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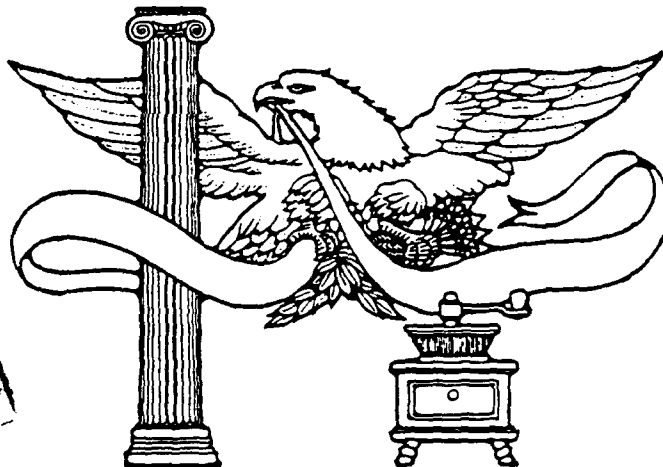


DEPARTMENT OF DEFENSE

Assistant Secretary, of Defense
(Force Management and Personnel)
(703) 697-4045

AD-A268 119

MORALE, WELFARE, and RECREATION PROGRAM OVERVIEW



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(Manpower, Installations, and Logistics)

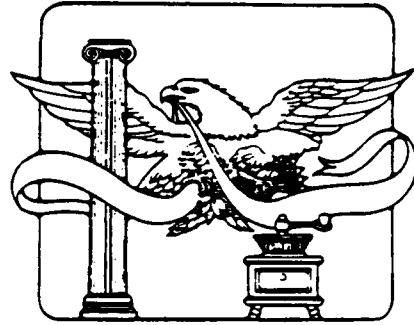
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This booklet is designed to provide an overview of Department of Defense Morale, Welfare, and Recreation programs including fundamental general management and specific program objectives. The resource/information guide with applicable service addresses and telephone numbers should be valuable to MWR personnel to promote exchange of ideas and information both within and among the respective military services.

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MESSAGE

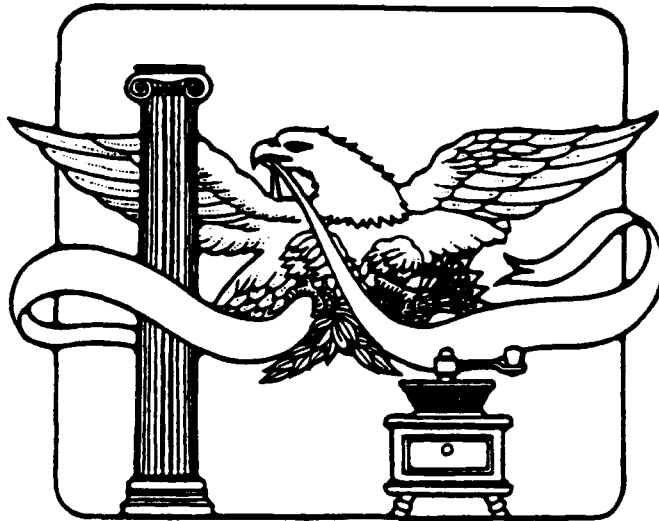
From the Assistant Secretary of Defense For Manpower, Installations, and Logistics

The Department of Defense Morale, Welfare, and Recreation (MWR) Program impacts on approximately nine million people—to include active duty, reserve, and retired military personnel; civilian employees; surviving spouses of military personnel who died on active duty; and dependents. Some MWR activities are provided on virtually all of the 911 DoD installations in the United States and the 360 installations in 29 foreign countries and U.S. territories. Total program costs, exclusive of cost of goods sold, approximate \$4 billion—\$2½ billion in nonappropriated funds and \$1 billion in appropriated fund support. These activities employ approximately 232 thousand people—8,500 military personnel, 8,700 appropriated fund civilian employees, and nearly 212,000 non-appropriated fund employees. The magnitude and the importance of this program to our defense communities impels all commanders and managers to insure that MWR services are delivered to authorized users and patrons in the most cost effective manner.

This booklet is intended to provide a program overview and to serve as a resources guide.

Comments or questions regarding the applicability of this booklet and all suggestions for additions or changes may be addressed to my office, Attn: DASD(MP&FM), Room 3C975, Pentagon, Washington, D.C. 20301.



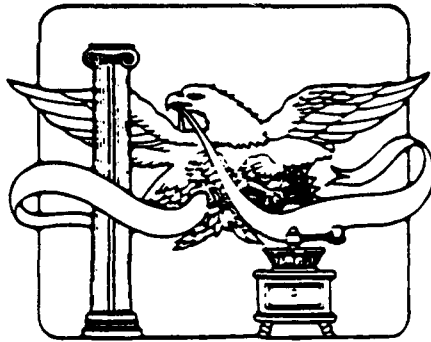


INTRODUCTION

Recognizing that quality morale, welfare, and recreation (MWR) programs contribute significantly to the quality of life in the military community and directly relate to recruitment and retention of military personnel, the Department of Defense, as mandated by law, advocates a comprehensive MWR program with activities that:

- Maintain a high level of esprit de corps; enhance job proficiency; contribute to military effectiveness; aid in recruitment and retention by making military service an attractive career; and aid service personnel in the transition from civilian to military life.
- Promote and maintain the physical, mental, and social well-being of military members, their families, and other eligible members of the military community.
- Encourage constructive use of off-duty leisure time with opportunities for acquiring new talents and skills that contribute to the military and civilian community.
- Provide community support programs and activities for military families, particularly when the service member is on an unaccompanied tour or involved in armed conflict.

It is the responsibility of military commands to create, maintain, and support comprehensive, quality MWR programs, services, and activities that meet the changing needs and interests of the military establishment; that are flexible to meet unique geographic requirements; and that take into consideration the evolving social and economic environment.



GENERAL MANAGEMENT PRINCIPLES

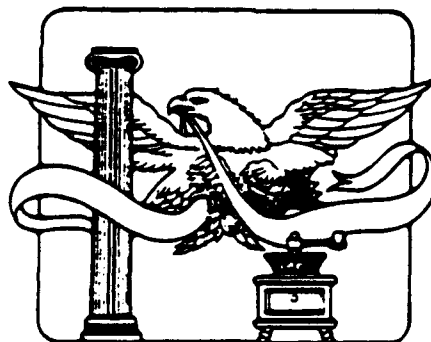
In order to continue to provide the finest quality MWR programs available within existing resources, local institutions should insure effective management by continuous examination of:

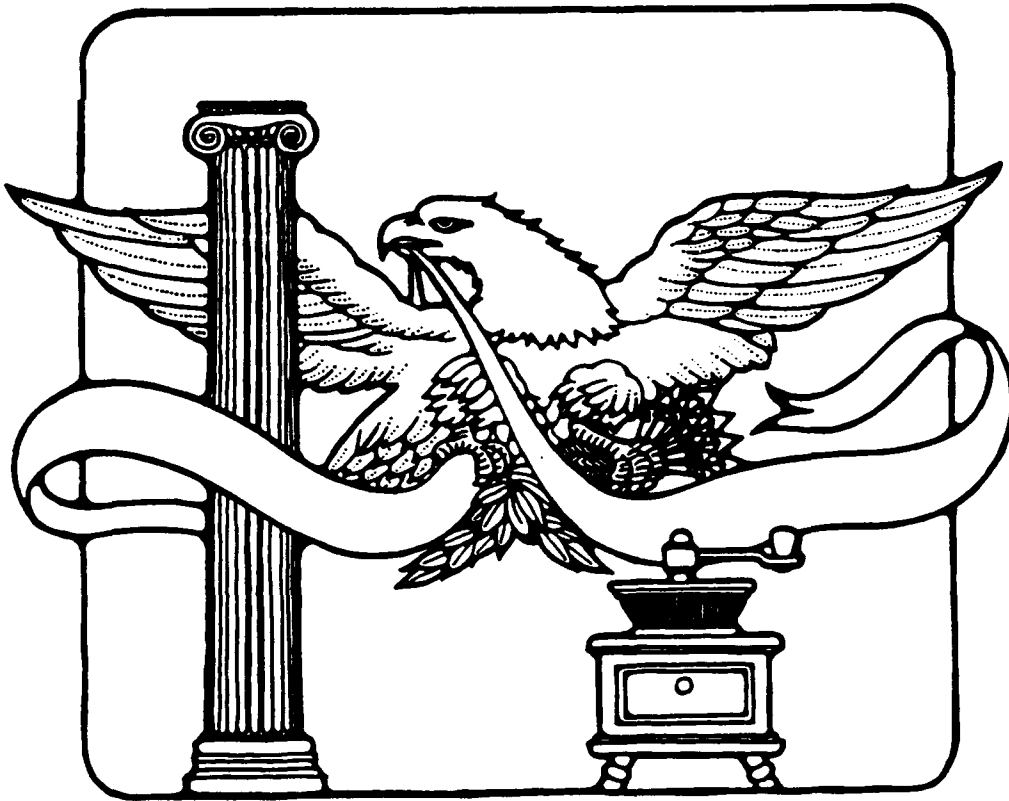
A. Personnel. Personnel costs may be minimized through effective labor scheduling and, where applicable, use of temporary, intermittent, or part-time employees; contract personnel to conduct instructional courses; and volunteers.

