

NAVAL SUBMARINE BASE
KINGS BAY, GA



2024-28

STRATEGIC PLAN







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This Strategic Plan was authorized and approved July 2024

WHAT WE WANT TO BE

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

WHY WE EXIST

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

WHAT WE BELIEVE IN

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.*

MWR LEADERSHIP TEAM

Robert Spinnenweber, *MWR Director*
 Michael Miller, *Operations Director*
 Laura Greeson, *MWR Financial Director*
 Regina Kelley, *Human Resource Director*
 Heather Miller, *Marketing/Communications Director*
 Melissa Luehrs, *Fitness Director*
 Sarah Barthelemy, *Community Recreation Director*
 Rob Mayville, *Navy Lake Site Allatoona Manager*



“A leader is one who knows the way, goes the way, and shows the way.”

JOHN C. MAXWELL





DIRECTOR'S LETTER

The 2024-2028 Strategic Plan for Naval Submarine Base Kings Bay Morale, Welfare, and Recreation (MWR) Department builds on our commitment to delivering high quality, customer focused programs and services that enhance the resilience, retention, readiness and quality of life of the military community served. Serving the active-duty personnel, reservists, their families and retirees is the foundation of **MWR Kings Bay's** mission. Guided by our vision of customer focused, quality driven- the preferred choice of those we serve, this plan prioritizes meeting the evolving needs of our community while striving to exceed expectations in all we do.

To achieve this vision, the 2024- 2028 Strategic Plan emphasizes five key priorities:

- 1. Invest in facilities and parks to maintain maximum satisfaction among customers.*
- 2. Elevate the MWR Kings Bay brand through further integration into facilities, programs and services.*
- 3. Recruit, select, train and retain the best talent for peak performance*
- 4. Maximize resources to deliver unparalleled programs while maintaining financial stability.*
- 5. Foster a culture of creativity and innovation to deliver exceptional programs that exceed customer satisfaction.*

At its core, this plan reflects our dedication to the military community. By prioritizing customer feedback, maintaining state-of-the-art facilities and cultivating a talented customer focused team, **MWR Kings Bay** will continue to deliver programs and services that inspire loyalty and trust. The focus on our customer remains unwavering as their satisfaction is the **ultimate measure of success**.

Robert Spinnenwebber
MWR Director, Kings Bay Georgia

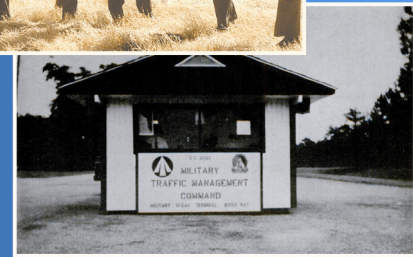
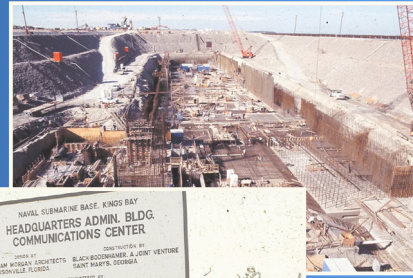
ORIGINALLY OWNED BY THE ARMY

Naval Submarine Base (NSB) Kings Bay was originally owned and operated by the Army. The Army began acquiring land in 1954 to build a military ocean terminal, which was completed in 1958 but never used for its intended purpose. Instead, the base supported various missions, such as sheltering residents during Hurricane Dora in 1964 and housing Army personnel during the Cuban missile crisis.

In 1975, plans began to transfer the base to the Navy. By 1978, the Navy took control, and in 1979, Kings Bay was chosen as the East Coast home for Ohio-class submarines. The first Trident submarine, USS Tennessee, arrived in 1989, and by 1997, Kings Bay had 10 Trident submarines.

With the end of the Cold War, the Navy reduced its Ohio-class fleet. Four of the oldest submarines were decommissioned and converted into SSGNs, while others shifted homeport to Naval Base, Kitsap, WA, as part of balancing the Trident fleet.

Currently, Kings Bay is undergoing major renovations as the installation prepares to transition from the Ohio class to the new Columbia-class submarines in 2027.



