

NAVAL SUBMARINE BASE
KINGS BAY, GA



RECREATION PARKS & FACILITIES MASTER PLAN



TABLE OF REVIEW/REVISIONS

[illegible]

TABLE OF CONTENTS

Introduction	4
Vision, Mission, Values, Goals & Objectives	5
Capra	6
Analysis of Current Facility Conditions	8
ON Base and Local Community Inventory	31
Facility SWOT Analysis	35
Recreation Trends Analysis	36
Needs Assessment	36
Levels of Service	37
Facility Improvement Plan	39

INTRODUCTION

MWR Kings Bay's Recreation Parks & Facilities Master Plan is a comprehensive living document covering five years. The purpose is to ensure that the organization achieves its Strategic Goal to, "Invest in facilities and parks to maintain maximum satisfaction among customers." Key elements of this plan include: mission, vision, goals and objectives, existing facilities and their conditions, on base and local community inventory, trends, needs assessments, Navy Program Standards level of service, and facility capital improvement plan. A key guiding document for this plan is the Kings Bay Installation Development Plan that was adopted in 2015.

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.

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.



INVEST

in facilities and parks to maintain
maximum satisfaction among customers.

~ Strategic Goals and Objectives Goal 1

ANALYSIS OF CURRENT FACILITY CONDITIONS

MWR Kings Bay Georgia Facility Inventory				
Finnegan's Bowling, Pub & Grille/Pro Shop/Game Room/Family Recreation Center				
Contracted Food Operations				
Facility Name	Facility Number	Built Date	Physical Quality Rating (%)	Size
FINNEGAN'S BOWLING, PUB & GRILLE	1033	1990	72	17,558 SF
<p>Facility Description: Finnegan's Bowling, Pub, and Grille offers a variety of amenities for guests to enjoy. The center features 14 bowling lanes, a quick-grab snack bar, and Finnegan's full-service grill with lunch, snack, and dinner options. The Irish pub provides a full selection of drinks, while Finnegan's Landing hosts live entertainment and outdoor activities. Whether bowling, dining, or enjoying live events, Finnegan's delivers a complete entertainment experience.</p> <p>Navy Program Description: Navy bowling program activities consist of open bowling, bowling leagues, promotional bowling events, sport bowling, tournaments, instructional programs, sound and lights programs, such as glow-in-the-dark bowling, exhibitions, youth activities-sponsored events, and locker rentals for bowling center patrons. Pro shops and other bowling-related resale services may be established to meet program development needs and fulfill market demands. This includes food and beverage service, alcoholic beverage sale, ball drilling, amusement machines, billiards, and bingo.</p> <p>Mission:</p> <ol style="list-style-type: none"> To promote esprit de corps and morale by meeting recreational, social, and competitive needs of military patrons through participation in bowling activities. To balance customer-driven programs and the requirement to meet financial goals. To provide quality bowling facilities and programs, managed by skilled professionals with industry specific training. Provide bowling instruction to stimulate increased participation and meet customer demand. <p>Physical Quality Rating Contributing Factors:</p> <ol style="list-style-type: none"> 1) Mechanical portion of the bowling lane infrastructure is over 30 years old. 2) Game room area in need of repurposing. 3) HVAC system inconsistency issues. 4) Extreme lighting system in need of technological update. 				





MWR Kings Bay Georgia Facility Inventory Community Recreation Activities Building				
Facility Name	Facility Number	Built Date	Physical Quality Rating (%)	Size
CRAB	1066	1989	85	15480 SF
<p>Facility Description: The Community Recreation Activities Building offers over 15,000 sq. ft. of amenities for all ages. The facility features a large indoor playground, a dedicated toddler play area, and an exciting bounce house. Guests can enjoy a fully stocked library, a sensory discovery room, and a variety of hands-on fun games. Multiple party rooms are available for special events, making it a perfect destination for recreation and celebration.</p> <p>Navy Program Descriptions: The CRAB provides an indoor space for the community to burn off energy and release their imagination.</p> <p>Physical Quality Rating Contributing Factors:</p> <p>1)The roof is over 35 years old and leaks in multiple spots. 2)Glazing around skylights, windows and atriums needs replacement. 3)HVAC System is beyond its life expectancy.</p>				



MWR Kings Bay Georgia Facility Inventory Barks and Recreation Dog Park				
Facility Name	Facility Number	Built Date	Physical Quality Rating (%)	Size
Barks And Recreation	916	2015	95	84,000 SF

Facility Description: Barks and Recreation is an 84,000-square-foot dog park designed for canine fun and relaxation. The park features a large dog open play area with multiple play structures, including the **Canine Castle** and an obstacle course. A separate small dog area also offers an obstacle course for smaller breeds. Guests can enjoy a shaded pavilion for relief from the sun, along with convenient pet water fountains and pet waste removal stations. Whether for play, exercise, or relaxation, Barks and Recreation provides a safe and enjoyable space for dogs and their owners.

Physical Quality Rating contributing Factors:

- 1)Consistent needs to maintain the surface due to wear and tear.
- 2)Replacement will be needed soon for the dog water fountains due to insufficient repair parts availability.



MWR Kings Bay Georgia Facility Inventory Etowah Park				
Facility Name	Facility Number	Built Date	Physical Quality Rating (%)	Size
RESTROOMS ETOWAH PARK	4100			4,482 SF
PICNIC PAVILION ETOWAH PARK	4200			720 SF
FLAGPOLE	4924			N/A
BOAT RAMP RECREATION DOCK	4983			250 SF
ETOWAH PARK	4923	7/1/1978	80	200,736 SF 4.6 ACRES

Facility Description: Etowah Park spans over 4.6 acres, offering opportunities for hunting, fishing, camping, and exploration . The park features one fishing pier, six primitive camping sites, and a large gatherings pavilion. Additional amenities include a restroom facility, providing convenience for visitors. Whether fishing, camping, or hosting an event, Etowah Nature Park offers a serene outdoor experience.