B. Patron Needs. A short- and long-term strategic marketing plan that begins with a patron needs assessment enables management to develop, revise, or eliminate MWR programs based on identified needs and interests.

C. Fiscal Management. Adherence to budgeting guidelines, implementation of strict cost control and internal controls, and husbandry of resources all provide a sound financial base for cost effective programs.

D. Existing Resources. An inventory of existing MWR programs both on and off base may identify potential areas of cooperation between the installation and the local community to preclude unnecessary duplication.





Overview of MWR Programs

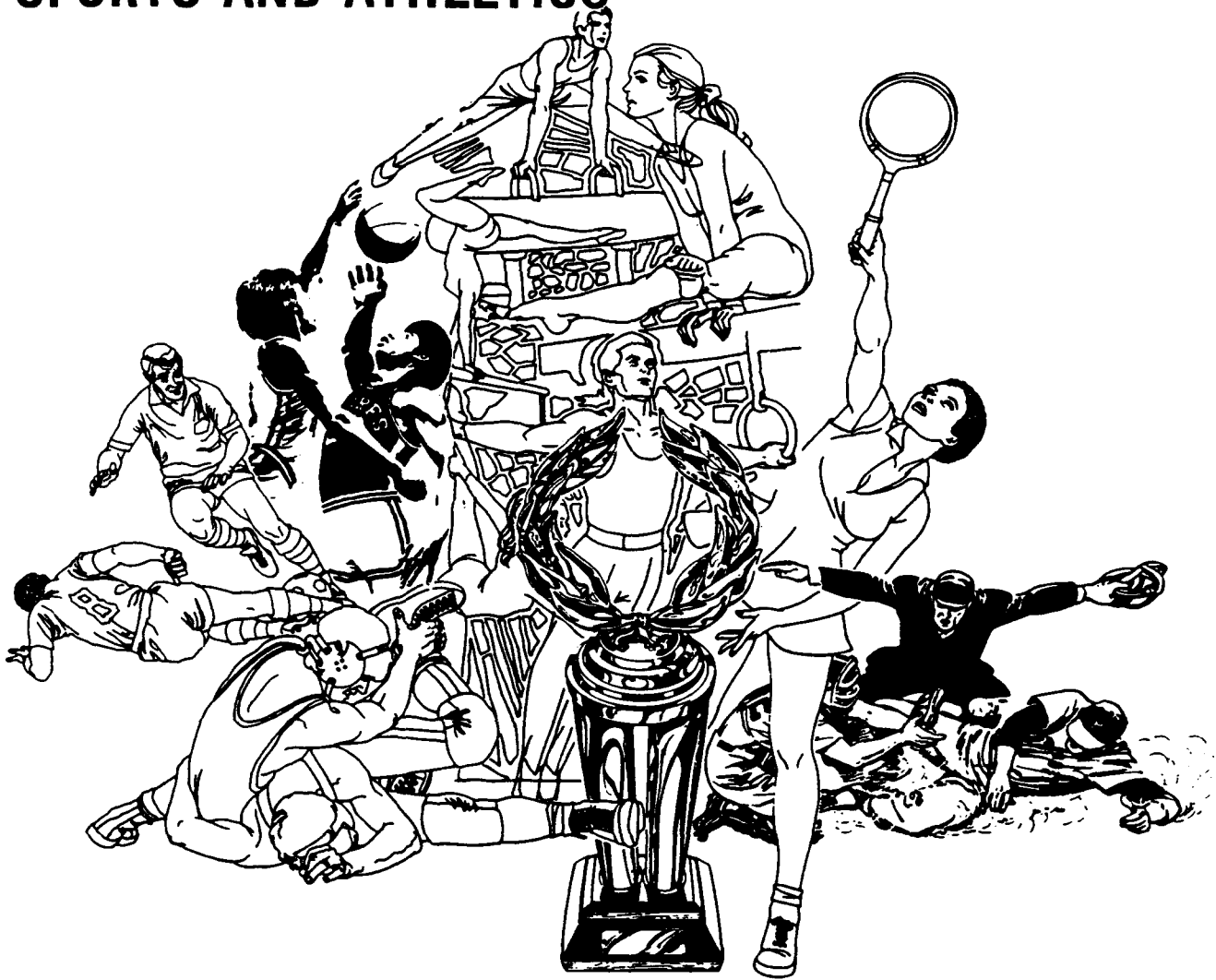
ARTS AND CRAFTS

Arts and crafts programs provide a wide range of instructional and self-directed arts and crafts, vocational activities, and services that include:



- Fine and applied arts, handicrafts, photography, contests, and exhibits.
- Automotive, electronic, home repair, industrial arts, conservation, and other activities that combine vocational education with leisure activity and self-sufficiency improvement.
- Sales store operations that support these programs.

SPORTS AND ATHLETICS



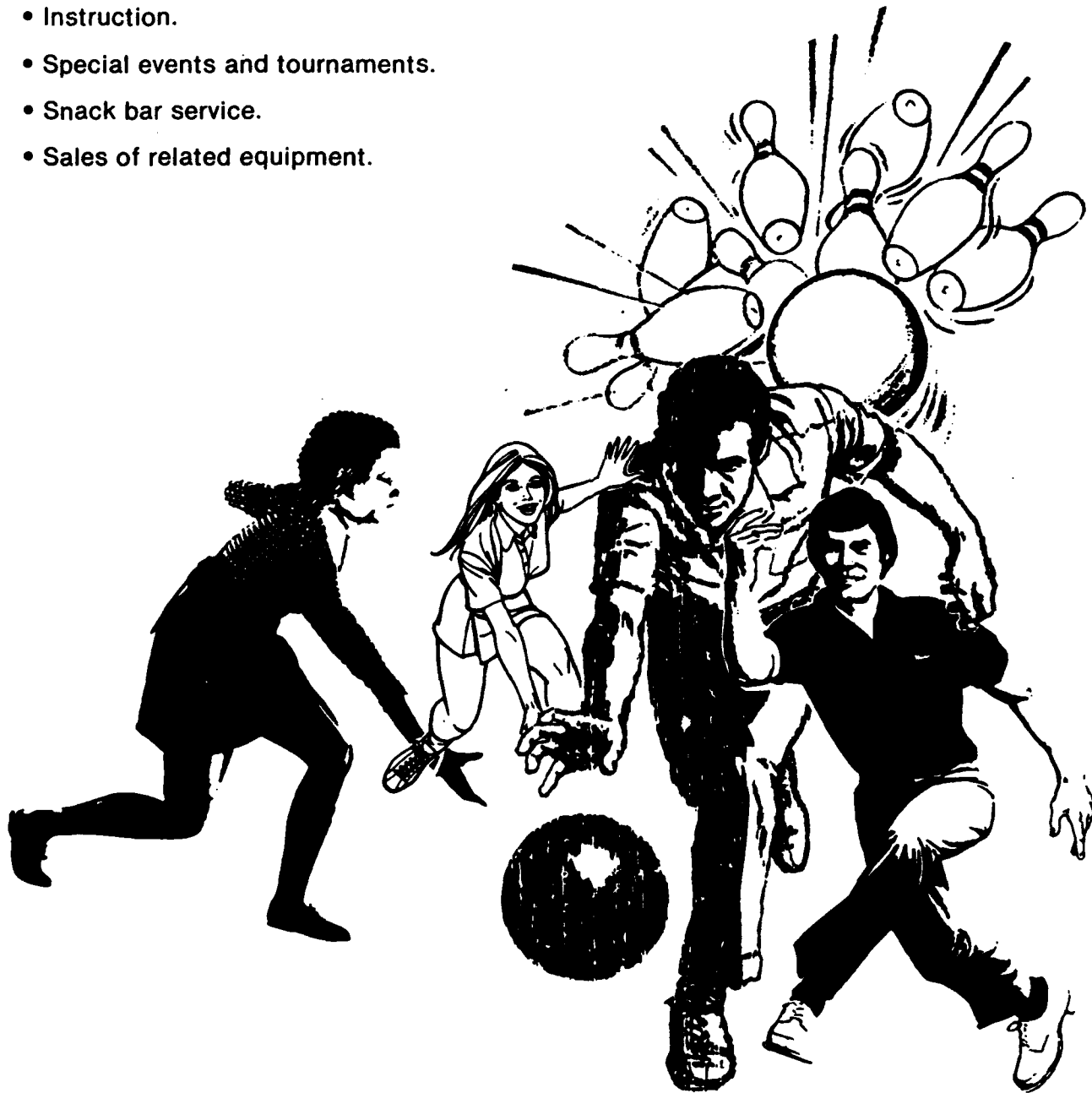
Sports and athletics provide opportunities for increased physical, psychological, and social well-being through participation in self-directed and supervised sports programs. They emphasize fitness and military appearance. They include:

- An extension of structured physical fitness programs.
- Individual and dual sports programs as well as team sports.
- Instruction in individual and group sports activities at all levels of ability.
- Opportunity for co-ed recreational activities.
- Organized competition for men and women at intramural and intermural levels, with the opportunity for gifted athletes to progress to interservice, national, and international competition.

