



Navy Morale, Welfare and Recreation FY24 Strategic Plan



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Director's Letter

MWR Team,

It has been my honor and privilege to lead the worldwide team over the last year and to work alongside region leadership to develop this five-year strategy for MWR. **The programs you deliver every day are an essential component to service members' and their families' well-being.** Specifically, MWR provides accessible, affordable opportunities that promote physically and socially active lifestyles which are critical to a ready, resilient Navy. Furthermore, MWR provides continuity and stability throughout the military career life cycle - it's a source of familiarity and a steady presence for our Sailors and their families everywhere the Navy operates! I encourage everyone to read this document to orient yourselves with the goals and objectives and to review the science substantiating the importance of the very programs we deliver found in Appendix B.

Over the last and coming year MWR has and will intentionally engage with the service members and families we serve to better orient programs to their wants and needs. That means we need to be ready to adjust what and how we deliver programs to better achieve improved health and wellness outcomes while concurrently taking steps to deliver MWR programs as cost effectively as possible to assure long term sustainability. Most importantly, **nothing is possible without the MWR team; the people we employ determine our success so we will invest in YOU.** Our long-term objective is to recruit and retain a highly motivated workforce that is passionate about serving those who serve. To that end, we will work diligently alongside our fellow N9 programs to assure you have opportunities to build skills that aid in your long-term career growth.

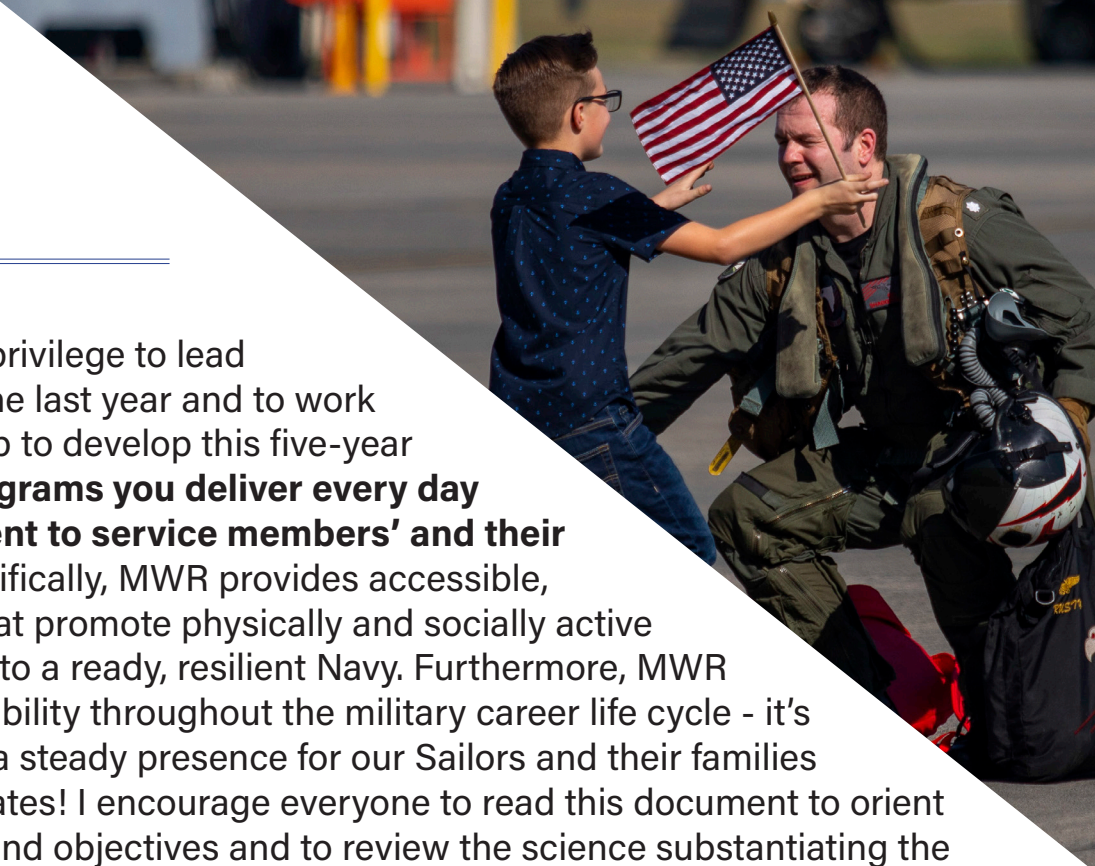
In closing, I am awed every day by the dedication and "can do" spirit of the team that delivers MWR for the world's greatest Navy. **Data tells us MWR engages with our community 35-40 million times a year which means we have 35-40 million opportunities to encourage and care for those that serve** so let me encourage you to SEIZE every opportunity to make a difference in each Sailor's life!

I cannot wait to continue this journey alongside you and to be a part of transforming MWR to meet the needs of our community in innovative and new ways.

With Respect,

Lisa Sexauer

Director, Navy MWR

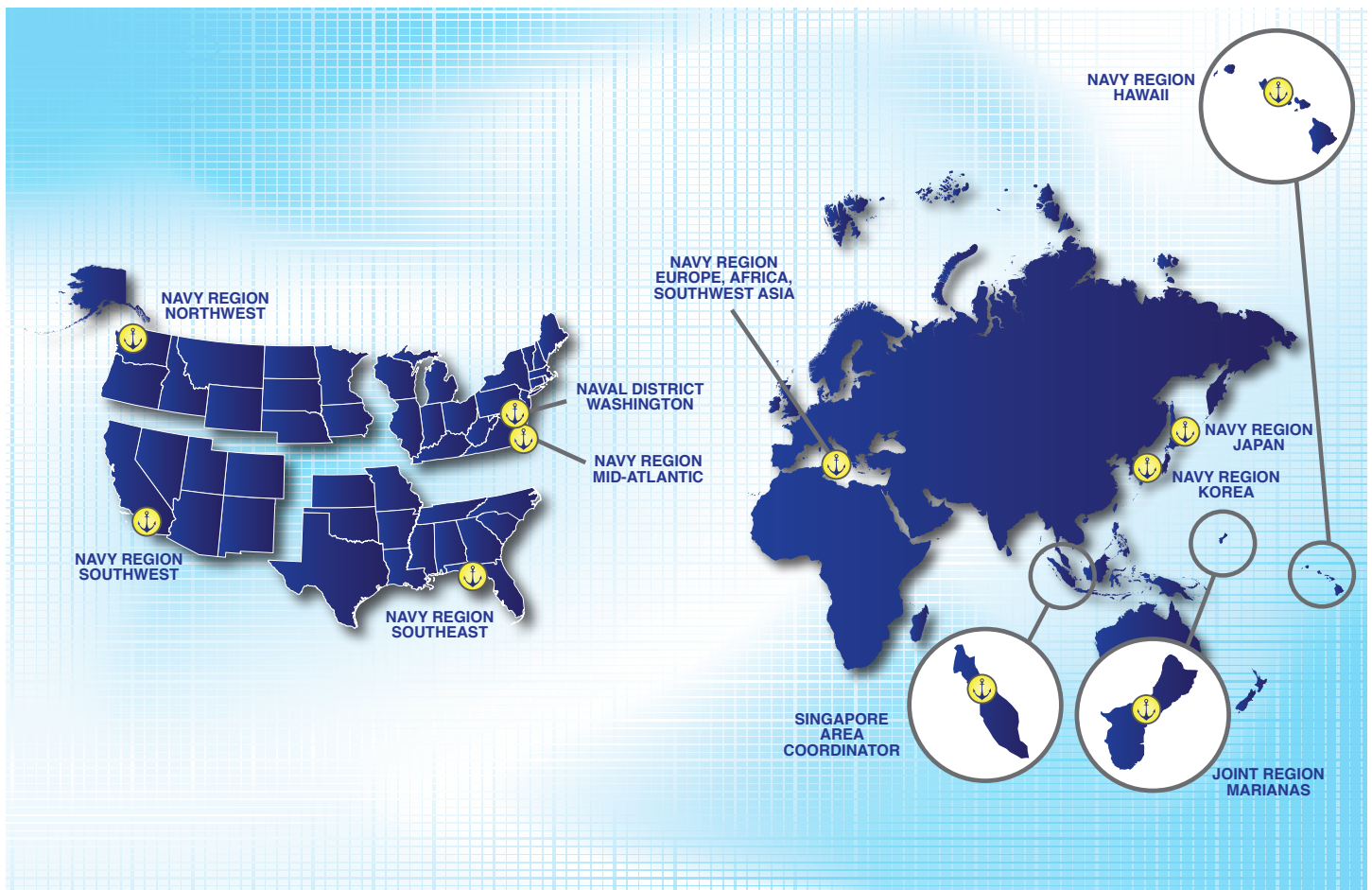


Overview and Purpose

MWR has embarked on a multi-year strategic plan as tasked by the MWR/NEX Board of Directors. Planning sessions with regional representatives identified the need to more intentionally communicate MWR's purpose and role in supporting service members throughout their Naval careers. Furthermore, Sailors have self-reported a lack of connectedness with both the Navy's mission and with fellow service members in their unit when away from the workplace. MWR is committed to providing a sense of well-being and community for these Sailors and their families.

In response to the task assigned and in order to meet identified challenges, this MWR Strategic Plan is comprised of four goals and associated objectives that will serve as a guide for MWR policies and programs as it moves into 2024 and beyond. Priorities to be addressed by implementation of the strategic plan include:

- Enhanced Customer Engagement
- Delivery of Key Products and Services
- Investment in Employee Development
- Resource Optimization



Fleet and Family Readiness Mission

The Navy's Fleet and Family Readiness (FFR) Program at Commander, Navy Installations Command (CNIC) is responsible for policy development, resourcing and oversight of Quality of Life (QOL) programs for Sailors and their families. FFR programs aim to maximize the physical, emotional and social development of the Navy family.

FFR enables a ready Navy force through its Fleet Readiness, Family Readiness, Housing and Navy Wounded Warrior Programs. As part of the Navy FFR program, Navy MWR's mission is to deliver high-quality, customer-focused programs and services that contribute to resiliency, retention, readiness and quality of life.

MWR Mission and Values

MISSION

Deliver high-quality, customer-focused programs and services that contribute to resilience, retention, readiness, and quality of life.

VALUES

Provide **excellent customer service**. Make programs **convenient and accessible**. Take care of our people so they take **care** of Sailors and families. Provide **continuity** and **stability** for the Navy community. Offer **competitive pricing**. **Reinvest** customer dollars into the MWR program.





LIBERTY
Navy Morale Welfare and Recreation

THE GOLF RULES
are as follows:
1. The player must be ready to play at the start of the hole.
2. The player must not touch the ball or the hole with any part of their body or clothing.
3. The player must not touch the hole with any part of their body or clothing.
4. The player must not touch the hole with any part of their body or clothing.
5. The player must not touch the hole with any part of their body or clothing.
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MWR Operations

Navy MWR is operated on 70 installations and currently serves 360,713 active duty, 54,886 Reservists and 434,285 Family Members across the Navy enterprise. MWR operations must adapt to the unique variables at each location, creating programs and services to meet the needs of a wide variety of active duty populations, from young single Sailors to experienced Sailors with families, on bases each with their own distinct characteristics and mission.

10 U.S.C. §5013, states that SECNAV is responsible for and has the authority necessary to conduct all affairs of the Department of the Navy, including the following functions:
(9) Administering (including the morale and welfare of personnel)

DODI 1015.10 directs that DoD Components establish MWR programs to maintain individual, family and mission readiness during peacetime and in time of declared war and other contingencies. Military MWR programs:

- Are an integral part of the military and its benefits package.
- Build healthy families and communities and provide consistently high-quality support and services that are commonly furnished by other employers or State and local governments to their employees and citizens.
- Encourage positive individual values and aid in the recruitment and retention of personnel.
- Promote esprit de corps and provide for the physical, cultural and social needs; general well-being; quality of life (QOL); and hometown community support of service members and their families.

Furthermore, MWR aims to promote and provide opportunities to develop and maintain desirable levels of physical and social activity, the benefits of which are well substantiated in peer reviewed science (Appendix B). The documented health related outcomes associated with physical and social activity are essential to the Navy mission and substantiate the power of MWR as one of the Navy's most critical primary prevention programs.

