| Fitness Complex | 24-hour access, Free-Weight room, Fitness Circuit room, Cardio Theater, Spin Studio, Indoor Racquetball and Basketball Courts, Locker Rooms with Saunas, Family Fitness Room, Group X Room, High-Intensity Workout Room, Outdoor Tennis Courts, NOFS Zone |
| Navy Lake Site Allatoona | Fully furnished cabins, RV Sites, Marina, Pavilions, Lake View Lodge, Beach and swimming area, laundry room, game room, water sports rentals, rental slips and a fishing pier |
| Outdoor Rentals | Outdoor rental equipment, party rental items |
| Parks & Playgrounds: | |
| Barks & Recreation Dog Park | Offers separate fenced in large and small dog areas plus an open field area. Park includes agility equipment, fresh water station and dog waste disposal. Located off-base in navy Housing. |
| Etowah Park | Untouched natural park offers a covered pavilion with picnic tables, grill, potable water, restrooms, a boat ramp, fishing dock, primitive camp sites. |
| Lake D | The park offers covered pavilions with picnic tables, grills, running water, electricity, restrooms, playgrounds, horseshoe pits and volleyball while being surrounded by the large Lake D. |
| Sail Pointe Park | Large green space with two electric powered pavilions and an expanded outdoor exercise area w/TRX S-Frame and Box. |
| Under the Pines Park | Ultimate outdoor play spaces for children. The park offers a covered pavilion with picnic tables, a grill and two playgrounds for different age groups. |
| Pool Complex | 25x25 Meter Pool, double Flume Waterslide, children's wading pool, Picnic pavilions, sand volleyball court and Horseshoe Pit. |

| | |
|-------------------------------------|--|
| Teen Center | Recreational facility for ages 13-18, includes X-Box, PS5, Games, Laptop, Air Hockey, Pool Tables, and a Music Recording Studio. |
| The Theater at Kings Bay | 252 Seated Digital Cinema with 3D capability, concession stand and ADA Equipment. |
| Tickets & Travel | Discounted tickets for Theme Parks, Amusement Parks, Attractions, Sports & Entertainment. Lodging and travel options are available including cruises. |
| Trident Lakes Golf Club | 18-hole Golf Course with Driving Range, Putting and Chipping Greens, Hospitality Room, Banquet facilities, and Outdoor pavilion. |
| TRIPLEX Conference Center | 3 Banquet rooms, full kitchen for catering options and teleconference capability. |
| TRIPLEX Recreation & Liberty Center | Billiard Tables, flat Screen TVs, Free Wi-Fi, Snack Bar with Grab and Go Food and beverage service. Foosball, Darts, Air Hockey, Ping-Pong, Shuffleboard, Poker/card tables, Music Room, Video gaming room with X-Box and PS5 games. |
| Youth Center | Full and hourly childcare for children ages 5-12 years of age. Space includes indoor gym, classrooms, computer and game room. |