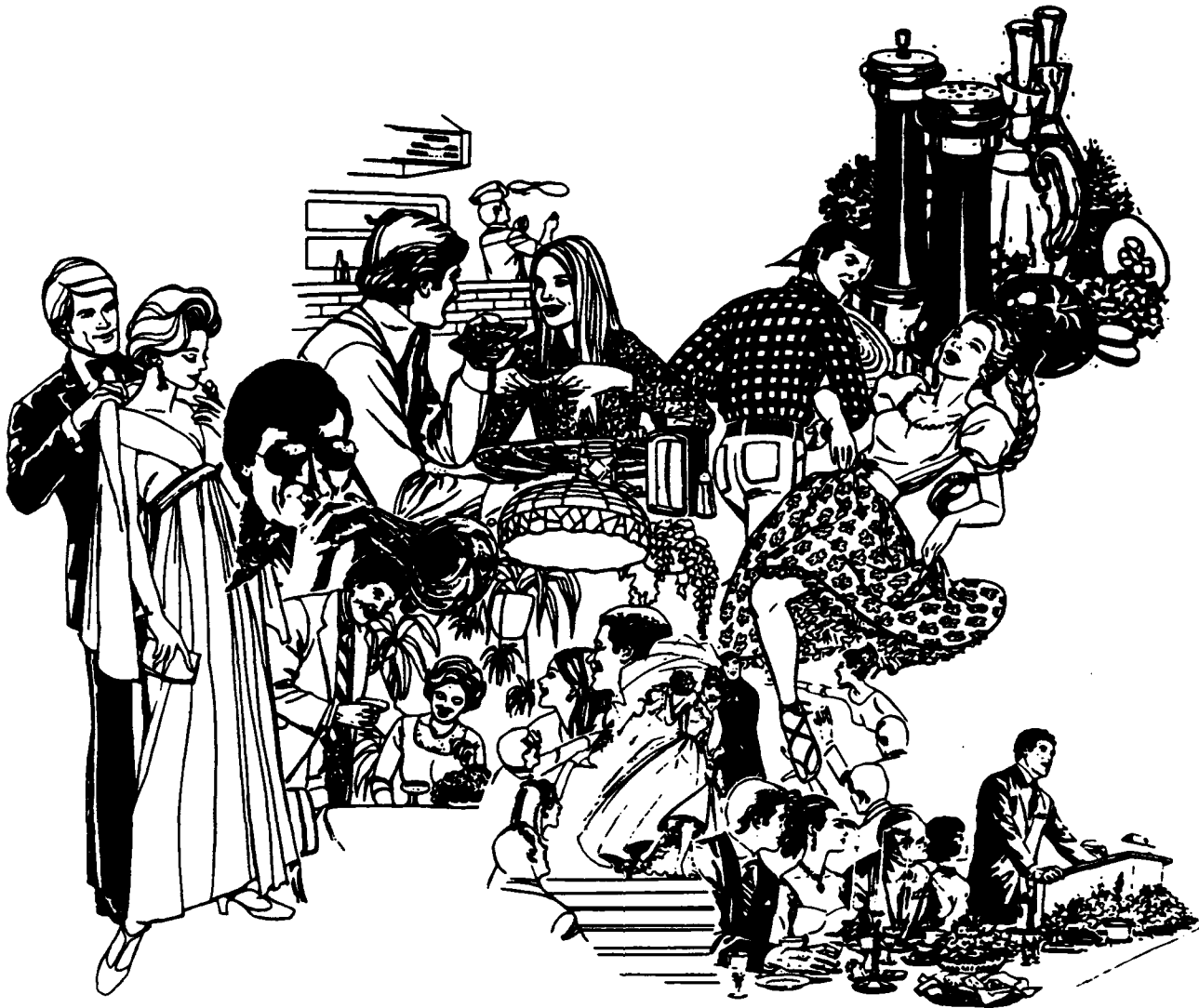
BOWLING

Bowling provides indoor social recreation and activity. It includes:

- Organized leagues and open events.
- Instruction.
- Special events and tournaments.
- Snack bar service.
- Sales of related equipment.



OPEN MESSES



Open messes provide quality leisure dining blended with social interaction. They:

- Serve official function and social recreation needs.
- Provide a meeting place for community relations programs.
- Furnish essential feeding when (if) required.

MILITARY EXCHANGES

Military Exchanges are merchants to the military community. They:

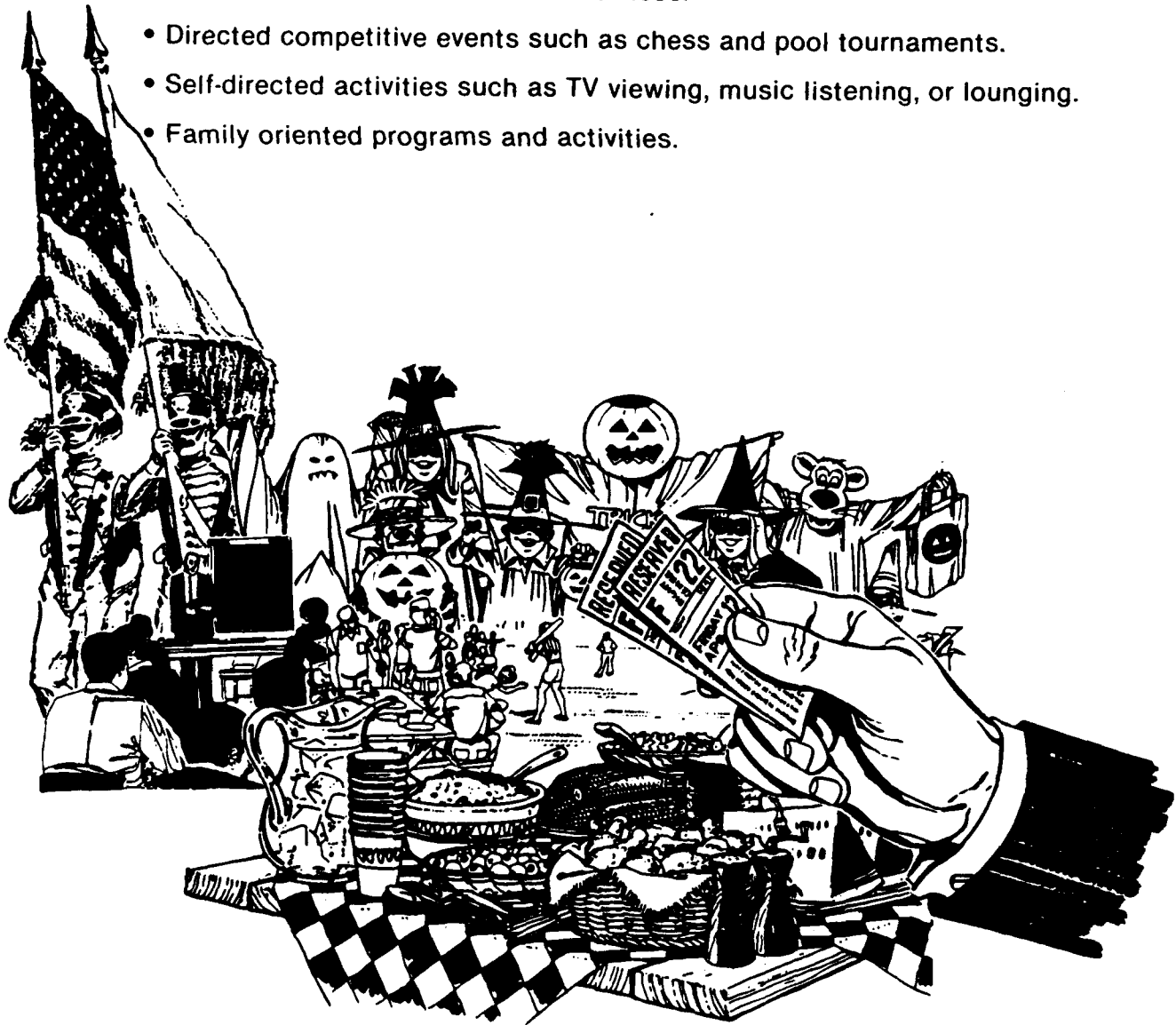
- Provide goods and services for sale to authorized patrons on military installations.
- Assure savings, convenience, and quality.
- Provide support to deployed combat units and ships at sea.
- Operate military clothing stores, troop bakeries, milk products plants, and school lunch programs in support of military personnel and their families.
- Generate earnings through sales to provide a supplementary source of funding for other morale, welfare, and recreation activities.