OUR HISTORY

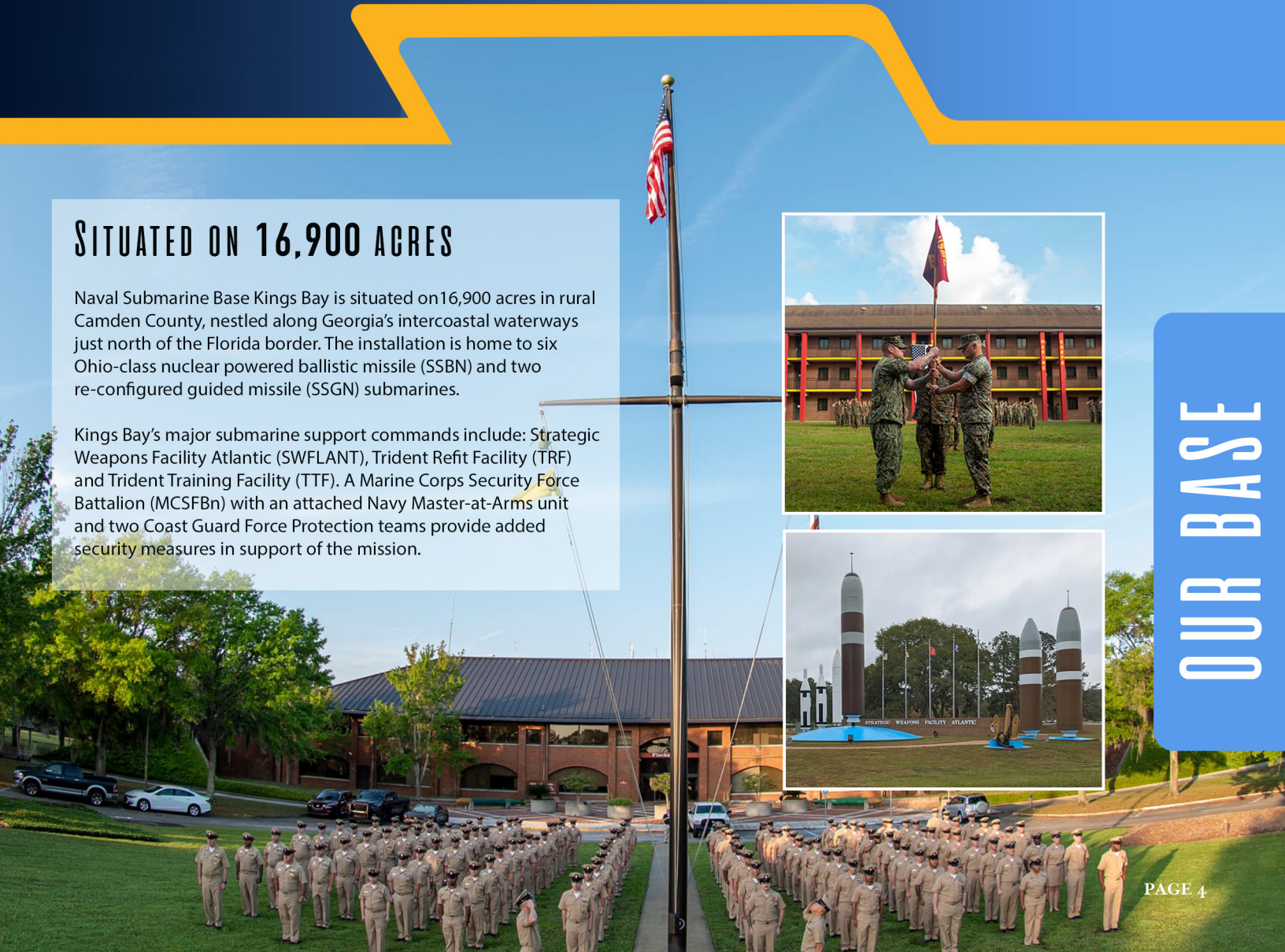
SITUATED ON 16,900 ACRES

Naval Submarine Base Kings Bay is situated on 16,900 acres in rural Camden County, nestled along Georgia's intercoastal waterways just north of the Florida border. The installation is home to six Ohio-class nuclear powered ballistic missile (SSBN) and two re-configured guided missile (SSGN) submarines.

Kings Bay's major submarine support commands include: Strategic Weapons Facility Atlantic (SWFLANT), Trident Refit Facility (TRF) and Trident Training Facility (TTF). A Marine Corps Security Force Battalion (MCSFBn) with an attached Navy Master-at-Arms unit and two Coast Guard Force Protection teams provide added security measures in support of the mission.



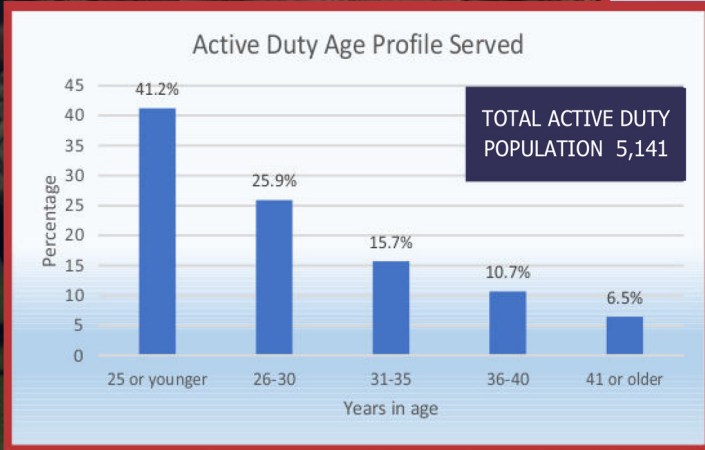
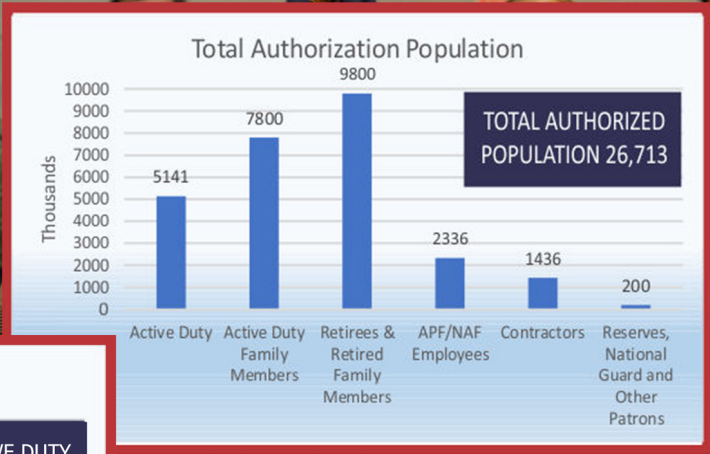
OUR BASE