Navy Program Description:
Outdoor recreation programs are integral to total force fitness of service members and their families. Navy's focus in outdoor recreation is on human-powered and challenge-by-choice activities that appeal to a wide variety of skills levels of authorized patrons.

Physical Quality Rating Contributing Factors.

- 1)Age and condition of the large pavilion.
- 2)Age and condition of the restrooms.
- 3)Minor repair needs to the fishing pier.



MWR Kings Bay Georgia Facility Inventory Fitness Complex				
Facility Name	Facility Number	Built Date	Physical Quality Rating (%)	Size
PAVALLION (1034)	1005			486 SF
PLAYGROUND AT SOCCER COMPLEX	1952			1,216 SF
SOCCER COMPLEX CONSESSION STAND	1067			1,412 SF
GROUNDS MAINTENANCE EQUIPMENT STORAGE	1079	2009		600 SF
SAND VOLLEYBALL COURTS	1896			4,100 SF
FITNESS COMPLEX	1034	7/1/1981	82	49,267 SF

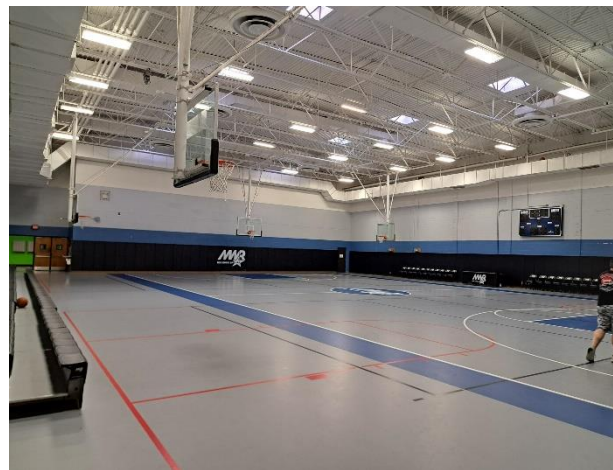
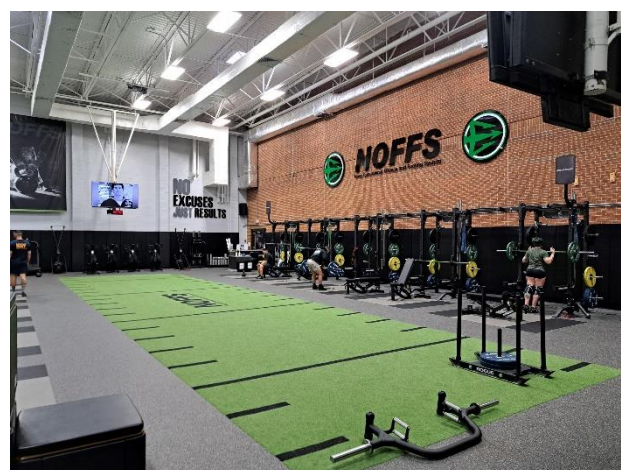
Facility Description: The 50,000 sq. ft. fitness center offers a diverse range of workout areas tailored to specific disciplines or fitness goals. The facility includes cardio rooms, group exercise studios, HIIT rooms, and a dedicated Navy Operations fueling Fitness systems (NOFFS) zone for functional fitness. Strength training options feature free weights, machines and family workout areas for all fitness levels. Additional amenities include a spin studio, racquetball courts, a full basketball court, and outdoor sand volleyball courts. Whether training individually or in a group setting, the fitness center provides a comprehensive environment for achieving fitness goals.

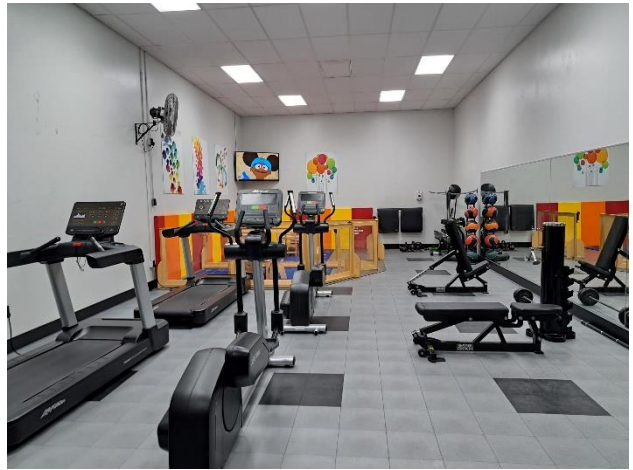
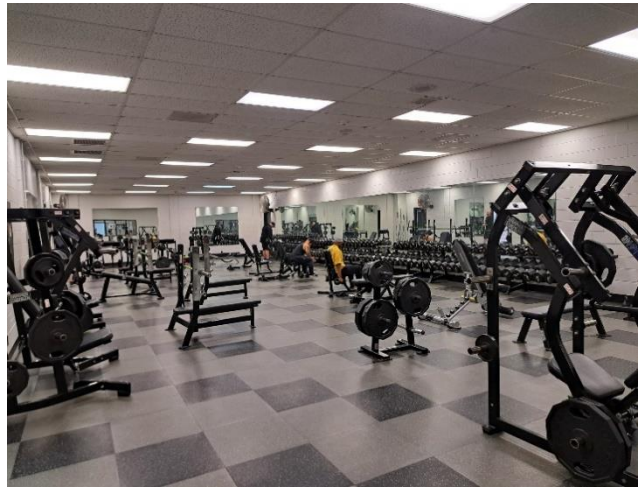
Navy Program Description:

All Navy personnel will be provided access to fitness programs and facilities, which will effectively contribute to their quality of life and mission readiness. Providing fitness programs and facilities to military and civilian personnel reduces health costs and improves mission readiness of the entire workforce. Military and civilian personnel will have equal access and use of all fitness programs and facilities, including locker rooms. Fitness program will consist of voluntary fitness and sports activities conducted for the purpose of promoting physical and mental readiness; developing positive self-concepts; allowing for creative expression; emphasizing the value of cooperation; assisting in discovering positive use of leisure time; developing lifelong recreation skills; and encouraging self-reliance and independence.