COMMUNITY RECREATION

Community recreation programs concentrate on social, educational, cultural, and competitive events. These programs may be on and off base. They include:

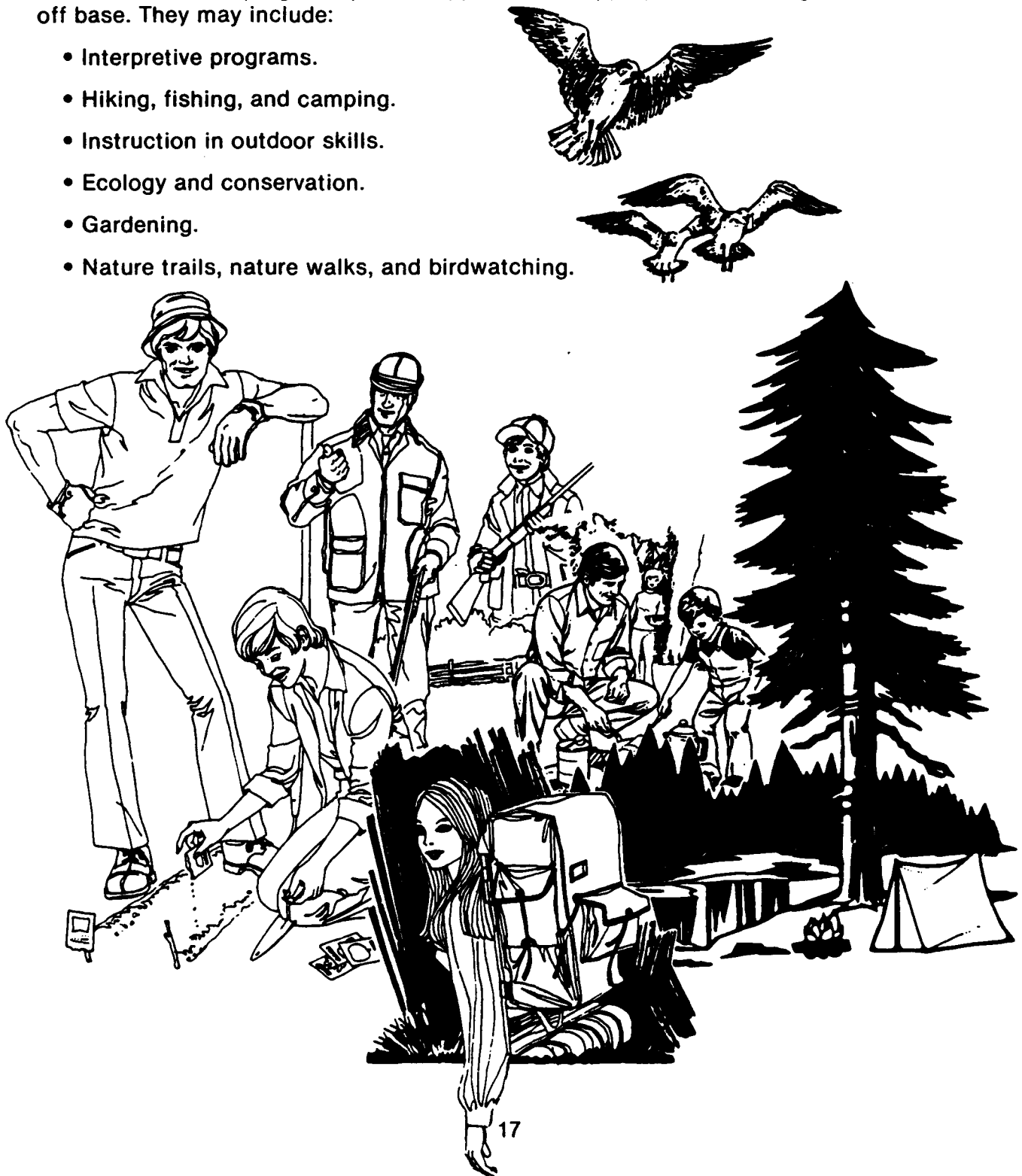
- Directed social activities such as dances and bingo.
- Scheduled special events centered around holidays or theme programs.
- Adult education non-credit classes.
- Ticket and tour and information services.
- Directed competitive events such as chess and pool tournaments.
- Self-directed activities such as TV viewing, music listening, or lounging.
- Family oriented programs and activities.



OUTDOOR RECREATION

Outdoor recreation programs provide opportunities appropriate to the region both on and off base. They may include:

- Interpretive programs.
- Hiking, fishing, and camping.
- Instruction in outdoor skills.
- Ecology and conservation.
- Gardening.
- Nature trails, nature walks, and birdwatching.



CHILD CARE



Child care programs provide quality services for children. They include:

- Early Childhood Development.
- Home-based family day care services.
- Hourly care.
- Development programs for infants, toddlers, preschool and school-age children, and those with special needs.
- Quality food service where appropriate.

YOUTH PROGRAMS

Youth programs provide activities for young family members. They:

- Include organized and self-directed cultural, creative, educational, athletic, and outdoor recreational activities.
- Promote lifetime leisure skills and provide opportunities for active citizenship.
- Promote a wholesome atmosphere for the development of the individual.
- Promote leadership.



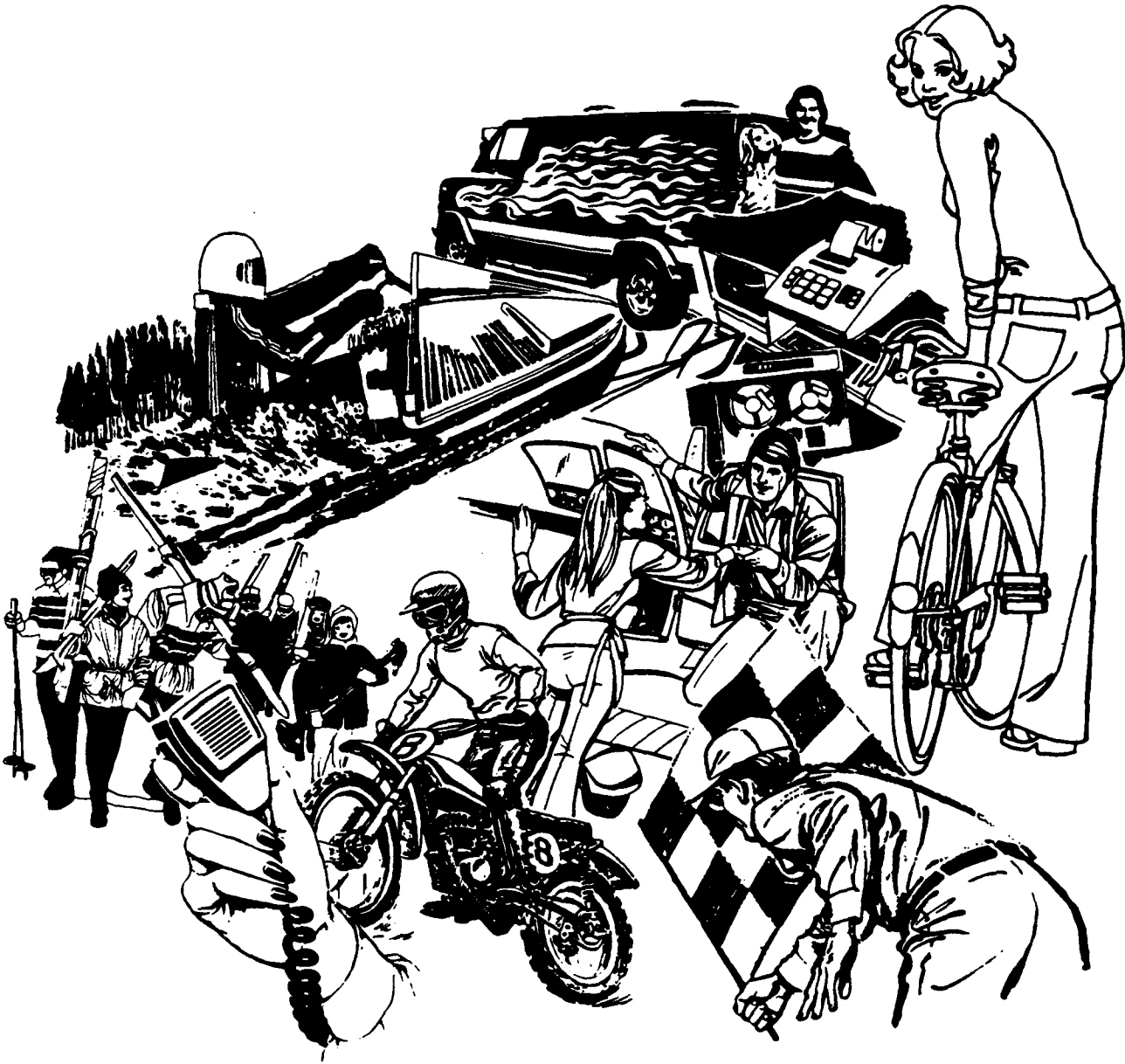
LIBRARIES

Libraries provide general, technical, research, and academic services and provide collections meeting the needs and interests of the base community. Library services include:

- Base or general libraries that offer reference, technical, recreational, and special library services.
- Extension services to remote locations and specialized collections in support of unique missions.
- Film, art, videotape, record, and periodical collections for personal or career learning or leisure use.
- Support for educational and training needs including military occupational specialty training and dependent education, through academically oriented collections.
- Inter-library loan arrangements with municipal, state, university, and other federal libraries.
- Specific programs designed to improve reading and comprehension skills.