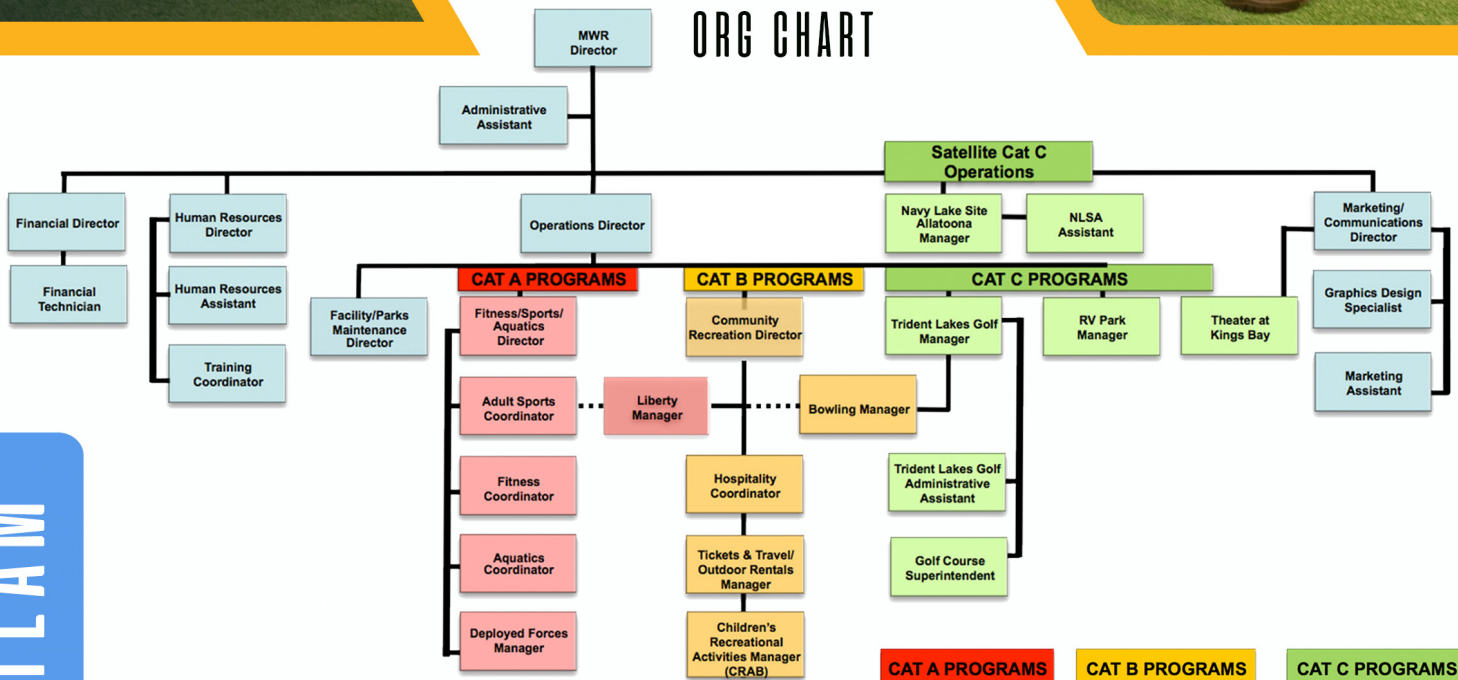
OUR CUSTOMER

DEMOGRAPHICS

Within MWR's customer base is a large percentage of single, active duty military members who mainly serve in the security units that protect the base's unique nuclear assets. Demographics of active duty under the age of 25 and family members are both significant to our mission.



ORG CHART



"MWR Kings Bay boasts an exceptional team of 113 dedicated professionals, driving excellence and making a difference every single day!"

~Robert Spinnenweber,
MWR Kings Bay Director

CAT A PROGRAMS

Our CAT A programs are mission-sustaining activities primarily funded through appropriated funds (APF). These include:

- FITNESS
- SPORTS
- AQUATICS
- SINGLE SAILOR PROGRAM
- PARKS & PICNICS
- DEPLOYED FORCES

CAT B PROGRAMS

Our CAT B programs receive partial APF support. They generate some revenue through fees, which help offset costs while keeping services affordable. These include:

- THE CRAB
- COMMUNITY RECREATION
- TICKETS & TRAVEL
- OUTDOOR RENTAL
- FINNEGAN'S BOWLING
- TRIPLEX CONFERENCE CENTER

CAT C PROGRAMS

Our CAT C programs do not receive APF support and generate all operational revenue through fees and charges. These programs are designed to be fully self-sustaining and profitable. These include:

- TRIDENT LAKES GOLF
- EAGLE HAMMOCK RV PARK
- MOVIE THEATER
- VEHICLE STORAGE
- FINNEGAN'S PUB
- NAVY LAKE SITE
- ALLATOONA
- KINGS BAY CAR WASH

OUR TEAM



THE MODEL

MWR Kings Bay utilizes the following goal-oriented planning model to guide both our short and long-term objectives. This model helps us identify key priorities, align our resources effectively, and create a clear roadmap for achieving success. By focusing on specific goals, we ensure that our efforts are consistently driving progress and meeting the needs of our **military** and the **community** we serve.



STRATEGIC PLANNING MODEL



WHERE ARE WE NOW

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**.



Strengths

- Facilities that have the "WOW" factor
- Committed Leadership
- Sound Financial Management
- Innovative Use of Resources
- Visual Branding
- Internal Self-Help Project Team
- Commitment to Improved Customer Relations
- Loyalty to Customer
- Strong Bond Between Base and Local Community
- Best Programs at the Best Value
- Family Oriented Programs
- Journey Mapping
- CAPRA Accredited
- Strong Understanding of Community Demographics
- Challenging Status Quo
- National Gold Medal Winner (2014, 2019)
- Creative Problem Solving

Weaknesses

- Infrastructure Accessibility
- Trend Programming
- Excess Facility Footprint
- Brand Communication within Organization
- Up and Down Communication
- Needs Assessments
- Tenant Command Connections
- Government Technology restraints
- Government Hiring Process

Opportunities

- Tri-Base Location
- Community Willingness to Partner
- Open Access to Housing/Golf/Parks
- Relationships with Tenant Commands
- Parks Improvements
- Challenging Status Quo
- Comprehensive Programming
- Adapting to current trends
- Military Retention
- National Accreditation brings increased Sponsorship

Threats

- Erratic Work Schedule of Military
- Waterfront Access
- Base Security Posture
- Government Employment Requirements
- Government Policies and Procedures
- Diminished Base Independence
- Base Infrastructure Deteriorating
- Inconsistent Policy Direction
- Generational Workforce Dynamics



