



# The 1997 Marine Corps Morale, Welfare, and Recreation Needs Assessment



**Amy L. Culbertson  
Zannette A. Perry  
Greg Shmavonian  
Paul Rosenfeld**

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**The 1997 Marine Corps  
Morale, Welfare, and Recreation  
Needs Assessment**

by Amy L. Culbertson, Zannette A. Perry  
Greg Shmavonian, and Paul Rosenfeld

Reviewed by Ted S. Lew

Approved and released by Thomas A. Blanco  
Director, Personnel and Organizational Assessment Department

Navy Personnel Research and Development Center  
53335 Ryne Road  
San Diego, California 92152-7250

# REPORT DOCUMENTATION PAGE

*Form Approved*  
OMB No. 0704-0188

Public reporting burden for this collection of information is limited to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302, and to the Office of Management and Budget, Paperwork Reduction Project (0704-0188), Washington, DC 20503.

1. AGENCY USE ONLY ( <i>Leave blank</i> )		2. REPORT DATE March 1998		3. REPORT TYPE AND DATE COVERED Final—Feb 1997-Feb 1998	
4. TITLE AND SUBTITLE The 1997 Marine Corps Morale, Welfare, and Recreation Needs Assessment			5. FUNDING NUMBERS Job Order: 8RH9C1		
6. AUTHOR(S) Amy L. Culbertson, Zannette A. Perry, Greg Shmavonian, Paul Rosenfeld					
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) Navy Personnel Research and Development Center 53335 Ryne Rd. San Diego, CA 92152-7250			8. PERFORMING ORGANIZATION AGENCY REPORT NUMBER NPRDC-TN-98-11		
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES) Marine Corps Morale, Welfare, and Recreation (MWR) United States Marine Corps 3044 Catlin Ave. Quantico, VA 22134			10. SPONSORING/MONITORING		
11. SUPPLEMENTARY NOTES Functional Area: Organizational Systems Product Line: Organizational Systems Evaluation Effort: Marine Corps Morale, Recreation, and Welfare					
12a. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release; distribution is unlimited.			12B. DISTRIBUTION CODE A		
13. ABSTRACT ( <i>Maximum 200 words</i> )  This report summarizes the findings from the 1997 Marine Corps Morale, Welfare, and Recreation (MWR) Needs Assessment of active duty Marines stationed at 37 sites around the world. The findings from a customer survey administered to 11,422 of these Marines are summarized in several key areas, including importance ratings of the many MWR programs, and facility priorities for new construction. In addition, use of the exchange, fitness and recreation facilities/services, food and hospitality facilities/services, and various other services offered on-base (e.g., barber shop) are described. Ratings of satisfaction are also reported for all these areas, along with suggestions for improvements. Where possible, the 1997 results are compared to results obtained from a similar survey in 1994. The report contains an Executive Summary of the findings, tables of the actual results, and briefing slides of the results in the Appendix.					
13. SUBJECT TERMS Needs assessment, customer satisfaction; morale, welfare, and recreation (MWR); surveys			15. NUMBER OF PAGES 97		
			16. PRICE CODE		
17. SECURITY CLASSIFICATION OF REPORT UNCLASSIFIED	18. SECURITY CLASSIFICATION OF THIS PAGE UNCLASSIFIED	19. SECURITY CLASSIFICATION OF ABSTRACT UNCLASSIFIED	20. LIMITATION OF ABSTRACT UNLIMITED		

## **Foreword**

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This project was requested by Headquarters, Marine Corps Morale, Welfare, and Recreation (MWR) as one part of a multi-dimensional effort to assess the quality of life needs of active duty Marines. This effort focused specifically on MWR facilities, services, and programs offered to active duty personnel. The authors would like to thank Kim Wayland, Nancie Sullivan Oliver, and Tamra Avrit for their sponsorship of the project. The authors would also like to thank the 37 sites for gathering the survey data from their patrons. The information summarized in this report can assist Marine Corps leadership in providing the best MWR facilities and services in support of the Marine Corps active duty force.

THOMAS A. BLANCO  
Director  
Personnel and Organizational Assessment Department

# **Executive Summary**

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This Management Report summarizes the results of the 1997 Marine Corps Morale, Welfare, and Recreation (MWR) Needs Assessment Survey administered at 37 sites throughout the Marine Corps. The 1997 survey was developed by Headquarters Marine Corps MWR, and administered at each site by local personnel. Survey administrators at each site were advised to administer the survey to a random sample of enlisted and officer personnel. Respondents typically completed the survey on-base.

Completed surveys were sent to the Navy Personnel Research and Development Center (NPRDC) in San Diego, CA, where they were scanned, checked, and analyzed by researchers. Where possible, results from the 1997 survey were compared to results from a similar survey conducted in 1994.

Survey data from all the 1997 sites were combined to conduct the Marine Corps-wide analysis summarized here. It is important to note that the Marine Corps-wide results in 1994 and 1997 were not based on a truly random sample of Marine Corps active duty personnel. The large number of respondents does provide confidence that the findings reported here should reflect the perceptions of most active duty Marines.

## **Survey Respondents**

- There was a total of 11,422 respondents who completed the 1997 survey, compared to the 9,565 surveys completed in 1994.
- The distribution of respondents by paygrade/rank was fairly similar to that in 1994, although significantly fewer lower paygrade enlisted (E1-E3) and significantly more officers (O1-O3, O4-O10) completed the survey in 1997 compared to 1994.
- Sixty-two percent of the survey respondents in 1997 were 18-24 years old.
- Fifty-nine percent of the respondents in 1997 had been stationed at their current base for more than one year, which is identical to the 1994 percentage.
- Seventy percent of 1997 respondents were living on base in 1997, compared to 72% in 1994.
- In both 1997 and 1994, 93% of the respondents were male and 7% were female, which is similar to the Marine Corps composition of the entire active duty force (95% male and 5% female).
- A significantly smaller percentage of respondents had children under 18 living with them in 1997 (29%) compared to 1994 (38%).

- Thirty-one percent of respondents indicated their career intentions were to remain on active duty until eligible for retirement; 3% are eligible for retirement but intend to stay in; 10% intend to stay in, but not until retirement; 26% are unsure of their career intentions; 28% intend to leave as soon as possible; and 2% intended to remain on active duty but are being released.
- There was a very large increase in the percentage of respondents who said they hear about Marine Corps MWR through various channels (e.g., base newspapers 56%, flyers 53%) compared to the 1994 findings.

### **Importance Ratings of Programs**

- The most important programs for respondents' quality of life in 1997 were the Main Exchange (45%); Information, Tickets, and Tours (ITT) (40%); and fitness centers/rooms (36%). These were the same top three in 1994.
- Many of the 1997 importance rating percentages had increased significantly compared to the 1994 percentages.

### **Facility Priorities**

- The number one area where respondents would like to see their MWR dollars spent to provide better facilities is the fitness centers (36%); fitness centers were also the number one area in 1994, yet the percentage was significantly lower (27%).
- Theaters were the second choice in terms of facility priorities in 1997 (32%), a significantly higher percentage compared to 1994 (21%).
- The Main Exchange was respondents' third choice in terms of facility priorities in 1997 (25%), again similar yet higher in value than that found in 1994 (20%).

### **Exchanges**

- Identical to 1994, 78% of respondents used the Main Exchange in 1997.
- The convenience store came in second in terms of use in 1997 (65%), similar to 1994 (64%).
- As in 1994, the most common types of merchandise shopped for at the Exchange in 1997 were men's clothing (44%), video/audio goods (34%), and sporting goods (32%).

- Other than the Exchange, respondents shopped most frequently at discount retailers (66%) and department store retailers (57%) in 1997.
- In 1997, respondents were most satisfied with the package store and the gas station.

### **Recreation**

- Similar to 1994, the fitness centers/rooms were the most used on-base recreation facility in 1997 (59%), followed by ITT (40%) and the swimming pools (39%).
- In 1997, the movie theater (54%), special events (29%), and outdoor recreation (28%) were the most used off-base recreation facilities. This is similar to 1994, when the movie theater (35%), outdoor recreation (19%), and special events (18%) were most used.
- Satisfaction with recreation for 1997 showed an overall increase from 1994.
- In 1997, respondents were most satisfied with on-base ITT, the golf course, the bowling centers, and the movie theater.
- Price (22%) and hours of operation (20%) were the most popular choices of improvements that would increase use of recreation facilities and programs in 1997.

### **Food and Hospitality**

- Similar to 1994, the most used facility in 1997 was name brand fast food (49%), followed by restaurants (29%) and the enlisted club (27%).
- The Clubs/Food/Hospitality facilities were used most often for lunch in 1997 (47%), followed by dinner (35%).
- Respondents in 1997 were most satisfied with check cashing/currency exchange, the swimming pool, and the quality of food/beverage at on-base clubs and food facilities.
- Similar to 1994, price (24%) and hours of operation (23%) were the most popular choices for improvements that would increase use of on-base clubs/food facilities.

### **Services**

- As in 1994, ATMs (61%), the barber shop (56%), and vending machines (40%) were the most commonly used services in 1997.

- In 1997, respondents were most satisfied with the florist, the optical shop, and Western Union.

### **Quality and Satisfaction with Marine Corps MWR**

- For the overall quality ratings in 1997, 77% said the MWR facilities were as expected or better, 76% said the MWR services/programs were as expected or better, and 71% said MWR customer service was as expected or better.
- Fifty-three percent of the respondents said they were satisfied with Marine Corps MWR facilities and services; 80% percent said they will continue to use Marine Corps MWR; 61% said they will recommend Marine Corps MWR to others; and 55% said that Marine Corps MWR improves the quality of life for me/my family.

### **Conclusions**

- There was a very large increase in the percentage of respondents who said they hear about Marine Corps MWR through various channels.
- The most important programs in 1997 were the Main Exchange, ITT, and fitness centers/rooms.
- Respondents would like to see their MWR dollars spent to provide better facilities at the fitness centers/rooms, theaters, and the Main Exchange.
- The majority of Marines (78%) used the Main Exchange in 1997.
- Several types of merchandise shopped for at the Exchange in 1997 showed a decrease or no change from 1994; Exchanges should review their merchandise price and selection.
- Fitness centers/rooms, ITT, and swimming pools were the most used on-base recreation facilities in 1997.
- Name brand fast food, restaurants, and the enlisted club were the most used food and hospitality facilities in 1997.
- ATMs, the barber shop, and vending machines were the most used services in 1997.

- The majority of respondents rated the quality of MWR facilities, services/programs, and customer service as expected or better.
- Just over half of all respondents said they were satisfied with Marine Corps MWR, although 80% said they would continue to use the facilities/services.
- Price and hours of operation were the most common choices for improvements that would increase participants' use of facilities/programs.