Physical Quality Rating Contributing Factors:

- 1) Portions of the current flooring is over 10 years old
- 2) Racquet ball court playing surface needs resurfacing.
- 3) HVAC system is need of replacement due to age.
- 4) The roof needs replacement.





**MWR Kings Bay Georgia Facility Inventory
Trident Lakes Golf Course and Maintenance Facility**

Facility Name	Facility Number	Built Date	Physical Quality Rating (%)	Size
OPEN STORAGE GOLF COURSE	0153			760 SF
GOLF COURSE MAINTENANCE ATTACHED OPEN STORAGE	0154			2,736 SF
GOLF CLUBHOUSE	0163	7/1/1989	73	1,909 SF
GOLF CLUB ANNEX – TRIDENT LAKES GOLF CLUB	0164	7/1/1989		1,973 SF
GOLF CART STORAGE SHED	0165	7/1/1989		5,460 SF
GOLF COURSE MAINTENANCE (0900)	0174			1,000 SF
PICNIC PAVILION (0163)	0179			1,760 SF
GOLF COURSE	0900	7/1/1989		220 ACRES
BRIDGE PEDESTRIAN GOLF COURSE (0900)	0904			40 SY
BRIDGE PEDESTRIAN GOLF COURSE (0900)	0905			40 SY
BRIDGE PEDESTRIAN GOLF COURSE (0900)	0906			40 SY
BRIDGE PEDESTRIAN GOLF COURSE (0900)	0907			40 SY
GOLF COURSE IRRIGATION (0900)	0162A			24,500 LF

Facility Description: Trident Lakes Golf Course offers a premier golfing experience with top-tier amenities. This **PGA Recognized Golf Course** features a scenic 18-hole layout, a dedicated driving range, and a well-equipped clubhouse for players and guests. The facility also includes a special events center, perfect for tournaments, private gatherings, and celebrations. With a meticulously maintained course spanning over 14 acres, Trident Lakes provides an exceptional setting for both casual and competitive play.

Navy Program Description:

The golf program provides recreational opportunities and enhances the physical well-being of Navy personnel and families. Golf program activities consist of open play, golf leagues, tournaments, instructional programs, exhibitions, youth programs, golf retail outlets, and food and beverage.

Objectives:

- a. Promote esprit de corps and morale by meeting recreational, social, and competitive needs of military patrons through the sport of golf.
- b. Balance customer-driven programs with the requirement to meet financial goals.
- c. Provide quality golf facilities and programs for golfers of all skill levels, managed by certified golf professionals with highly trained staffs.

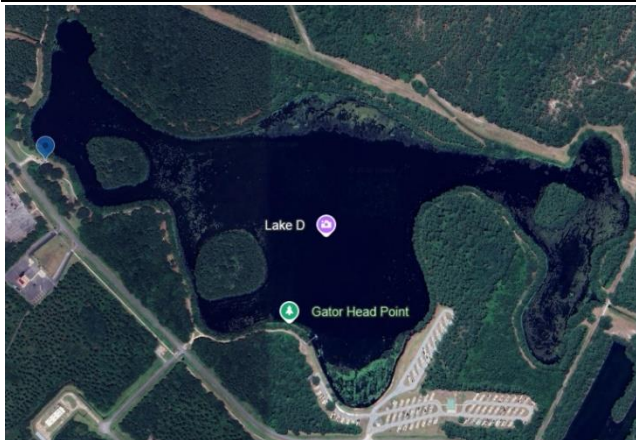
Physical Quality Rating Contributing Factors:

- 1) HVAC Condensation and humidity issues in the restaurant that prevents food service operations from functioning out of the kitchen.
- 2) Water damage from existing roof leak in the special event center.





MWR Kings Bay Georgia Facility Inventory Lake D Recreation Area				
Facility Name	Facility Number	Built Date	Physical Quality Rating (%)	Size
RESTROOM LAKE D (OTTER COVE)	3150	7/1/1978	65	177 SF
RECREATION PIER	3944			272 SF
PICNIC PAVILION LAKE D	3945	7/1/1978	49	1,720 SF
PICNIC PAVILION LAKE D	3946	7/1/1978	65	525 SF
PICNIC PAVILION LAKE D	3947	7/1/1978	49	525 SF
PICNIC PAVILION LAKE D OTTER COVE	3950	7/1/1978		810 SF
PLAYGROUND ADJACENT TO 3950 LAKE D	3951	7/1/1978		1,280 SF
<p>Facility Description: Lake D Park offers a range of amenities for visitors to enjoy. The park features two large event pavilions, a playground, and convenient restroom facilities. Guests can take advantage of the fishing pier, as well as a rental fishing boat and jet dock for water activities. Whether hosting an event, enjoying the outdoors, or spending time on the water, Lake D Park provides a well-equipped recreational experience.</p> <p>Physical quality Rating Contributing Factors:</p> <ol style="list-style-type: none"> 1) Both Pavilions in need of roof replacements. 2) No designated parking area. 3) Cracked and damaged sidewalks. 4) Restroom facility is outdated and septic system is past its life expectancy. 				