THE
GAME PLAN
AND
HOW
WE GET THERE

STRATEGY / IMPLEMENTATION AND RESULTS

GOAL ONE

Key Action=KA Measurable Result=MR

1. Develop projects that increase revenue in MWR Business Activities.			
KA1	Establish new revenue generating operations.		Complete Yes or No
MR1	Renovate the Hospitality Room at Trident Lakes to create a rentable event venue.	FY24-25	
MR2	Develop a strategy for pay-for-use indoor storage solutions for customers and implement the following fiscal year.	FY27	
MR3	Construct a 40-site RV Park adjacent to Trident Lakes Golf Course.	FY28	
MR4	Develop a self-service snack bar operation within Finnegan's Bowling, Pub, and Grille.	FY24	
KA2	Strengthen existing revenue generating operations.		Complete Yes or No
MR1	Designate a short-term storage area for visiting RV Park Patrons.	FY24-25	
MR2	Collaborate with the Army Corps of Engineers to acquire adjacent land to expand the boat storage at Navy Lake Site Allatoona.	FY26-27	
MR3	Expand the existing long-term storage lot (30 spaces) and upgrade to electronic code and gate access.	FY26	
MR4	Re-develop 12 RV sites at Navy Lake Site Allatoona to accommodate larger RVs.	FY26-27	
MR5	Expand the Marina at Navy Lake Site Allatoona with a new 30-slip boat dock.	FY27-28	
MR6	Expand the footprint of the Theater lobby for a larger concession space.	FY25	
MR7	Renovate the existing four-bay car wash.	FY25	
KA3	Increase amenities in revenue generating operations.		Complete Yes or No
MR1	Relocate and expand the free laundry facility for Navy Lake Site Allatoona.	FY24-25	
MR2	Develop an outdoor kitchen adjacent to Trident Lakes Pavilion.	FY26	
2. Develop, modernize, and improve MWR Mission Essential and Community Recreation Facilities, Parks and Playgrounds.			
KA1	Enhance the facility experience.		Complete Yes or No
MR1	Establish a dedicated Navy Operational Fitness and Fueling System (NOFFS) Zone workout area at the Fitness Center.	FY24	
MR2	Transform two Racquetball Courts into Physical Fitness Assessment spaces.	FY26	
MR3	Repair and replace lighting at softball fields and the multipurpose turf field/track.	FY25	

GOAL ONE

MR4	Convert two tennis courts to Pickleball Courts.	FY25-26	
MR5	Submit a Military Construction Project to replace the existing recreational swimming pool and develop a new zero entry kiddie pool at Fitness/Sports Aquatics complex.	FY26	
MR6	Develop a supplementary outdoor workout space adjacent to the current NOFFS Zone.	FY27	
MR7	Install String Bowling pinsetters, ball return and new approaches/lanes at Finnegan's Bowling.	FY25	
MR8	Enhance the CRAB by expanding the current playground area.	FY25-26	
MR9	Implement self-service maintenance bays at Auto Skills with access to oil collection infrastructure.	FY24	
KA2	Enhance Parks and Playgrounds.		Complete Yes or No
MR1	Update the Master Plan for Navy Lake Site Allatoona.	FY25-26	
MR2	Develop a vibrant Parks and Playgrounds Master Plan, incorporating upgrades and enhancements to current facilities.	FY26	
MR3	Transform old youth sports fields adjacent to Youth Center into children's play park.	FY26-27	
MR4	Add interpretive wayfinding signage at Lake D and Etowah Parks.	FY25	
MR5	Improve the existing fitness paths and trails by adding wayfinding signage.	FY25	
KA3	Enhance the amenities in Mission Essential, Community Recreation, Parks and Playgrounds areas.		Complete Yes or No
MR1	Redevelop the current gaming area within Finnegan's Bowling, Pub and Grille based on customer feedback.	FY26	
MR2	Increase sensory, educational and play amenities within the Community Recreations and Activities Building (CRAB).	FY24-25	
MR3	Research feasibility for Putt-Putt Golf at Kings Bay and the Navy Lake Site Allatoona operations.	FY26	
3. Maximize Participation in the Project Development Process			
KA1	Improve the project development process by implementing tactics to capture a well-rounded perspective.		Complete Yes or No
MR1	Increase the participation of customers in the project development process through think tanks, town halls, or surveys.	Ongoing	
MR2	Redevelop the MWR Projects Request Guide to aid with the requesting, budgeting planning, and tracking of large-scale repairs or upgrades.	FY25	
MR3	Expand the MWR Facilities Planning Board charter to garner a more diverse perspective on potential projects.	FY25	
KA2	Prioritize and implement accessibility into the project planning process.		Complete Yes or No
MR1	Continuously update Architectural Barriers Act Transition plan, conduct ongoing audits and self-evaluations.	Ongoing	
MR2	Minimum of one staff member maintains CPSI certification and participates in subject-matter training at least one per year.	FY 24-25	
MR3	Assign one staff member to serve as ABA/ADA Manager for MWR.	FY24	