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## **Project Background**

## **Purpose**

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- ◆ HQs Marine Corps needs customer data for strategic planning
- ◆ Collection of customer data also meets DoD requirements
  - ◆ Assess program priorities
  - ◆ Determine where to spend construction dollars
  - ◆ Measure use, satisfaction, and desired improvements
  - ◆ Provide indicators of quality and customer satisfaction

## **1997 Marine Corps MWR Customer Survey**

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- ◆ Review of 1994 survey to identify questions to compare over time
- ◆ Addition of new sections/questions to 1997 survey
  - ◆ Construction Survey (where to spend dollars)
  - ◆ Satisfaction ratings with components of programs
    - ◆ Recreation facilities and programs
    - ◆ Clubs and food facilities
    - ◆ Services
    - ◆ Exchange activities
  - ◆ Quality and Satisfaction with Marine Corps MWR
- ◆ Survey formatted in scannable format

## 1997 Survey Administration

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- ◆ Copies of surveys sent to Marine Corps MWR Sites
  - ◆ Cover letter from HQs, Marine Corps MWR
  - ◆ Instructions on how to obtain a random sample
  - ◆ Directions on how to box and ship
- ◆ Administration took place over several month period
- ◆ Extended cut-off date to accommodate sites
  - ◆ Received final set of surveys in January 98

## Sites in the 1997 Needs Assessment

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- ◆ Camp Butler
  - ◆ Consolidated
  - ◆ Camp Courtney
  - ◆ Camp Foster
  - ◆ Camp Hansen
  - ◆ Camp Kinser
  - ◆ Camp Schwab
- ◆ Camp Lejeune
  - ◆ Consolidated
  - ◆ Camp Geiger
  - ◆ Camp Johnson
  - ◆ Courthouse Bay
  - ◆ French Creek
- ◆ Camp Pendleton
  - ◆ Consolidated
  - ◆ Chappo
  - ◆ Horno
  - ◆ Del Mar
  - ◆ Del Rio
  - ◆ Edson Range
  - ◆ Las Pulgas
  - ◆ Los Flores
  - ◆ Mainside Area 13
  - ◆ Mainside Area 14
- ◆ Margarita
- ◆ San Mateo
- ◆ San Onofre
- ◆ HQBN Henderson Hall
- ◆ MCAGCC Twentynine Palms
- ◆ MCAS Beaufort
- ◆ MCAS Cherry Point
- ◆ MCAS Kaneohe Bay
- ◆ MCAS Miramar
- ◆ MCAS New River
- ◆ MCAS Yuma
- ◆ MCB Quantico
- ◆ MCLB Albany
- ◆ MCLB Barstow
- ◆ MCRD ERR Parris Island
- ◆ MCRD WRR San Diego

## Survey Analyses

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- ◆ Surveys were scanned and checked
- ◆ Individual sites were analyzed and site reports generated
- ◆ Data files joined into one file for service-wide report
- ◆ Analyses followed the sections of the survey
- ◆ Comparisons to 1994 data made where possible

## **Survey Respondents**

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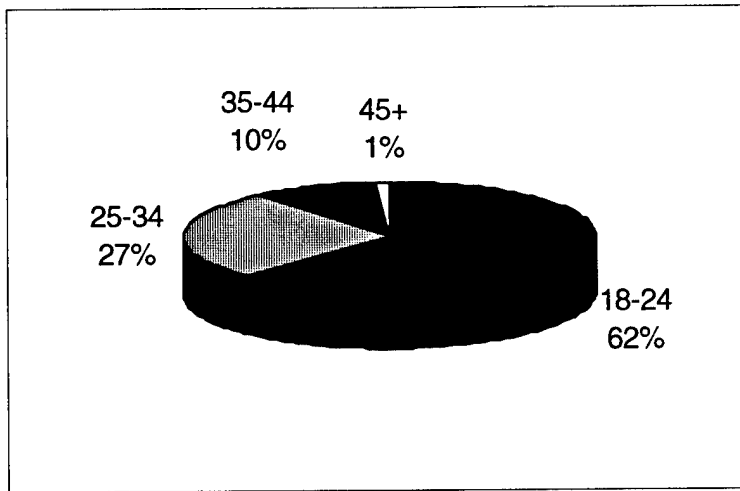
## Paygrade of Respondents

Paygrade/rank	1994		1997		Change in Percentage
	N	Percentage	N	Percentage	
E1-E3 .....	4,591	48%	5,029	44%*	-4%
E4-E5 .....	3,156	33%	3,920	34%	+1%
E6-E9 .....	1,339	14%	1,631	14%	0%
WO1-CWO5.....	96	1%	109	1%	0%
O1-O3 .....	287	3%	573	5%*	+2%
O4-O10 .....	96	1%	160	2%*	+1%
<b>Total .....</b>	<b>9,565</b>	<b>100%</b>	<b>11,422</b>	<b>100%</b>	

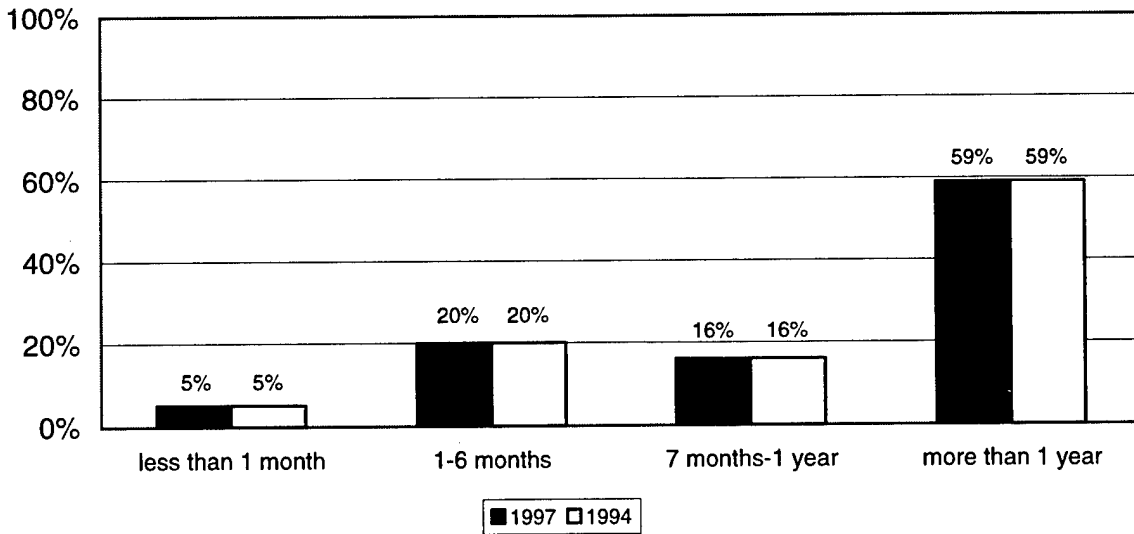
Note: \* Statistically significant difference between 1994 and 1997 ( $p < .01$ ).

## Age of Respondents

1997



## How Long Respondents Have Been Stationed at Your Base

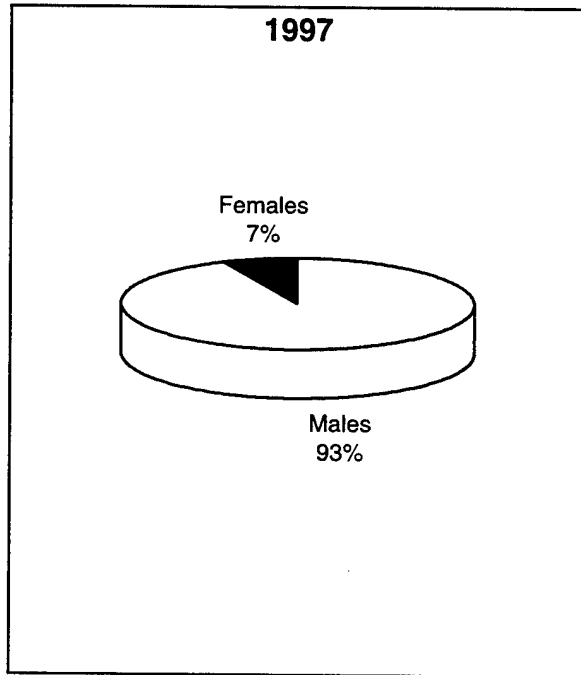
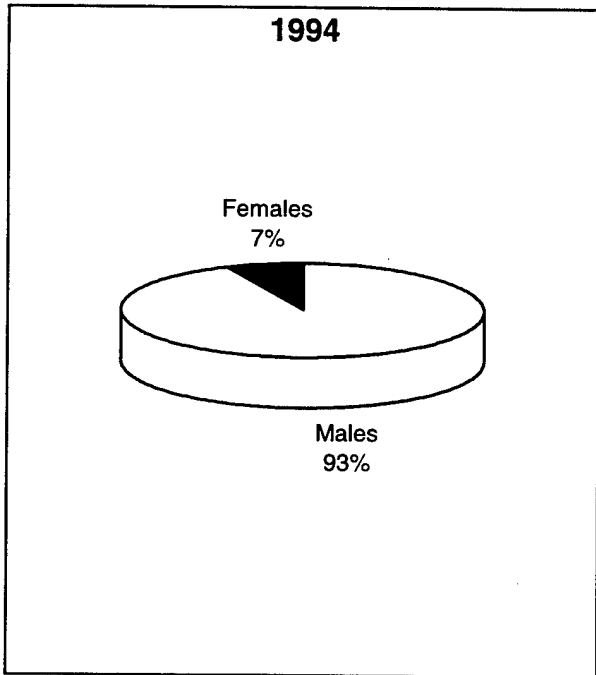


### Where Respondents Live

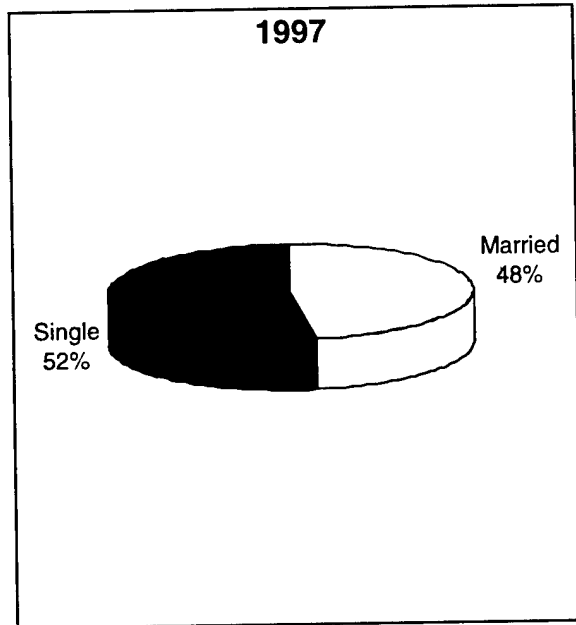
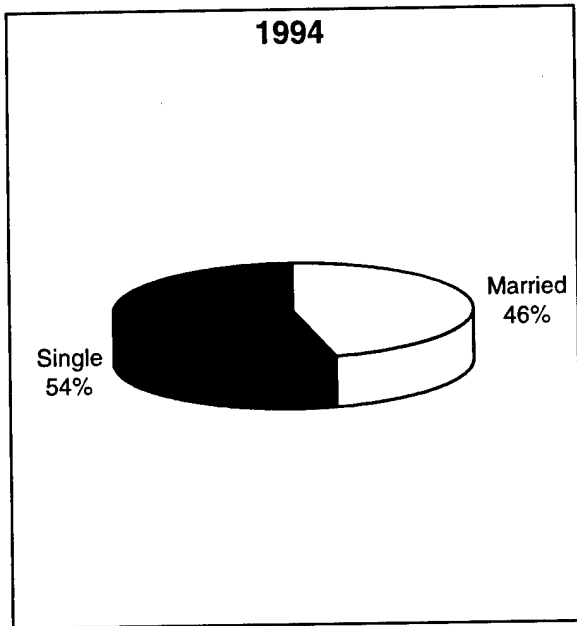
Residence	1994	1997
On base.....	72%.....	70%*
Off base.....	28%.....	30%*

Note: \* Statistically significant difference between 1994 and 1997 ( $p < .01$ ).