LOCAL COMMUNITY INVENTORY

| | |
|-------------------------------------|---|
| Fitness Centers (6) | |
| Anytime Fitness | 24-hour access/Gym/Physical Fitness Center |
| Kings Bay Barbell | 24-hour access. Old School gym with plenty of free weights and machines. Cardio equipment is in separate room. |
| Planet Fitness | Gym/Physical Fitness Center |
| GTO Health & Wellness @The Loft | Holistic approach to well-being encompassing a range of services designed to nurture your mind, body, and spirit. |
| Pipe Hitters | Equipped to train anybody interested in power lifting, Body building and strongman. 24-hour access |
| Cross-Fit Camden | Certified and licensed cross-fit gym that offers group-based classes, personal training with 24-hr access. |
| | |
| Camden County Rec Center (1) | Recreation complex consisting of weight and aerobic facilities, basketball and racquetball courts, soccer complex, and swimming pool, recreation areas, running track and adult/youth sports. Programs offered: Cheerleading, Fitness and special events. |
| St. Marys Aquatic Center (1) | Seasonally operated, 7-acre, mega fun aquatic center, sun shades, water slides and 25-yard lap pool. |
| | |
| Parks & Playgrounds (10) | |
| Cumberland Island National Seashore | Georgia's largest and southernmost barrier island. It is home to the pristine maritime forests, undeveloped beaches, wide marshes and wild horses. Cumberland Island has over 9,800 acres of Congressionally designated Wilderness. Offers Guided Tours, All-terrain track chair, bike rentals and volunteer opportunities. |
| McIntosh Sugarmill Ruins | This site is a historic landmark, and is a popular venue for weddings and photography sessions. Since this is a historical site, it cannot be altered in any way--driving any type of stake/nail into the ground/ruins is prohibited, and you may not hang anything from the tabby ruins. There are picnic tables, restrooms and nature trails. |
| Howard Peeples Park | An 18-acre park that includes 3 pavilions with picnic tables, 2 basketball courts, 8 pickle ball courts, 4 tee ball fields, 2 playgrounds (one is ADA accessible), 18-hole disc golf course and restrooms. Hosts pickle ball and disc golf clubs. |
| Crooked River State Park | This is a 500-acre Georgia state park that offers pavilions, rental cabins, nature trails, RV Parks, primitive camping and playgrounds. Programs include Outdoor Adventure and Nature. |
| Howard Gilman Waterfront Park | St. Marys/Waterfront Park lines the river's shore and is a great place to spend some time to enjoy a riverfront walkway. It has a public boat launch and dock, a private marina, a playground, a large open-air pavilion, restrooms and picnic areas. |
| Satilla River Waterfront Park | This park is home to Woodbine's annual Crawfish Festival. You can access the Woodbine Riverwalk from this park. Amenities include a boat ramp, floating dock, restrooms, 2 Open Air Pavilions, and a bandstand. |

| | |
|---|--|
| St. Marys Rec Park | This park is home to recreation baseball, football, and cheer teams. Amenities include 3 youth baseball fields, Football field, 2 concession stands, Open Air Pavilion, Playground, Skate Park, Basketball Court, swimming pool and Restrooms |
| St. Marys Civic Park | Located adjacent to the Aquatics Center, this park is a popular spot for picnics, birthday parties, and team parties. Tee Ball teams practice and play on the 4 tee-ball fields. There are 2 open air pavilions, 2 playgrounds, multipurpose field, 2 basketball and tennis courts, and restrooms. |
| Sweetwater Park | This open area field has a Pavilion with Kitchen, playground, Multi-Purpose Cricket Field, Basketball Court and Restrooms |
| Kingsland Lions Park/Justin's Miracle Field | This park has an open-air pavilion, 4 youth baseball fields, 2 tennis courts, basketball courts, playground, Skate Park, Restrooms, ½-mile walking trail and a batting cage. It is also home to the Camden Miracle Field, a special baseball complex for those with special needs. |
| White Oak Nature Trail | This nature trail is a part of the Rails to Trails initiative, and can be accessed from Hwy 17 at several intersections spaced along Hwy 17 between White Oak and Waverly. The total length of the trail is 3.5 miles. |
| Woodbine Lions Park | This park is the future home of the Kevin Barber Memorial Dog Park and includes a multi-purpose field. |
| Woodbine Nature Trail/RW | This trail is part of the Coastal Georgia Greenway's Rails to Trails program and runs along the old railway in Woodbine to the Satilla River. The trail offers a scenic walk, and is paved. There are two comfort stations that offer restrooms and water fountains (for you and your dog!) one at 8th Street, and one right before the trail meets the river. |
| | |
| Golf Courses (2) | |
| Laurel Island Links Public Golf Course | The 18-hole course features 7,011 yards of golf from the longest tees for a par of 72. This course is open year-round. |
| Osprey Cove Golf Club Private | The year-round golf course is set against a backdrop of sweeping marshes, tidal inlets and nature conservation areas. |
| | |
| Local Festivals | St. Marys Independence Day Festival, Mardi Gras Festival, Seafood Festival, Catfish Festival, Crawfish Festival |

Trends for 2025 and 2026

MWR Kings Bay

RV Parks and Recreational Lodging Trends

Trends We are Seeing

- ▶ **Luxury RV Resorts and Luxury Amenities**
 - ▶ Spas, pools, fitness centers
 - ▶ Glamping
 - ▶ Business centers and co-working spaces
- ▶ **Long Term Stays**
- ▶ **Instructional Classes**
 - ▶ Fitness Classes
 - ▶ Art classes
 - ▶ Dance Instruction
- ▶ **Outdoor Activities**
 - ▶ Community Gardens
 - ▶ Playground
 - ▶ Trail Mapping
 - ▶ Picnic pavilions and communal gathering spots
 - ▶ Outdoor Equipment Rentals (bikes, fishing equipment, kayaks, etc.)