Key Action=KA Measurable Result=MR

INVEST IN FACILITIES AND PARKS TO MAINTAIN MAXIMUM SATISFACTION AMONG CUSTOMERS

GOAL TWO

Key Action=KA Measurable Result=MR

1. Enhance visible brand identity.			
KA1	Revamp existing, and develop new, comprehensive Style Guides.		Complete Yes or No
MR1	Update and refresh Triplex, Fitness, and CRAB Style Guides.	FY24	
MR2	Develop Style Guides for The Theater and Intramural Sports Program.	FY24	
MR3	Develop Style Guides for Finnegan’s Bowling and Pub, Trident Lakes Golf Club, Aquatics, Navy Lake Site Allatoona, Eagle Hammock RV Park, and Deployed Forces.	FY25-26	
KA2	Enhance brand consistency and training.		Complete Yes or No
MR1	Incorporate visual brand consistency into existing Curb Appeal Inspection Program.	FY24	
MR2	Create a checklist that outlines specific criteria to evaluate brand collateral to ensure consistency.	FY25-27	
MR3	Create training for both managers and employees focused on maintaining brand consistency.	FY25	
MR4	Align the Intramural Sports and Theater programs with the MWR Kings Bay Visual Brand through updated consistent visual branding.	FY24-25	
2. Enrich customer experience through seamless service.			
KA1	Implement Service Excellence standards.		Complete Yes or No
MR1	Relaunch in-person Stellar Customer Service Training to coincide with online CNIC University Training.	FY25	
MR2	Develop Service Excellence standards for Front Line Customer Service Representatives.	FY25	
MR3	Implement New Employee Awards and Recognition programs to foster excellence.	FY24	
KA2	Enhance customer engagement initiatives.		Complete Yes or No
MR1	Relaunch the Secret Shopper Program to assist in evaluating the customer service experience.	FY25	
MR2	Develop promotional campaigns and launch the new Customer Service Experience (CNIC) Feedback Survey at all facilities and online.	FY24	
MR3	Research and launch online customer loyalty/awards app.	FY26	
MR4	Coordinate a yearly calendar of Feedback Forums and Town Hall initiatives.	FY25	
KA3	Further leverage technology.		Complete Yes or No
MR1	Establish an online reservation system for scheduling trainings or services at The Theater and Conference Center.	FY24	

GOAL TWO

MR2	Procure and install digital marquee for weekly movie showings.	FY25-26	
MR3	Install Q-scan on front doors at Fitness Center for 24/7 access.	FY24	
MR4	Implement a tracking system, accessible to both managers and employees, allowing them to submit, track, and manage marketing requests online.	FY25	
MR5	Implement online Rec-Trac reservations one program per quarter.	Ongoing	
3. Further integrate the MWR Kings Bay brand values.			
KA1	Communicate Excellence.		Complete Yes or No
MR1	Launch a Commitment to Excellence Campaign/Strategy that will highlight our achievements to our customers.	FY26	
MR2	Update the MWR Kings Bay website and digital platforms to feature messages about Excellence in Parks and Recreation Administration (CAPRA Accreditation/Gold Medal Awards).	Ongoing	
MR3	Redevelop MWR Footer to include national accreditations and excellence awards.	FY25	
MR4	Place all accreditation and excellence awards signage strategically in all facilities.	FY24	
MR5	Initiate articles and press releases about CAPRA Accreditation and National Gold Medal achievements.	Ongoing	
MR6	Update the "WE ARE MWR" video to further demonstrate our commitment to excellence.	Ongoing	
MR7	Link "WE ARE MWR" video to all recruitment platforms.	FY24	
KA2	Strengthen MWR's commitment to the local community.		Complete Yes or No
MR1	Attend four annual Chamber of Commerce meetings to further leverage local partnerships.	Ongoing	
MR2	Participate in two local festivals annually.	Ongoing	
MR3	Host one Business After Hours event annually.	Ongoing	
MR4	Leverage community accessible areas (housing, golf, CYP) to allow the local community to participate in MWR events.	Ongoing	
KA	Continued commitment to Customer Satisfaction.		Complete Yes or No
MR1	Identify and prioritize at least five key community needs, based on focus group findings, within two months of survey completion.	Ongoing	
MR2	Ensure that MWR achieves a response rate of 48 hours or less for all feedback, whether positive or negative, received from customers.	Ongoing	
MR3	Achieve a customer satisfaction score of 4.5 or higher on all surveys conducted by MWR.	Ongoing	

Key Action=KA Measurable Result=MR

ELEVATE THE KINGS BAY BRAND THROUGH FURTHER INTEGRATION INTO FACILITIES, PROGRAMS AND SERVICES

GOAL THREE

RECRUIT , SELECT, TRAIN **AND** RETAIN THE BEST TALENT FOR PEAK PERFORMANCE.

Key Action=KA Measurable Result=MR

1. Enhance recruitment and selection.			
KA1	Optimize recruitment tools, channels, and strategies.		Complete Yes or No
MR1	Create a partnership with the community to host bi-annual job fairs.	FY25	
MR2	Expand recruiting methods to align with latest trends in job search.	FY27	
MR3	Formalize a management trainee program and develop a targeted announcement to schools offering Recreation and Parks Programs in Georgia and Florida.	FY25	
MR4	Develop a comprehensive strategy to effectively showcase our brand, values, culture, and marketing materials in job postings.	FY25	
MR5	Launch a comprehensive marketing campaign across multiple platforms (video, social media, websites and articles) showcasing employee experiences, organizational highlights, and the benefits of working for MWR.	FY26	
MR6	Implement a plan to network with national agencies (i.e. CAPRA, NRPA, GRPA) to strengthen recruitment efforts.	FY26	
KA2	Enhance candidate experience and engagement in the process.		Complete Yes or No
MR1	Conduct candidate feedback surveys after each hiring process to improve recruitment experience.	FY 24-25	
MR2	Conduct training sessions and job aids for managers to proficiently navigate and utilize USAJOBS for recruiting purposes.	FY25	
MR3	Establish standardized interview questions and evaluations to ensure fair and consistent candidate assessments.	FY24	
2. Increase training and retention.			
KA1	Foster a positive work environment and culture. Implement strategies to reduce turnover and increase loyalty.		Complete Yes or No
MR1	Leverage the texting program to regularly inform staff of organizational news and events.	Ongoing	
MR2	Develop a program that expands on casual Fridays to include themed days to foster creativity and team morale.	FY25	
MR3	Launch monthly online wellness challenges that recognize participation and achievement.	FY25	
MR4	Develop and implement an annual flex incentive program to recognize flexible employees with paid time off for their service.	FY26	
MR5	Research implementation options for an employee collaboration platform to enhance internal communication and networking (Employee Connect).	FY26-27	
MR6	Implement a systematic approach to identifying internal talent for key roles (Succession Profile).	FY25	
MR7	Research the feasibility of an external online employee awards app to enhance engagement and retention.	FY26	
MR8	Coordinate with Goal Team 2 to implement measurable results under the Key Action item 1 for Service Excellence Standards.	FY26-27	
MR9	Enhance our milestone recognition awards program to include logo design presentation boxes with awards and MWR swag for employees.	FY25	
MR10	Enhance professional development with special internal training (i.e. guest speakers) for all staff along with rewarding exceptional managers and employees with external training opportunities; NRPA, PGA Show, Athletic Business Conference, fitness trainings etc.	FY25-28	
MR11	Encourage membership and involvement in professional organizations.	Ongoing	
MR12	Launch a recognition program providing discounts on MWR services and exploring partnerships for additional employee benefits.	FY26	
MR13	Launch an internal MWR employee feedback site.	FY25	