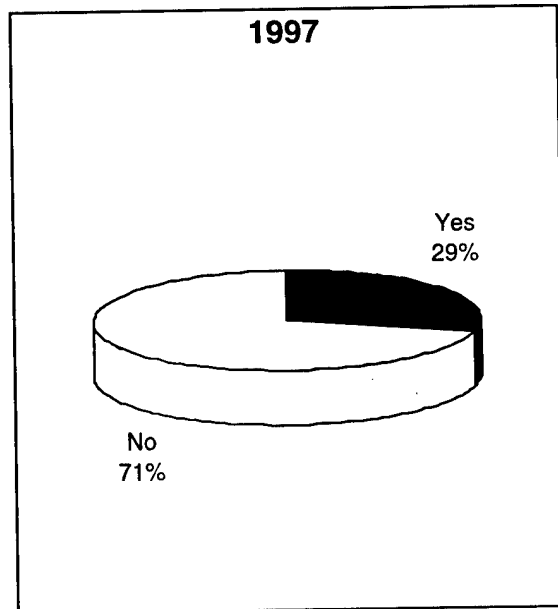
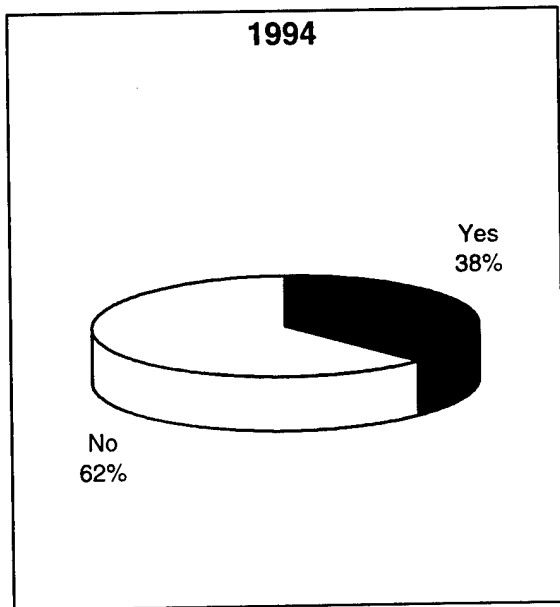
### Gender of Respondents



### Marital Status of Respondents

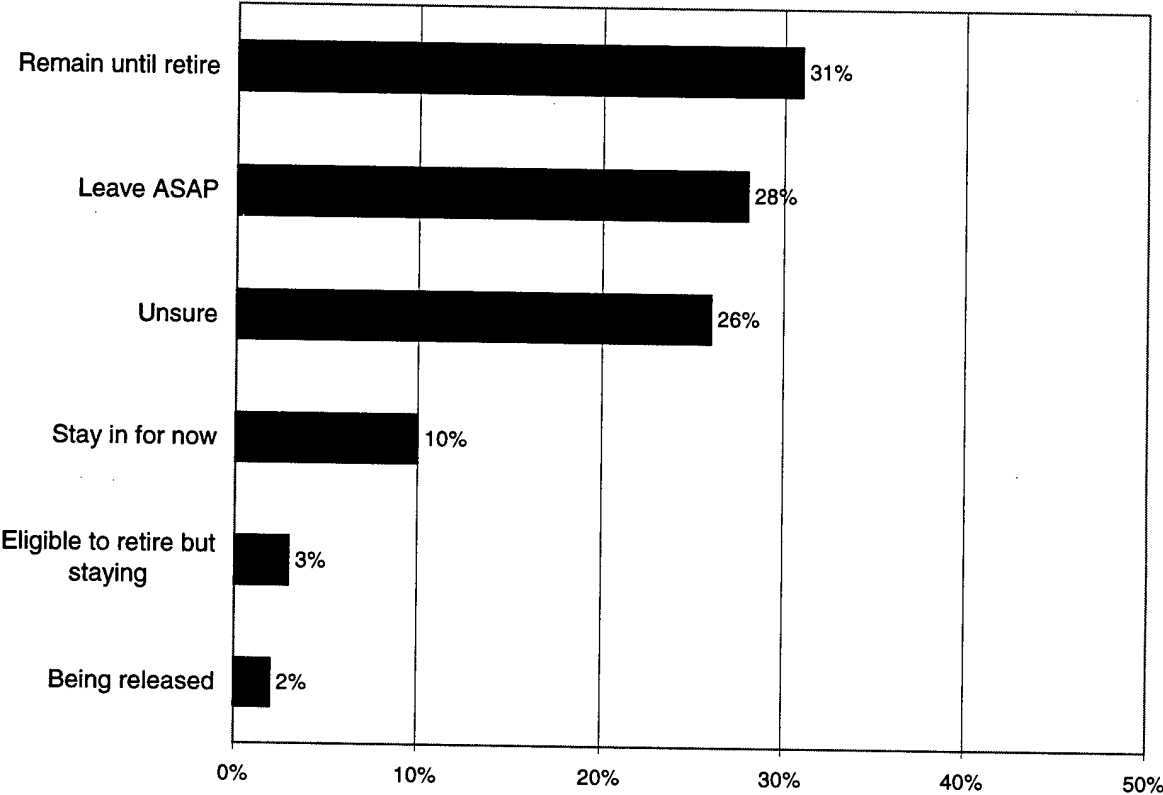


### Respondents Who Have Children Under 18



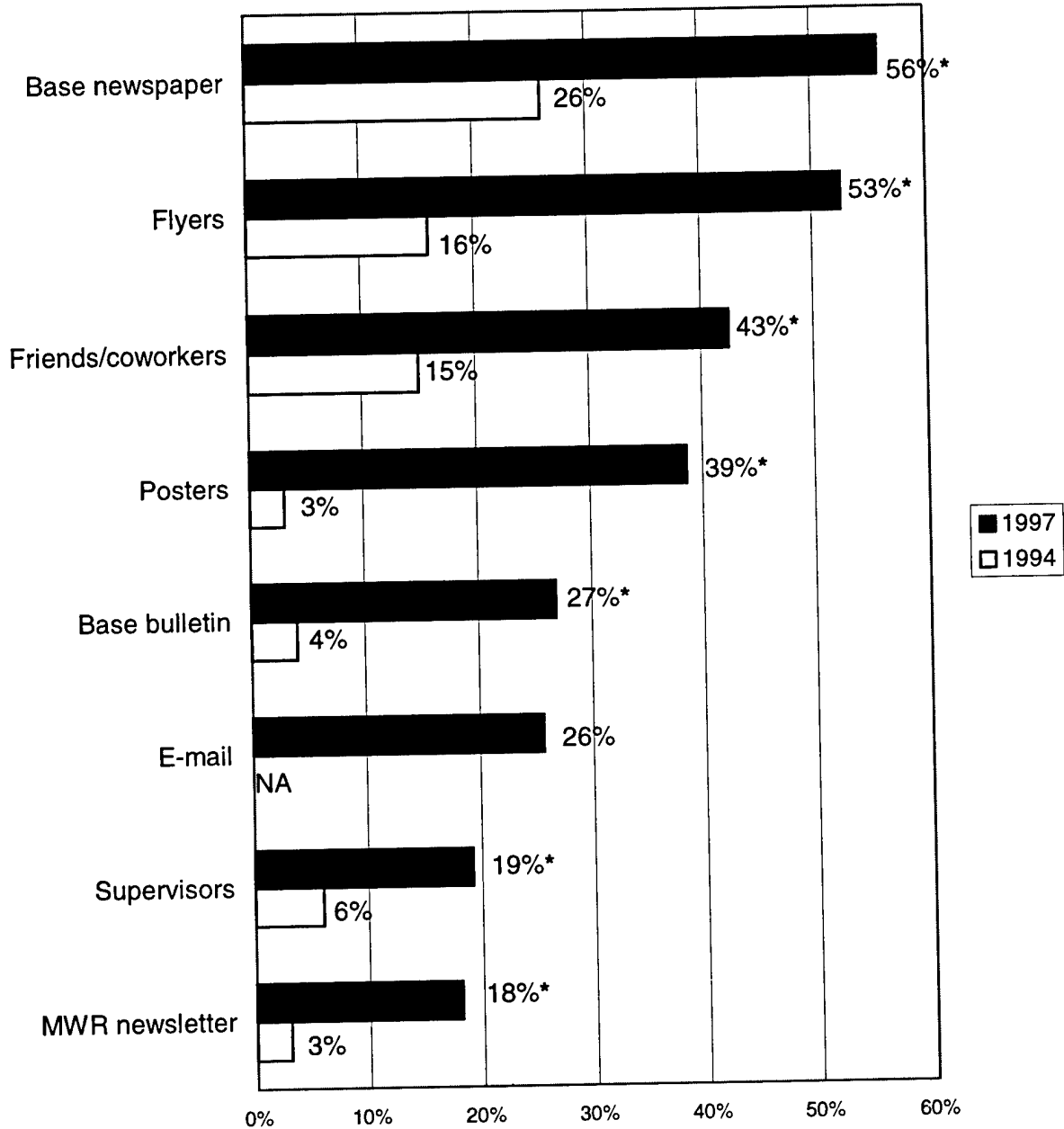
Note: \* Statistically significant difference between 1994 and 1997 ( $p < .01$ ).

### Career Intentions of Respondents



Note: 1994 data not available. Scale ranges from 0% to 50%.

## How Respondents Hear About MWR



Note: Multiple responses allowed. 1994 data not available for all options. Scale ranges from 0% to 60%.

\* Statistically significant difference between 1994 and 1997 ( $p < .01$ ).

## **Importance Ratings of Programs**

## Most Important Programs to Marines and Their Quality of Life

Program	1994 Importance Rating	1997 Importance Rating
Main Exchange .....	53%	45%*
ITT.....	33%	40%*
Fitness centers/rooms.....	38%	36%
ATMs.....	23%	35%*
Gas station.....	26%	32%*
Military clothing store .....	24%	32%*
Movie theater .....	----	29%
Barber shop .....	28%	26%*
Auto hobby shop .....	23%	22%
Swimming pools.....	----	20%
Special events.....	----	19%
Dry cleaning .....	----	19%
Library .....	----	19%
Outdoor recreation .....	----	19%
Pay phones .....	----	19%
Intramural sports .....	----	18%
Fast food.....	----	18%
Video rental.....	----	18%
Recreation equipment checkout.....	----	17%
Restaurant .....	----	17%
Convenience store .....	----	17%
Clubs.....	----	16%
Playing fields.....	----	16%
Food court.....	----	16%
Scuba diving .....	----	14%
Car wash.....	----	14%
Marina.....	----	13%
Golf course.....	----	13%
Youth programs .....	----	12%
Tailor shop .....	----	12%

Note: Importance rating indicates the percentage who said the program was most important to them and their quality of life. 1994 data not available for all programs.