MWR Programs are funded using both Appropriated (APF) and Nonappropriated Funds (NAF). Programs are categorized as Category (CAT) A, Mission Sustaining and funded at a minimum of 85% APF funding, CAT B, Basic Community Support funded at least 65% APF funding and CAT C, Revenue Generating that receive limited APF.

Refer to Appendix A Resource Management for more information.



Background Research

In January 2023, MWR Headquarters (HQ) began the effort to research and collect information to inform the strategic direction of MWR. To identify best practices for the Single Sailor programs, MWR researched how similar programs were offered by Colleges and Universities that target a similar age group. In addition, MWR HQ solicited customer feedback from Sailors and their families.

Research into how academia engages their student populations identified that program awareness is most often spread through peers. Specifically, students are hired to seek feedback and promote available programs to their fellow students. MWR has embarked on a similar program: hiring junior Sailors as part time employees to serve as peer ambassadors for the MWR program. Research also indicated that universities continue to invest in large scale recreation and fitness centers and offer a diverse set of experiences that includes opportunities for outdoor recreation; infrastructure that supports active lifestyles; and programming that drives social engagement; all of which remains the ongoing and future primary aim of MWR.

MWR HQ has embarked on capturing customer feedback that will allow local managers to review and respond to feed back but also collate information enterprise wide so that CNIC program managers can review and respond to feedback. The endeavor will consist of two strategic lines of effort including an ongoing customer feedback survey that will be executed at the activity level throughout the year and a second, enterprise-wide survey that will be conducted annually and will be delivered to all Active-Duty personnel. Both efforts will be delivered via Qualtrics, a powerful analytical tool, and in partnership with the Navy Survey Office.

MWR has also launched an enterprise-wide focus group initiative. The effort is to capture feedback from Sailors and their families at locations that represent diverse operational communities, diverse installation mission focus and diverse off-base environments. The effort is being conducted at 21 Installations inclusive of Fleet concentration areas, Isolated and Remote locations, rural and urban locations, as well as Continental United States (CONUS) and Outside Continental United States (OCONUS) locations.

Process

The leadership of MWR at all levels participated in all facets of the strategic planning process in order to obtain crucial regional and installation level feedback and insights. Through group facilitation and MWR program manager guidance, the MWR leadership identified four Strategic Goals.

Strategic Goals

Strategic Goal 1 | Customers: Listen to Customers to Strengthen Relationships and Determine Products and Services To Meet Their Needs

Objective	Tactics	Data Source
Baseline current customer satisfaction level by the end of FY24 and improve customer satisfaction by 10% by the end of FY25.	Deploy a Customer Satisfaction Survey Process NLT 1 March 2024. Annual AD survey executed in March with final report in May. Activity level surveys complete 30 September with reporting by 30 November annually.	Qualtrics
	Develop and deploy a Focus Group Feedback process conducted triennially. Final report by July 2024.	Focus Group Report - Program strengths and opportunities for improvement
Increase customer Social Media engagement and web traffic by 25%.	Develop and deploy a Comprehensive Communication Strategy (Appendix C) by February 2024.	Web analytics
		Social media analytics

Strategic Goal 2 | Customers: Deliver a Flexible Portfolio That Enables Total Force Readiness by Providing Market-Driven, Agile Programs

Objective	Tactics	Data Source
Increase overall Single Sailor program utilization by 25% within 24 months.	Develop and deploy innovative programming initiatives that may include internal delivery mechanisms, outsourcing, or external partnerships and replicate where indicated.	Annual program utilization data call
	Pilot Junior Sailor Ambassador Program.	Qualtrics
	Pilot High Technology Spaces that include very fast internet connection speeds, esports and possible virtual reality.	Annual program utilization data call Qualtrics
Improve MWR's e-commerce interface and increase online business transactions by 100% in 24 months.	Standardize website and webtrac interface for a seamless online transactional experience.	Web analytics
	Develop and deploy Military Ticket Sales online platform.	SAP Financial System



Strategic Goal 3 | Employees: Improve Recruitment and Retention of the MWR Workforce

Objective	Tactics	Data Source
Reduce overall recruitment to onboarding time frame by 25% within 24 months.	Develop and deploy a plan for online recruiting across the enterprise LinkedIn page.	LinkedIn analytics
	Develop and deploy USA Staffing across the enterprise to measure recruitment and onboarding time frames.	USA Staffing
Improve employee satisfaction rating by 10% in 14 months.	Develop and deploy a standardized MWR Incentive Program.	Qualtrics and Gallup 12 survey outcomes
	Develop and deploy a plan for workforce career development.	

Strategic Goal 4 | Resource Management: Leverage All Resources To Provide the Fleet, Fighter and Family the Best Program at the Best Value to the Navy

Objective	Tactics	Data Source
Improve APF investment in MWR Programs to 100% of POR.	Develop process to submit requirements to CNIC N8 prior to region Total Obligation Authority (TOA) allocation.	CFMS
		PBIS
Increase MWR Category C positive cash flow by 10% within 12 months of implementation of new Business Watch policy.	Publish new Business Watch policy that instigates earlier intervention for underperforming operations.	SAP™ Financial System
	Implement a Business Watch policy that reduces the administrative burden for Category C Fact of Life operations.	
	Develop and deploy, prior to start of FY25, an incentive program for high performing operations that assures facilities are recapitalized and employees are incentivized.	
Improve Management of Information and Business Systems.	Upgrade MWR's IT Infrastructure to ensure the quality and availability of MWR data and information. Systems include but are not limited to finance/ accounting, HR and Point of Sale.	Performance of key projects against POAM's
Invest \$75M a year in NAF Category B and C facilities beginning in FY25.	Codify updated NAF Capital Investment process utilizing a "SMIG like" process and Figure of Merit (FOM) scoring that: <ul style="list-style-type: none"> 1) Prioritizes highly successful business lines. 2) Incentivizes highest producing operations. 	Annual NAF Capital Investment Submission



MWR
AQUATICS



Conclusion

This Strategic Plan underscores CNIC's unwavering commitment to providing exceptional services that cater to the diverse needs of the Navy community by prioritizing strategic goals that revolve around listening to our customers, enhancing their experience and tailoring products and services to meet their evolving needs. Our commitment to delivering a flexible portfolio, aligned with market-driven agile programs, reinforces our dedication to Fleet and Family Readiness and our understanding that MWR programming must adapt to changing preferences. By investing in the training and development of the MWR workforce, we ensure the sustainability of our efforts and the continued delivery of high-quality services. Lastly, leveraging all available resources allows us to provide the Navy's Fleet and Families with the best programs at the best value, solidifying our commitment to quality MWR services and community well-being.

Acronym List

Acronym	Description
APF	Appropriated Funds
CFMS	Command Financial Management System
FFR	Fleet and Family Readiness
HQ	Headquarters
MWR	Morale, Welfare and Recreation
NAF	Nonappropriated Funds
NEX	Navy Exchange
PBIS	Program Budget Information System
POR	Program of Record
QOL	Quality of Life
SAP™	Systems, Applications and Products
SMIG	Shore Mission Integration Group
TOA	Total Obligation Authority

Appendix A: Resource Management

MWR FY23 Five-Year Financial Projection

INTRODUCTION

MWR programs aim to deliver superior quality of life programs at the best value to the Navy. As a key component of service members' benefit package, MWR offers accessible, affordable programs on the installations that reduce financial barriers to the pursuit of healthy lifestyle activities that aid in stress reduction and promote work life balance. Furthermore, as a Nonappropriated Fund Instrumentality (NAFI), funds generated by programs defray some of the cost burden to the Navy and fund recapitalization of revenue generating activities which is critical to remaining relevant and attractive to the Navy community. Reduced, reallocated, or inconsistent levels of appropriated fund (APF) support erodes the ability to plan future capital investment beyond one to two years and to deliver a standard level of support across the Navy enterprise.

DODI 1015.10 (Military Morale, Welfare and Recreation (MWR) Programs) defines MWR Program scope, categorizes programs by mission influence and revenue generating capability and defines the level of appropriated funding required for each program category; the latter reported by the Military Services to the Congress annually. Relevant policy excerpts follow:

- **CATEGORY A - MISSION SUSTAINING PROGRAMS.** These programs are defined as essential in meeting the organizational objectives of the Military Services. They promote the physical and mental well-being of the military member, a requirement that supports accomplishment of the basic military mission. They shall be supported almost entirely with APF, with the use of NAF limited to specific instances where APF support is prohibited by law or where the use of NAF is essential for the operation of a facility or program. Programs in this category have virtually no capacity for the generation of NAF revenues.

- **CATEGORY B - BASIC COMMUNITY SUPPORT PROGRAMS.** These programs are closely related to those in Category A in supporting the military mission. They satisfy the basic physiological and psychological needs of service members and their families, providing the community support systems that make DoD installations temporary hometowns for a mobile military population. These support programs should receive substantial amounts of APF support but differ from those in Category A because of their ability to generate NAF revenues. However, that ability is limited and they cannot be sustained without substantial APF support.

- **CATEGORY C - REVENUE-GENERATING PROGRAMS.** These highly desirable

programs provide recreational activities that contribute to building a sense of community and enjoyment. Activities in this group have the business capability of generating enough income to cover most of their operating expenses but they lack the ability to sustain themselves based purely on their business activity. Consequently, these activities receive limited APF support. Revenue-generating programs at designated remote and isolated locations may receive the same type or level of APF support as Category B programs. DoDI 1015.10 authorizes APF support for Category C program utility expenses, except CONUS golf courses. Golf courses designated as remote and isolated are authorized APF support as well as installations that deliver Category C MWR activities during force protection conditions CHARLIE and above and Global Defense Posture Realignment (GDPR) locations overseas. Category C programs at GDPR locations OCONUS may also receive the same level of APF support as Category B programs.