MWR Kings Bay Georgia Facility Inventory Navy Recreation Lake Site Allatoona, Cartersville Georgia				
Facility Name	Facility Number	Built Date	Physical Quality Rating (%)	Size
NAVY LAKE SITE ALLATOONA PARK OFFICE	90	1956	88	
CABIN 1 – 3 Bedroom	115	1956		
CABIN 2 – 4 Bedroom	114	1956		
CABIN 3 – 2 Bedroom	116	1956		
CABIN 4 – 2 Bedroom	117	1956		
CABIN 5 – 2 Bedroom	118	1956		
CABIN 6 – 2 Bedroom	119	1956		
CABIN 7 – 2 Bedroom	129	1956		
CABIN 8 – 2 Bedroom	128	1956		
CABIN 9 – 1 Bedroom	108	1956		
CABIN 10 – 1 Bedroom	135	1956		
MAINTENANCE SHOPS (2)	120,126	1956		
RV PARK RESTROOMS	130			
MINI-PARK MODEL CABIN				
PLAYGROUND (1)				
BEACH/SWIMMING AREA				
LODGE	121			
DOCKS (3)				

Facility Description: Navy Lake Site Allatoona is a 52-acre recreational area located on the shores of Lake Allatoona, just 20 minutes north of Atlanta. The site offers 10 fully furnished cabins with full kitchens, covered decks, outdoor grills, and free Wi-Fi, as well as several smaller camper cabins. Twelve RV sites include electric, water, grills, picnic tables, and access to a nearby bathhouse with laundry facilities. The newly renovated **Eagle's Nest Lodge** seats 200 guests and features a full kitchen, private bathrooms, a large fireplace, and a covered porch overlooking the lake. Pavilions accommodating up to 200 guests are available for group events such as reunions and picnics. Three boat docks offer 94 rental slips with water, and electricity, along with rental boats and a canoe landing area.

Navy Program Description (Lodging):

Navy Getaways (Recreational Lodging Program) consists of cabins, cottages, RV parks, tent sites, yurts, townhomes, hotel-like properties and campgrounds. Lodging activities shall be planned and executed using best business practices to fulfill local needs and meet fiscal, health, safety, and force protection standards. All operations will adopt global enterprise concepts, benchmarks, and standards as promulgated. Each operation is also required to update and submit on an annual basis individual property and operational data for submission to the DoD, for their annual DoD Lodging Standards Report.

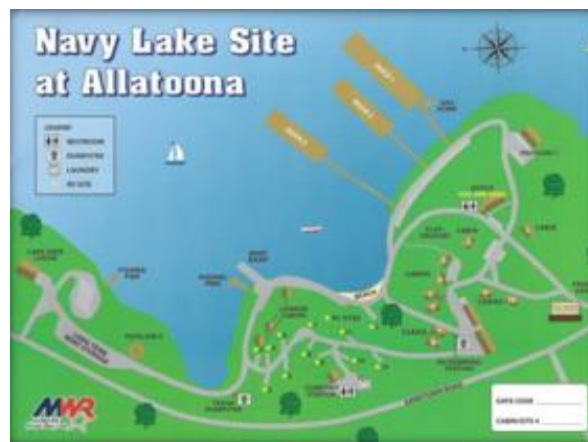
Program Description (Aquatic):

a. Waterfront Area is an aquatic facility that includes beaches, lakes, reservoirs, rivers, lagoons, or other bodies of water. Waterfront areas may have designated swimming, surfing, boating, or other water sport activity areas.

Mission: Navy Getaways provides consistent quality recreational getaways, experiences, and services for the military community. Aquatic facilities are physical sites of a specific aquatic activity operated by the local MWR activity. The aquatic facilities may be a pool, a lake, the oceanfront, or other bodies of water and include the immediately surrounding area.

Physical Quality Rating Contributing Factors:

- 1) Ageing infrastructure
- 2) Army Corp Modification Limitations





MWR Kings Bay Georgia Facility Inventory Outdoor Adventures Center (OAC) and Information, Tickets and Travel (ITT) Office				
Facility Name	Facility Number	Built Date	Physical Quality Rating (%)	Size
RV WASH RACK	1010			828 SF
OUTDOOR ADVENTURES STORAGE SHELTER	1017			3,750 SF
OUTDOOR ADVENTURES CENTER (RENTALS) & INFORMATION, TICKETS, AND TRIPS	1023	2002	84	3,721 SF

Facility Description:

This facility serves a dual purpose, housing both the **Outdoor Adventures Center (OAC)** and the **Information, Tickets, and Travel (ITT) Office**, providing comprehensive recreation and travel services for authorized patrons.

The **Outdoor Adventures Center** supports outdoor recreation through equipment rentals and repairs, guided outings, and instructional programs, focused on human-powered and challenge-by-choice activities, the center offers resources and experiences that promote total force fitness for service members and their families, catering to various skill levels.

The **Information, Tickets, and Travel (ITT) Office** provides discounted tickets for special events and area attractions, hotel information, cruise bookings, and regional brochures. Open to military personnel, retirees, dependents, DoD civilians, and all MWR-authorized patrons, ITT enhances morale and enriches leisure time within the Navy community.

Objectives. ITT programs should:

- Promote and provide a wide variety of recreational, entertainment, and travel opportunities for eligible MWR patrons.
- Provide an equitable program that addresses the leisure needs of all eligible MWR patrons.
- Support Navy readiness and retention by promoting recreational activities that enhance quality of life (QOL) by providing constructive leisure time opportunities.