Fading Trends

Basic Camping • Short Term Stays

RV Parks and Recreational Lodging Trends

- ▶ **Big Changes in the world of RVing**
 - ▶ Following a rise in interest in 2020, there has been a decrease in RV park attendance and traveling from park to park.
 - ▶ We've seen an increase in Long Term Stay. Due in part to the high cost of purchasing, owning, and operating an RV as well as high costs of living, they can no longer afford to move around.
 - ▶ Younger demographic of RVers emerging. These patrons lead active lifestyles and may be still balancing a job and children along with the traveling lifestyle.



Community Recreation Trends

Trends We are Seeing

- ▶ **Family Engagement programs**- activities that are fun for all ages. (No one wants to pay for a sitter, the kids come with)
 - ▶ Karaoke
 - ▶ Trivia/Game/puzzle nights
 - ▶ Fishing days
 - ▶ Movies in the Park
 - ▶ Outdoor games and beer gardens
- ▶ **Instagram Worthy Attractions**- Think the Angel Wing wall in Nashville
- ▶ **Exclusive experiences**-limited tickets, high demand
- ▶ **Curated Activities**- taking the guess work out of the guests' hands, where all they need to do is show up
 - ▶ Immersive experiences (e.g. Bridgerton Tea Party)
 - ▶ Pop up bars/Cocktail experiences
 - ▶ Murder Mysteries



Fading Trends

Wine and Paint Nights • "Pinterest" Crafts • Escape Rooms • Comedy Shows • TikTok dances • Tie Dye • Character Breakfasts

Leisure Travel Trends

Trends We are Seeing

- ▶ **Leisure travel** is seeing a rise in experiences over material goods with a focus on promoting mental health and well being
 - ▶ **Joy of Missing Out (JOMO)**- Travelers want to get away, disconnect and unwind.
 - ▶ **Focusing on "soft travel"**- Focusing on slow-paced respite from a fast-paced life
 - ▶ **There is more of a willingness to visit lesser know locales and stay local.** People want to discover "Hidden Gems"
 - ▶ **Boomers are spending more money on travel** - "You can't take it with you."
 - ▶ **More solo women travelers.**



Fading Trends

Touristy destinations • FOMO (Fear of Missing Out) • Cramming in everything in one trip

Outdoor Recreation Trends

Trends We are Seeing

- ▶ **People want to get out of the house and help their mental health**
 - ▶ **Experiencing outdoor activities** such as hiking, camping, fishing and mountain biking
 - ▶ **"Microadventures"** are increasing in popularity, allowing people to connect with nature on smaller, shorter, cheaper excursions.
 - ▶ **Relaxing outdoor games**
 - ▶ Corn hole
 - ▶ Ring toss
 - ▶ Ladderball
 - ▶ Spikeball
 - ▶ **Recreation equipment** such as paddle boards, kayaks, canoes, etc.
 - ▶ **Dog Parks**
 - ▶ **Playground with integrated technology and accessibility**



Fading Trends

Hunting and Trapping • Road Cycling • Going to the same place over and over

Community Recreation Trends

Leisure Skills

- ▶ **New and Unusual activities**
 - ▶ 3D Printing
 - ▶ Leather work
 - ▶ Glass blowing
 - ▶ Pottery
 - ▶ Resin Projects
- ▶ **Real Life Skills**
 - ▶ Cooking
 - ▶ Auto Care
 - ▶ Self Defense
 - ▶ Baking
 - ▶ Gardening



Parks and Playgrounds

- ▶ Skate parks
- ▶ Biking courses
- ▶ Ninja Warrior Courses
- ▶ Interactivity and Augmented Reality (AR)



People want enough challenge to not be bored but not so much as to feel embarrassed to do it again

Liberty Recreation Trends

- ▶ **Activities and programs are skewing toward Gen Z (Ages 18-26)**
 - ▶ **There's a focus on Wellness/self care and putting yourself first.** People are going into 2025 with a goal to love unapologetically, set boundaries and be their authentic selves.
 - ▶ **Nostalgia is back in a big way** as they want to re-explore their childhood loves as adults
 - ▶ Digital cameras
 - ▶ Childhood crafts (sand art, hand made gifts)
 - ▶ Toys and Games (Lego, Pokémon, etc.)
 - ▶ **Collecting**
 - ▶ Blind bags
 - ▶ Enamel pins
 - ▶ Rocks
 - ▶ Stickers
 - ▶ **Cultural Celebrations**
 - ▶ **Sustainability**- Being a more conscious consumer and doing what is best for the planet and humanity