Total MWR Budget Projection

Total MWR	Actual	Actual	Budget	Projection	Projection	Projection	Projection
Category	FY22	FY23	FY24	FY25	FY26	FY27	FY28
Resale	\$211,688,746	\$225,822,934	\$234,107,242	\$239,374,655	\$244,401,523	\$250,511,561	\$258,026,908
Program	\$120,583,653	\$132,145,321	\$140,294,826	\$143,451,460	\$146,463,941	\$150,125,539	\$154,629,305
Commissions	\$18,849,320	\$18,905,122	\$19,069,793	\$19,260,491	\$19,453,095	\$19,647,626	\$19,844,103
Other Revenue	\$169,996,364	\$180,499,437	\$166,505,838	\$168,170,896	\$169,852,605	\$171,551,132	\$173,266,643
Total Income	\$521,118,083	\$557,372,814	\$559,997,699	\$570,257,502	\$580,171,164	\$591,835,858	\$605,766,959
COGS	\$136,186,066	\$144,976,929	\$145,582,610	\$148,639,845	\$151,761,281	\$154,948,268	\$158,202,182
Salaries & Benefits	\$300,010,030	\$339,461,023	\$386,893,333	\$395,018,093	\$403,313,473	\$411,783,056	\$420,430,500
Supplies	\$41,209,801	\$58,784,521	\$48,375,313	\$49,391,194	\$50,428,410	\$51,487,406	\$52,568,642
Depreciation - Local	\$16,389,944	\$15,785,596	\$17,648,045	\$15,000,839	\$13,350,746	\$12,282,687	\$13,510,955
Depreciation - Central	\$10,851,678	\$10,256,286	\$10,392,246	\$8,833,409	\$7,861,734	\$7,232,795	\$7,956,075
Maintenance	\$7,381,861	\$8,648,150	\$9,777,664	\$9,982,995	\$10,192,638	\$10,406,684	\$10,625,224
Entertainment	\$1,759,865	\$2,845,142	\$3,064,977	\$3,129,341	\$3,195,057	\$3,262,154	\$3,330,659
Contractual	\$55,655,192	\$57,506,962	\$62,040,930	\$63,343,789	\$64,674,009	\$66,032,163	\$67,418,838
Utilities	\$3,659,626	\$3,177,579	\$3,583,769	\$3,659,028	\$3,735,867	\$3,814,321	\$3,894,421
Advertising/ Promo	\$2,023,424	\$3,023,263	\$3,875,529	\$3,956,915	\$4,040,010	\$4,124,850	\$4,211,472
Awards & Prizes	\$5,320,028	\$5,695,759	\$5,974,839	\$6,100,310	\$6,228,417	\$6,359,214	\$6,492,757
Alloc Empl Benefits/Inc Costs	\$85,854,953	\$(6,883,050)	\$65,594,132	\$70,185,721	\$71,659,621	\$73,164,473	\$74,700,927
Other	\$56,553,001	\$61,792,195	\$107,853,622	\$64,618,548	\$65,975,538	\$67,361,024	\$68,775,606
Total Expenses Before UFM	\$722,855,517	\$705,070,357	\$870,657,008	\$841,860,028	\$856,416,802	\$872,259,094	\$892,118,258
Net Income Before UFM	\$(201,737,434)	\$(147,697,543)	\$(310,679,309)	\$(271,602,526)	\$(276,245,638)	\$(280,423,236)	\$(286,351,300)
UFM (APF Reimburse)	\$(188,757,288)	\$(200,212,886)	\$(277,296,334)	\$(293,861,329)	\$(240,341,051)	\$(241,302,416)	\$(249,748,000)
UFM (APF Support MIPR)	\$(14,513,189)	\$(9,888,944)	\$(17,766,142)	\$(18,118,164)	\$(18,477,226)	\$(18,843,470)	\$(19,217,038)
Total NAF Exp including UFM	\$519,585,040	\$494,968,526	\$575,594,532	\$583,880,535	\$597,598,524	\$612,113,209	\$623,153,220
Net Income Before Dividends	\$1,533,043	\$62,404,288	\$(15,616,833)	\$(13,623,033)	\$(17,427,360)	\$(20,277,351)	\$(17,386,261)
NEX/AAFES Direct Dividends	\$8,585,401	\$33,943,629	\$27,226,031	\$25,000,000	\$25,000,000	\$25,000,000	\$25,000,000
NEX Food Service/ Concession	\$1,934,861	\$2,123,124	\$2,001,694	\$2,021,711	\$2,041,928	\$2,062,348	\$2,082,971
NEX - Ship Store	\$1,678,740	\$1,685,294	\$2,100,000	\$2,100,000	\$2,100,000	\$2,100,000	\$2,100,000
Net Income	\$13,732,045	\$100,156,335	\$15,710,892	\$15,498,678	\$11,714,568	\$8,884,997	\$11,796,710
Cash Flow	\$59,238,925	\$64,235,880	\$43,751,184	\$39,332,926	\$32,927,049	\$28,400,479	\$33,263,740

- Projected revenue incorporates projected increase associated with NAF Capital projects
- Projections, by business line, is provided later in this document

Category A - Mission Essential Programs

Category A activities are entitled to the highest degree of APF support and all authorized expenses should be supported with APF. The DoD APF funding standard for Category A is a minimum of 85 up to 100 percent of total expenditures.

Category A MWR Programs include:

- Free Admission Motion Picture
- Physical Fitness
- Aquatic Training
- Library Programs & Information Services (Recreation)
- On-Installation Parks & Picnic Areas
- Category A Recreation Center
- Single Service Member Program
- Shipboard, Company & Unit Level Programs
- Sports & Athletics

Total CAT A	Actual	Actual	Budget	Projection	Projection	Projection	Projection
Category	FY22	FY23	FY24	FY25	FY26	FY27	FY28
Resale	\$1,539,900	\$1,810,034	\$1,457,295	\$1,490,085	\$1,521,376	\$1,559,411	\$1,606,193
Program	\$2,213,665	\$2,860,007	\$2,995,360	\$3,062,756	\$3,127,074	\$3,205,250	\$3,301,408
Commissions	\$70,639	\$31,882	\$(24,000)	\$(24,240)	\$(24,482)	\$(24,727)	\$(24,974)
Other Revenue	\$49,621,120	\$41,315,908	\$43,120,314	\$43,551,518	\$43,987,033	\$44,426,903	\$44,871,172
Total Income	\$53,445,324	\$46,017,831	\$47,548,970	\$48,080,118	\$48,611,001	\$49,166,837	\$49,753,799
COGS	\$646,070	\$814,594	\$640,940	\$654,400	\$668,142	\$682,173	\$696,499
Salaries & Benefits	\$134,012,335	\$131,815,508	\$160,007,853	\$163,368,018	\$166,798,747	\$170,301,520	\$173,877,852
Supplies	\$13,926,477	\$20,613,083	\$18,637,756	\$19,029,149	\$19,428,761	\$19,836,765	\$20,253,337
Depreciation - Local	\$2,114,609	\$1,862,894	\$2,020,211	\$1,717,179	\$1,528,289	\$1,406,026	\$1,546,629
Depreciation - Central	\$997,006	\$947,030	\$927,628	\$788,484	\$701,751	\$645,611	\$710,172
Maintenance	\$1,372,482	\$1,690,065	\$2,241,928	\$2,289,009	\$2,337,078	\$2,386,157	\$2,436,266
Entertainment	\$121,477	\$285,540	\$422,263	\$431,130	\$440,184	\$449,428	\$458,866
Contractual	\$28,043,657	\$38,777,960	\$38,923,765	\$39,741,164	\$40,575,728	\$41,427,819	\$42,297,803
Utilities	\$3,264	\$6,007	\$5,095	\$5,202	\$5,311	\$5,423	\$5,537
Advertising/Promo	\$481,671	\$664,706	\$1,298,312	\$1,325,577	\$1,353,414	\$1,381,836	\$1,410,854
Awards & Prizes	\$330,317	\$486,440	\$581,141	\$593,345	\$605,806	\$618,528	\$631,517
Alloc Empl Benefits/Inc Costs	\$24,675,146	\$(420,500)	\$22,233,966	\$23,790,344	\$24,289,941	\$24,800,030	\$25,320,830
Other	\$23,814,985	\$25,755,510	\$83,351,445	\$39,691,825	\$40,433,463	\$41,282,566	\$42,149,500
Total Expenses Before UFM	\$230,539,497	\$223,298,836	\$331,292,303	\$293,334,826	\$299,166,615	\$305,223,880	\$311,795,661
Net Income Before UFM	\$(177,094,173)	\$(177,281,005)	\$(283,743,333)	\$(245,254,707)	\$(250,555,614)	\$(256,057,043)	\$(262,041,862)
UFM (APF Reimburse)	\$(144,283,128)	\$(156,263,182)	\$(234,404,201)	\$(202,759,634)	\$(203,165,153)	\$(203,977,814)	\$(211,117,037)
UFM (APF Support MIPR)	\$(14,233,814)	\$(8,993,315)	\$(17,601,094)	\$(17,953,116)	\$(18,312,178)	\$(18,678,422)	\$(19,051,990)
Total NAF Exp including UFM	\$72,022,555	\$58,042,339	\$79,287,008	\$72,622,076	\$77,689,284	\$82,567,644	\$81,626,633
Net Income Before Dividends	\$(18,577,231)	\$(12,024,507)	\$(31,738,038)	\$(24,541,958)	\$(29,078,283)	\$(33,400,807)	\$(31,872,834)
NEX/AAFES Direct Dividends	\$8,585,420	\$33,896,862	\$27,226,031	\$25,000,000	\$25,000,000	\$25,000,000	\$25,000,000
NEX Food Service/ Concessions	\$179,992	\$219,772	\$192,544	\$194,469	\$196,414	\$198,378	\$200,362
NEX - Ship Store	\$450,269	\$550,000	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000
Net Income	\$(9,361,550)	\$22,642,126	\$1,252,512	\$121,512	\$(3,281,869)	\$(7,602,429)	\$(6,072,472)
Cash Flow	\$(1,400,243)	\$8,120,651	\$(3,758,175)	\$771,824	\$(1,051,829)	\$(5,550,792)	\$(3,815,672)

Category B - Community Support Programs

Category B programs have a limited ability to generate NAF revenues, cannot be sustained without a significant level of APF support and are therefore entitled to a substantial level of APF support. The DoD standard for APF funding for Category B is a minimum of 65 up to 100 percent of the total expenditures.

Child and Youth Development Programs shall be reported separately from other Category B MWR programs.

Category B MWR Programs include:

- Community Programs
- Recreational Swimming
- Boat w/o Resale or Private Berthing
- Automotive Crafts Skill Development
- Bowling (16 Lanes or Less)

Total CAT B	Actual	Actual	Budget	Projection	Projection	Projection	Projection
Category	FY22	FY23	FY24	FY25	FY26	FY27	FY28
Resale	\$108,167,753	\$110,842,796	\$112,298,369	\$114,825,083	\$117,236,409	\$120,167,320	\$123,772,339
Program	\$13,450,663	\$15,060,767	\$16,657,851	\$17,032,653	\$17,390,338	\$17,825,097	\$18,359,850
Commissions	\$3,634,671	\$4,101,767	\$4,055,462	\$4,096,017	\$4,136,977	\$4,178,347	\$4,220,130
Other Revenue	\$34,512,353	\$34,824,016	\$27,085,015	\$27,355,865	\$27,629,424	\$27,905,718	\$28,184,775
Total Income	\$159,765,440	\$164,829,347	\$160,096,698	\$163,309,617	\$166,393,149	\$170,076,481	\$174,537,094
COGS	\$95,092,475	\$97,872,765	\$97,057,655	\$99,095,866	\$101,176,879	\$103,301,594	\$105,470,927
Salaries & Benefits	\$49,053,082	\$62,572,052	\$70,519,870	\$72,000,788	\$73,512,804	\$75,056,573	\$76,632,761
Supplies	\$9,910,320	\$13,497,923	\$10,257,502	\$10,472,909	\$10,692,840	\$10,917,390	\$11,146,655
Depreciation - Local	\$2,857,363	\$2,483,288	\$2,599,294	\$2,209,400	\$1,966,366	\$1,809,057	\$1,989,962
Depreciation - Central	\$1,127,478	\$1,125,257	\$1,088,348	\$925,096	\$823,335	\$757,468	\$833,215
Maintenance	\$1,366,051	\$1,450,264	\$1,623,935	\$1,658,037	\$1,692,856	\$1,728,406	\$1,764,703
Entertainment	\$1,107,838	\$1,910,658	\$2,069,469	\$2,112,928	\$2,157,299	\$2,202,603	\$2,248,857
Contractual	\$11,206,890	\$6,878,767	\$6,428,653	\$6,563,655	\$6,701,492	\$6,842,223	\$6,985,910
Utilities	\$8,578	\$8,861	\$500	\$511	\$521	\$532	\$543
Advertising/Promo	\$533,893	\$784,493	\$809,427	\$826,425	\$843,780	\$861,500	\$879,591
Awards & Prizes	\$211,477	\$262,026	\$272,654	\$278,379	\$284,225	\$290,194	\$296,288
Alloc Empl Benefits/ Inc Costs	\$22,159,884	\$(7,018,610)	\$13,539,820	\$14,487,608	\$14,791,847	\$15,102,476	\$15,419,628
Other	\$14,409,658	\$14,987,427	\$9,538,941	\$9,739,259	\$9,943,783	\$10,152,603	\$10,365,808
Total Expenses Before UFM	\$209,044,977	\$196,815,171	\$215,806,069	\$220,370,861	\$224,588,030	\$229,022,619	\$234,034,849
Net Income Before UFM	\$(49,279,537)	\$(31,985,825)	\$(55,709,371)	\$(57,061,243)	\$(58,194,881)	\$(58,946,137)	\$(59,497,755)
UFM (APF Reimburse)	\$(42,704,539)	\$(42,780,779)	\$(41,909,668)	\$(36,251,863)	\$(36,324,366)	\$(36,469,664)	\$(37,746,102)
UFM (APF Support MIPR)	\$(115,366)	\$(729,749)	-	-	-	-	-
Total NAF Exp including UFM	\$166,225,071	\$153,304,644	\$173,896,401	\$184,118,998	\$188,263,664	\$192,552,955	\$196,288,747
Net Income Before Dividends	\$(6,459,631)	\$11,524,703	\$(13,799,704)	\$(20,809,381)	\$(21,870,515)	\$(22,476,474)	\$(21,751,653)
NEX/AAFES Direct Dividends	-	-	-	-	-	-	-
NEX Food Service/ Concessions	\$62,150	\$48,450	\$22,910	\$23,140	\$23,371	\$23,605	\$23,841
NEX - Ship Store	\$1,228,472	\$1,135,294	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000
Net Income	\$(5,169,010)	\$12,708,448	\$(12,276,793)	\$(19,286,241)	\$(20,347,144)	\$(20,952,869)	\$(20,227,812)
Cash Flow	\$4,639,236	\$(2,284,793)	\$(8,589,151)	\$(16,151,746)	\$(17,557,443)	\$(18,386,344)	\$(17,404,635)

Category C - Revenue Generating Programs

Category C MWR Activities have the highest ability to generate NAF revenues and APF support should be limited. Category C activities operated at remote and isolated locations, BRAC closure, GDPR overseas locations and locations under force protection Charlie or Delta, are expected to be funded at a Category B authorization level.