SPECIAL INTEREST GROUPS



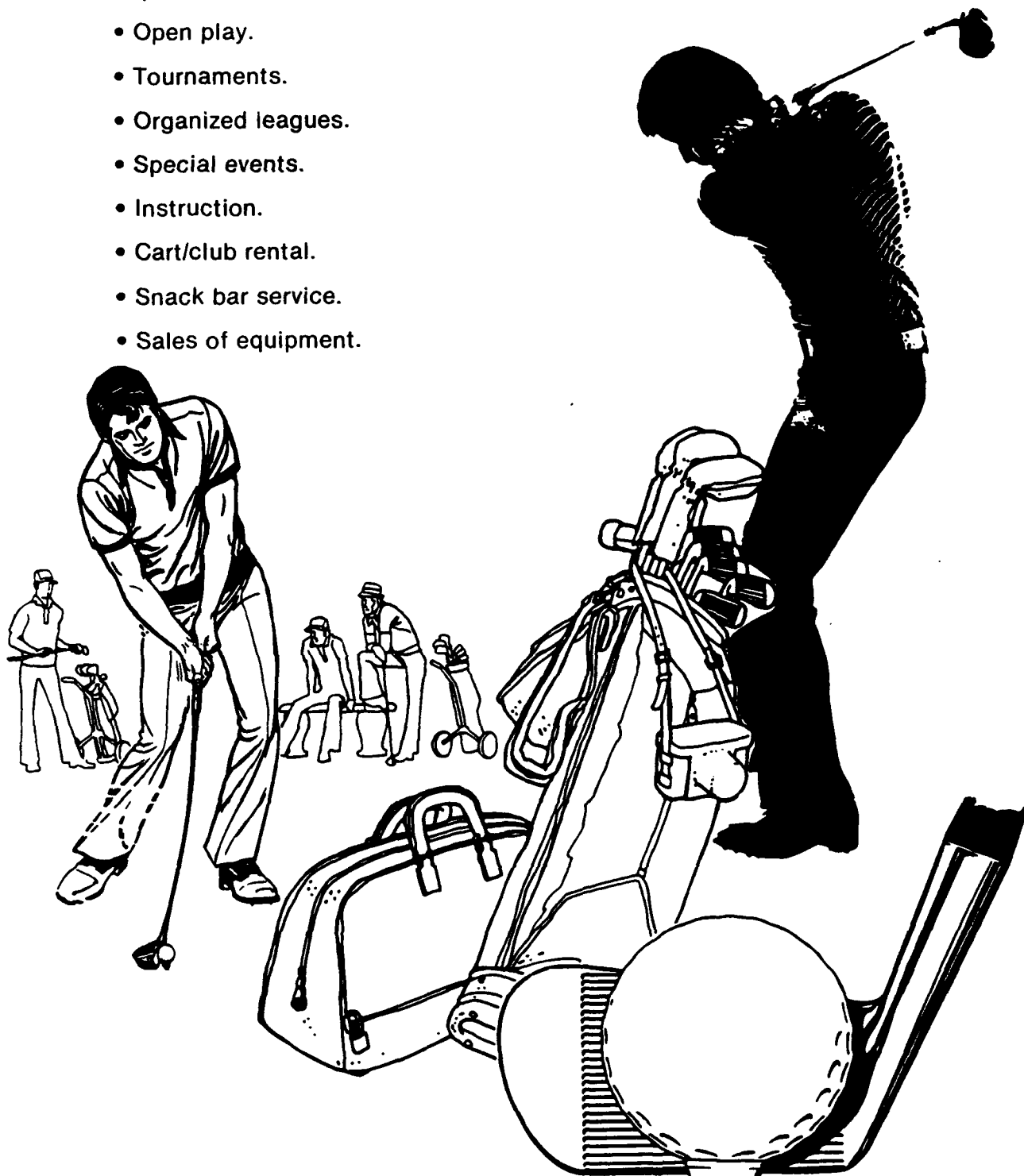
Members of the military community with common interests have the opportunity to form recreational membership clubs and special interest groups. They are supported with:

- Access to available facilities in which to engage in activities appropriate to the club.
- Authorized assistance and appropriate oversight.

GOLF

Golf provides outdoor social recreation activities and services that include:

- Open play.
- Tournaments.
- Organized leagues.
- Special events.
- Instruction.
- Cart/club rental.
- Snack bar service.
- Sales of equipment.



AQUATICS



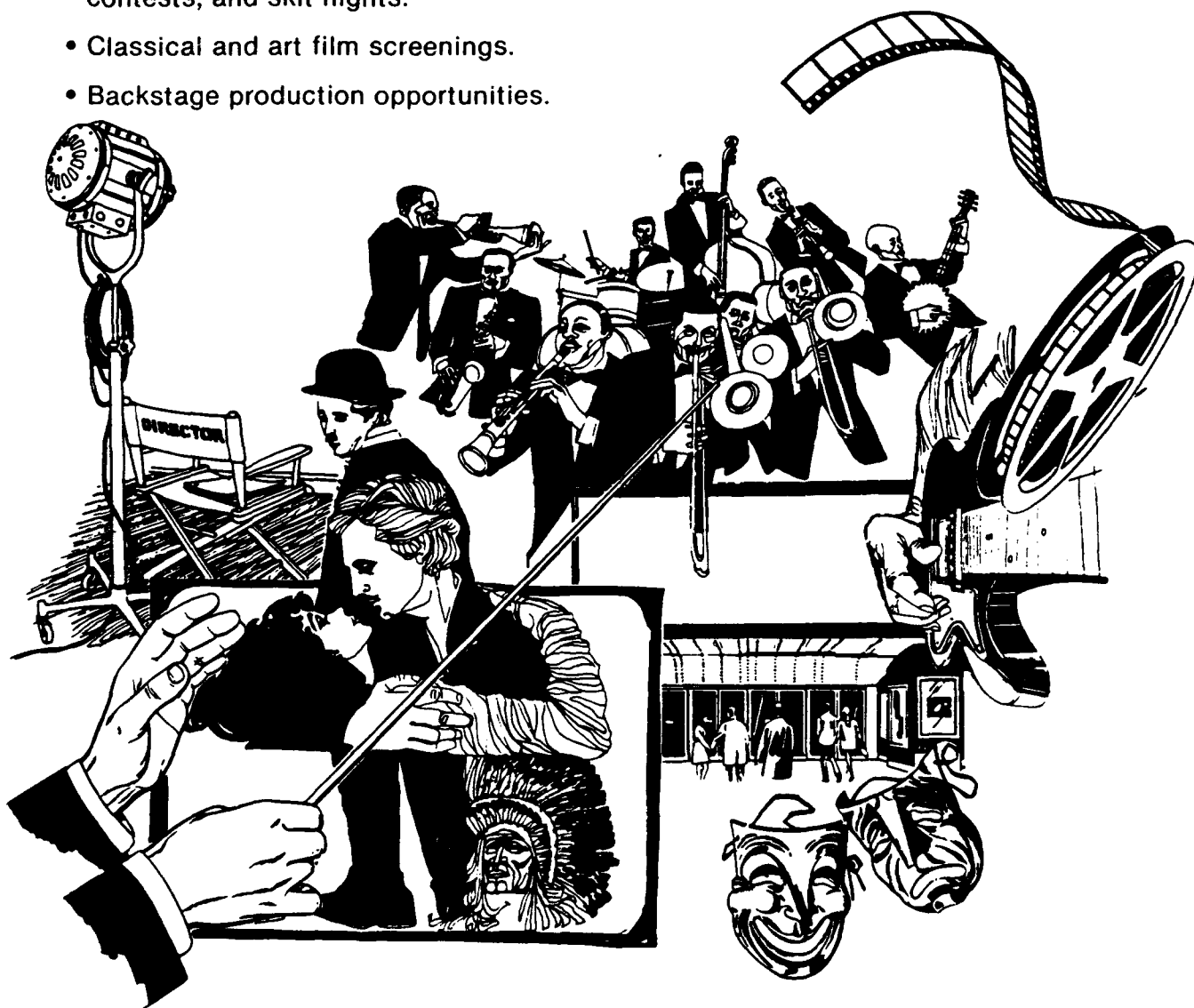
Aquatics programs include not only swimming pools and beaches but related activities such as surfing, small craft boating, water skiing, etc. The primary objective of the aquatics program is to provide an opportunity for **safe** fun in a sanitary facility. Program areas include:

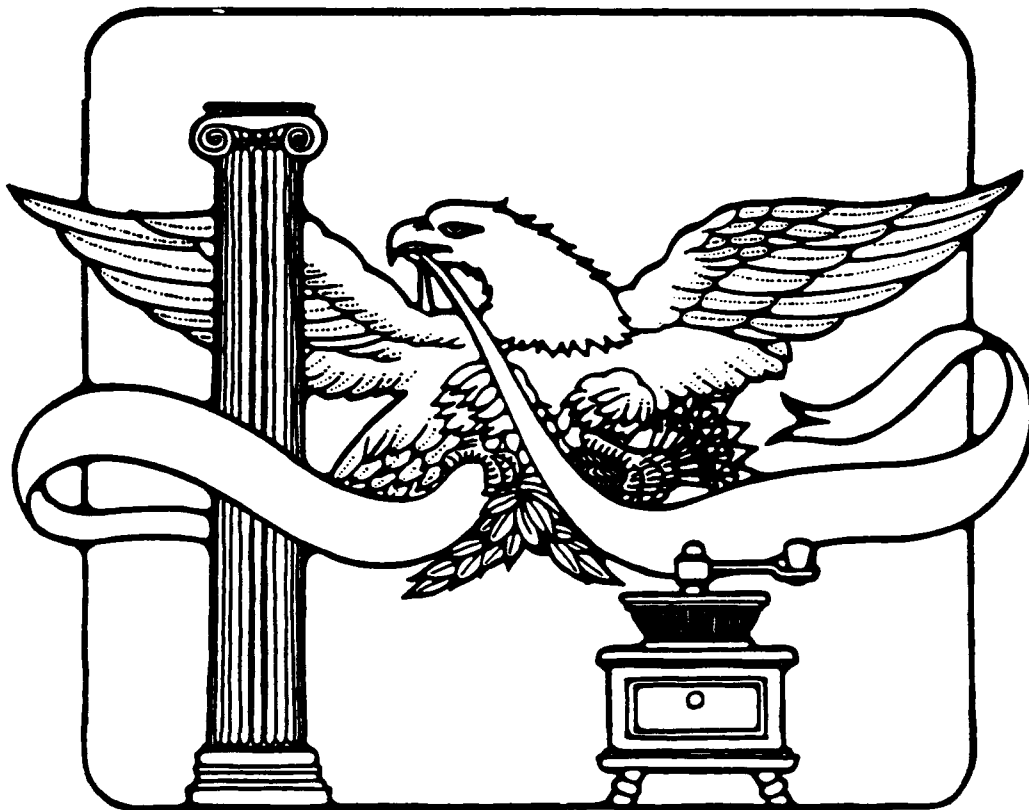
- Open swimming.
- Instruction for all ages.
- Competition including swim teams, synchronized swimming, intermural/ intramural programs.
- Physical fitness emphasis.
- Special events such as pool parties, relays, races, contests, games, holiday events, etc.
- Aesthetically appealing areas for non-swimmers and sunbathers.

MUSIC AND THEATER ACTIVITIES

Music and theater activities provide military communities access to the performing arts. They include:

- Vocal or instrumental music programs.
- Community theater groups.
- Commercial entertainment and touring shows.
- Dinner theaters.
- Activities for development of individual talent like local productions, talent contests, and skit nights.
- Classical and art film screenings.
- Backstage production opportunities.





Resources Guide

ASSISTANT SECRETARIES FOR MWR PROGRAMS

ARMY

DEPUTY FOR HUMAN SYSTEMS AND RESOURCES
ASSISTANT SECRETARY OF THE ARMY
MANPOWER AND RESERVE AFFAIRS
WASHINGTON, D.C. 20310

(202) 697-2631/AV 227-2631

NAVY/MARINES

ASSISTANT FOR ADMINISTRATION
OFFICE OF THE UNDER SECRETARY OF THE NAVY
WASHINGTON, D.C. 20331

(202) 697-5517/AV 227-5517

AIR FORCE

PRINCIPAL DEPUTY ASSISTANT SECRETARY FOR
MANPOWER RESOURCES AND MILITARY PERSONNEL
ASSISTANT SECRETARY OF THE AIR FORCE
MANPOWER, RESERVE AFFAIRS AND INSTALLATIONS
WASHINGTON, D.C. 20330

(202) 697-4371/AV 227-4371

DEFENSE AGENCIES

DEFENSE COMMUNICATION AGENCY

MWR TREASURER
HEADQUARTERS, DEFENSE COMMUNICATION AGENCY
CODE 670
WASHINGTON, D.C. 20305
(202) 692-2824/AV 222-2824

DEFENSE LOGISTICS AGENCY

STAFF ACCOUNTANT
PERSONNEL DIRECTORATE
DLA/K BUILDING 3
CAMERON STATION, VA 22314
(703) 274-7394/AV 284-7394

DEFENSE MAPPING AGENCY

STAFF ACCOUNTANT
FINANCE AND ACCOUNTING DIVISION
HEADQUARTERS, DEFENSE MAPPING AGENCY
WASHINGTON, D.C. 20305
(202) 254-4466/AV 294-4466

NATIONAL SECURITY AGENCY

CHIEF
PERSONNEL, MORALE & WELFARE SUPPORT DIVISION
ATTENTION M-34
NATIONAL SECURITY AGENCY
FT. GEORGE G. MEADE, MD 20755
(301) 796-6426/AV 235-0111 x 6426

ARTS AND CRAFTS

ARMY

COMMUNITY AND SKILL DEVELOPMENT ACTIVITIES DIVISION
MORALE SUPPORT DIRECTORATE
HEADQUARTERS, DEPARTMENT OF THE ARMY (DAAG-MSA)
ALEXANDRIA, VA 22331

(202) 325-9710/AV 221-9710

NAVY

RECREATION DIVISION (N-111)
RECREATIONAL SERVICES DEPARTMENT
NAVAL MILITARY PERSONNEL COMMAND
WASHINGTON, D.C. 20370

(202) 694-4384/AV 224-4384

AIR FORCE

CHIEF, RECREATION SERVICES BRANCH (HQ AFMPC/MPCSOR)
DIRECTORATE, MORALE, WELFARE, AND RECREATION
AIR FORCE MANPOWER AND PERSONNEL CENTER
RANDOLPH AIR FORCE BASE, TX 78150

(512) 652-4888/AV 487-4888

MARINE CORPS

DIRECTOR, MORALE SUPPORT ACTIVITIES DIVISION
HEADQUARTERS, U.S. MARINE CORPS
(CODE MSR)

WASHINGTON, D.C. 20380

(202) 694-2950/AV 224-2950

AUDIO VISUAL AIDS

ARMY

AUDIO VISUAL PROGRAM OFFICER
DEPARTMENT OF THE ARMY
DAMO-TRS-A
WASHINGTON, D.C. 20310
(202) 697-2566/AV 227-2566

AIR FORCE

CHIEF, MWR PERSONNEL RESOURCES BRANCH (HQ AFMPC/MPCSXB)
DIRECTORATE OF MORALE, WELFARE, AND RECREATION
HEADQUARTERS AIR FORCE MANPOWER AND PERSONNEL CENTER
RANDOLPH AIR FORCE BASE, TX 78150
(512) 652-2693/AV 487-2693

NAVY

COMMANDING OFFICER
NAVAL AUDIO VISUAL CENTER
WASHINGTON, D.C. 20374
(202) 433-2102/AV 288-2102

MARINES

AUDIO VISUAL MANAGER
CODE TRS
HEADQUARTERS, U.S. MARINE CORPS
WASHINGTON, D.C. 20380
(202) 694-8534/AV 224-8534

CHILD CARE

ARMY

CHILD DEVELOPMENT SERVICES DIVISION
SOLDIER/FAMILY ASSISTANCE DIRECTORATE
HEADQUARTERS, DEPARTMENT OF THE ARMY (DAAG-PSY)
ALEXANDRIA, VA 22331
(202) 325-0710/AV 221-0710

NAVY

RECREATION DIVISION (N-1112)
RECREATIONAL SERVICES DEPARTMENT
NAVAL MILITARY PERSONNEL COMMAND
WASHINGTON, D.C. 20370
(202) 694-0598/AV 224-0598

AIR FORCE

CHIEF, FAMILY ACTIVITIES BRANCH (HQ AFMPC/MPCSO)
DIRECTORATE, MORALE, WELFARE, AND RECREATION
AIR FORCE MANPOWER AND PERSONNEL CENTER
RANDOLPH AIR FORCE BASE, TX 78150
(512) 652-4045/AV 487-4045

MARINE CORPS

DIRECTOR, MORALE, SUPPORT ACTIVITIES DIVISION
HEADQUARTERS, U.S. MARINE CORPS
(CODE MSR)
WASHINGTON, D.C. 20380
(202) 694-2950/AV 224-2950

CIVILIAN REFERRAL OFFICES

ARMY

CLUB MANAGEMENT (WORLDWIDE)

PERSONNEL DIVISION

DPCA SUPPORT DIRECTORATE

HEADQUARTERS, DEPARTMENT OF THE ARMY (DAAG-DPP)

ALEXANDRIA, VA 22331

(202) 325-6030/AV 221-6030

LIBRARIAN CAREER PROGRAM

U.S. ARMY CIVILIAN PERSONNEL CENTER

HEADQUARTERS, DEPARTMENT OF THE ARMY (PECC-CMS)