\* Statistically significant difference between 1994 and 1997 ( $p < .01$ ).

## Most Important Programs to Marines and Their Quality of Life (continued)

Program	1994 Importance Rating	1997 Importance Rating
Temporary lodging facility .....	----	12%
Bowling center.....	----	11%
Package store .....	----	11%
Stables .....	----	10%
Youth sports .....	----	9%
Laundry .....	----	9%
Vending machines .....	----	8%
Optical shop .....	----	7%
Craft hobby shop.....	----	7%
Private parties/catering .....	----	5%
Shoe repair .....	----	5%
Florist .....	----	5%
Beauty shop .....	----	3%

Note: Importance rating indicates the percentage who said the program was most important to them and their quality of life. 1994 data not available for all programs.

## **Facility Priorities**

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## Rank Ordering of Where Respondents Would Like to See their MWR Dollars Spent to Provide Better Facilities

Facility	1994 Importance Rating	1997 Importance Rating
Fitness centers.....	27%	36%*
Theater.....	21%	32%*
Main Exchange .....	20%	25%*
Club, Enlisted.....	19%	24%*
Fast food outlets .....	22%	24%*
Restaurant .....	17%	22%*
Amusement center.....	21%	21%
Swimming pool.....	14%	21%*
Auto hobby shop (self help) .....	21%	20%
Beach facilities .....	18%	19%
Library .....	13%	16%*
Skating rink .....	17%	16%
Convenience & 7-day stores .....	21%	16%*
Jogging & bicycle trails.....	15%	15%
Recreation lodges/cottages/cabanas .....	12%	14%*
Miniature golf .....	12%	14%*
Basketball courts (outdoor) .....	13%	13%
Temporary lodging facility .....	10%	13%*
Golf course.....	10%	12%*
Rental equipment center (tv, vcr, etc.) .....	13%	12%
Athletic playing field .....	12%	12%
Car wash (self service).....	16%	12%*
Park .....	11%	12%
Outdoor running track .....	13%	11%*
Cafeteria .....	9%	11%*
Child care center.....	9%	11%*
Package store .....	8%	11%*
Riding stables .....	12%	11%
Laundromat.....	7%	11%*

Note: \* Statistically significant difference between 1994 and 1997 ( $p < .01$ ).

## Rank Ordering of Where Respondents Would Like to See their MWR Dollars Spent to Provide Better Facilities (continued)

Facility	1994 Importance Rating	1997 Importance Rating
Auto repair center .....	14%	10%*
Hobby shop.....	11%	10%
Skeet & trap range .....	10%	10%
Bowling center.....	11%	10%
Mini Exchange (Troop store).....	9%	10%*
Youth Center.....	7%	10%*
Campground .....	9%	9%
Car wash (automatic).....	10%	9%*
Dry cleaning & laundry .....	10%	9%*
Telephone center.....	10%	9%*
Picnic area .....	7%	8%*
Pitch/putt golf course .....	8%	8%
Ice cream store .....	9%	8%*
Marina/boat docks.....	6%	8%*
Racquetball courts .....	9%	7%*
Service station (gas) .....	10%	7%*
Recreation equipment issue building .....	7%	7%
Repair center (shoes, jewelry, etc.).....	8%	6%*
Snack bars .....	4%	6%*
Recreation pavilion.....	5%	6%*
Club, Combined .....	9%	5%*
Mini storage .....	6%	4%*
Club, SNCO .....	4%	4%
Tennis courts .....	4%	3%*
Club, Officers'.....	2%	2%

Note: \* Statistically significant difference between 1994 and 1997 ( $p < .01$ ).

## **Exchanges**

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## Use/Satisfaction with Marine Corps Exchange

Activity	1994 Percentage	1997 Percentage	Satisfaction in 1997
Main Exchange .....	78%	78%	3.7
Convenience store .....	64%	65%	3.7
Military clothing store .....	60%	59%	3.6
Gas station.....	50%	56%*	3.8
Package store .....	35%	33%	3.9

Note: Satisfaction is the mean rating on a 5-point scale where "1" represents very dissatisfied, "3" is neutral, and "5" represents very satisfied.

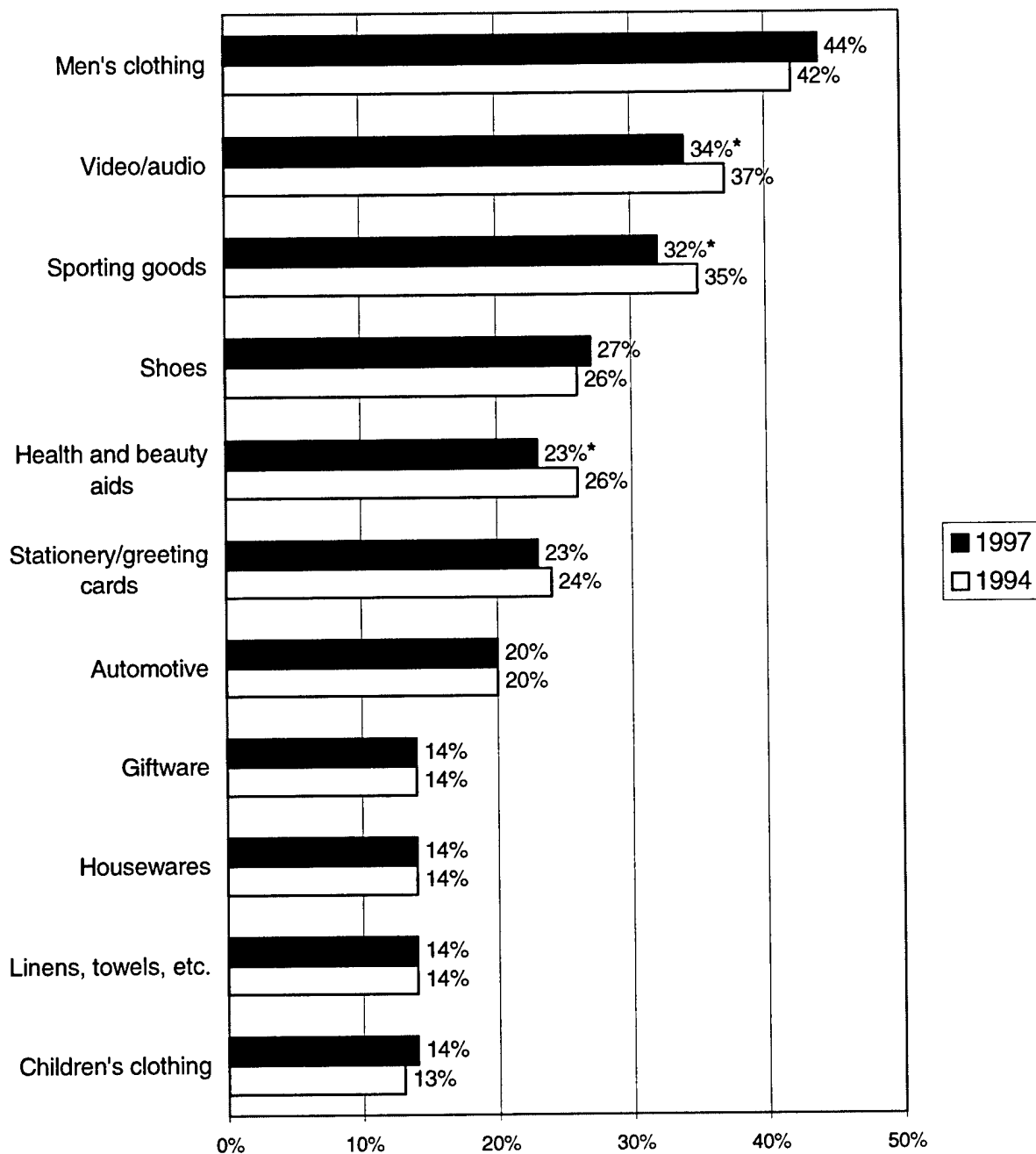
\* Statistically significant difference between 1994 and 1997 ( $p < .01$ ).

## How Often Respondents Use Marine Corps Exchange (1997)

Activity	Never	Few times/Yr	Few times/Mon	Few times/Wk	Daily
Main Exchange	23%	10%	38%	24%	5%
Convenience store	36%	3%	21%	32%	8%
Package store	68%	7%	15%	7%	3%
Military clothing store	42%	33%	20%	4%	1%
Gas station	45%	4%	28%	20%	3%

Note: Exchange activities are listed in their order on the survey.

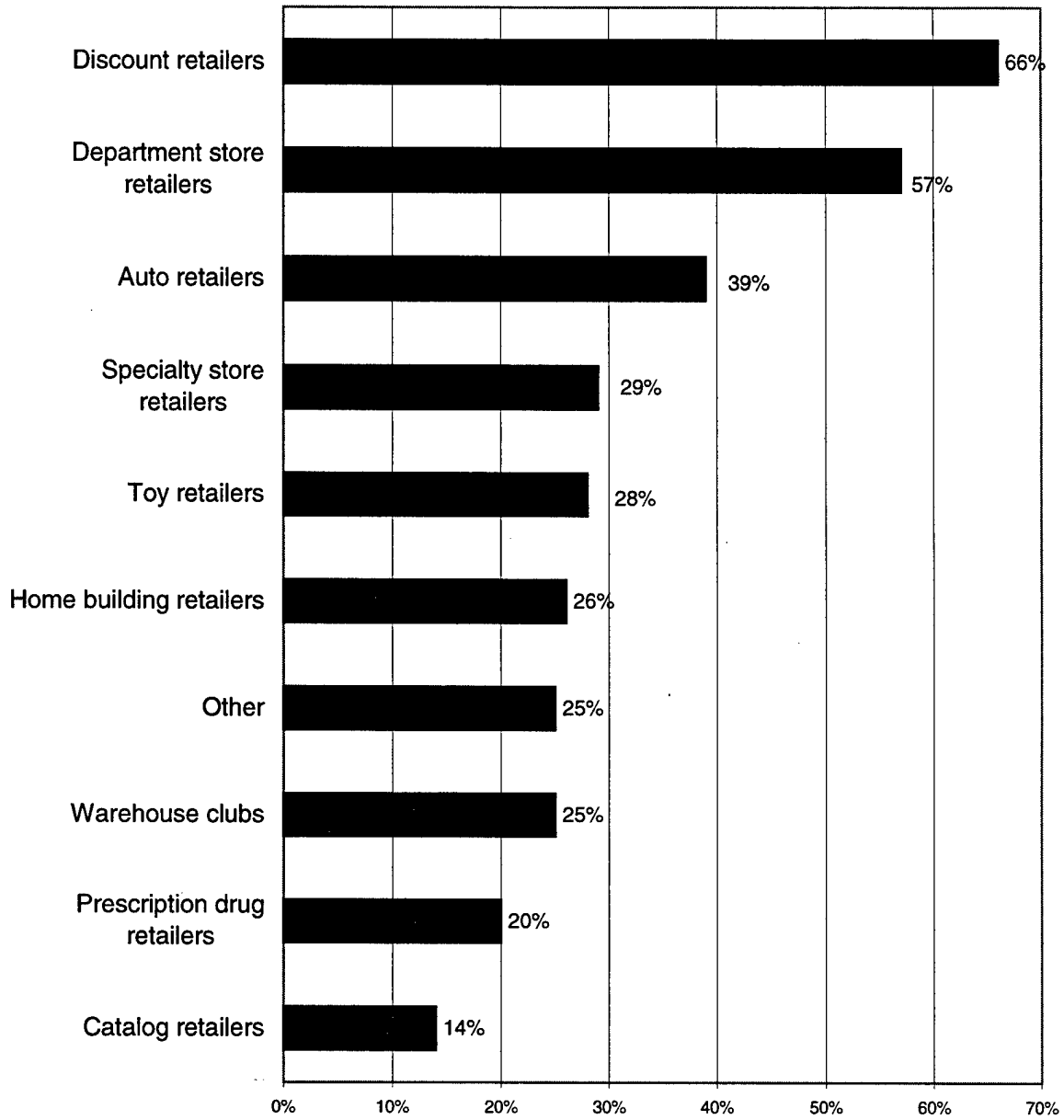
## Merchandise Primarily Shopped for at the Marine Corps Exchange



Note: Graph sorted on the top 11 categories chosen in 1997 on a 0% to 50% scale.