Category C MWR Programs include:

- Military Clubs (Membership and Non-Membership)
- Food, Beverage and Entertainment Programs
- Joint Service Facilities and/or Armed Forces Recreation Centers
- Bowling (Over 16 Lanes)
- Golf
- Vehicle Storage

Total CAT C	Actual	Actual	Budget	Projection	Projection	Projection	Projection
Category	FY22	FY23	FY24	FY25	FY26	FY27	FY28
Resale	\$101,981,093	\$113,170,103	\$120,351,577	\$123,059,488	\$125,643,737	\$128,784,830	\$132,648,375
Program	\$104,919,325	\$114,224,547	\$120,641,615	\$123,356,052	\$125,946,529	\$129,095,192	\$132,968,048
Commissions	\$15,144,010	\$14,771,472	\$15,038,330	\$15,188,713	\$15,340,600	\$15,494,006	\$15,648,947
Other Revenue	\$85,862,891	\$104,359,513	\$96,300,509	\$97,263,514	\$98,236,149	\$99,218,511	\$100,210,696
Total Income	\$307,907,319	\$346,525,636	\$352,332,031	\$358,867,767	\$365,167,015	\$372,592,539	\$381,476,065
COGS	\$40,447,521	\$46,289,570	\$47,884,015	\$48,889,579	\$49,916,260	\$50,964,502	\$52,034,756
Salaries & Benefits	\$116,944,613	\$145,073,463	\$156,365,610	\$159,649,287	\$163,001,922	\$166,424,963	\$169,919,887
Supplies	\$17,373,004	\$24,673,515	\$19,480,055	\$19,889,137	\$20,306,808	\$20,733,251	\$21,168,650
Depreciation - Local	\$11,418,022	\$11,439,414	\$13,028,541	\$11,074,260	\$9,856,091	\$6,067,604	\$9,974,364
Depreciation - Central	\$8,727,194	\$8,183,999	\$8,376,270	\$7,119,829	\$6,336,648	\$5,829,716	\$6,412,688
Maintenance	\$4,643,327	\$5,507,821	\$5,911,801	\$6,035,949	\$6,162,704	\$6,292,121	\$6,424,255
Entertainment	\$530,550	\$648,944	\$573,245	\$585,283	\$597,574	\$610,123	\$622,936
Contractual	\$16,404,646	\$11,850,235	\$16,688,512	\$17,038,970	\$17,396,789	\$17,762,121	\$18,135,126
Utilities	\$3,647,783	\$3,162,712	\$3,578,174	\$3,653,315	\$3,730,035	\$3,808,366	\$3,888,341
Advertising/Promo	\$1,007,859	\$1,574,065	\$1,767,789	\$1,804,913	\$1,842,816	\$1,881,515	\$1,921,027
Awards & Prizes	\$4,778,234	\$4,947,292	\$5,121,044	\$5,228,586	\$5,338,386	\$5,450,492	\$5,564,953
Alloc Empl Benefits/ Inc Costs	\$39,019,922	\$556,061	\$29,820,345	\$31,907,769	\$32,577,832	\$33,261,967	\$33,960,468
Other	\$18,328,368	\$21,049,259	\$14,963,236	\$15,277,464	\$15,598,291	\$15,925,855	\$16,260,298
Total Expenses Before UFM	\$283,271,043	\$284,956,349	\$323,558,636	\$328,154,342	\$332,662,157	\$338,012,596	\$346,287,749
Net Income Before UFM	\$24,636,276	\$61,569,287	\$28,773,395	\$30,713,425	\$32,504,858	\$34,579,944	\$35,188,317
UFM (APF Reimburse)	\$(1,769,621)	\$(1,168,925)	\$(982,465)	\$(849,832)	\$(851,532)	\$(854,938)	\$(884,861)
UFM (APF Support MIPR)	\$(164,008)	\$(165,880)	\$(165,048)	\$(165,048)	\$(165,048)	\$(165,048)	\$(165,048)
Total NAF Exp including UFM	\$281,337,414	\$283,621,544	\$322,411,123	\$327,139,461	\$331,645,577	\$366,992,610	\$345,237,840
Net Income Before Dividends	\$26,569,905	\$62,904,092	\$29,920,908	\$31,728,305	\$33,521,438	\$35,599,930	\$36,238,225
NEX/AAFES Direct Dividends	\$(19)	\$46,767	-	-	-	-	-
NEX Food Service/ Concessions	\$1,692,719	\$1,854,902	\$1,786,240	\$1,804,102	\$1,822,143	\$1,840,365	\$1,858,769
NEX - Ship Store	-	-	-	-	-	-	-
Net Income	\$28,262,605	\$64,805,761	\$31,707,148	\$33,532,408	\$35,343,581	\$37,440,294	\$38,096,994
Cash Flow	\$55,999,933	\$58,400,022	\$53,111,959	\$51,726,497	\$51,536,321	\$52,337,615	\$54,484,046

MWR Financial Report By Category

Revenues	Actual	Actual	Budget	Projection	Projection	Projection	Projection
	FY22	FY23	FY24	FY25	FY26	FY27	FY28
CAT A All	\$53,445,324	\$46,017,831	\$47,548,970	\$48,080,118	\$48,611,001	\$49,166,837	\$49,753,799
CAT B Community Recreation	\$115,980,837	\$117,972,276	\$116,829,327	\$119,404,122	\$121,863,733	\$124,844,389	\$128,500,926
CAT B Bowling	\$11,081,018	\$12,629,841	\$13,886,767	\$14,172,151	\$14,445,709	\$14,773,717	\$15,172,308
CAT B All Other	\$32,703,585	\$34,227,230	\$29,380,604	\$29,733,344	\$30,083,707	\$30,458,375	\$30,863,861
CAT C Clubs	\$69,955,089	\$78,017,190	\$81,264,188	\$82,853,833	\$84,381,519	\$86,198,739	\$88,391,046
CAT C Food and Beverage	\$33,009,919	\$34,218,620	\$37,666,979	\$38,451,414	\$39,202,836	\$40,105,700	\$41,204,899
CAT C Golf	\$53,337,443	\$60,735,646	\$61,788,775	\$63,096,918	\$64,348,978	\$65,857,196	\$67,697,563
CAT C Rec Lodging	\$40,578,644	\$44,291,422	\$47,215,611	\$48,252,211	\$49,242,620	\$50,442,163	\$51,912,978
CAT C Bowling	\$9,978,648	\$13,393,386	\$12,964,082	\$13,231,397	\$13,487,590	\$13,794,940	\$14,168,603
CAT C Marina	\$8,931,717	\$9,670,610	\$9,978,716	\$10,195,458	\$10,402,649	\$10,653,192	\$10,959,964
CAT C Vehicle Storage	\$5,450,477	\$5,526,310	\$6,329,069	\$6,470,138	\$6,604,825	\$6,768,311	\$6,969,160
CAT C MOPIC	\$3,007,702	\$3,412,965	\$3,874,793	\$3,859,219	\$3,930,723	\$4,015,853	\$4,118,637
CAT C Other Recreation	\$6,385,740	\$8,687,471	\$8,309,018	\$8,462,377	\$8,610,228	\$8,784,361	\$8,992,512
CAT C Other	\$77,271,942	\$88,572,015	\$83,030,800	\$83,994,802	\$84,955,017	\$85,972,085	\$87,060,704
Total Revenues	\$521,118,083	\$557,372,814	\$559,977,699	\$570,257,502	\$580,171,164	\$591,835,858	\$605,766,959
CAT A All	\$(13,727,539)	\$(29,355,906)	\$(31,738,038)	\$(24,541,958)	\$(29,078,283)	\$(33,400,807)	\$(31,872,834)
CAT B Community Recreation	\$7,235,525	\$3,191,609	\$(281,487)	\$(5,601,236)	\$(6,256,038)	\$(6,418,086)	\$(5,139,453)
CAT B Bowling	\$2,547,119	\$1,846,311	\$1,295,390	\$700,342	\$653,555	\$653,049	\$789,113
CAT B All Other	\$(10,418,872)	\$(12,115,002)	\$(14,813,607)	\$(15,908,486)	\$(16,268,032)	\$(16,711,437)	\$(17,401,312)
CAT C Clubs	\$12,259,691	\$11,005,820	\$12,742,494	\$12,792,657	\$12,950,736	\$13,335,514	\$13,920,033
CAT C Food and Beverage	\$2,895,250	\$1,752,196	\$4,235,927	\$4,275,584	\$4,352,332	\$4,550,767	\$4,878,068
CAT C Golf	\$6,155,746	\$4,515,356	\$6,382,050	\$6,599,868	\$6,884,245	\$7,335,810	\$7,839,211
CAT C Rec Lodging	\$17,807,643	\$17,519,111	\$13,087,826	\$13,416,429	\$13,793,400	\$14,329,357	\$14,983,717
CAT C Bowling	\$682,269	\$1,817,038	\$1,768,288	\$1,806,814	\$1,854,618	\$1,939,285	\$2,048,440
CAT C Marina	\$3,550,263	\$4,025,413	\$2,790,927	\$2,882,746	\$2,972,407	\$3,091,643	\$3,221,828
CAT C Vehicle Storage	\$4,090,190	\$4,060,197	\$4,511,503	\$4,616,751	\$4,719,285	\$4,847,821	\$5,004,996
CAT C MOPIC	\$278,875	\$221,065	\$232,468	\$251,594	\$264,808	\$284,931	\$300,751
CAT C Other Recreation	\$1,647,654	\$2,465,439	\$1,997,833	\$2,020,518	\$2,040,430	\$2,081,633	\$2,145,403
CAT C Other	\$(15,205,563)	\$(10,506,694)	\$(17,828,409)	\$(16,934,656)	\$(16,196,833)	\$(16,196,833)	\$(18,134,222)
Operating Profit Before Dividends	\$19,789,251	\$441,951	\$(15,616,833)	\$(13,623,033)	\$17,427,360	\$(20,277,351)	\$17,386,261
NEX/AAFES Exchange Dividends	\$12,199,003	\$37,752,047	\$31,327,725	\$29,121,711	\$29,141,928	\$29,162,348	\$29,182,971
Operating Profit	\$31,997,253	\$38,193,998	\$15,710,892	\$15,498,678	\$11,714,568	\$8,884,997	\$11,796,710
Retirement Expense	\$18,265,208	\$(61,962,337)	-	-	-	-	-
Net Profit	\$13,732,045	\$100,156,335	\$15,710,892	\$15,498,678	\$11,714,568	\$8,884,997	\$11,796,710
Cash Flow	\$59,238,925	\$64,235,880	\$43,751,185	\$39,332,926	\$32,927,049	\$28,400,479	\$33,263,740



MWR Capital Investment and Cash Balance Projections

MWR intends to invest \$75M annually (\$50M in major construction, \$25M in minor construction) to recapitalize Category B and C facilities, focusing on existing footprint and informed by focus group and customer satisfaction survey outcomes and historical financial performance. Furthermore, several years of deferred investment in business systems requires a focused effort (estimated at an additional \$2M annually) to address antiquated information technology platforms to improve accessibility of real time data to inform strategic decisions.