GOAL FOUR

1. Optimize resource utilization.			
KA1	Enhance financial and operational efficiency.		Complete Yes or No
MR1	Develop an internal SAP Mentor program for new Managers.	FY24	
MR2	Create a standardized variance reporting and analysis structure to align with CNIC Business Watch Program.	FY24	
MR3	Conduct a feasibility study to optimize the Government Purchase Card program hierarchy, improving effectiveness and aligning card holders to less burdened managers and employees.	FY25	
KA2	Leverage resources effectively.		Complete Yes or No
MR1	Apply for at least one grant per quarter through CNIC/CNRSE Recreation Grant Programs	ongoing	
MR2	Establish at least five new partnerships with on base, off base, community, commercial, and advertising entities	FY24-28	
MR3	Standardize format for Recapitalization Plans and Equipment Condition Reports for NAF and APF resources across the MWR programs and update biannually	FY25	
MR4	Develop a multi-year restricted cash plan and submit requests annually as needed.	FY25-26	
MR5	Through the programming team implement 5 cross programming initiatives that meet CNIC program standards for activity areas that demonstrate a reduction in resource allocation	FY25-29	
KA3	Leverage technology for revenue generation.		Complete Yes or No
MR1	Implement mobile credit card readers for Golf Beverage Cart and Finnegan's Pub.	FY24-25	
MR2	Install credit card reader at newly renovated Car Wash.	FY25	
MR3	Install self-service ticket kiosks in physical locations for The Theater for quicker transactions.	FY27	
MR4	Complete financial study to consider cashless MWR operations.	FY25	
MR5	Conduct a feasibility study using Q-Scan technology to expand unmanned Fitness Center hours to slow periods on weekends/holidays to further reduce staffing.	FY25	
MR6	Research and study the implementation of contactless check in/check out procedures for recreation lodging.	FY25-26	

Key Action=KA Measurable Result=MR

MAXIMIZE RESOURCES TO DELIVER UNPARALLELED PROGRAMS WHILE MAINTAINING FINANCIAL STABILITY.

GOAL FOUR

MAXIMIZE RESOURCES TO DELIVER UNPARALLELED PROGRAMS WHILE MAINTAINING FINANCIAL STABILITY.

Key Action=KA Measurable Result=MR

2. Broaden revenue sources.			
KA1	Increase revenue generation in existing programs and services.		Complete Yes or No
MR1	Complete a customer feedback assessment to explore revenue generating opportunities for the game room at Finnegan’s Bowling.	FY 25	
MR2	Create a continuous merchandising update plan for Trident Lakes	ongoing	
MR3	Energize the refreshed Conference Center with new rental and party package brochures to boost awareness and revenue generation.	FY25-26	
MR4	Pilot the re-introduction of concession operations for the Intramural Sports Program.	FY25	
MR5	Conduct a customer assessment and market analysis of the Recreation and Conference Rental Equipment Program to explore expansion opportunities.	FY26	
MR6	Continuously conduct market research to add two new special event entertainment ticket options annually at Tickets and Travel focusing on current trends and popular attractions.	ongoing	
MR7	Introduce retail merchandise at Tickets and Travel.	FY27	
MR8	Increase food and beverage options at existing MWR snacks bars.	FY26	
MR9	Develop a business plan to revitalize Finnegan’s Pub, focusing on enhancing offerings, exploring service expansion, and analyzing off base competition.	FY24-25	
KA2	Introduce new revenue streams.		Complete Yes or No
MR1	Re-Introduce Beverage Cart at Trident Lakes.	FY24	
MR2	Develop a strategy to integrate the Hospitality Room at Trident Lakes Golf Club into the Conference Center rental portfolio.	FY25-26	
MR3	Complete Feasibility Study to consider re-launching We Proudly Serve Starbucks Operation in conjunction with the CNIC Blendz Smoothie Brand.	FY25	
MR4	Contract restaurant operation at Tridents Lakes Golf Club to a vendor.	FY26	
MR5	Research the feasibility of introducing a pizza vending machine at MWR facilities.	FY26	

GOAL FIVE

1. Create strategies that stimulate and encourage innovation and new trendsetting program development.

KA1	Facilitate the implementation of idea generating strategies.		Complete Yes or No
MR1	Develop guidance and implement quarterly meetings focused on creativity, innovation, and trendsetting, involving both managers and front-line staff.	FY25	
MR2	Create an online suggestion platform for idea submission from team members and community. Implement a quarterly award system to incentivize participation.	Annually	
MR3	Provide at least one annual training that focuses on creativity, innovation, and trendsetting programs and initiatives.	Ongoing	
MR4	Submit one program for the NRPA Innovation Award and CNIC Program of the Quarter.	Annually	
MR5	Conduct bi-annual meetings with off-base community leaders to identify and strategize innovative collaboration opportunities for program development.	Bi-Annually	
MR6	Develop a forum where MWR managers can collaborate on CNIC Program standards looking for innovative ways to meet requirements.	Quarterly	
KA2	Create and establish a process for idea development and evaluation.		Complete Yes or No
MR1	Establish a streamlined justification and approval process for low-cost, creative, innovative, and trendsetting programs.	FY25	
MR2	Develop a set of evaluation criteria and an approval process for high-cost, creative, innovative and trendsetting programs.	FY25	
KA3	Implement innovation and trendsetting programs.		
MR1	Ensure each MWR activity offers one new program that is innovative and trendsetting.	Annually	
MR2	Ensure each MWR program offers at least two programs or events that engage on base community partners, as well as local, regional, or national organizations.	Annually	