Physical Quality Rating Contributing Factors:

- 1)Interior remodel needed to aid in the flow of patrons
- 2)Water damage on portion of the floor from malfunctioning a/c units
- 3) Corrosion control and remediation need on metal out buildings



MWR Kings Bay Georgia Facility Inventory Swimming Pool Complex				
Facility Name	Facility Number	Built Date	Physical Quality Rating (%)	Size
PAVILLION (POOL)	1013			2,850 SF
PAVILLION (POOL)	1014			1,320 SF
WADING POOL (1034)	1896			800 SF
PLAYGROUND (1034) (Adrenaline Park)	1919			2,935 SF
POOL WOODEN SUN DECK	1937			2,400 SF
SWIMMING/DIVING POOL	1980	7/1/1982	58	9,794 SF

Facility Description: Kings Bay Pool offers a range of amenities for swimmers of all ages. The facility features an Olympic-size swimming pool for lap swims, water training exercises, and leisure swimming. Guests can enjoy the excitement of a double-flume water slide, a dedicated dive well, and a kiddie pool with a water play area. Whether for fitness, fun, or relaxation, Kings Bay Pool provides a complete aquatic experience.

Navy Program Description:
 Aquatic facilities are physical sites of a specific aquatic activity operated by the local MWR activity. The aquatic facilities may be a pool, a lake, the oceanfront, or other bodies of water and include the immediately surrounding area.
 a. Swimming Pool is an aquatic facility that includes indoor or outdoor recreation swimming pools on Naval installations or in Navy housing areas. Swimming pools may provide designated areas and specialized equipment for swimming, diving, or water sliding.
 b. Wading Pool is an aquatic facility that includes indoor or outdoor wading pools that may or may not be attached to, adjacent to, or enclosed with the main swimming pool. Wading pools have a maximum depth of 24 inches and are intended for use by infants, toddlers, and children five and under.

Physical Quality Rating Contributing Factors:
 1)Dive well closed due to needing a total replacement because of the failing infrastructure.
 2)The age of the pool.
 3)Sun Deck in need of replacement or resurfacing
 4)Hydrothermal pool heating system failure.



MWR Kings Bay Georgia Facility Inventory Eagle Hammock RV Park				
Facility Name	Facility Number	Built Date	Physical Quality Rating (%)	Size
RV PARK CABIN 1	3090	2012		492 SF
RV PARK CABIN 2	3091	2012		492 SF
RV PARK - EAGLE HAMMOCK RV PARK OFFICE	3078	2003	90	492 SF
RV PARK COMMUNITY CENTER	3079	2003	90	3,594 SF
<p>COMMENTS/OBJECTIVES: Eagle Hammock RV Park offers a scenic and well-equipped retreat on Lake D. The park features 70 RV sites, including 27 pull-through sites and 20 with lakefront views. All sites are full-service with 30- and 50-AMP electrical connections, cable service, and sewer hookups, plus we offer free Wi-Fi throughout the park. Guests have access to a large Community Center with a full kitchen, a bathhouse, laundry facilities, a dog park, and a community fire pit. Two of our sites are dedicated to ADA compliance and we have a family and handicapped equipped restroom ensuring accessibility for all visitors</p> <p>Navy Program Description: Navy Getaways (Recreational Lodging Program) consists of cabins, cottages, RV parks, tent sites, yurts, townhomes, hotel-like properties and campgrounds. Lodging activities shall be planned and executed using best business practices to fulfill local needs and meet fiscal, health, safety, and force protection standards. All operations will adopt global enterprise concepts, benchmarks, and standards as promulgated. Each operation is also required to update and submit on an annual basis individual property and operational data for submission to the DoD, for their annual DoD Lodging Standards Report.</p> <p>Mission: Navy Getaways provides consistent quality recreational getaways, experiences, and services for the military community.</p> <p>Physical Quality Rating Contributing Factors: 1)Sunroom roof needs repair due to minor leaks 2)Gravel road is in need of scarifying and complete resurfacing. MWR's attempt to patch over the gravel areas in the past few years has not held up well do to extreme weather conditions.</p>				





MWR Kings Bay Georgia Facility Inventory Soccer Complex				
Facility Name	Facility Number	Built Date	Physical Quality Rating (%)	Size
SOCCER COMPLEX	1988	7/1/1990	65	260,442 SF
<p>Facility Description: The soccer complex spans 5 acres of land, formerly home to three softball fields, now converted into dedicated soccer fields. The facility provides ample space for games, practices, and tournaments, offering a well-maintained playing surface for athletes of all levels. With open areas for spectators and supporting amenities, the complex is designed to accommodate both casual and competitive play.</p> <p>Physical Quality Rating Contributing Factors: 1)Light poles and Lights deteriorating and need replacement 2)Concession Stand/Restrooms are on demolition list for removal. 3)Playing surface is in need of total refresh</p>				



MWR Kings Bay Georgia Facility Inventory Softball Field Complex and Concessions				
Facility Name	Facility Number	Built Date	Physical Quality Rating (%)	Size
CONCESSION STAND – SOFTBALL FIELDS	1035	7/1/1982	100	1,147 SF
SOFTBALL FIELD	1978	7/1/1982	71	86,817 SF 1.99 ACRES
SCOREBOARD (1978)	1895			N/A
SOFTBALL FIELD	1977	7/1/1982	71	86,817 SF 1.99 ACRES
SCOREBOARD (1977)	1894			N/A
SOFTBALL FIELD	1976	7/1/1982	71	86,817 SF 1.99 ACRES
SCOREBOARD (1976)	1893			N/A
<p>Facility Description: The Softball Field Complex spans 5 acres and features three softball fields, providing ample space for games and tournaments. The facility includes a concession stand, as well as restrooms for convenience. Designed for players and spectators alike, the complex delivers a complete softball experience.</p> <p>Physical Quality Rating Contributing Factors:</p> <ol style="list-style-type: none"> 1)Light poles and Lights deteriorating and need replacement 2)Concession Stand/Restrooms are old and in need of remodel. 3)Playing surface needs total refresh 4)Irrigation system is nonfunctioning 				