\* Statistically significant difference between 1994 and 1997 ( $p < .01$ ).

### Shopping Other than in the Exchange



Note: Scale ranges from 0% to 70%. The 1994 data are not displayed since the response categories were different and/or the data were not available.

## **Recreation**

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## Use of On-Base Recreation

Facility/Program	1994 Percentage	1997 Percentage	Change in Percentage
Fitness centers/rooms.....	52%	59%*	+7%
ITT.....	30%	40%*	+10%
Swimming pools.....	38%	39%	+1%
Bowling centers.....	34%	37%*	+3%
Playing fields/courts .....	34%	34%	0%
Library .....	31%	33%*	+2%
Auto hobby shop .....	28%	31%*	+3%
Movie theater .....	30%	29%	-1%
Recreation equipment..... checkout	21%	25%*	+4%
Intramural sports .....	19%	23%*	+4%
Golf course.....	15%	22%*	+7%
Special events.....	15%	18%*	+3%
Marina .....	12%	17%*	+5%
Outdoor recreation .....	15%	13%*	-2%
Youth programs .....	----	11%	----
Youth sports.....	----	11%	----
Stables .....	----	11%	----
Craft shop .....	----	11%	----
Scuba diving .....	----	9%	----

Note: Facilities/programs are listed in descending order based on the 1997 percentages.

\* Statistically significant difference between 1994 and 1997 ( $p < .01$ ).

## Use of Off-Base Recreation

Facility/Program	1994 Percentage	1997 Percentage	Change in Percentage
Movie theater .....	35%	54%*	+19%
Special events.....	18%	29%*	+11%
Outdoor recreation .....	19%	28%*	+9%
Library .....	11%	23%*	+12%
Marina .....	8%	22%*	+14%
Bowling centers.....	10%	19%*	+9%
Golf course.....	9%	19%*	+10%
Swimming pools .....	8%	19%*	+11%
ITT.....	9%	16%*	+7%
Playing fields/courts .....	7%	16%*	+9%
Youth sports.....	5%	14%*	+9%
Youth programs .....	5%	14%*	+9%
Scuba diving .....	6%	12%*	+6%
Stables .....	5%	12%*	+7%
Fitness centers/rooms.....	----	11%	----
Craft shop .....	----	11%	----
Auto hobby shop.....	----	11%	----
Intramural sports.....	----	10%	----
Recreation equipment checkout.....	----	7%	----

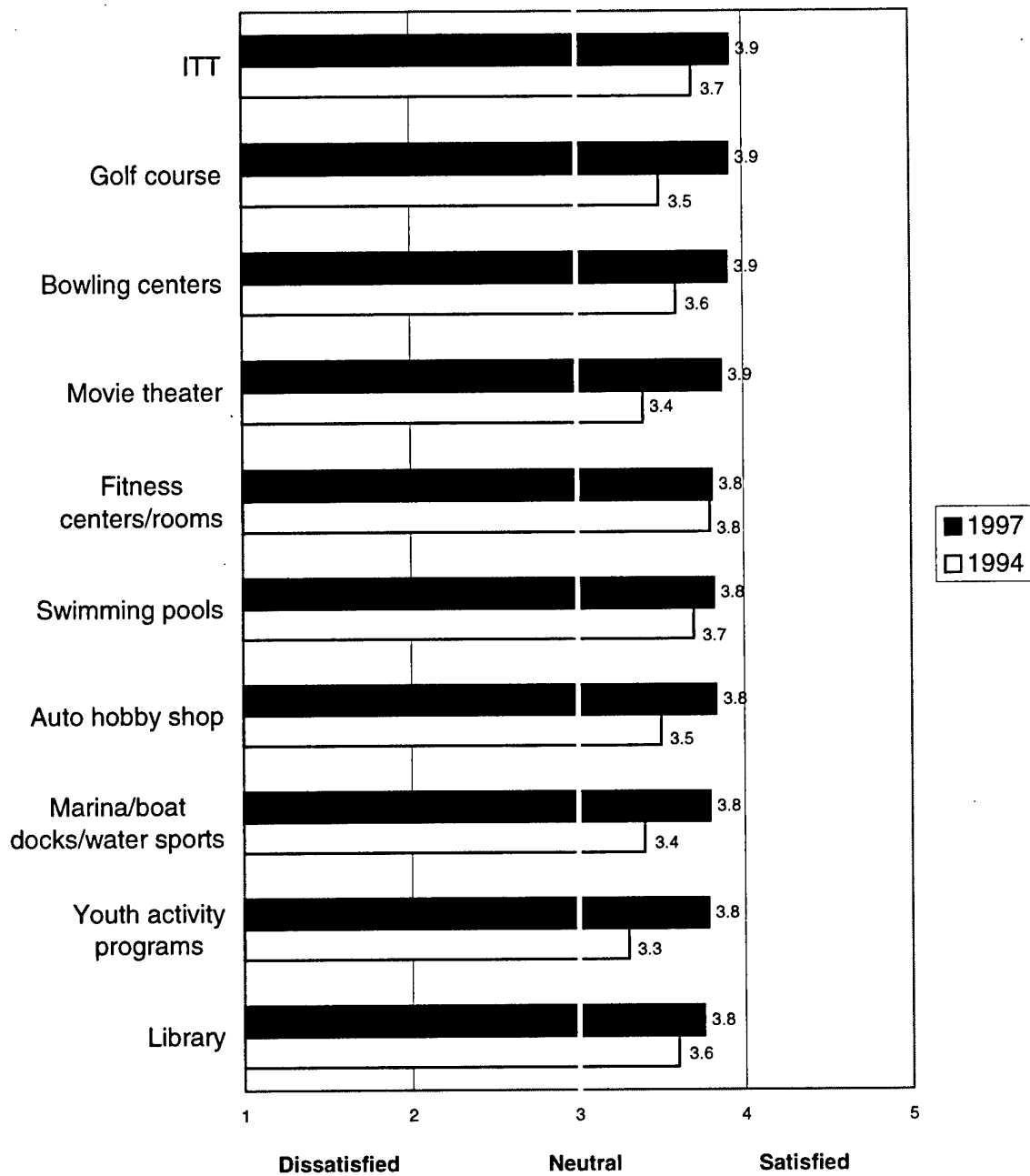
Note: Facilities/programs are listed in descending order based on the 1997 percentages.  
 \* Statistically significant difference between 1994 and 1997 ( $p < .01$ ).

## How Often Respondents Used On-Base MWR Recreation (1997)

Facility/Program	Never	Few times/Yr	Few times/Mon	Few times/Wk	Daily
Bowling centers	66%	20%	11%	3%	-----
Golf course	80%	10%	8%	2%	-----
Marina/boat docks/ water sports	86%	8%	5%	1%	-----
Youth activity programs	92%	4%	3%	1%	-----
Youth sports	93%	4%	2%	1%	-----
Playing fields/courts	70%	7%	12%	9%	2%
Swimming pools	65%	13%	13%	8%	1%
Special events (triathlons, concerts/festivals)	86%	10%	3%	1%	-----
Fitness centers/rooms	45%	6%	16%	20%	13%
Intramural sports	81%	8%	6%	4%	1%
Library	71%	10%	13%	5%	1%
Horse stables/riding	92%	5%	2%	1%	-----
Scuba diving/lessons	95%	2%	2%	1%	-----
Movie theater	74%	7%	13%	5%	1%
Recreation equipment checkout	80%	12%	6%	2%	-----
ITT	65%	22%	11%	2%	-----
Auto hobby shop	73%	15%	10%	2%	-----
Outdoor recreation	91%	5%	3%	1%	-----
Craft hobby shop	93%	4%	2%	1%	-----