2. Continually grow all programs to exceed customer expectations

KA1	Promote customer engagement initiatives, evaluation and feedback tools.		Complete Yes or No
MR1	Implement an MWR-Wide Customer Feedback Luncheon or Dinner.	Bi-Annually	
MR2	Re-energize Advisory Boards, Feedback Forums, and Town Halls in each MWR program area.	FY24	
MR3	Finalize and implement an SOP to evaluate the "Process of Events and Programs" targeting a consistent approach to post-event assessments.	FY24-25	
MR4	Leveraging technology, develop a feedback survey on POS systems and customer receipts.	FY26	
MR5	Create standardized unbiased assessment tools for all large special events/programs.	FY26-FY27	
KA	Evaluate and apply customer feedback.		Complete Yes or No
MR1	Establish a formal process to assess both the quality and quantity of customer feedback.	FY25	
MR2	Develop a marketing campaign to promote the success of newly introduced initiatives.	FY26	

Key Action=KA Measurable Result=MR

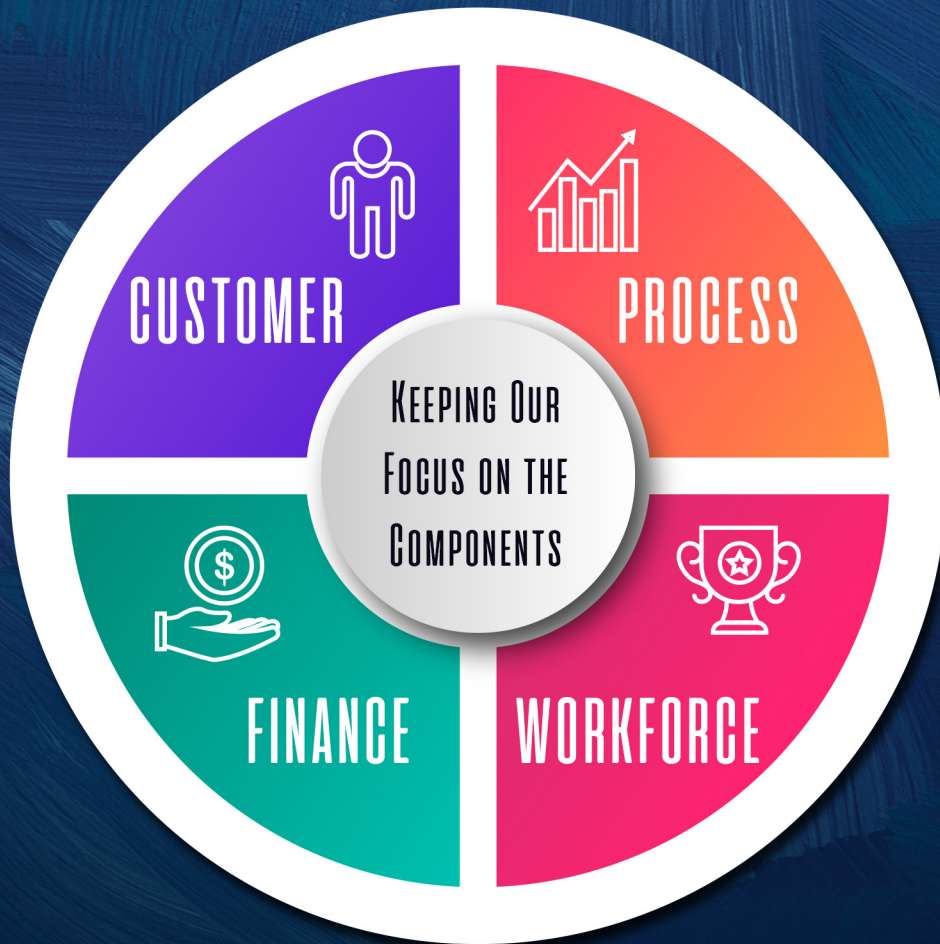
FOSTER A CULTURE OF CREATIVITY **AND** INNOVATION TO DELIVER EXCEPTIONAL PROGRAMS THAT EXCEED CUSTOMER SATISFACTION.



HOW WE MANAGE AND MAINTAIN ACCOUNTABILITY



The Strategic Management System helps an organization focus on overarching strategic goals by examining four key perspectives: customer, finance, process and workforce. By considering these perspectives, the organization gains a comprehensive and realistic view of its business operations.





KEY TO SUCCESS

Utilize various customer-feedback tools to analyze current program success and plan for future change to maximize customer satisfaction.

WE ARE DELIGHTING CUSTOMERS

Understanding what the customer wants and delivering it, can make or break your business. MWR Kings Bay uses a variety of tools to collect customer feedback and uses the data to manage customer expectations, determine trends, monitor performance, and impact business.

MWR CUSTOMER TOOLBOX

- Online Customer Satisfaction Survey and Polls
- Secret Shopper Program
- Analyze Data from Social Media Posts
- Patron Counts
- Annual Performance Data Call
- MWR Goal Teams
- Advisory Boards
- Focus Groups/Town Hall Meetings
- Outreach/Orientations
- Customer Trends Reports/Point of Sale Data
- Onsite Event Surveys
- Leadership Huddle and Communication Team Meetings



STRATEGY MANAGEMENT SYSTEM





WE ARE FINANCIALLY STRONG

KEY TO SUCCESS

Practice strong financial oversight monitoring where you are now, align policies for end results and be forward thinking as you look toward the future.

Developing a strategic business plan is a foundational element for success. Monitoring budgets, aligning policies and seeking new opportunities for revenue growth and improvement, reducing expenses, divesting and alternating delivery models are some of the methods MWR uses. As a strong organizational brand; partnerships, grants and sponsorships are all opportunities opened to us as funding evolves.