ALEXANDRIA, VA 22332

(202) 325-9572/AV 221-9572

MORALE SUPPORT ACTIVITIES

For GS Positions in CONUS and Japan:

PERSONNEL DIVISION

DPCA SUPPORT DIRECTORATE

HEADQUARTERS, DEPARTMENT OF THE ARMY (DAAG-DPP)

ALEXANDRIA, VA 22331

(202) 325-6030/AV 221-6030

For UA Positions in CONUS and Japan:

U.S. ARMY CIVILIAN PERSONNEL CENTER

HEADQUARTERS, DEPARTMENT OF THE ARMY (PECC-NAF)

ALEXANDRIA, VA 22332

(202) 325-7762/AV 221-7762

For GS and UA Positions in Europe:

EUROPE AND 7TH ARMY

CIVILIAN RECRUITMENT CENTER (AEAGA-CRC)

APO NEW YORK 09403

For GS and UA Positions in Korea:

EIGHTH U.S. ARMY

P.O. BOX 34102

SEATTLE, WA 98124

(206) 764-3821/FTS 399-3821

AIR FORCE

CHIEF, MWR PERSONNEL RESOURCES (HQ AFMPC/MPCSXB)
DIRECTORATE, MORALE, WELFARE, AND RECREATION
RANDOLPH AIR FORCE BASE, TX 78150

(512) 652-2693/AV 487-2693

EMPLOYMENT REFERRAL TAPE

(512) 652-2847/AV 487-2847

NAVY**RECREATIONAL SERVICES**

DIRECTOR NONAPPROPRIATED FUND PERSONNEL
AND INSURANCE DIVISION (N-113)
RECREATIONAL SERVICES DEPARTMENT
NAVAL MILITARY PERSONNEL COMMAND
WASHINGTON, D.C. 20370

(202) 694-4490/AV 224-4490

EMPLOYMENT REFERRAL TAPE

(202) 694-4584/AV 224-4584

EXCHANGE SYSTEM

COMMANDER, NAVY RESALE AND SERVICE SUPPORT OFFICE
FORT WADSWORTH
STATEN ISLAND, NY 10305

(212) 390-3600

CIVILIAN WELFARE AND RECREATION ACTIVITIES

ARMY/AIR FORCE

EXECUTIVE SECRETARY
ARMY AND AIR FORCE CIVILIAN WELFARE FUND
ROOM 5E475 PENTAGON
WASHINGTON, D.C. 20310
(202) 697-4839/AV 227-4839

NAVY

HEAD, STAFFING AND PAY SYSTEMS BRANCH (OP.1410)
CIVILIAN PERSONNEL POLICY DIVISION
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
WASHINGTON, D.C. 20350
(202) 695-9154/AV 225-9154

MARINES

HEAD, CIVILIAN PERSONNEL PROGRAM SECTION
HEADQUARTERS, U.S. MARINE CORPS
CODE MPC-30
WASHINGTON, D.C. 20380
(202) 694-2950/AV 224-2950

EXCHANGES

ARMY AND AIR FORCE

HEADQUARTERS, ARMY & AIR FORCE EXCHANGE SERVICE
3911 WALTON WALKER BOULEVARD
DALLAS, TX 75222
(214) 330-2011/AV 967-1101

NAVY

NAVY RESALE AND SERVICES SUPPORT OFFICE
FORT WADSWORTH
STATEN ISLAND, NY 10305
(212) 390-3600

MARINE CORPS

MARINE CORPS EXCHANGE SERVICE
P.O. BOX 1834
QUANTICO, VA 22134
(703) 643-1107/AV 278-1107

LIBRARIES

ARMY

LIBRARY ACTIVITIES DIVISION
MORALE SUPPORT DIRECTORATE
HEADQUARTERS, DEPARTMENT OF THE ARMY (DAAG-MSL)
ALEXANDRIA, VA 22331
(202) 325-9701/AV 221-9701

NAVY

NAVY GENERAL LIBRARY PROGRAM MANAGER
(CNET N-112)
NAVEDTRAPRODEVCE
PENSACOLA, FL 32508
(904) 452-1380/AV 922-1380

AIR FORCE

CHIEF, LIBRARY SERVICES BRANCH (AFMPC/MPCSOL)
DIRECTORATE, MORALE, WELFARE, AND RECREATION
AIR FORCE MANPOWER PERSONNEL CENTER
RANDOLPH AIR FORCE BASE, TX 75180
(512) 652-3037/AV 487-3037

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MORALE SUPPORT ACTIVITIES DIVISION
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(CODE MSR)
WASHINGTON, D.C. 20380
(202) 694-2450/AV 224-2450

MILITARY ENTERTAINMENT

ARMY

MWR BUSINESS OPERATIONS DIRECTORATE
HEADQUARTERS, DEPARTMENT OF THE ARMY
ALEXANDRIA, VA 22331

(202) 325-9703/AV 221-9703

NAVY

DIRECTOR, NAVY MESS BRANCH N-115
RECREATIONAL SERVICES DEPARTMENT
NAVAL MILITARY PERSONNEL COMMAND
WASHINGTON, D.C. 20370

(202) 694-4390/AV 224-4390

MARINES

DIRECTOR, MORALE SUPPORT DIVISION
HEADQUARTERS, U.S. MARINE CORPS
(CODE MSC)
WASHINGTON, D.C. 20380

(202) 694-2728/AV 224-2728

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RANDOLPH AIR FORCE BASE, TX 78150

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ARMED FORCES PROFESSIONAL ENTERTAINMENT

CHIEF, ARMED FORCES PROFESSIONAL ENTERTAINMENT OFFICE
MORALE SUPPORT DIRECTORATE
HEADQUARTERS, DEPARTMENT OF THE ARMY (DAAG-MSE)
ALEXANDRIA, VA 22331

(202) 325-9780/AV 221-9780, 81, 82

MORALE, WELFARE, AND RECREATION PROGRAMS

ARMY

DEPUTY THE ADJUTANT GENERAL FOR MORALE,
WELFARE, AND RECREATION PROGRAMS
HEADQUARTERS, DEPARTMENT OF THE ARMY (DAAG-ZB)
ALEXANDRIA, VA 22331
(202) 325-9008/AV 221-9008

NAVY

DIRECTOR, RECREATIONAL SERVICES DEPARTMENT (N-11)
NAVAL MILITARY PERSONNEL COMMAND
DEPARTMENT OF THE NAVY
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(202) 694-3975/AV 224-3975

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MARINE CORPS

DIRECTOR, MORALE SUPPORT ACTIVITIES DIVISION
HEADQUARTERS, U.S. MARINE CORPS
(CODE MS)
WASHINGTON, D.C. 20380
(202) 694-2092/AV 224-2092

MOTION PICTURE SERVICES

ARMY/AIR FORCE

CHIEF, SERVICE DIVISION
MOTION PICTURE SERVICES BRANCH
HEADQUARTERS, ARMY & AIR FORCE EXCHANGE SERVICE
ATTN: SV-M
DALLAS, TX 75222
(214) 330-2622/AV 967-2622

NAVY/MARINE CORPS

OFFICER IN CHARGE
NAVY MOTION PICTURE SERVICE
BLDG. 311
FLUSHING AVENUE
BROOKLYN, NY 11251
(212) 965-5340

NON-APPROPRIATED FUND PROCUREMENT

ARMY

NAF CONTRACTING DIVISION
DPCA SUPPORT DIRECTORATE
HEADQUARTERS, DEPARTMENT OF THE ARMY (DAAG-DPR)
ALEXANDRIA, VA 22331
(202) 325-0840/AV 221-0840

NAVY

HEAD, PROCUREMENT BRANCH (N-1161)
RECREATIONAL SERVICES DEPARTMENT
NAVAL MILITARY PERSONNEL COMMAND
WASHINGTON, D.C. 20370
(202) 694-3931/AV 224-3931

AIR FORCE

CHIEF, AF NAF CONTRACTING DIVISION (HQ AFMPC/MPCSK)
DIRECTORATE, MORALE, WELFARE, AND RECREATION
AIR FORCE MANPOWER PERSONNEL CENTER
RANDOLPH AIR FORCE BASE, TX 78150
(512) 652-6931/AV 487-6931

MARINE CORPS

DIRECTOR, MORALE SUPPORT DIVISION
HEADQUARTERS, U.S. MARINE CORPS
(CODE MSF)
WASHINGTON, D.C. 20380

OPEN MESS AND PACKAGED BEVERAGE STORES

ARMY

MWR BUSINESS OPERATIONS DIRECTORATE
HEADQUARTERS, DEPARTMENT OF THE ARMY (DAAG-MBZ)
ALEXANDRIA, VA 22331
(202) 325-0840/AV 221-0840

NAVY

DIRECTOR, NAVY MESS BRANCH (N-115)
RECREATIONAL SERVICES DEPARTMENT
NAVAL MILITARY PERSONNEL COMMAND
WASHINGTON, D.C. 2030
(202) 694-4390/AV 224-4390