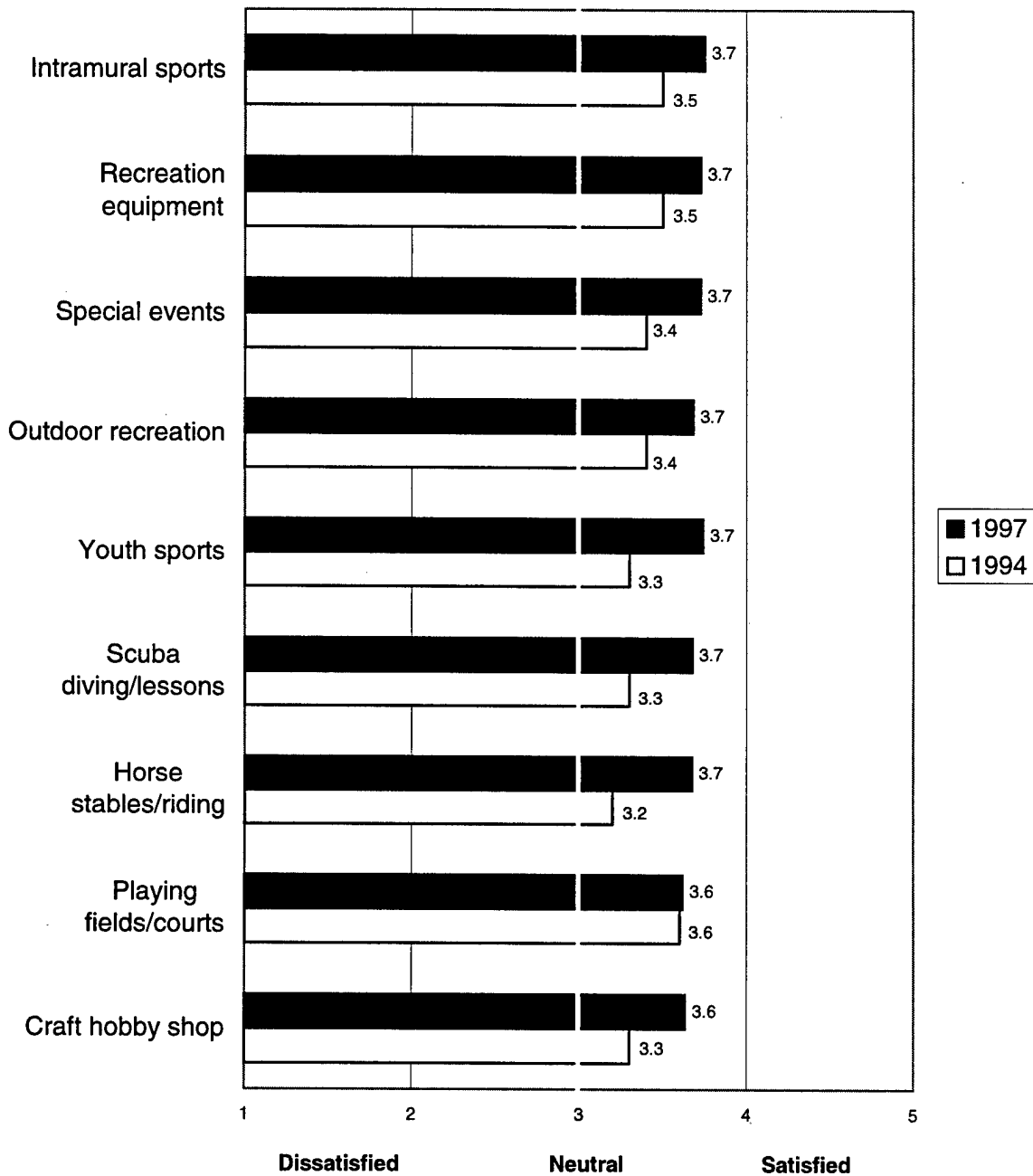
Note: Facilities/programs are listed in their order on the survey.

## Satisfaction with On-Base Recreation Facilities and Programs



Note: Averages to the right of the white line indicate satisfaction; averages to the left of the line indicate dissatisfaction. Graph includes only people who used these Marine Corps facilities and services.

### Satisfaction with On-Base Recreation Facilities and Programs (continued)



Note: Averages to the right of the white line indicate satisfaction; averages to the left of the line indicate dissatisfaction. Graph includes only people who used these Marine Corps facilities and services.

## One Improvement that Would Most Increase Use of On-Base Recreation Facilities and Programs

Improvement	1994 Percentage	1997 Percentage	Change in Percentage
Price .....	12%	22%*	+10%
Hours of operation .....	17%	20%*	+3%
Variety of programs .....	15%	12%*	-3%
Quality of facilities .....	14%	12%*	-2%
Service .....	4%	7%*	+3%
More equipment .....	8%	7%	-1%
Convenience .....	10%	7%*	-3%
Availability of child care .....	4%	4%	0%
Days of operation .....	-----	3%	-----
Quality of equipment .....	-----	3%	-----
Quality of programs .....	3%	3%	0%
Quality of instructors .....	-----	0%	-----

Note: Improvements are listed in descending order based on the 1997 percentages. 1994 data not available for all items listed.

\* Statistically significant difference between 1994 and 1997 ( $p < .01$ ).

## **Food And Hospitality**

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## Use of Food and Hospitality Facilities

Facility	1994 Percentage	1997 Percentage	Change in Percentage
Name brand fast food .....	49%	49%	0%
Restaurants.....	33%	29%*	-4%
Enlisted club.....	34%	27%*	-7%
Cafeterias (mess hall) .....	25%	24%	-1%
Bowling center snack bar .....	20%	22%*	+2%
Temporary lodging facility .....	13%	13%	0%
Other snack bars.....	16%	10%*	-6%
SNCO club .....	-----	8%	-----
Officers' club .....	-----	6%	-----
Combined club .....	-----	5%	-----

Note: Facilities are listed in descending order based on the 1997 percentages. 1994 data not available for all items listed.

\* Statistically significant difference between 1994 and 1997 ( $p < .01$ ).

## How Often Respondents Used On-base Clubs/Food Facilities (1997)

Facility	Never	Few times/Yr	Few times/Mon	Few times/Wk	Daily
Breakfast	83%	3%	5%	4%	5%
Lunch	55%	8%	18%	11%	8%
Brunch	89%	3%	4%	2%	2%
Dinner	69%	5%	12%	8%	6%
Official meetings /functions	86%	9%	5%	-----	-----
Entertainment /dancing/music	84%	5%	7%	3%	1%
After hours socializing	57%	20%	15%	6%	2%
Private parties/ catering service	96%	3%	1%	-----	-----
Bingo	98%	1%	1%	-----	-----
Swimming pool	81%	5%	7%	6%	1%
Billiards/video games/gaming	81%	5%	8%	5%	1%
Check cashing/ currency exchange	85%	3%	7%	4%	1%

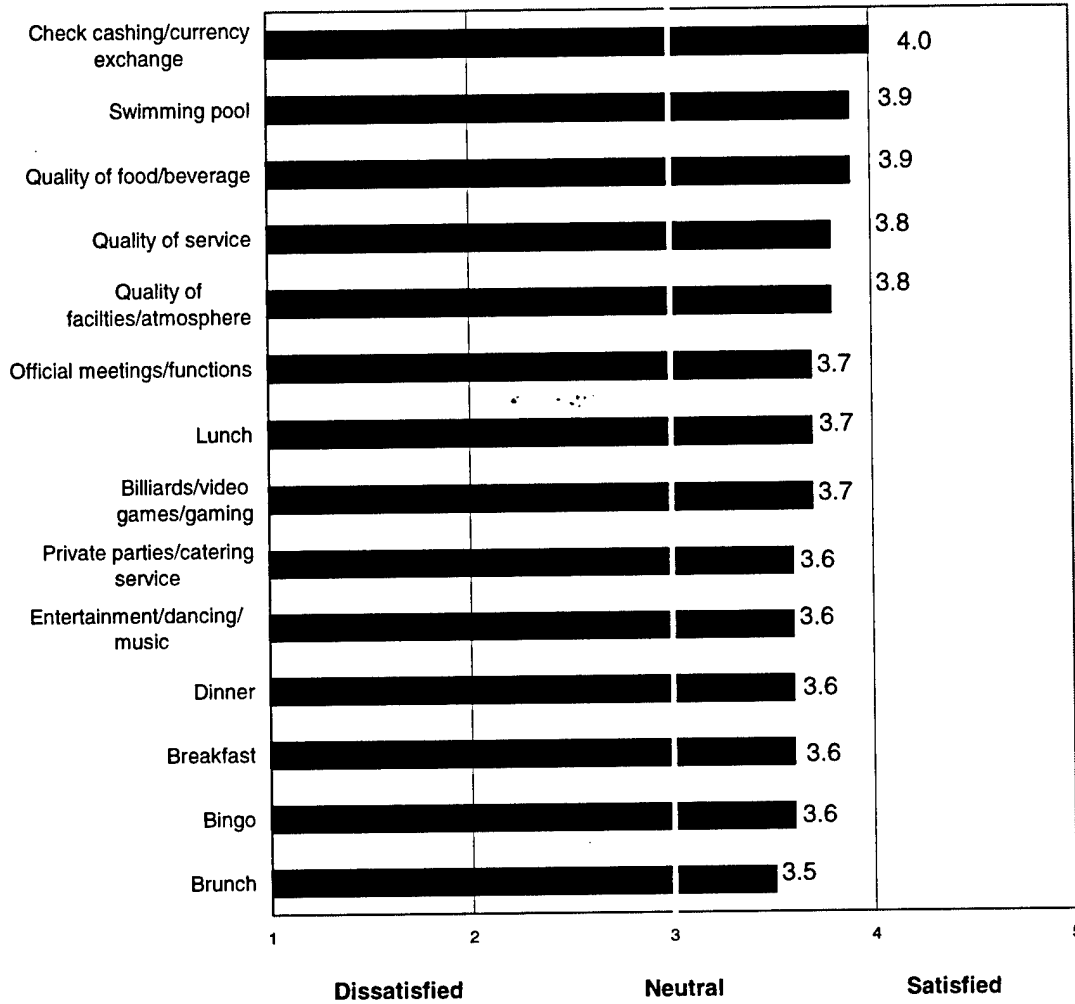
Note: Facilities are listed in their order on the survey.

## Most Used Activities at Clubs/Food/Hospitality Facilities

Activity	1997 Percentage
Lunch .....	47%
Dinner.....	35%
Relax and have a drink.....	22%
Swimming pool.....	21%
Breakfast.....	19%
Check cashing services.....	16%
Official meetings/functions .....	16%
Music/entertainment .....	15%
Billiards/darts.....	14%
Brunch.....	13%
Video games .....	13%

Note: 1994 data are not available.

## Satisfaction With On-base Clubs and Food Facilities (1997)



Note: Averages to the right of the white line indicate satisfaction; averages to the left of the line indicate dissatisfaction. Graph includes only people who used these Marine Corps facilities and services. 1994 satisfaction data not available.