Liberty Recreation Trends

Trends We are Seeing

- ▶ DIY Crafts Kits
 - ▶ Easy and accessible chances to learn and improve motor skills and brainpower
- ▶ In Person Hangs
 - ▶ Unique experiences with a social element
- ▶ Wellness, not fitness- relaxed and unrestricted play that anyone can do
 - ▶ Yoga
 - ▶ Walking
 - ▶ Roller-skating
 - ▶ Eating Well
- ▶ Sustainability
- ▶ Vintage and Nostalgia
 - ▶ Y2K fashion and Accessories
 - ▶ Sustainable Fashion



Fading Trends

Doom Scrolling • Fast Fashion • Over-Spending • Drinking Alcohol

Marina Trends



- ▶ In general, Marinas have seen moderate growth in the last 5 years. Outdoor activities such as boating have been seen as a fun and refreshing leisure activity
- ▶ Young Boaters- This younger demographic reflect the growing trend of boating being seen as a beneficial from both mental and physical health as a relaxing leisure activity. Pontoon boats are especially seeing a rise with Millennial and Gen Z customers.
- ▶ New Technology in boating- As with all industries, technology is ever increasing in the boating world
 - ▶ Digital platforms and apps
 - ▶ Improved navigation and smart controls
 - ▶ Autonomous and AI technology (automated docking)
- ▶ That being said, there has been a drop in patronage at NLS. An increase cost of living has put pressure on our patrons, most of whom are retired and are on fixed incomes. Boating is seen as a luxury.
- ▶ Boat Sharing- People are seeing the value in short-term rental or time sharing crafts. This allows the cost to be dispersed and make boating a more affordable leisure activity

Conference and Event Center Trends



Trends We are Seeing

- ▶ Conference and event venues are technology forward in 2025
 - ▶ Hybrid Infrastructure- Spaces equipped with high quality audio-visual technology to seamlessly facilitates in-person attendance with virtual attendance.
 - ▶ Online Reservations- Streamlining the booking process so clients can do it all from the comfort of home.
 - ▶ Breakout rooms and Smaller Venue locations- A focus on personalized networking and meaningful interactions
 - ▶ Memorable Experiences- Adaptable meeting rooms with creative and clean aesthetics
 - ▶ Health-Conscious Catering Options- Moving beyond fast food and sandwiches to offer fare that is healthy and delicious while bearing in mind attendees dietary needs.

Fading Trends

In person Only Meetings • In Person Reservations • Institutional Room Décor • Bringing in Outside Food and Beverage

Marina Trends

Trends We are Seeing



- ▶ Boat Sharing
- ▶ Updates in technology
 - ▶ Online reservations
 - ▶ Mobile apps
- ▶ Restaurants and Cafes
 - ▶ Giving a marina a "Yacht Club" refresh
- ▶ Outdoor Rental Equipment
 - ▶ Fishing
 - ▶ Kayaking
 - ▶ Paddleboard
- ▶ Automated Dry Storage
- ▶ Making dry docking your boat seamless and painless

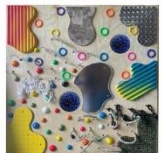
Fading Trends

Lack of marina amenities • Outrageous fuel costs

Indoor Playground Trends

Trends We are Seeing

- ▶ Interactive and technology-integrated play equipment
- ▶ Educational play elements
- ▶ Inclusive design for all abilities
- ▶ Unique, themed playgrounds



Fading Trends

Generic playground equipment • Poor accessibility • limited interactive features

Fitness Trends



- ▶ Specificity in training- There's a rise in adapting training techniques for the specific job or working condition. This can include working multiple muscle groups, working under high-stress or high-energy situations, or focusing on functional fitness.
- ▶ Growth in fitness technology- there's been an increase in downloading and using mobile exercise apps as well as wearable fitness-monitoring technology
- ▶ Easier path to entry- Getting started is hard and many people are finding it beneficial to start with low impact exercises, hybrid fitness spaces and classes and making fitness more fun and interactive
- ▶ Wellness and Mindfulness- There's been an increase in focusing on well-being outside of just being physically fit. Mental health in conjunction with fitness can be seen in things such as somatic exercise, outdoor fitness, and fitness as preventative medicine