Capital Investment 30 Year Spend Plan						
FY	Project Year	New Projects	Year 1	Year 2	Year 3	Annual Spend
FY25	1	\$77,000,000	\$23,100,000	-	-	\$23,100,000
FY26	2	\$77,000,000	\$23,100,000	\$38,500,000	-	\$61,600,000
FY27	3	\$77,000,000	\$23,100,000	\$38,500,000	\$15,400,000	\$77,000,000
FY28	4	\$77,000,000	\$23,100,000	\$38,500,000	\$15,400,000	\$77,000,000
FY29	5	\$77,000,000	\$23,100,000	\$38,500,000	\$15,400,000	\$77,000,000
FY30	6	\$77,000,000	\$23,100,000	\$38,500,000	\$15,400,000	\$77,000,000
FY31	7	\$75,000,000	\$22,500,000	\$38,500,000	\$15,400,000	\$76,400,000
FY32	8	\$75,000,000	\$22,500,000	\$37,500,000	\$15,400,000	\$75,000,000
FY33	9	\$75,000,000	\$22,500,000	\$37,500,000	\$15,000,000	\$75,000,000
FY34	10	\$75,000,000	\$22,500,000	\$37,500,000	\$15,000,000	\$75,000,000
FY35	11	\$75,000,000	\$22,500,000	\$37,500,000	\$15,000,000	\$75,000,000
FY36	12	\$75,000,000	\$22,500,000	\$37,500,000	\$15,000,000	\$75,000,000
FY37	13	\$75,000,000	\$22,500,000	\$37,500,000	\$15,000,000	\$75,000,000
FY38	14	\$75,000,000	\$22,500,000	\$37,500,000	\$15,000,000	\$75,000,000
FY39	15	\$75,000,000	\$22,500,000	\$37,500,000	\$15,000,000	\$75,000,000
FY40	16	\$75,000,000	\$22,500,000	\$37,500,000	\$15,000,000	\$75,000,000
FY41	17	\$75,000,000	\$22,500,000	\$37,500,000	\$15,000,000	\$75,000,000
FY42	18	\$75,000,000	\$22,500,000	\$37,500,000	\$15,000,000	\$75,000,000
FY43	19	\$75,000,000	\$22,500,000	\$37,500,000	\$15,000,000	\$75,000,000
FY44	20	\$75,000,000	\$22,500,000	\$37,500,000	\$15,000,000	\$75,000,000
FY45	21	\$75,000,000	\$22,500,000	\$37,500,000	\$15,000,000	\$75,000,000
FY46	22	\$75,000,000	\$22,500,000	\$37,500,000	\$15,000,000	\$75,000,000
FY47	23	\$75,000,000	\$22,500,000	\$37,500,000	\$15,000,000	\$75,000,000
FY48	24	\$75,000,000	\$22,500,000	\$37,500,000	\$15,000,000	\$75,000,000
FY49	25	\$75,000,000	\$22,500,000	\$37,500,000	\$15,000,000	\$75,000,000
FY50	26	\$75,000,000	\$22,500,000	\$37,500,000	\$15,000,000	\$75,000,000
FY51	27	\$75,000,000	\$22,500,000	\$37,500,000	\$15,000,000	\$75,000,000
FY52	28	\$75,000,000	\$22,500,000	\$37,500,000	\$15,000,000	\$75,000,000
FY53	29	\$75,000,000	\$22,500,000	\$37,500,000	\$15,000,000	\$75,000,000
FY54	30	\$75,000,000	\$22,500,000	\$37,500,000	\$15,000,000	\$75,000,000

Assumptions:

- Annual profit/loss for FY29 and future years projected as break-even
- Annual construction projects: = \$50M
- Annual repair/minor construction projects: = \$25M
- Project life – 3-year average from design to completion
 - Year 1 – Design – 30%
 - Year 2 – Construction – 50%
 - Year 3 – Completion – 20%

Projected Depreciation							
FY	Project Year	Annual Projected Depreciation	Current Assets Depreciation	Cumulative Depreciation	Projected Profit/Loss	Projected Cash Flow	Projected Ending Cash
FY23		-	-	-	-	-	\$526,504,346
FY24		-	\$28,040,291	\$28,040,291	\$15,710,892	\$43,751,183	\$570,255,529
FY25	1	-	\$23,834,248	\$23,834,248	\$15,498,678	\$39,332,926	\$586,488,455
FY26	2	-	\$21,212,480	\$21,212,480	\$11,714,568	\$32,927,048	\$557,815,503
FY27	3	-	\$19,515,482	\$19,515,482	\$8,884,997	\$28,400,479	\$509,245,982
FY28	4	\$3,750,000	\$17,717,030	\$21,467,030	\$11,796,710	\$33,263,740	\$465,479,722
FY29	5	\$7,500,000	\$15,768,157	\$23,268,157	-	\$23,268,157	\$411,747,879
FY30	6	\$11,250,000	\$14,033,659	\$25,283,659	-	\$25,283,659	\$360,031,528
FY31	7	\$15,000,000	\$12,489,957	\$27,489,957	-	\$27,489,957	\$311,121,495
FY32	8	\$18,750,000	\$11,116,062	\$29,866,062	-	\$29,866,062	\$265,587,557
FY33	9	\$22,500,000	\$9,893,295	\$32,393,295	-	\$32,393,295	\$222,980,852
FY34	10	\$26,250,000	\$8,805,032	\$35,055,032	-	\$35,055,032	\$183,035,884
FY35	11	\$30,000,000	\$7,044,026	\$37,044,026	-	\$37,044,026	\$145,079,910
FY36	12	\$33,750,000	\$5,635,221	\$39,385,221	-	\$39,385,221	\$109,465,131
FY37	13	\$37,500,000	\$4,508,177	\$42,008,177	-	\$42,008,177	\$76,473,307
FY38	14	\$41,250,000	\$3,155,724	\$44,405,724	-	\$44,405,724	\$45,879,031
FY39	15	\$45,000,000	\$2,209,007	\$47,209,007	-	\$47,209,007	\$18,088,038
FY40	16	\$48,750,000	\$1,546,305	\$50,296,305	-	\$50,296,305	\$(6,615,658)
FY41	17	\$52,500,000	\$1,082,413	\$53,582,416	-	\$53,582,416	\$(28,033,245)
FY42	18	\$56,250,000	\$865,931	\$57,115,931	-	\$57,115,931	\$(45,917,314)
FY43	19	\$60,000,000	\$606,151	\$60,606,151	-	\$60,606,151	\$(60,311,163)
FY44	20	\$63,750,000	\$313,076	\$64,053,076	-	\$64,053,076	\$(71,258,087)
FY45	21	\$67,500,000	\$151,538	\$67,651,538	-	\$67,651,538	\$(78,606,549)
FY46	22	\$71,250,000	\$37,884	\$71,287,884	-	\$71,287,884	\$(82,319,665)
FY47	23	\$75,000,000	\$9,471	\$75,009,471	-	\$75,009,471	\$(82,309,194)
FY48	24	\$75,000,000	-	\$75,000,000	-	\$75,000,000	\$(82,309,194)
FY49	25	\$75,000,000	-	\$75,000,000	-	\$75,000,000	\$(82,309,194)
FY50	26	\$75,000,000	-	\$75,000,000	-	\$75,000,000	\$(82,309,194)
FY51	27	\$75,000,000	-	\$75,000,000	-	\$75,000,000	\$(82,309,194)
FY52	28	\$75,000,000	-	\$75,000,000	-	\$75,000,000	\$(82,309,194)
FY53	29	\$75,000,000	-	\$75,000,000	-	\$75,000,000	\$(82,309,194)
FY54	30	\$75,000,000	-	\$75,000,000	-	\$75,000,000	\$(82,309,194)

Assumptions:

- Average depreciation - 20 years
- Project completion in September of third fiscal year with depreciation in Year 4
- If CAT A programs were funded 100%, the negative impact to cash balances resulting from the proposed Capital Plan would be eliminated.

Approved Capital Projects

The following capital investments are in various phases of execution or have been recently completed. Their impact to projected revenue and expenses was incorporated in the projected budget exhibits in this annex.

Coronado North Island Personal Storage						
	Existing	Year 1	Year 2	Year 3	Year 4	Year 5
Total Income	\$0	\$667	\$690	\$714	\$739	\$765
Total Expenses*	\$0	\$482	\$489	\$497	\$505	\$513
Net Income	\$0	\$185	\$201	\$217	\$234	\$252
Depreciation	\$0	\$267	\$267	\$267	\$267	\$267
Net Cash Flow	\$0	\$452	\$468	\$484	\$501	\$519
*Locally and centrally funded depreciation are included in total expense						

Rota Multi Activity Phase 1						
	Existing	Year 1	Year 2	Year 3	Year 4	Year 5
Total Income	\$929	\$1,032	\$1,068	\$1,106	\$1,144	\$1,184
Total Expenses*	\$379	\$532	\$544	\$557	\$570	\$584
Net Income	\$550	\$500	\$524	\$549	\$574	\$600
Depreciation	\$0	\$177	\$177	\$177	\$177	\$177
Net Cash Flow	\$550	\$677	\$701	\$726	\$751	\$177
*Locally and centrally funded depreciation are included in total expense						

Annapolis Cottages						
	Existing	Year 1	Year 2	Year 3	Year 4	Year 5
Total Income	\$0	\$450	\$450	\$450	\$450	\$495
Total Expenses*	\$0	\$347	\$347	\$347	\$347	\$347
Net Income	\$0	\$103	\$103	\$103	\$103	\$148
Depreciation	\$0	\$202	\$202	\$202	\$202	\$202
Net Cash Flow	\$0	\$305	\$305	\$305	\$305	\$350
*Locally and centrally funded depreciation are included in total expense						

Pensacola Oaks Restaurant						
	Existing	Year 1	Year 2	Year 3	Year 4	Year 5
Total Income	\$2,250	\$2,627	\$2,706	\$2,787	\$2,871	\$2,957
Total Expenses*	\$2,277	\$2,716	\$2,785	\$2,846	\$2,918	\$2,993
Net Income	\$(27)	\$(89)	\$(79)	\$(59)	\$(47)	\$(36)
Depreciation	\$187	\$436	\$436	\$436	\$436	\$436
Net Cash Flow	\$160	\$347	\$357	\$377	\$389	\$400
*Locally and centrally funded depreciation are included in total expense						

Monterey Cafe Del Monte Replacement						
	Existing	Year 1	Year 2	Year 3	Year 4	Year 5
Total Income	\$597	\$814	\$853	\$894	\$937	\$982
Total Expenses*	\$448	\$671	\$689	\$709	\$732	\$753
Net Income	\$149	\$143	\$164	\$185	\$205	\$229
Depreciation	\$0	\$99	\$99	\$99	\$99	\$99
Net Cash Flow	\$149	\$242	\$263	\$284	\$304	\$328
*Locally and centrally funded depreciation are included in total expense						

Jacksonville Marina Support Facilities						
	Existing	Year 1	Year 2	Year 3	Year 4	Year 5
Total Income	\$309	\$342	\$360	\$373	\$381	\$390
Total Expenses*	\$248	\$318	\$326	\$335	\$345	\$354
Net Income	\$61	\$24	\$34	\$38	\$36	\$36
Depreciation	\$1	\$73	\$73	\$73	\$73	\$73
Net Cash Flow	\$62	\$97	\$107	\$111	\$109	\$109
*Locally and centrally funded depreciation are included in total expense						