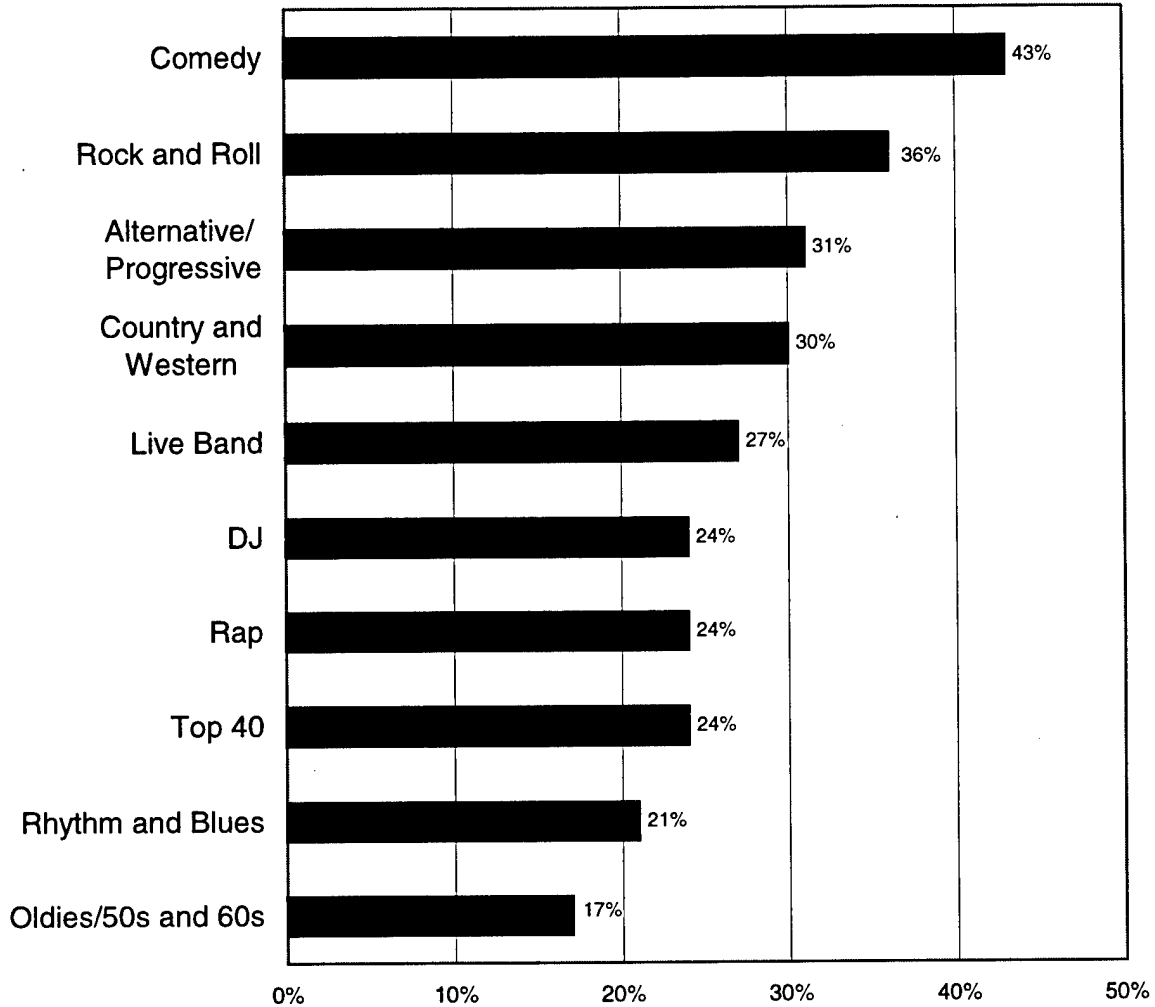
## One Improvement that Would Most Increase Use of On-base Clubs/Food Facilities

Improvement	1994 Percentage	1997 Percentage	Change in Percentage
Price.....	21%	24%*	+3%
Hours of operation .....	17%	23%*	+6%
Variety/menu selection.....	15%	13%*	-2%
Quality of facility.....	11%	11%	0%
Quality of food and beverage .....	12%	9%*	-3%
Service .....	6%	8%*	+2%
Casual dining .....	5%	6%*	+1%
Availability of child care.....	4%	6%*	+2%

Note: Improvements are listed in descending order based on the 1997 percentage.

\* Statistically significant difference between 1994 and 1997 ( $p < .01$ ).

## Type of Entertainment/Music Respondents Prefer



Note: Graph shows only top 10 chosen in 1997 by respondents on a 0% to 50% scale. 1994 data were not available.

## **Services**

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## Use of MWR Services

Services	1994 Percentage	1997 Percentage	Change in Percentage
Automated teller machines .....	65%	61%*	-4%
Barber shop .....	64%	56%*	-8%
Vending machines .....	43%	40%*	-3%
Dry cleaning .....	42%	36%*	-6%
Pay phones .....	40%	36%*	-4%
Video rental.....	35%	29%*	-6%
Car wash.....	-----	26%	-----
Tailor shop .....	-----	18%	-----
Laundry.....	16%	14%*	-2%
Western Union.....	11%	12%	+1%
Florist .....	12%	10%*	-2%
Shoe repair .....	-----	5%	-----
Optical shop .....	-----	4%	-----
Beauty shop .....	7%	4%*	-3%

Note: Services are listed in descending order based on the 1997 percentages. 1994 data not available for all items listed.

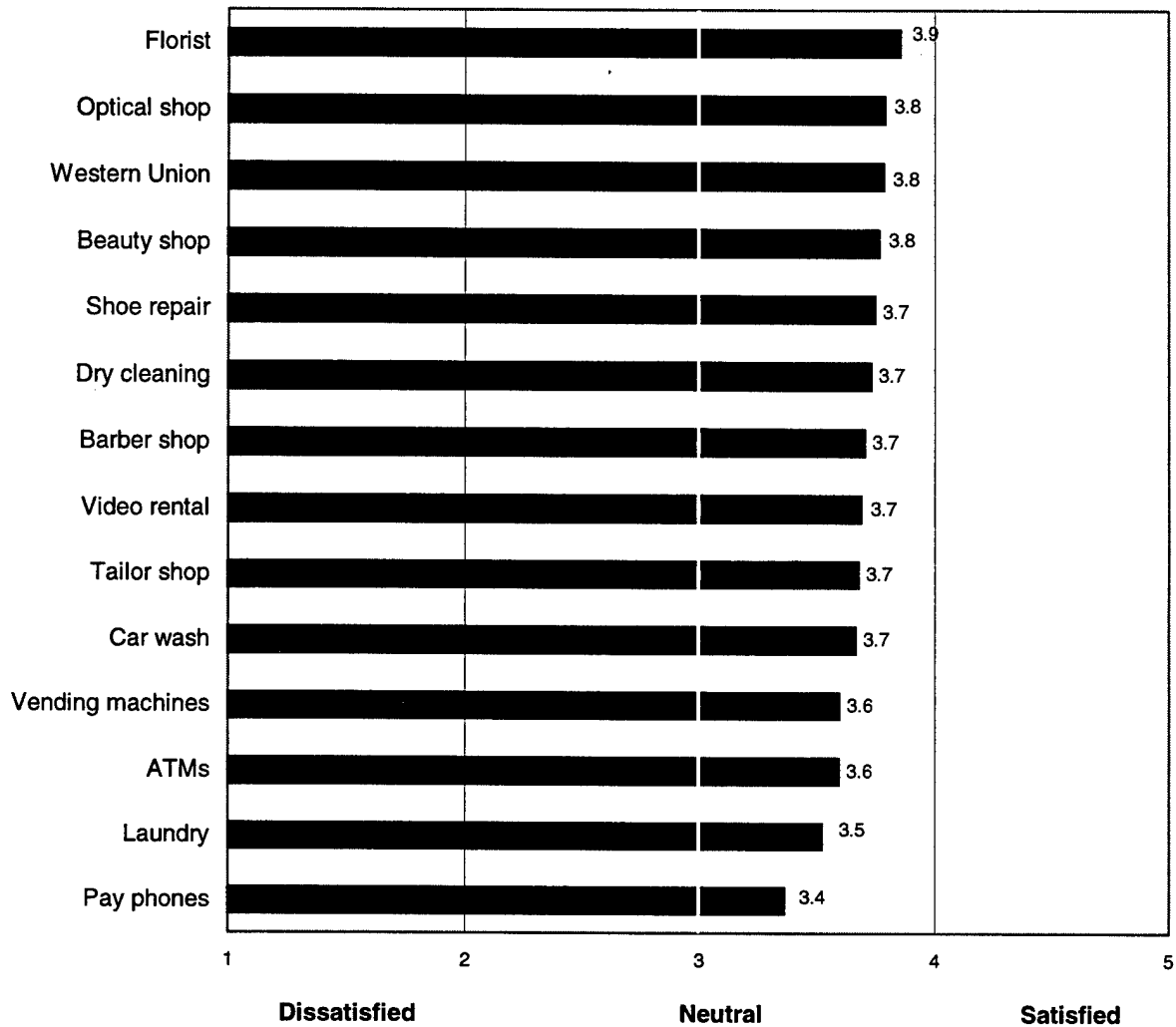
\* Statistically significant difference between 1994 and 1997 ( $p < .01$ ).

## How Often Respondents Used MWR Services (1997)

Services	Never	Few times/Yr	Few times/Mon	Few times/Wk	Daily
Barber shop	46%	5%	33%	15%	1%
Beauty shop	97%	2%	1%	-----	-----
Dry cleaning	66%	9%	20%	5%	-----
Florist	92%	7%	1%	-----	-----
Laundry	88%	2%	5%	5%	-----
Pay phones	67%	5%	11%	12%	5%
Vending machines	63%	3%	10%	15%	9%
Video rental	74%	4%	15%	6%	1%
Western Union	90%	6%	4%	-----	-----
ATMs	44%	4%	25%	24%	5%
Optical shop	96%	3%	1%	-----	-----
Tailor shop	85%	11%	4%	-----	-----
Shoe repair	96%	3%	1%	-----	-----
Car wash	77%	6%	14%	3%	-----

Note: Services are listed in their order on the survey.

### Satisfaction With MWR Services



Note: Averages to the right of the white line indicate satisfaction; averages to the left of the line indicate dissatisfaction. Graph includes only people who used these Marine Corps facilities and services. 1994 satisfaction data not available.

## **Quality And Satisfaction With Marine Corps MWR**

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### Quality Ratings of Marine Corps MWR (1997)

	Worse than expected	As expected or better	Don't know/ N/A
Overall, how would you rate ..... Marine Corps MWR facilities.	17%.....	77%.....	6%
Overall, how would you rate ..... Marine Corps MWR services/ programs.	16%.....	76%.....	8%
Overall, how would you rate ..... Marine Corps MWR customer service.	20%.....	71%.....	9%

### Satisfaction with Marine Corps MWR (1997)

	Yes	No	Don't know/NA
I am satisfied with Marine Corps ..... MWR facilities /services.	53%.....	34% .....	13%
I will continue to use the Marine Corps ..... MWR facilities/services.	80%.....	7% .....	13%
I will recommend the Marine Corps MWR..... facilities/services to others.	61%.....	22% .....	17%
The Marine Corps MWR improves the..... quality of life for me/my family.	55%.....	26% .....	19%

## Conclusions

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- There was a very large increase in the percentage of respondents who said they hear about Marine Corps MWR through various channels.
- The most important programs in 1997 were the Main Exchange, ITT, and fitness centers/rooms.
- Respondents would like to see their MWR dollars spent to provide better facilities at the fitness centers/rooms, theaters, and the Main Exchange.
- The majority of Marines (78%) used the Main Exchange in 1997.
- Several types of merchandise shopped for at the Exchange in 1997 showed a decrease or no change from 1994; Exchanges should review their merchandise price and selection.
- Fitness centers/rooms, ITT, and swimming pools were the most used on-base recreation facilities in 1997.
- Name brand fast food, restaurants, and the enlisted club were the most used food and hospitality facilities in 1997.
- ATMs, the barber shop, and vending machines were the most used services in 1997.
- The majority of respondents rated the quality of MWR facilities, services/programs, and customer service as expected or better.
- Just over half of all respondents said they were satisfied with Marine Corps MWR, although 80% said they would continue to use the facilities/services.
- Price and hours of operation were the most common choices for improvements that would increase participants' use of facilities/programs.