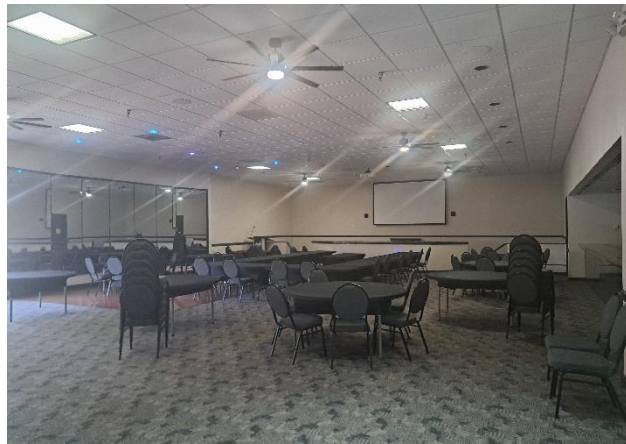
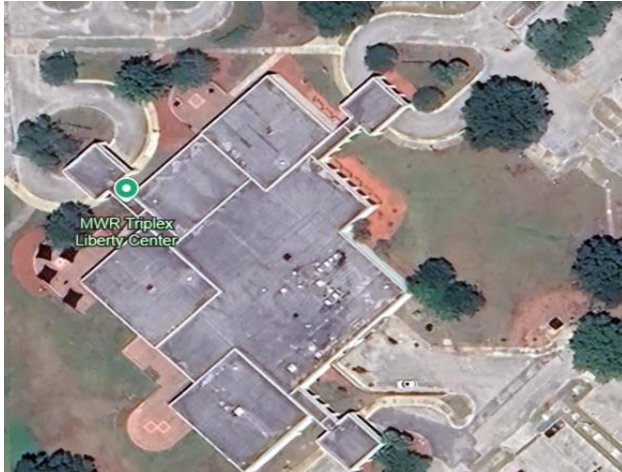
MWR Kings Bay Georgia Facility Inventory Tennis Courts				
Facility Name	Facility Number	Built Date	Physical Quality Rating (%)	Size
TENNIS COURTS	1975	7/1/1982	80	29,040 SF
<p>Facility Description: The facility features four fenced-in regulation tennis courts, providing a dedicated space for both casual and competitive play. Whether practicing, training, or enjoying a match, the courts offer a professional setting for tennis enthusiasts of all levels.</p> <p>Physical Quality Rating Contributing Factors:</p> <p>1)The court needs resurfacing</p> <p>2)The benches on the exterior need replaced</p>				



MWR Kings Bay Georgia Facility Inventory Tri-Plex Recreation Center (Conference, Recreation and Liberty Single Sailor)				
Facility Name	Facility Number	Built Date	Physical Quality Rating (%)	Size
TRI-PLEX - CONFERENCE, RECREATION, LIBERTY CENTER	1039	7/1/1981	75	38,056 SF
<p>Facility Description: The Triplex is a multi-purpose facility featuring two distinct operations. For our Single Sailor program, The Liberty Center offers video gaming rooms, computer access, personal movie viewing areas, billiards, tabletop games, TVs, lounge areas, a music room, and a snack bar. The Conference Center includes two large rooms, a bar, and a full-service kitchen, accommodating command meetings, expos, retirements, homecomings, weddings, and other special events. Whether for recreation or formal gatherings, the Triplex provides versatile amenities for authorized patrons.</p> <p>Navy Program Description: The three primary components of Liberty are activities, facility, and outreach. What makes this program unique is that all of these components are targeted at the 18–25-year-old, single, junior enlisted service member, as follows:</p> <p>Objectives: Liberty offers a wide variety of recreation and leisure programs intended to enhance single service members' social, physical, psychological, spiritual, environmental, and behavioral fitness levels, which contribute to individual, unit, family, and community readiness and resiliency. Collaboration and partnerships are encouraged with other internal MWR and FFR departments and facilities, installation departments, and area MWR programs. Frequency and general type of activities scheduled are recommended in Liberty Program Standards that are based upon the installation's active- duty population. All Liberty-sponsored activities must be alcohol-free.</p> <p>Physical Quality Rating Contributing Factors:</p> <ol style="list-style-type: none"> 1)Age of the Facility 2) HVAC past life expectancy 3) Kitchen in need of remodel and update 5)Underground utilities cast iron piping failure 				

Triplex

Conference Center





MWR Kings Bay Georgia Facility Inventory
Artificial Surface Multipurpose Track and Field Complex

Facility Name	Facility Number	Built Date	Physical Quality Rating (%)	Size
JOGGING TRACK	1987	8/1/2014	80	SEE BELOW
FOOTBALL & SOCCER FIELD	1899	8/1/2014	80	45,120 SF

Facility Description: The facility features a synthetic running track and an artificial turf playing field designed for football and soccer. Whether training, competing, or staying active, the center provides a high-quality environment for all fitness and sports enthusiasts.

Physical Quality Rating Contributing Factors:

- 1) The lights around the field are not functioning
- 2) The turf field needs minor surface repairs
- 3) Synthetic track surface is coming due to need resurfacing



MWR Kings Bay Georgia Facility Inventory Under the Pines Park				
Facility Name	Facility Number	Built Date	Physical Quality Rating (%)	Size
UNDER THE PINES RESTROOM	1047	2012		189 SF
PLAYGROUND UNDER THE PINES PARK	1956	2012	80	320 SF
UNDER THE PINES PARK PICNIC PAVILLION	1920	2012		608 SF
<p>Facility Description: Under the Pines Park offers a variety of amenities for visitors to enjoy. The park features two nature-themed playgrounds with additional components from Play World Systems, Inc., designed to blend into the scenic surroundings. Play areas are designated for ages 2-5 and 5-12. The park also includes restrooms and a large picnic pavilion, providing a comfortable and convenient space for gatherings and outdoor activities.</p> <p>The playground is ADA accessible and has ADA accessible play features.</p> <p>Physical Quality Rating Contributing Factors:</p> <ol style="list-style-type: none"> 1) Fall protection play surface will need to be replaced 2) Roof on the pavilion will need replaced soon 3) Parking area erosion 				



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, NOFFS 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

FACILITY SWOT ANALYSIS

Unlocking the full potential of any organization starts with a clear understanding of its strengths, weaknesses, opportunities, and threats – and that's exactly what a SWOT analysis does. It reveals what you're already doing well, highlights areas for growth, and uncovers potential risks before they become roadblocks. This powerful tool transforms learned data into actionable insights, fueling smarter decisions and paving the way for innovation and long-term success.