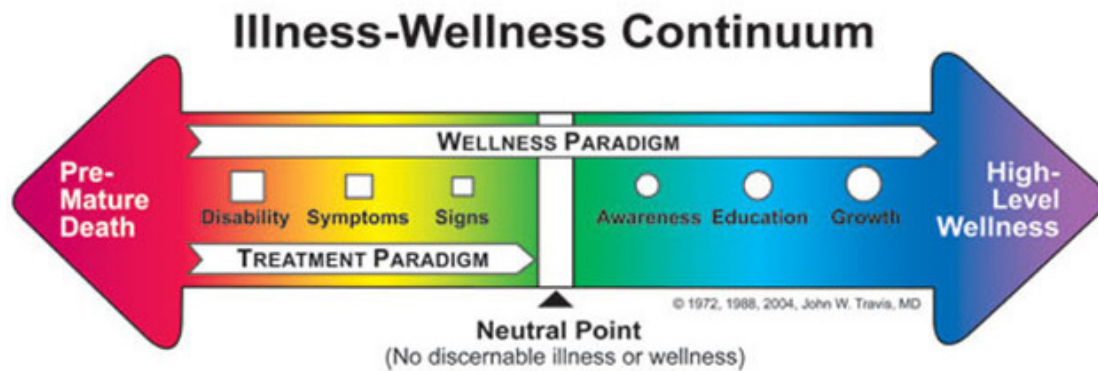
Whidbey Island Car Wash						
	Existing	Year 1	Year 2	Year 3	Year 4	Year 5
Total Income	\$0	\$172	\$356	\$369	\$382	\$395
Total Expenses*	\$0	\$171	\$268	\$275	\$282	\$289
Net Income	\$0	\$1	\$88	\$94	\$100	\$106
Depreciation	\$0	\$80	\$80	\$80	\$80	\$80
Net Cash Flow	\$0	\$81	\$168	\$174	\$180	\$186
*Locally and centrally funded depreciation are included in total expense						

Kingsville RV Park						
	Existing	Year 1	Year 2	Year 3	Year 4	Year 5
Total Income	\$0	\$229	\$267	\$286	\$289	\$305
Total Expenses*	\$0	\$205	\$208	\$206	\$209	\$212
Net Income	\$0	\$24	\$59	\$80	\$80	\$93
Depreciation	\$0	\$114	\$114	\$109	\$109	\$109
Net Cash Flow	\$0	\$138	\$173	\$189	\$189	\$202
*Locally and centrally funded depreciation are included in total expense						



Appendix B: MWR Impact on Navy Community Fitness and Well-Being

Dr. John Travis, world renowned wellness expert, summarizes well-being best with the following Illness-Wellness Continuum graphic.



MWR aims to prevent Sailors from disability/symptoms/signs of pre-mature death and instead enlighten them through awareness, education and personal growth and at the very least keep them at the neutral point with no discernible illness. Dr. Travis's model continues to be one of the most utilized models to explain the well-being continuum/paradigm (23). Efforts towards achieving "high-level wellness" take one beyond the "neutral point" and into high level wellness. What is needed to get there is awareness, education and growth toward high level wellness. We cannot be complacent with the neutral point; we must also pay attention to "what's next?"

According to the 2024 CNIC N92 Strategic Communication plan MWR "inspires total well-being through reinforcing protective factors, regenerating mind and body and encouraging community and social well-being. It also cultivates memorable experiences, positive connections and transferable life skills that provide continuity for work-life balance and resiliency." This plan addresses Travis's model: what is important to note is that "programs" that address well-being change a Sailor's life both at work and at home. Specifically, MWR provides a continuum of programs that promote physical activity and social engagement and delivers those programs everywhere the Navy operates. How do evidence-based movement outcomes impact the health and well-being of the Navy community?

Summary of how evidence-based movement reinforces the importance of MWR practices and encourages changes:

The 2nd edition of the US 2018 Physical Activity Guidelines (1) concurs that research supports the MWR mission:

- Navy Physical Activity (PA) is required and includes 150 minutes of moderate-intensity physical activity and 2 days of muscle strengthening activity research suggests.

- The 2018 PA updated guidelines also discovered research on additional health benefits related to brain health, additional cancer sites and fall-related injuries.

Short summary of the benefits to the general population following the US 2018 Physical Activity Guidelines including the military are as follows:

- Current evidence from large numbers of peer-reviewed scientific articles found that a great volume of moderate to vigorous PA is associated with a reduced risk of weight gain for both the general population and pregnant women. A single episode provides temporary improvements in cognitive function.
- Adults of all ages have a lower risk of all-cause mortality. Lower CV incidence and mortality; lower incidence of hypertension and type 2 diabetes and dementia as well as a lower incidence of bladder, endometrium, esophagus, kidney, stomach and lung cancers.
- Improved sleep, quality of life, reduced feeling of anxiety and depression and reduced weight gain. For public health purposes, total volume of PA is a more important target than the specific intensity at which it is accumulated.
- The total volume of accumulated moderate to vigorous PA is a more important determinant of health benefits than the duration of the episodes that compromise the total.
- Recent observational studies of cardiometabolic risk factors using device-measured PA indicate that bouts of moderate to vigorous PA of ANY duration contribute to the total volume of PA that determines benefits.
- Total volume of PA is also more important than the number of days per week on which individuals perform the activity.
- The more time spent in sedentary behavior is related to greater all-cause mortality.

Data from the 2nd edition of the US 2018 Physical Activity Guidelines (1) gives specific information related directly to the military and general population. Military advice includes the following:

- The risk of injury is directly related to the rate of progression or change in volume of physical activity. Military recruits, for example, are commonly prescribed a specific type and volume of exercise. The type may change and the volume may increase over time, but all recruits are expected to do the same type and volume. Recruits who, before enrollment in the military, were doing lesser amounts of physical activity, incur more injuries than do recruits who had been doing greater amounts.
- The findings in military recruits, students and runners are consistent with the two major principles of exercise training programs: 1) overload and adaptation and 2) specificity of response. The overload and adaptation principle states that function is improved when tissues (e.g., muscles) and organs (e.g., heart) are exposed to an overload (i.e., a stimulus greater than usual) and provided time to recover and

adapt. Repeated exposures to a tolerable overload are followed by adaptation of the tissues and organs to the new load and improvements in performance and function. Too large an overload or insufficient time for adaptation, however, leads to injury and malfunction.

MWR Fitness delivers evidence-based fitness programming that promotes appropriate dose and frequency tailored to individual needs. Furthermore, MWR Fitness delivers health and fitness education via the Command Fitness Leader Course, Navy Operational Fitness and Fueling System (NOFFS) Courses and programming and other self-directed fitness programs. Multiple pilot studies incorporating NOFFS as an intervention have resulted in improved fitness outcomes for Sailors and reduced injury rates equating to higher levels of mission readiness.

While the Navy “requires” unit level Physical Training, policy allows for prioritization of Mission requirements thus Physical Training (PT) is often achieved during off duty time. In Terms of “intentional exercise”; the 2022 American College of Sports Medicine (ACSM) guidelines for exercise for healthy adults reinforces the need for PT sessions within the military. The following are the updated ACSM Guidelines for health and fitness:

- PT sessions include performing moderate-intensity aerobic activity for a minimum of 30 minutes, five times per week OR vigorous-intensity aerobic activity for a minimum of 20 minutes, three times per week.
- Resistance exercises for the major muscle groups a minimum of 2 times per week.
- Flexibility exercises for the major muscle groups a minimum of 2 times per week.

The 2022 ACSM guidelines (2) also found immediate and longer-term benefits for how people feel, function and sleep when participating in 2022 ACSM guidelines. The new edition eliminated the old requirement of 10-minute bouts, all movement counts which now includes the list of activities above that do not necessarily meet the older ACSM guidelines. A list below of MWR opportunities includes MANY activities that are movement based and would meet the 2022 ACSM guidelines.

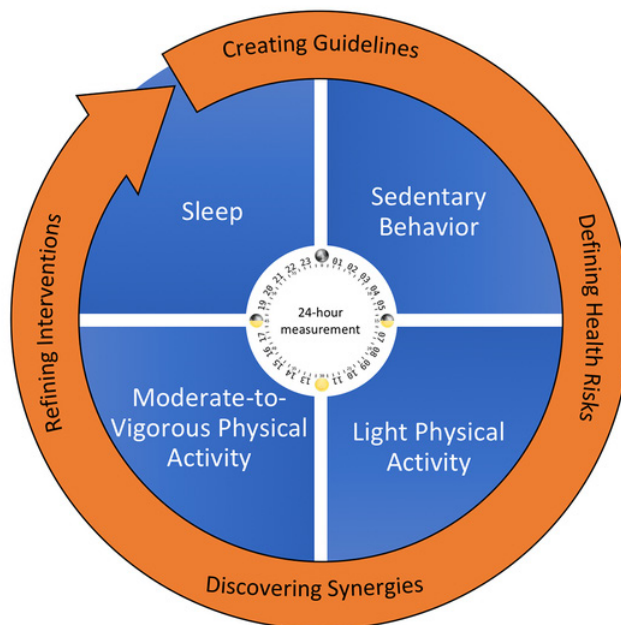
Also, an article on the 24-hour Activity Cycle depicts that well-being encompasses a broader range of thinking than a planned workout. Looking at human behavior from a 24-hour perspective is common in published literature since this study. Therefore, looking at opportunities to get movement into one’s day (on and off duty) is important for overall health habits. Achieving a higher level of wellness is no longer just a one hour PT session; it includes moving more and sitting less in order to be fit for the job when called upon.

MWR has operationalized “affective responses” suggested by Dunton et al (2023) and the 24-hour Activity Cycle suggested by Rosenberg et al (2019) as an intervention mediator. MWR activities include “being with other people and being outdoors.” Intervention-induced improvements in fitness have not necessarily led to more positive affective responses in clinic-based studies. They may improve health but still very few

people choose to engage in regular intentional exercise or only do so when approaching an annual or bi-annual PT test. According to the Dunton et al study: MWR provides the following criteria that meet well-being opportunities:

- Individuals autonomously select a pace that is preferable; being sleep deprived, overstressed, or experiencing some pain; it's best to recommend a lower-level intensity activity. If an individual is feeling lonely recommending an activity that involves social interaction; learning/challenge may lead to feeling better while exercising.
- Focusing on positive experiences during PA in addition to the dose i.e., affect-based PA interventions may lead to more sustainable PA behavior change over time.

24-Hour Activity Cycle (24-HAC) -- Activities and Research Purposes



Issues to Consider Overall

1. A summary of the overall % of the population who engage in no leisure time moderate to vigorous PA 1998-2015 = 25%
2. In the PA guidelines for the average adult “not challenging enough for the younger adults and too challenging for the many older adults” is the overall problem with guidelines.
3. The risk of injury related to progression or change in volume of PA is a concern. Injury rates are higher among those assigned higher volumes of exercise who are not ready to physically handle this.

On another note, according to NASPA (National Association of Student Personnel Administrators (www.naspa.org/hswb) within higher education; College campuses operate similarly to Navy bases. They both support well-being practices for their community. MWR also offers self-paced physical activity opportunities on base similarly to college campuses.

Below is additional and more specific supporting evidence for individual MWR program offerings in support of well-being:

	Movie Theatres, Bars, Swimming Pools, Intramurals and Outdoor Recreation	Food and Beverage, Meeting Places, Rec Lodging, Trails and Picnic Areas	Rec Center, Electronic Gaming, Ball Games and Bowling	Trips and Tours, Libraries and Outdoor Fitness Trails/Walking Trails
Being with other people	x	x	x	x
Being outdoors	x	x	x	x
Self-paced PA	x	x	x	x
Low intensity for sleep-deprived; overstressed; having pain	x	x	x	x

Trips/Tours: According to the U.S. Travel Association, in 2018, there were 768 million days of unused vacation time, with more than 30% of it forfeited completely. Also, over 50% of managers stated they felt burned out; Vacation is important to well-being (5).

Fitness Centers: A corporate gym promotes a healthy lifestyle among employees. Regular exercise improves overall well-being, reduces stress levels, enhances teamwork skills through group workouts and ultimately increases employee engagement and job satisfaction (6).

Nutrition Education: Suboptimal nutrition is a leading cause of illness, healthcare spending and lost productivity, predominantly from diet-related chronic diseases but also from undernutrition. These burdens are not evenly distributed, contributing to health disparities affecting people who have lower income, are less educated and are members of minority ethnic groups, who more often have poor diets, hunger and related diseases (7).

Intramural Sports: This survey showed there is a statistically significant correlation between participation in intramural sports and the participants' mental well-being. Interviews also revealed intramurals' impact on mental well-being through social benefits, stress relief and competition (8).