Theater Trends

Trends We are Seeing

- ▶ Embracing Immersive technologies
 - ▶ More 3D movie offerings
- ▶ Diversification of showing offerings
 - ▶ Sensory friendly
 - ▶ Special Premieres
 - ▶ Themed movie nights
- ▶ Convenience and accessibility
 - ▶ Online Ticketing
 - ▶ Loyalty Programs
- ▶ Luxury cinemas and comfortable seating
- ▶ Community engagement and event space
 - ▶ Live events
 - ▶ Sport broadcasts
- ▶ Enhanced concessions
 - ▶ More food options



Fading Trends

Buying tickets at the door • Boring snacks • Uncomfortable seating

Fitness Trends

Trends We are Seeing

- ▶ Cognitive training
 - ▶ Decision making drills and reaction times
 - ▶ Incorporating mental health and stress management into fitness
- ▶ Tailored Nutrition to optimize the body
- ▶ Biohacking
- ▶ Traditional strength training and fitness for weight loss
 - ▶ HIIT workouts
 - ▶ Pilates
 - ▶ Home workouts
- ▶ Fitness programs for older populations



Fading Trends

Restrictive diets • One-size-fits-all training • Unsustainable challenges

Sports Trends

Trends We are Seeing

- ▶ Women's Sports- Women's intramural leagues are gaining popularity in sports such as soccer, volleyball and hockey.
- ▶ Pickleball- Intramural leagues are growing exponentially across the country
- ▶ User-friendly registration and enhanced features- Streamlining the registration process for an optimal customer experience. Some intramural leagues are offering additional technological updates
 - ▶ Real time updates
 - ▶ Team management tools
 - ▶ Statistic tracking
 - ▶ Artificial intelligence
 - ▶ Augmented reality
 - ▶ Performance analytics



Fading Trends

Disc golf • Spike ball • E-gaming

Golf Trends



- ▶ Technology and socialization are the driving forces in Golf Trends right now
- ▶ Tech innovations
 - ▶ Indoor golf simulators- What rain delay?
 - ▶ Tech on the carts- USB and GPS hook ups
 - ▶ Online booking
- ▶ Sip and Swings- Have a drink and relax with this low stakes, social activity
- ▶ Non-traditional golf events
 - ▶ Shorter Courses- 3, 6, and 9 hole
 - ▶ Mini golf and top golf on traditional greens
 - ▶ Long drive competitions

Aquatics Trends

Trends We are Seeing

- ▶ Lifeguard Training - providing on site Life Guard training to insure that you are able to find adequate staff that are qualified to guard.
- ▶ Learn to Swim Programs - the value of swimming lessons for all ages is huge, research has shown that a single month in a formal learn-to-swim program will reduce the risk of drowning by 88%
 - ▶ Group Swim Lessons - lessons that are offered with 4 to 8 students
 - ▶ Private Swim Lessons - lessons that are offered with 1 to 1 ratio
- ▶ Lap Swim Time - allotted time periods for customers to swim lap swim for fitness benefits rather than just for general recreation.
- ▶ The programs that saw an increase of at least 3% from 2023 to 2024 include the following: birthday parties, diving programs and swim teams.



Fading Trends

Basic Water Safety Courses • Long-Distance Open Swim for Beginners • Water Polo Leagues for Children

Golf Trends

Trends We are Seeing

- ▶ Colorful and trendy merchandise
- ▶ Glow and night-time golf
- ▶ Demo Days
 - ▶ Club fittings with technology
- ▶ Indoor and simulators
- ▶ Rise in Gen Z golfers thanks to influencers and YouTubers