RECREATION TRENDS ANALYSIS

Recreation programs at MWR Kings Bay are designed to enhance resilience, retention, readiness, and overall quality of life for the military community. These programs are shaped by data analysis, participation trends, and feedback to meet 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, foster community, and strengthen connections that support mission readiness. By staying responsive to emerging trends and evolving needs, MWR ensures its programs remain relevant and impactful.

On a regular basis, the MWR Director and managers discuss current trends during monthly meetings. These insights are gathered through market research, industry publications, attendance at conferences and training sessions, and participation in networking events.

When a new need or desirable trend is identified for a potential project, relevant research and knowledge are incorporated into the project design and plan. Whether the project is included in the Facility Improvement Plan or the Recreation Parks and Facilities Master Plan depends on factors such as funding availability, the party responsible for the work, and the scope of the project.

NEEDS ASSESSMENT

MWR Kings Bay employs a variety of methods to gather needs assessments for its facilities and programs.

The Department of Defense (DoD) conducts a bi-annual MWR Customer Satisfaction Survey, with specific results provided for Navy MWR patrons. The survey highlights areas that require special attention, identifying programs that are in demand and those that no longer provide value. Participants are asked to provide feedback on nine key MWR facilities and programs: Fitness, Libraries, Auto Skills Centers, Outdoor Recreation, Recreation Centers, Single Service Member programs, Swimming Pools, Leisure Travel, and Athletics/Sports. Additional questions are included for three randomly selected program areas. These surveys help ensure that MWR programs and services maintain high quality and customer focus, contributing to the resilience, retention, readiness, and overall quality of life for the military community.

At the local level, MWR Kings Bay conducts program- and facility-specific surveys to gather insights on the specific needs of its population. The results from these surveys are used to inform the completion of Annual Budget Narratives and Business Plans

LEVELS OF SERVICE

As part of the Annual Budget and Business Plan process, installations are directed by Commander, Navy Installation Command (CNIC) to operate at a designated Capability Output Level (COL). This level is determined by factors such as the active duty population at the installation and the available funding. COLs establish the minimum standards for Navy Programs, including Fitness, Sports, Aquatics, Community Recreation, Movie, Bowling, Marina, Deployed Forces, and Golf. These standards outline requirements for staffing, facility types and quantities, and the number and frequency of programs offered.

Common Output Level Standards (COLS) are a cornerstone of CNIC's ability to program, budget, and execute, in essence to manage the Navy's shore enterprise, in a consistent and logical manner. They are used for describing the Navy's delivery of Shore and Support services. The Navy funds APF Programs to achieve a specific COLS level.

There are four COLS levels:

Level 1 – Program is provided with sufficient resources to deliver full outputs. No risk to customer operational requirements.

Level 2 – Program is provided with sufficient funds to deliver most outputs. Low risk to customer operational requirements.

Level 3 – Program is provided with sufficient resources to deliver many outputs. Medium risk meeting basic customer operational requirements. Legally compliant.

Level 4 – Program requires additional resources to meet basic customer operational requirements. Significant risk to customer operational requirements. Potential legal implications.

Definition of COLS

Mission Essential Core Programs (Afloat/Deployed): Fitness, Fleet Recreation, MOPIX/LMRC
Mission Essential Core Programs (Ashore): Fitness, Liberty, Library/Resource Center, ITT Community Support

Non-Core Programs (Ashore): Outdoor Recreation, Auto Hobby, Bowling, Recreational Swimming

COLS 1: All Core and Non-Core programs are provided in full compliance with Navy standards (personnel, equipment, and programming) at all installations with no cost to authorized patrons. Category A and B programs meet 100% of OSD funding standard per DODI 1015.10. Non-appropriated fund (NAF) capitalization plan (approved by NEX/MWR Board of Directors and reported to Congress) is 100% executed and no capital projects are deferred.

COLS 2: All Core MWR programs are provided in compliance with Navy standards at all installations. Non-Core programs are partly sustained by NAF, including user fees. Category A and B programs meet the minimum OSD funding standard per DODI 1015.10. Approved NAF capitalization plan is partially met and some capital projects are deferred to offset reduced APF in Non-Core programs.

COLS 3: All Core MWR programs are provided in partial compliance with Navy standards at all installations. Afloat/forward deployed programs have funding priority. Reduced program capacity in all non-core programs and all programs are sustained by NAF, including user fees. Category A programs meet the minimum OSD funding standard per DODI 1015.10. Category B programs do not meet minimum OSD funding standard. Approved NAF capitalization plan is not met and capital projects are deferred to offset reduced APF in non-core programs.

COLS 4: All afloat/forward deployed programs are provided in compliance with Navy standards. Ashore Core programs are substantially sustained by non-appropriated funds, including increased user fees. Non-core programs are closed or significantly reduced. Neither Category A nor B programs meet the minimum OSD funding standard per DODI 1015.10. Approved NAF capitalization plan is deferred to offset reduced APF in core programs.

Distinct COLS Levels COLS are Program centric and “standard” across all Regions. Specific COLS descriptors for individual Programs are developed by subject matter experts working within Integrated Process Teams, and they are finalized and approved by the CNIC Headquarters Program Directors for each Program.