AIR FORCE

CHIEF, OPEN MESS DIVISION (HQ AFMPC/MPCSM)
DIRECTORATE, MORALE, WELFARE, AND RECREATION
AIR FORCE MANPOWER AND PERSONNEL CENTER
RANDOLPH AIR FORCE BASE, TX 75180
(512) 652-6312/AV 487-6312

MARINE CORPS

DIRECTOR, MORALE SUPPORT DIVISION
HEADQUARTERS, U.S. MARINE CORPS
(CODE MSC)
WASHINGTON, D.C. 20380
(202) 694-2728/AV 224-2728

QUALITY OF LIFE

ARMY

COMMUNITY AND FAMILY POLICY DIVISION
HEADQUARTERS, DEPARTMENT OF THE ARMY (DAPE-HRF)
WASHINGTON, D.C. 20310
(202) 695-4707/AV 225-4707

NAVY

DIRECTOR, HUMAN RESOURCE MANAGEMENT DIVISION
OFFICE OF THE CHIEF OF NAVAL OPERATIONS (OP-15)
ROOM 1070
ARLINGTON ANNEX
WASHINGTON, D.C. 20370
(202) 694-4229/AV 224-4229

AIR FORCE

CHIEF, ORGANIZATION EFFECTIVENESS SECTION
AF/MPXHM
WASHINGTON, D.C. 20330
(202) 694-8279/AV 224-8270

MARINE CORPS

QUALITY OF LIFE MONITOR
HEADQUARTERS, U.S. MARINE CORPS
(CODE MPH 25)
WASHINGTON, D.C. 20380
(202) 694-2895/AV 224-2895

RECREATION SERVICES

ARMY

MORALE SUPPORT DIRECTORATE
HEADQUARTERS, DEPARTMENT OF THE ARMY (DAAG-MS)
ALEXANDRIA, VA 22331
(202) 325-9710/AV 221-9710

NAVY

DIRECTOR, RECREATION DIVISION (N-111)
RECREATIONAL SERVICES DEPARTMENT
NAVAL MILITARY PERSONNEL COMMAND
DEPARTMENT OF THE NAVY
WASHINGTON, D.C. 20370
(202) 694-4384/AV 224-4384

AIR FORCE

CHIEF, RECREATION SERVICES BRANCH (HQ AFMPC/MPCSOR)
DIRECTORATE, MORALE, WELFARE, AND RECREATION
AIR FORCE MANPOWER AND PERSONNEL CENTER
RANDOLPH AIR FORCE BASE, TX 78150
(512) 652-3472/AV 487-3472

MARINE CORPS

DIRECTOR, MORALE SUPPORT ACTIVITIES DIVISION
HEADQUARTERS, U.S. MARINE CORPS
(CODE MSR)
WASHINGTON, D.C. 20380
(202) 694-2950/AV 224-2950

SERVICE PERSONNEL OFFICES

ARMY

COMMANDER
U.S. ARMY MILITARY PERSONNEL CENTER
2451 EISENHOWER AVENUE
ALEXANDRIA, VA 22331

NAVY

COMMANDER
NAVAL MILITARY PERSONNEL COMMAND
WASHINGTON, D.C. 20370

AIR FORCE

COMMANDER
AIR FORCE MANPOWER AND PERSONNEL CENTER (AFMPC/CC)
DEPARTMENT OF THE AIR FORCE
RANDOLPH AIR FORCE BASE, TX 78150

MARINE CORPS

COMMANDANT, U.S. MARINE CORPS
HQ U.S. MARINE CORPS
CODE MS
WASHINGTON, D.C. 20380

SPORTS, ATHLETIC PROGRAMS, AND OUTDOOR ACTIVITIES

ARMY

PHYSICAL ACTIVITIES DIVISION
MORALE SUPPORT DIRECTORATE
HEADQUARTERS, DEPARTMENT OF THE ARMY (DAAG-MSP)
ALEXANDRIA, VA 22331
(202) 325-9715/AV 221-9715

NAVY

RECREATION DIVISION (N-1113)
RECREATIONAL SERVICES DEPARTMENT
NAVAL MILITARY PERSONNEL COMMAND
WASHINGTON, D.C. 20370
(202) 694-0596/AV 244-0596

AIR FORCE

CHIEF, SPORTS AND FITNESS BRANCH (HQ AFMPC/MPCSOS)
DIRECTORATE, MORALE, WELFARE, AND RECREATION
AIR FORCE MANPOWER AND PERSONNEL CENTER
RANDOLPH AIR FORCE BASE, TX 78150
(512) 652-3471/AV 487-3471

MARINE CORPS

DIRECTOR, MORALE SUPPORT ACTIVITIES DIVISION
HEADQUARTERS, U.S. MARINE CORPS
(CODE MS)
WASHINGTON, D.C. 20380
(202) 694-2655/AV 224-2655

TRAINING MATERIALS

ARMY

CHILD CARE

SOLDIER/FAMILY ASSISTANCE DIRECTORATE
HEADQUARTERS, DEPARTMENT OF THE ARMY (DAAG-PSY)
ALEXANDRIA, VA 22331

(202) 325-0710/AV 221-0710

OPEN MESS

MWR BUSINESS OPERATIONS DIRECTORATE
HEADQUARTERS, DEPARTMENT OF THE ARMY (DAAG-MBZ)
ALEXANDRIA, VA 22331

(202) 325-9703/AV 221-9703

RECREATION

MORALE SUPPORT DIRECTORATE
HEADQUARTERS, DEPARTMENT OF THE ARMY (DAAG-MS)
ALEXANDRIA, VA 22331

(202) 325-9710/AV 221-9710

ALL OTHER PROGRAMS

DEPUTY THE ADJUTANT GENERAL FOR MORALE,
WELFARE, AND RECREATION PROGRAMS
HEADQUARTERS, DEPARTMENT OF THE ARMY (DAAG-ZB)
ALEXANDRIA, VA 22331

(202) 325-9008/AV 221-9008

AIR FORCE

CHIEF, MWR PERSONNEL RESOURCES (HQ AFMPC/MPCSXB)
DIRECTORATE, MORALE, WELFARE, AND RECREATION
AIR FORCE MANPOWER AND PERSONNEL CENTER
RANDOLPH AIR FORCE BASE, TX 78150
(512) 652-2693/AV 487-2693

NAVY

EXECUTIVE DIRECTOR
NAVY SPECIAL SERVICES ADMINISTRATIVE AGENCY
PATUXENT RIVER, MD 20670
(301) 863-3861/AV 356-3861

MARINE CORPS

DIRECTOR, MORALE SUPPORT ACTIVITIES DIVISION
HEADQUARTERS, U.S. MARINE CORPS
(CODE MS)
WASHINGTON, D.C. 20380
(202) 694-2950/AV 224-2950

MORALE, WELFARE, AND RECREATION CONSTRUCTION

ARMY

NAF CONTRACTING DIVISION
DPCA SUPPORT DIRECTORATE
HEADQUARTERS, DEPARTMENT OF THE ARMY (DAAG-DPR)
ALEXANDRIA, VA 22331
(202) 325-0840/AV 221-0840

AIR FORCE

CHIEF, MWR FACILITY REQUIREMENTS AND DESIGN
BRANCH (HQ AFMPC/MPCSXC)
DIRECTORATE OF MORALE, WELFARE, AND RECREATION
HEADQUARTERS, AIR FORCE MANPOWER AND PERSONNEL CENTER
RANDOLPH AIR FORCE BASE, TX 78150
(512) 652-2587/AV 487-2587

NAVY

RECREATION SUPPORT DIVISION (116)
RECREATIONAL SERVICES DEPARTMENT
NAVAL MILITARY PERSONNEL COMMAND
WASHINGTON, D.C. 20370
(202) 694-0596/AV 244-0596

MARINE CORPS

DIRECTOR, MORALE SUPPORT ACTIVITIES DIVISION
HEADQUARTERS, U.S. MARINE CORPS
(CODE MSC)
WASHINGTON, D.C. 20380
(202) 694-2655/AV 224-2655

YOUTH PROGRAMS

ARMY

COMMUNITY AND SKILL DEVELOPMENT ACTIVITIES DIVISION
MORALE SUPPORT DIRECTORATE
HEADQUARTERS, DEPARTMENT OF THE ARMY (DAAG-MSA)
ALEXANDRIA, VA 22331

(202) 325-9710/AV 221-9710

AIR FORCE

CHIEF, FAMILY ACTIVITIES BRANCH (HQ AFMPC/MPCSO)
DIRECTORATE, MORALE, WELFARE, AND RECREATION
AIR FORCE MANPOWER AND PERSONNEL CENTER
RANDOLPH AIR FORCE BASE, TX 78150

(512) 652-4045/AV 487-3471

NAVY

RECREATION DIVISION (111)
RECREATIONAL SERVICES DEPARTMENT
NAVAL MILITARY PERSONNEL COMMAND
WASHINGTON, D.C. 20370

(202) 694-0596/AV 224-0596

MARINE CORPS

DIRECTOR, MORALE SUPPORT ACTIVITIES DIVISION
HEADQUARTERS, U.S. MARINE CORPS
(CODE MSR)

WASHINGTON, D.C. 20380

(202) 694-2655/AV 224-2655