Fading Trends

Long events • Solid color, boring apparel • Paper or in-person registration

Bowling Trends

Trends We are Seeing

- ▶ Bowling Centers are Integrating technology and modernizing in an effort to create a more engaging, social experience for customers.
 - ▶ Automated scoring- track scores and provide real-time feedback
 - ▶ Augmented Reality- Projections on lanes add visual excitement
 - ▶ Interactive touch screens- Simplifying set up and scoring
 - ▶ Smart Bowling Balls and Pins- Embedded tech tracks stats and provides feedback
- ▶ Social and Competitive Play- Leagues and Tournaments- Integrating seasoned bowlers with new bowlers
- ▶ Social Hubs
 - ▶ Bowling isn't just bowling. It's a low-impact social activity that's fun for all ages
 - ▶ Themed nights and Functions
 - ▶ Party packages and holiday specials
- ▶ Customization
 - ▶ Booking online and customized lane settings
- ▶ Online food and beverage options
- ▶ Sustainability- using energy saving technologies and recycled materials in equipment



Fading Trends

"Just" Bowling • Dark and Dingy Bowling Alleys

Marketing Trends

Trends We are Seeing

- ▶ AI and Augmented Reality/Virtual are the leading trends in marketing and media in an effort to ultra-personalize customer experiences and messaging.
- ▶ Voice-driven search and shopping experiences are streamlining the way business is done.
- ▶ Live streaming and short-content (Tiktok, Reels, Shorts) provide a dynamic way to engage with customers.
- ▶ Diverse social media- There is more than just Facebook and Instagram. Social Platforms are growing and pivoting constantly. LinkedIn has seen a rise in usage beyond an employment tool and Discord has become a go-to way for content creators to get the most direct connection to fans and consumers.
- ▶ Branding through human connections, transparency, and value-driven marketing. People want honesty and authenticity in branding and to know that what they are getting is a brand who's ethics match their message.
- ▶ Long-term influencer partnerships- Brands want to build that authentic connection with influencers, making themselves important to both them and the customer base.
- ▶ Interactive marketing and hybrid events. Making memorable experiences that remain important and fun from a customer's perspective.



Fading Trends

Outdated ads • Greenwashing • Short-term influencer campaigns • Broad and generic mass marketing

Detailed Activity Planning Worksheet

[Clear Form](#)

| | |
|-----|--|
| 1. | Name of Event: |
| 2. | Budget Year: |
| 3. | Department: |
| 4. | Event Coordinator: |
| 5. | Goal: |
| 6. | Date: Is this a reoccurring event? Yes <input type="radio"/> No <input type="radio"/> If so, please list additional dates: |
| 7. | Start Time: End Time: |
| 8. | Location: |
| 9. | Alternate Location: |
| 10. | Activity Format: Trips and Outings |
| 11. | Admission/Fees/Participation Cost: Are printed tickets needed? Yes <input type="radio"/> No <input type="radio"/> |
| 12. | Anticipated Participation: |
| 13. | Target Population: |
| 14. | Program Highlights: |
| 15. | Staffing Requirements (positions/assignments/responsibilities): |

Detailed Activity Planning Worksheet

| | |
|-----|---|
| 16. | Restrictions (include patron age restrictions): |
| 17. | Event Schedule: |
| 18. | Support Requirements (supplies/equipment/etc.): |
| 19. | Budget: |
| 20. | Safety/Sanitation/HAZMAT/Health/Risk: |
| 21. | Outreach Plan: |
| 22. | Planner Signature: |
| 23. | Reviewer Signature: |
| 24. | Additional Information: |

MWR AFTER ACTION REPORT

Clear Form

Prepared By:

Title:

Email:

Telephone:

Event/Program Information

Name of Program/Event:

Location:

Date/Time:

Number in Attendance:

Was attendance higher or lower than anticipated: N/A

Demographic Info: % Active Duty:

% AD Dependents:

% Civilians:

% Retirees:

Contributing Attendance
Factors? (ie. weather,
advertising, food and
beverage, location, etc.)

Was this a new program: No

If no, how frequent is this event?

Would you recommend this
program/event? No

If no, please provide details:

Expenses: (Budget Breakdown Below)

Revenue: (Budget Breakdown Below)

Cost of Goods: _____ Supplies: _____

Salaries: _____ Awards/Prizes: _____

Entertainment: _____ Contractual: _____

Advertising: _____ Other/Misc: _____

Program: _____ Grant: _____

Resale (F&B): _____ Other/Misc: _____

Resale (Other): _____ **Net**

Sponsorship: _____ **Income:** _____

Lessons Learned: (ie. What can
be done to improve the
event?)

Additional Thoughts/Best
Practices:

Supporting Event Documentation: Attach photos, press clippings, publicity, commercial sponsorship documents, agreements, etc.