The resulting four distinct COLS levels are:

- Priceable
- Measurable
- Output-oriented
- Viable

Purpose of COLS

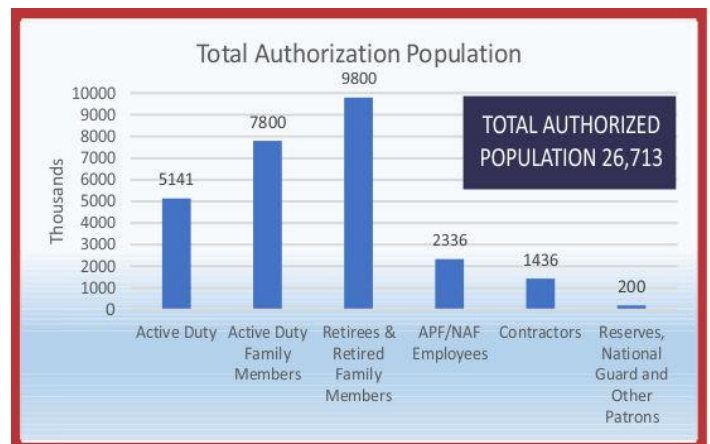
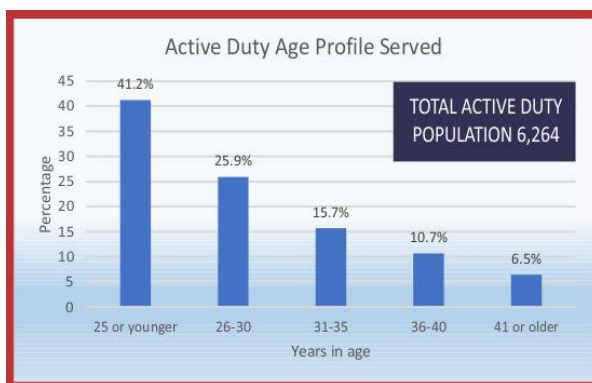
Specific COLS are developed for individual business areas and Programs. COLS are a valuable tool for tracking and communicating existing support levels and identifying resource requirements.

A well-defined family of COLS:

- Offers options for decision making during the funding process
- Provides customers with realistic expectations of service delivery
- Provides objective performance metrics to manage a Program during execution.

Currently, Kings Bay is classified as a Medium Installation, operating at COL 3. However, MWR Kings Bay aims to operate at a higher COL to enhance the level of service provided to the installation's population.

X-Small Base Active Duty Base Population =
 Small Base Active Duty Base Population =
 Medium Base Active Duty Base Population =
 Large Active Duty Base Population =
 X-Large Active Duty Base Population =



FACILITY IMPROVEMENT PLAN

Project	Cost Estimate	Year (FY)	Description
Mission Essential (CAT A Operations)			
NOFFS Zone Work Out Facility	\$400K	FY24	Construct “Navy Operations Fueling Fitness System” workout facility.
Sports Fields Lighting Upgrade	\$800K	FY25	Upgrade existing lighting on the Sport Fields to adequately illuminate play.
Pickel Ball Courts	\$60K	FY25	Repurpose a section of the existing Tennis Court to accommodate Pickle Ball Play.
“All Kids Park” at the Youth Center	\$500K	FY25-26	Construct inclusive Park/Playground at the Youth Center Ballfields.
Lake D Park Redevelopment	\$400K	FY26-27	Construct designated parking areas. Renovate existing pavilions and play features. Re-establish Walking Trails.
Under the Pines Park Upgrades	\$300K	FY27-28	Construct designated Parking Areas. Renovate existing pavilions and play features.
Community Support (CAT B Operations)			
Finnegan’s Bowling Snack Bar	\$25K	FY24	Construct self-service concession area at Finnegan’s Bowling.
Finnegan’s Bowling Lane Renovation	\$500K	FY24	Replacement of Finnegan’s existing approaches and lanes.
Gaming and Entertainment Zone at Finnegan’s	\$100K	FY24-25	Remodel the existing Gaming Zone to include more entertainment amenities for Patrons.
CRAB Sensory Room Expansion	\$50K	FY24-25	Repurpose the media room into a Sensory Zone with firsthand educational activities.
CRAB Playground Expansion	\$200K	FY25	Expand current layout of the existing Playground and revise the color pallet the to match the over arching theme of the facility.
Tickets & Travel/Outdoor Recreation Interior and Exterior Renovation	\$60k	FY26	Renovate the interior and exterior of the facility
Business Activities (CAT C Operations)			
Trident Lakes Golf Course Hospitality Room	\$150K	FY24	Renovate the former Pro Shop into a hospitality space for activities and events.
Trident Lakes Golf Course Restaurant Renovation	\$45k	FY24	Renovate the Restaurant dining room.
Develop Short Term Storge Space for Eagle Hammock RV Park	\$30K	FY24-25	Construct a short-term storage site for RV Patrons to use during their stay.

Expand Current Storage Lots	\$60K	FY25	Expand the current long-term storage lot to accommodate 20 to 30 new sites.
The Theater Lobby Renovation	\$150K	FY25	Expand and renovate the existing lobby to accommodate a larger Snack Bar.
Upgrade existing Storage Lots Access	\$100K	FY26	Upgrade existing storage lots with electronic access controls.
Trident Lakes RV Park	\$4.5M	FY27-28	Create a new forty (40) site full hook-up RV Park at the Trident Lakes Gold Club. Complete with comfort station, golf cart parking, putting greens and chipping area.
Kings Bay Car Wash Renovation	\$132k	FY24	Modernization and replacement of all existing wash equipment and vending. Upgrade to credit card payment technology.
Lake Allatoona (Satellite Operations)			
Marina Expansion	\$2.5M	FY27-28	Construct 30 slip boat dock
Expand and relocate the free laundry facility	\$20k	FY24	Renovate and expand the free laundry facility