MWR CUSTOMER TOOLBOX

- Standard Operating Procedures
- Monthly Variance Reports
- Profit/Loss Statements
- UFM Execution Reports
- NAF Budget-to-Plan Reports
- Overage/Shortage Reports
- NAF/APF Financial Training
- Partnerships/Grants/Sponsorships
- Consolidation/Bundling
- Contracted Operations
- Cross-programming
- Competitive Market Analysis
- SAP/Accounting Information Management System (AIMS)
- Loyalty Programs
- Point of Sales Data Reports
- Kronos Time Reports
- Facility/Patron Data Controls





KEY TO SUCCESS

Always review, evaluate and develop operational processes.

WE ARE OPERATIONALLY SOUND



Strong internal controls, processes and procedures are essential to managing and enhancing MWR's organizational effectiveness and achieving our customer-focused strategy and goals. Through the assessment and implementation of our processes several things can be identified; areas of strong and weak performance, levels of customer satisfaction, effectiveness of process and employee performance.

MWR CUSTOMER TOOLBOX

- CNIC Fiscal/HR Reviews/Audits
- Kings Bay MWR Audit Team
- Inspector General (IG) Reviews
- Command Reviews and Audits
- Cash Handling Training
- CNIC Management Internal Control Program
- Annual Performance Evaluation
- CNIC MWR Accreditation Process

- CNIC Performance Data Call/Program Standards
- Commission for Accreditation of Park and Recreation Agencies (CAPRA)
- SAP Accounting System/AIMS
- Internal Control Questionnaires (ICQs)
- Instructions and SOPs
- Regional Internal Review Office





WE ARE MOTIVATED AND PREPARED EMPLOYEES

KEY TO SUCCESS

Recruit, develop, empower and reward employees for a motivated and prepared workforce.

Great organizations attract, hire, train and retain quality people. Given that people come with a variety of motivators and require varying forms of training and rewards, MWR Kings Bay maintains a large toolbox of techniques and methods to cultivate an effective workforce.

MWR CUSTOMER TOOLBOX

- Great Benefits
- Competitive Compensation
- Strong Organizational Brand
- Rewards Programs
- Cross Training
- Leadership Mentors
- Training/Seminars/Conferences
- Annual Performance Evaluation
- Individual Development Plans
- Great Facilities/Working Conditions
- Management Training
- Career Pathways/Succession Planning
- Onboarding
- Employee Feedback Forum





WE ARE MWR KINGS BAY





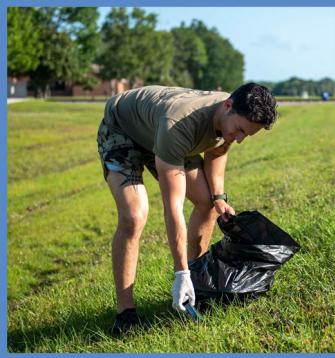
WE ARE STEWARDS OF OUR ENVIRONMENT



KEY TO SUCCESS

Stay committed to our stewardship through our various programs and continuously strive for resource consolidation such as footprint reduction and energy conservation. Continue to develop parks and recreation areas while promoting awareness of our natural resources.

Naval Submarine Base Kings Bay and our tenant commands and contractors commit to protecting, preserving and conserving our environment and to preventing pollution through active stewardship and conformance with environmental laws and regulations.





Some of the endangered or threatened animals that call Kings Bay home include the Manatee, Gray Fox, Southern Bald Eagle, Osprey, Least Tern and the Wood Stork.

WE ARE LIVING IN HARMONY WITH NATURE



WE ARE MWR KINGS BAY

Naval Submarine Base Kings Bay is situated on the west shore of Cumberland Island Sound, a protected bay behind the coastal barrier island which is Cumberland Island National Seashore. SUBASE Kings Bay covers about 16,900 acres of land, of which 4,500 acres are protected wetlands. There are approximately 16 miles of shoreline and 22 miles of tidal creeks within the base boundaries. Almost 7,000 acres are available for hunting, fishing and other outdoor recreation activities. Twenty-seven archaeological sites have been identified as potentially eligible for the National Register of Historic Places. The base is the home of over two hundred species of birds, sixty-eight species of mammals, sixty-seven types of reptiles, including five venomous snakes, and over 37 types of amphibians.





WE ARE BUILDING COMMUNITY RELATIONSHIPS

KEY TO SUCCESS

MWR should not focus on more resources but instead operate efficient programs along with leveraging the local communities and citizens who desire to support their military neighbors.

E-D-I-C-C-I-M-A-D:

Every day in Camden County is Military Appreciation Day. This phrase and logo were created to visually demonstrate the community's daily appreciation and support for the men and women serving our nation at Naval Submarine Base (NSB) Bay. The spirit of E-D-I-C-C-I-M-A-D remains strong and continues to reflect the unique bond of mutual support between the base and the local community.

Since the establishment of NSB Kings Bay, Camden County has experienced steady growth, with its population increasing from 13,371 in 1980 to 58,118 today. The base's presence has been a major factor in the county's development, with many residents directly affiliated with the base.

Ongoing collaboration between NSB Kings Bay MWR and the local Camden County community is vital. By regularly reviewing recreational services both on and off base, we can identify opportunities for greater efficiency, resource sharing and enhanced recreational options for the military community we serve. These partnerships ensure that the strong connection between Kings Bay and Camden County continues to thrive, benefiting both the base and local population.



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WE ARE
DELIVERING
PROGRAMS AND FACILITIES THAT
DELIGHT AND EXCEED
EXPECTATIONS

WE ARE MWR KINGS BAY





ON-BASE FACILITIES

Facility Name	Activities
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 Bathroom and kitchen, FreeWi-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	Recreationa 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.



OFF-BASE FACILITIES

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 any body interested in power lifting, Body building and strongman. 24 hour access
Cross-Fit Camden	Certified and licenced 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 Peebles 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, 1/2 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.
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



WE ARE MWR KINGS BAY





WE ARE MWR KINGS BAY





WE ARE MWR KINGS BAY





IT'S ALL FUN AND GAMES UNTIL SOMEBODY GETS PUT IN A COSTUME!





Naval Submarine Base

Kings Bay, Georgia