Swimming Pools: Swimming can improve mood in both men and women. For people with fibromyalgia, swimming can decrease anxiety and exercise therapy in warm water can decrease depression and improve mood (9).

Waterfront Beaches/Swimming Areas: Engaging with natural environments benefits human health by providing opportunities for social interactions, enhancing mental well-being and enabling outdoor spaces for physical exercise. Open water swimming has

seen a rapid increase in popularity, partly due to the physical health benefits it can provide but also with the growing interest in (re)connecting with nature for environment-health interactions (10).

Large/Small Entertainment Events:

Entertainment releases endorphins — the “feel-good” chemicals in the brain that trigger positive emotions and reduce stress hormones. In addition to stress relief, entertainment can also improve our cognitive functioning (11).

Golf Courses: This study found that golf can provide moderate intensity physical activity and is associated with physical health benefits that include improved cardiovascular, respiratory and metabolic profiles and improved wellness (12).

Leisure Skill Classes: There is a large and growing body of evidence on the health benefits of engagement in leisure activities (voluntary, enjoyable non-work activities, such as hobbies, arts, volunteering, community group membership, sports and socializing) (13).

Food and Beverage Outlets: Research from the University of Oxford has revealed that the more often people eat with others, the more likely they are to feel happy and satisfied with their lives (14).

Libraries: Libraries inspire movement through programming and lending free information as well as supporting Healthy Eating educational materials. They also serve as Community Health Hubs for gathering information and addressing social drivers of health and well-being. Finally, they improve health literacy and access to health information (15).

Marinas: Boating triggers a restful, “Blue Mind” state of mind. It provides the means to get outside of daily routines, allowing our brains to reset. Being on a boat promotes physiological and psychological changes spanning health and wellness, awe and wonder, creativity and play, happiness and relaxation (16).

Recreational Lodging: Many studies show that participation in recreational activities is an important contributor to mental health and quality of life. Parks, trails and historical sites provide excellent inducements to physical activity and scenic views and waterways encourage active visitation. Many national parks service documents like this CA document show that parks and recreation can aid in reducing depression, relieving stress, improving self-esteem and personal growth (17).

Outdoor Gear Rental: A recent Forbes analysis of the outdoor recreation industry study commissioned by the Outdoor Foundation found that 53% of Americans ages 6 and



over participated in outdoor recreation at least once in 2020, the highest participation rate on record. In 2020, 7.1 million more Americans participated in outdoor recreation than in the year prior. This could be just the beginning of a shift toward an interest in greater health and happiness through nature (18).

Food and Beverage Outlets: Estimates of food insecurity in the armed forces showed that 25.8 percent of Army, Navy, Marine Corps, Air Force and Coast Guard personnel were food insecure (19). Providing easily accessible and affordable food options, such as MWR food and beverage outlets, is essential to supporting the Military community. Furthermore, these outlets provide opportunities for worthy nutrition education executed in MWR managed brands so customers can make informed choices.

Movie Theatres: Fifteen different film methods were found that offer numerous methodological strengths, including the ability to provide rich descriptions, capture emic perspectives, increase comfort in participation, empower participants and be used for advocacy (20).

Summary: Why Focus on Well-being?

According to Navy's mental health playbook "It is important to generate ideas and drive progress toward enhancing the vitality and lethality of our fighting force. It is also important to find ways to make it OK to ask for help (70 Sailors died of suicide in 2023)" (21). Navy obesity is the largest health issue. The prevalence of behavioral health disorders in active duty service members between 2017-2021 increased from 8.6% to 9.6%. Health index measures Navy higher than overall DOD in Behavioral Health 1-year and obesity rate was in the highest range. There are also generational differences. For example, baby boomers are the leaders in the Navy; Gen Z are the new enlisted Sailors. There is a difference in mental health processes with 47% of current enlistees having never visited a counselor and 78% of baby boomers (who are the leaders) not visiting a counselor.

Overall, MWR is committed to providing a sense of well-being for Sailors and their Families. Their goals are to increase Sailor access to facilities and services; Modify programs and their delivery mechanism in response to customer feedback; retain high performing personnel and attract new talent. Starting with evidence-based information will help process the outcomes in a more deliberate fashion.

Final Words

It is clear there are benefits to physical activity/exercise related to performance of job tasks; long term health and well-being, as well as the following health outcomes: In terms of well-being, the (World Health Organization) WHO lists key facts for following all recommended guidelines/research in terms of health outcomes as follows:

- Physical activity has significant health benefits for hearts, bodies and minds.
- Physical activity contributes to preventing and managing noncommunicable diseases such as cardiovascular diseases, cancer and diabetes.
- Physical activity reduces symptoms of depression and anxiety.

- Physical activity enhances thinking, learning and judgment skills.
- Physical activity ensures healthy growth and development in young people.
- Physical activity improves overall well-being.
- Globally, 1 in 4 adults do not meet the global recommended levels of physical activity.
- People who are insufficiently active have a 20% to 30% increased risk of death compared to people who are sufficiently active.
- More than 80% of the world's adolescent population is insufficiently physically active.

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Appendix C: MWR Strategic Communication Plan

References

1. N92 2024 Strategic Action Plan

Background and Purpose

Tasked by the MWR/NEX Board of Directors, MWR embarked on developing a multi-year strategic plan. Working with regional representatives, a gap in strategic communication was identified. It was determined that there was a basic inability, both on the part of internal and external stakeholders, to articulate the reason for MWR's existence as a critical part of a service member's Naval career. Furthermore, Sailors have self-reported challenges including a lack of connectedness with the Navy's mission and with fellow service members in their unit when away from the workplace. MWR is committed to providing a sense of well-being for these Sailors and their families.

In response to the task assigned and in order to meet those identified challenges, MWR developed a strategic plan comprised of four goals and associated objectives that serves as a guide for fleet readiness policies and programs as it moves into 2024 and beyond (See Reference 1). This document aims to align enterprise-wide messaging with the established goals of that strategic plan. Goals addressed by implementation of the strategic plan include:

- Listen to Customers to Strengthen Relationships and Determine Products and Services To Meet
- Their Needs Deliver a Flexible Portfolio That Enables Total Force Readiness by Providing Market-Driven, Agile Programs
- Improve Recruitment and Retention of the MWR Workforce
- Leverage All Resources To Provide the Fleet, Fighter and Family the Best Program at the Best Value to the Navy

This strategic communication plan must be at the forefront of all communication activities. It provides guidance and direction and clearly identifies audiences, messages and proposed outcomes. It plays a vital role within program management and operations and helps focus and synchronize MWR's words and deeds.

Research

Since January of 2023, MWR HQ has led the effort to research and establish methods to collect information to inform the strategic direction, focused on Academia and customer feedback (Sailors and their families). Customer feedback mechanisms remain in various stages of implementation, however, MWR leadership desires to pursue a strategic communication plan that remains dynamic and iterative. MWR's engagements

with Academia revealed that universities engage their student population through the use of peers. Specifically, students are hired to seek feedback and promote available programs. MWR embarked on such a program with the hiring of junior Sailors as part time employees as part of its strategic plan to utilize these service members as peer ambassadors for MWR programs. Across the board, universities continue to invest in large scale recreation and fitness centers and offer a diverse set of experiences to include outdoor recreation opportunities, infrastructure that supports active lifestyles and programming that drives social engagement, all of which remains the ongoing and future primary aim of MWR. Finally, universities share information, primarily, via email. We believe this approach is driven by the academic environment and may not carry over to MWR. MWR will execute a broad-based communication campaign including all available channels for information dissemination.

The benefits to a physically and socially active lifestyle are too numerous to list and the weight of the evidence is overwhelming. Specifically, physically and socially active people have a perceived higher quality of life, are less likely to become ill or injured, are more mentally resilient, among many other positive outcomes. For example, the national guidelines for physical activity are based upon an iterative approach to collating and reviewing most published research in the area of physical activity and provides the research basis for the guidelines. Several thousand research articles have been reviewed, assessed for soundness and weighted as evidence to support several key physical and mental outcomes. In sum, the benefits of physical activity are irrefutable and coupled with healthy social interaction, is the foundation to a healthy, resilient and READY force.

In addition to research conducted to date, MWR launched an enterprise-wide focus group initiative at 20 Navy locations. The effort is to capture feedback from Sailors and their families at locations that represent diverse operational communities, diverse installation mission focuses and diverse off base environments. The effort is inclusive of Fleet concentration areas, Isolated and Remote locations, rural and urban locations, as well as CONUS and OCONUS locations.

Finally, MWR HQ embarked on capturing customer feedback through the use of surveys, delivered via a powerful analytical platform that allows the Navy to see and respond at a local activity level but also collate information in a number of ways. This effort will inform future strategic direction for the program at large. The endeavor consists of two strategic lines of effort including an on-going customer experience survey that is executed at the activity level and a second, enterprise-wide survey that has been conducted in partnership with the Navy Survey Office and was delivered to random active duty personnel beginning in March 2024.

Process

The leadership of MWR at all levels participated in all facets of the strategic communication planning process in order to obtain crucial regional and installation level feedback and insights. Through group facilitation and MWR program manager guidance, the following strategic communication planning outcomes were targeted:

- Identify target audiences
- Identify current metrics
- Define goals and objectives
- Identify strategies and tactics
- Establish strategic partnerships
- Develop the plan
- Determine the evaluation process

Goals of Strategic Communication Plan

- Build brand recognition that reinforces the message that MWR exists to provide opportunities for personal well-being to Sailors and their families, such that customers and employees have a complete understanding of MWR's purpose and can articulate the same.
- Inform Senior Navy leaders of the benefit of MWR and its alignment with Navy strategic direction.
- Reconnect with Sailors and their families by increasing the marketing of the MWR program so that these stakeholders are aware of the services, information and resources available.

Overall Plan Objectives

Develop a comprehensive communication and outreach plan in order to convey strategic plan goals utilizing all available platforms including digital media, print media and social networking assets targeting stakeholders at all levels by February 2024.

Establish a two-way communication process with key stakeholders to facilitate ongoing, consistent and timely information delivery and feedback.

Target Audiences

The following is a list of the target audiences for the MWR awareness campaign:

- Active Duty Sailors: AD
- Family Members: FM
- Civilian MWR Workforce: CIV
- Senior Navy Leaders: SNL (O-6 and above Navy Leadership and Senior Enlisted Leadership)



Main Messages and Intended Audiences*

May also serve as EMPLOYEE MUST KNOWS- The top messages employees should be able to share with all MWR customers

- MWR inspires healthy lifestyles by promoting total well-being, reinforcing protective factors, regenerating mind and body and encouraging community and social well-being. **SNL, AD, FM**
- MWR enhances unit readiness by promoting esprit de corps. **SNL**
- MWR provides a flexible and supportive environment to maximize readiness, resiliency and retention. **SNL, AD, FM**
- MWR connects the military community to a source for work-life balance while providing opportunities to forge meaningful relationships, at work and off duty via a supportive environment that maximize social connectedness.

SNL, AD, FM

- MWR is your home away from home and fosters a sense of community and belonging everywhere the Navy operates by cultivating memorable experiences, positive connections and transferable life skills. **AD, FM**
- MWR, your partner in FUN, exists for you and enhances your Navy experience with programs that are an important part of your Military benefits package. **AD, FM**

Marketing Channels

In addition to contemplated outreach efforts, utilizing a variety of marketing channels throughout the execution of this plan, will help improve connections and increase program awareness by creating multiple touch-points and connecting with target audiences in ways that fit their unique needs and preferences.

Digital and Social Media

- Digital Campaign: Enterprise-wide web sites, digital monitors, movie theater screens, base marquees, newsletters
- Social Media campaign: Facebook, Instagram, LinkedIn, YouTube, hashtag campaigns
- Administrative messages (All hands/POW), Installation cable channels

Print

- Installation newspapers
- Military Times, newspapers, Military Spouse magazine
- Posters in the barracks

Internal/External Media: PAO and N94P combined efforts for article generation and dissemination.



BEWARE OF JET BLAST
PROPELLERS AND ROTORS

Table 1 | Goals, Objectives, Status/Timeline and Metrics

Goal	Objectives	Status/Timeline	Metrics
<p>Build brand recognition that reinforces the message that MWR exists to provide opportunities for personal well-being to Sailors and their families, such that customers and employees have a complete understanding of MWR’s purpose and can articulate the same.</p>	<p>Branding Guidelines:</p> <ul style="list-style-type: none"> - Reassess and modify current branding guidelines as appropriate. - Create branding implementation timelines. - NAVYLIFE as baseline for web and social media recommended 	<p>Implement: 12-24 mos. from SEP ‘24 (Measure throughout)</p>	<p>Better recognition and knowledge of MWR brand and message as evidenced in on going customer surveys and focus groups. Consistently ask “What do you think the purpose of MWR is?”</p>
	<p>Standardize Indoc Briefing; Standardize indoc documents that can be customized at each installation across the enterprise.</p>	<p>30 SEP 2024. To be executed by HR Working Group.</p>	<p>Create a better understanding of what our customers think and know of MWR. Evaluate via the annual customer satisfaction survey and survey to active duty.</p>
	<p>Leverage opportunities for common messaging for public engagement: Twelve published articles on DVIDS during FY24 across all N92 programs. Articles shared across all digital platforms.</p>	<p>N94P portal for Good News stories at navymwr.org/news/s submissions for enterprise-wide participation. PAO at HQ and Regions to assist in dissemination.</p>	<p>Increased public engagement and visibility of MWR programs as evidenced by responses to customer surveys and focus groups.</p>
	<p>Hashtag campaigns: Develop and implement hashtag campaigns that can be implemented across the enterprise.* See suggested hashtags.</p>	<p>Implement campaign as of October 1, 2024. Executed by HQ and Region N94P and local programs</p>	<p>Increased visibility and customer knowledge of MWR programs and utilization of social media platforms will be evidenced in monthly and quarterly analytics.</p>
<p>Inform Senior Navy leaders of the benefit of MWR and its alignment with Navy strategic direction.</p>	<p>Develop Commanders Toolbox to explain financial, programming and strategic goals.</p>	<p>Implementation: 6 months.</p>	<p>Increased support for MWR programming from Service Leadership.</p>
	<p>Increase Senior leader advocacy.</p>		
	<p>Provide clear and consistent messaging that MWR should be viewed as a primary prevention program that seeks to reinforce Sailors protective factors combating destructive behaviors by promoting healthy lifestyles.</p>		

Goal	Objectives	Status/Timeline	Metrics
<p>Reconnect with Sailors and their families by increasing the marketing of the MWR program so that these stakeholders are aware of the services, information and resources available. Make MWR their FIRST choice for programs and services.</p>	<p>Phase 1. Standardize enterprise wide MWR websites and social media nomenclature. Create a seamless experience for customers across the enterprise. Phase 2. Explore possibility of creating a single site for all MWR programs throughout the enterprise to create a true seamless customer experience.</p>	<p>On going effort by HQ N94P and Regions. Working group has been established and looking to finalize long-term recommendation in 2024. Current recommendation is to use NAVYLIFE as baseline for all N92 web and social media platforms.</p>	<p>Monthly and quarterly analytics.</p>
	<p>Influence where Sailors go to get information. Develop a repository for information on programs and services with e-commerce capabilities and User profiles that will follow them throughout their career.</p>	<p>Established the Virtual Single Sailor Program and associated web site. User profiles contemplated for second phase of VSSP site as IL4 designation has been obtained.</p>	<p>Analytics and Focus groups.</p>
	<p>Identify the sources of negative perceptions while improving the basic understanding of the MWR business model. Be intentional and transparent about program changes and historically free programs. Develop common standardized talking points about topics identified in focus groups to be included in desk guides and commander’s toolbox and as part of the MWR Managers course.</p>	<p>Focus groups on-going. Standardization of customer satisfaction survey questions for Qualtrics platform. Report on Focus Group findings by DEC ’24 in order to update messaging as needed.</p>	<p>Customer satisfaction scores improvement. (% over time)</p>
	<p>Convey MWR’s value to the customer:</p> <ul style="list-style-type: none"> • Via a campaign on digital platforms. • Make sure the employees understand the value to express to the customer. Use the provided list of employee ‘Must Knows’ • Establish long term healthy lifestyles and behaviors in all facets of MWR programming. • Highlight outside the fence cost for services. • Convey value as not just economic – but personal. • Customers share their positive testimonials. 	<p>Ongoing educational process to educate customers and workforce on value added component of MWR programming. Choose N92 program for six month value-added campaign beginning JAN ’25. (E.g. Recreational Lodging) Joint effort between HQ N92 and N94P to execute.</p>	<p>Increased revenue and customer utilization data collected monthly from MWR activities at region level.</p>

Table 2 | Target Audience Desired Outcomes, Key Messages and Talking Points

Target Audience	Desired Outcome	Key Message and Talking Points	Recommended Communication Vehicles/ Methods
Active Duty Sailors	<ul style="list-style-type: none"> • Raise program awareness • Increase utilization of MWR offerings/ programs • Provision of actionable information that improves service member’s QOL. • Establish MWR’s role as primary prevention program 	<ul style="list-style-type: none"> • MWR connects the military community to a sustainable work-life balance. • MWR is your home away from home and fosters a sense of community and belonging while providing opportunities to forge meaningful relationships • MWR cultivates memorable experiences, positive connections and transferable like skills. • MWR – We’ve got your six. There is no wrong door at MWR. • MWR adds value to your everyday by providing state of the art facilities and programming. • Navy MWR is everywhere the Navy operates, exists for you and is your partner in FUN. • MWR provides a flexible and supportive environment to maximize readiness, resiliency, recruitment and retention. • Provides a positive impact on the lives of military members and communities through personal growth, self-expression and creativity. • MWR is an important part of your Military benefits package. 	<ul style="list-style-type: none"> • Digital Campaign: web sites, digital monitors, movie theater screens, base marquees • Social Media campaign: Facebook, Instagram, LinkedIn, YouTube • Administrative messages (All hands/POW) • Service-specific news feed • Installation newspaper <ul style="list-style-type: none"> • Installation cable channel, Military Times, newspapers • Posters in the barracks • MWR outreach activities • Local media outlets • Operation MWR • NavyMWRSingleSailor.com • VSSP programming

Target Audience	Desired Outcome	Key Message and Talking Points	Recommended Communication Vehicles/Methods
Family Members	<ul style="list-style-type: none"> • Raise program awareness • Increase utilization of MWR offerings/ programs • Provision of actionable information that improves a family member's QOL • Encourage eligible patrons to be ambassadors and advocates for MWR program 	<ul style="list-style-type: none"> • MWR connects the military community to a sustainable work-life balance by cultivating memorable experiences, positive connections and transferable life skills. • MWR provides opportunities to forge meaningful relationships and create experiences that last a lifetime. • MWR is your home away from home and fosters a sense of community and belonging. • MWR adds value to your everyday life and is your partner in FUN. • MWR – We've got your six. • MWR, the gateway to the better version of yourself. • Provides a positive impact on the lives of military members and communities through personal growth, self-expression and creativity. 	<ul style="list-style-type: none"> • Digital Campaign: web sites, digital monitors, movie theater screens, base marquees • Social Media campaign: Facebook, Instagram, LinkedIn, YouTube • Installation newspaper • Family readiness group/network -Ombudsmen • Child Development Centers • Military Spouse Career Network (website) • MWR outreach activities • Schools/School Liaison Officers • Military spouse magazine • Commissary/DECA • Navy Exchange outlets: digital/print • Operation MWR



Target Audience	Desired Outcome	Key Message and Talking Points	Recommended Communication Vehicles/ Methods
MWR Civilian Workforce	<ul style="list-style-type: none"> • Raise overall program awareness • Improve cross-selling and enhance collaboration processes • Impart criticality of their role in the organization and MWR's role in a Sailor's life. • Decrease barriers to advancement • Instill sense of ownership and pride amongst workforce • Decrease barriers between commands and program support staff 	<ul style="list-style-type: none"> • You are an ambassador for well-being and can inspire Sailors and their families at every level and in every facility. • ATTITUDE is instrumental to mission success and MWR customers come back because of yours! • "Great" employees embrace the new. • You are part of an organization intent on improving the quality of life of the military members and their families. • You have growth and professional developmental opportunities. We want you to succeed. • You are the face of the organization and a representative of the Navy. • The support you provide to the Sailor supports the Navy and all jobs support mission success. • We are a team; you are part of this team and are uniquely positioned to bring joy. • You're a lifeline and a resource to prevent destructive behaviors. • Suicide related behaviors are prevalent in the military and your interaction may be the difference between contemplation and action. 	<ul style="list-style-type: none"> • In Doc/Orientation • Staff meetings • Digital Campaign: web sites, digital monitors, movie theater screens, base marquees through use of employee testimonials • Social Media campaign: Facebook, Instagram, LinkedIn, YouTube through use of employee testimonials • Department communications • Email • Training • All Hands • Group presentations • Annual evaluations • On the spot awards

Target Audience	Desired Outcome	Key Message and Talking Points	Recommended Communication Vehicles/ Methods
Senior Naval Leadership (O-6 and Above)	<ul style="list-style-type: none"> • Raise MWR program awareness • Garner policy and resource support • Increase understanding of the importance of the program and its impact on QOL, retention, resiliency and READINESS. • Establish MWR as primary prevention program in the minds of senior leaders 	<ul style="list-style-type: none"> • MWR seeks to minimize destructive behaviors while promoting healthy lifestyles that increase, retention, resiliency and READINESS. • MWR provides Sailors a sense of connectedness and being part of a group. • MWR’s strategic plan and programmatic priorities are the result of data-based decisions. • MWR enhances unit readiness by promoting esprit de corps through MWR fund allocation, unit events and support. • MWR serves as a primary prevention program by promoting wellness and a sense of community over the life cycle of a career. • MWR’s continuity of services is a vital element of security. • MWR contributes to personal protective factors including: <ul style="list-style-type: none"> • Cohesion • Connectedness • Engagement • Fairness • Inclusion • Leadership support • Morale • Transformational Leadership • Work-life balance • MWR adds value to Sailors’ everyday by providing state-of-the-art facilities and programming at no cost. 	<ul style="list-style-type: none"> • Headquarters-level program managers provide briefs, updates and info papers • Online access to senior leadership via chat rooms, discussions, message boards, QOL web site • Regional advisory boards, Family Readiness committees • General officers’ symposiums • Senior Spouses

Boilerplate/Cutline

MWR connecting the military community to a sustainable work-life balance and helping to retain a resilient and ready Navy.

Communication Plan - Hashtag Campaign

The development of a Hashtag Campaign as a social media strategy plays a vital role in the overall communication plan. Utilization of successful hashtag campaign results in reaching exponentially more people on social media vice employing an ordinary ad or organic campaign. You can also increase engagement with the followers that do participate and share your hashtag within their own posts thereby creating further brand awareness. The following are recommended branded hashtags:

#NavyMWROperationFun #NavyMWRThrive
#NavyMWRFun #NavyMWRMissionReady
#NavyMWRFunStartsHere #NavyMWRForLife
#NavyMWRStrong #NavyMWRWeGotYour6

Points of Contact

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Communication Plan - Evaluation

Conducting a formal and summative evaluation is essential to determining whether progress towards the objectives is being achieved. Of equal importance is using these evaluation processes to determine whether strategies, messages, or communication channels are effective and/or need to be changed. Evaluation metrics, desired results and sources for data are identified in Table 3.

Table 3 | Evaluation Metrics

Metric	Desired Results	Source	Measurement Frequency
Face-to-face customer interactions	Positive	All MWR program staff	Quarterly
Customer Satisfaction Surveys	Positive	Qualtrics data	Quarterly
Testimonials	Positive	Blog comments, social media networks	Monthly
Focus group feedback regarding brand recognition and program awareness	Increased	Focus groups	Triennially
Facility/Program Utilization	Increased	Regions to provide data	Monthly
Website visits: MWR, VSSP, QOL	Increased engagement	N94P	Monthly
Social Media engagement across all platforms	Increased engagement	N94P/PAO	Quarterly
MWR Employee retention based on better program awareness	Increased	Program managers	Monthly
ICE feedback – electronic collection	Positive	Program managers	Monthly