**Appendix: Briefing Slides**

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# Project Background

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## **Purpose**

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- ◆ HQs Marine Corps needs customer data for strategic planning
- ◆ Collection of customer data meets DoD requirements
  - ◆ Assess program priorities
  - ◆ Determine where to spend construction dollars
  - ◆ Measure use, satisfaction, and desired improvements
  - ◆ Provide indicators of quality and customer satisfaction

## **1997 Marine Corps MWR Customer Survey**

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- ◆ Review of 1994 survey to identify questions to compare over time
- ◆ Addition of new sections/questions to 1997 survey
  - ◆ Construction Survey (where to spend dollars)
  - ◆ Satisfaction ratings with components of programs
    - ◆ Recreation facilities and programs
    - ◆ Clubs and food facilities
    - ◆ Services
    - ◆ Exchange activities
  - ◆ Quality and Satisfaction with Marine Corps MWR
- ◆ Survey formatted in scannable format

## **1997 Survey Administration**

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- ◆ Copies of surveys sent to Marine Corps MWR Sites
  - ◆ Cover letter from HQs, Marine Corps MWR
  - ◆ Instructions on how to obtain a random sample
  - ◆ Directions on how to box and ship
- ◆ Administration took place over several month period
- ◆ Extended cut-off date to accommodate sites
  - ◆ Received final set of surveys in January 98

## Sites in the 1997 Needs Assessment

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♦	Camp Butler	♦	HQBN Henderson Hall
♦	Consolidated	♦	MCAGCC Twentynine Palms
♦	Camp Courtney	♦	MCAS Beaufort
♦	Camp Foster	♦	MCAS Cherry Point
♦	Camp Hansen	♦	MCAS Kaneohe Bay
♦	Camp Kinser	♦	MCAS Miramar
♦	Camp Schwab	♦	MCAS New River
♦	Camp Lejeune	♦	MCAS Yuma
♦	Consolidated	♦	MCB Quantico
♦	Camp Geiger	♦	MCLB Albany
♦	Camp Johnson	♦	MCLB Barstow
♦	Courthouse Bay	♦	MCRD ERR Parris Island
♦	French Creek	♦	MCRD WRRR San Diego
♦	Camp Pendleton		
♦	Consolidated		
♦	Chappo		
♦	Horno		
♦	Del Mar		
♦	Del Rio		
♦	Edson Range		
♦	Las Pulgas		
♦	Los Flores		
♦	Mainside Area 13		
♦	Mainside Area 14		
♦	Margarita		
♦	San Mateo		
♦	San Onofre		

## **Survey Analyses**

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- ◆ Surveys were scanned and checked
- ◆ Individual sites were analyzed and site reports generated
- ◆ Data files joined into one file for service-wide report
- ◆ Analyses followed the sections of the survey
- ◆ Comparisons to 1994 data made where possible

# Survey Respondents

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- ◆ Paygrade of Respondents
- ◆ How Long Respondents Have Been Stationed at Your Base
- ◆ Where Respondents Live
- ◆ Gender of Respondents
- ◆ Career Intentions of Respondents
- ◆ How Respondents Hear About MWR

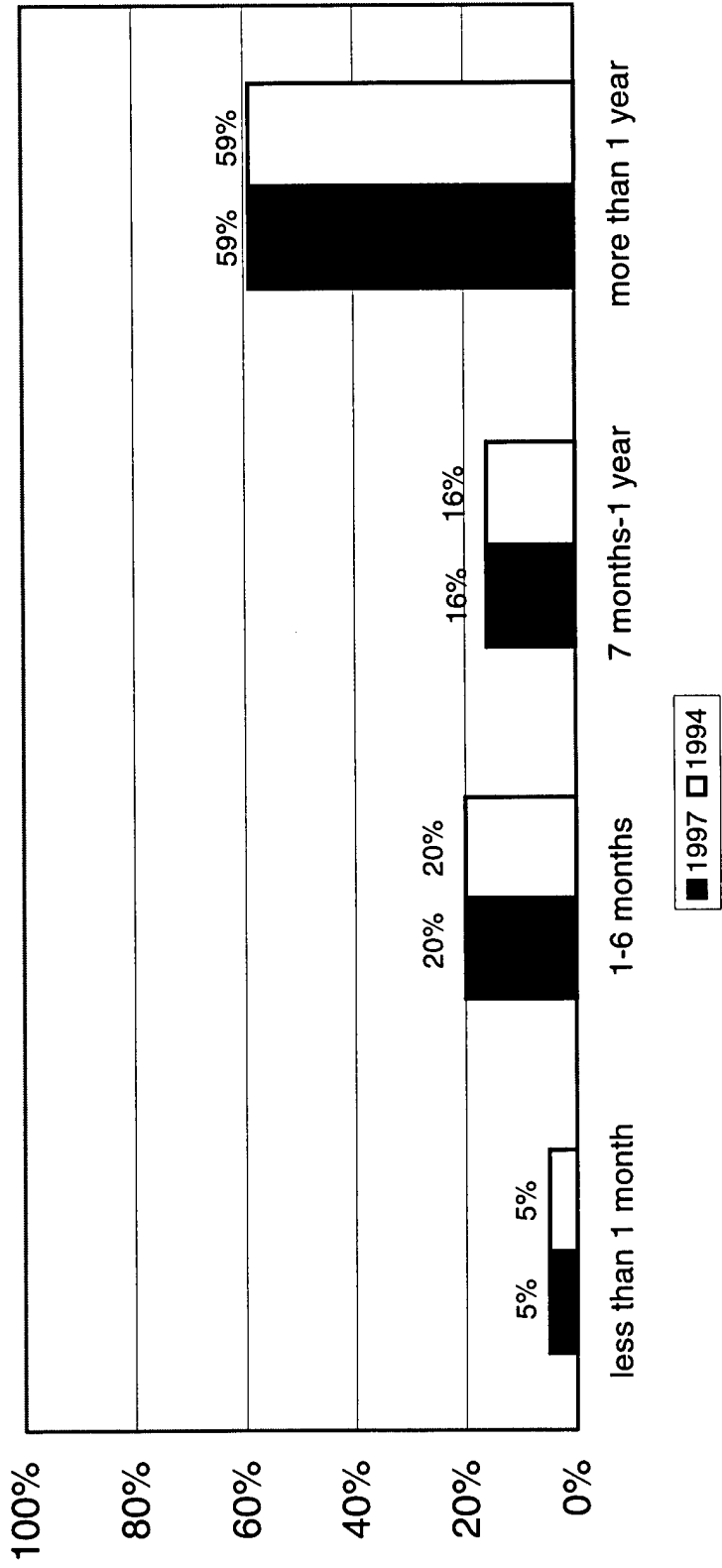
## Paygrade of Respondents

Paygrade/rank	1994		1997		Change in Percentage
	N	Percentage	N	Percentage	
E1-E3	4,591	48%	5,029	44%*	-4%
E4-E5	3,156	33%	3,920	34%	+1%
E6-E9	1,339	14%	1,631	14%	0%
WO1-CWO5	96	1%	109	1%	0%
O1-O3	287	3%	573	5%*	+2%
O4-O10	96	1%	160	2%*	+1%
<b>Total</b>	<b>9,565</b>	<b>100%</b>	<b>11,422</b>	<b>100%</b>	

Note: \* Statistically significant difference between 1994 and 1997 ( $p < .01$ ).

# How Long Respondents Have Been Stationed at Your Base

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## Where Respondents Live

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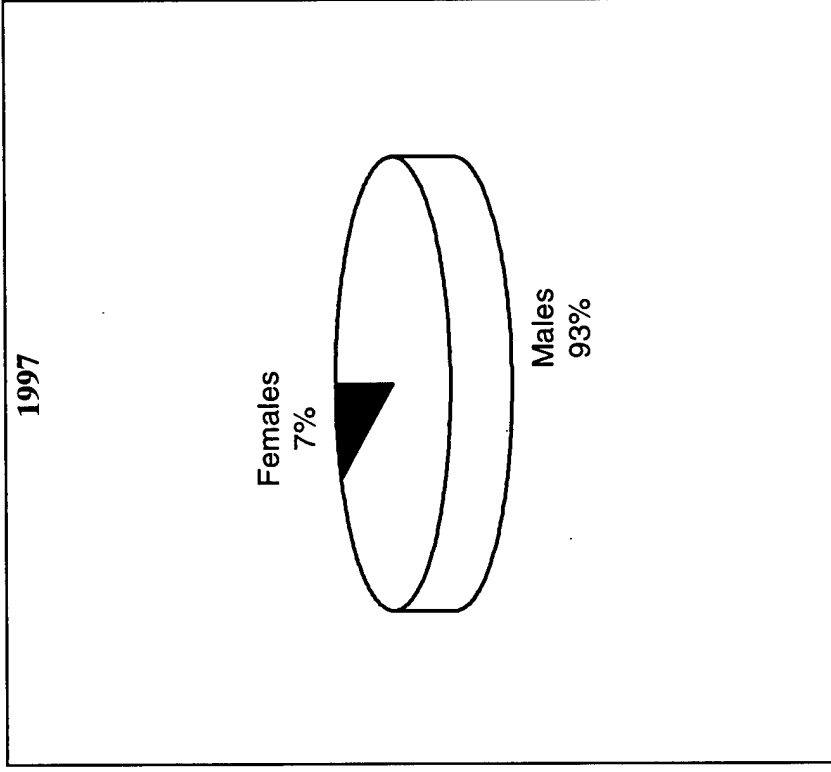
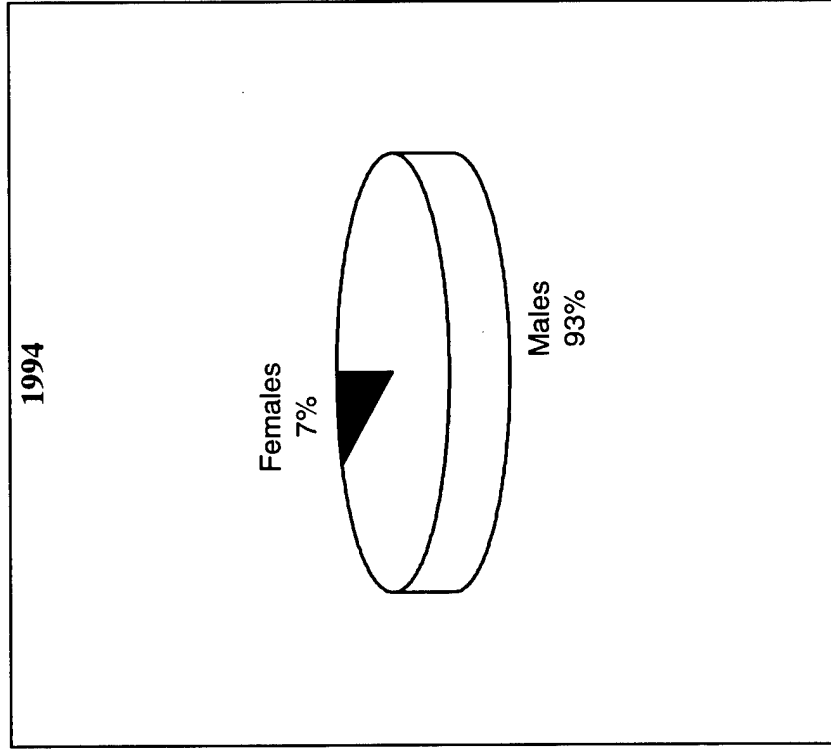
Residence	1994	1997
On base	72%	70%*
Off base	28%	30%*

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Note: \* Statistically significant difference between 1994 and 1997 ( $p < .01$ ).

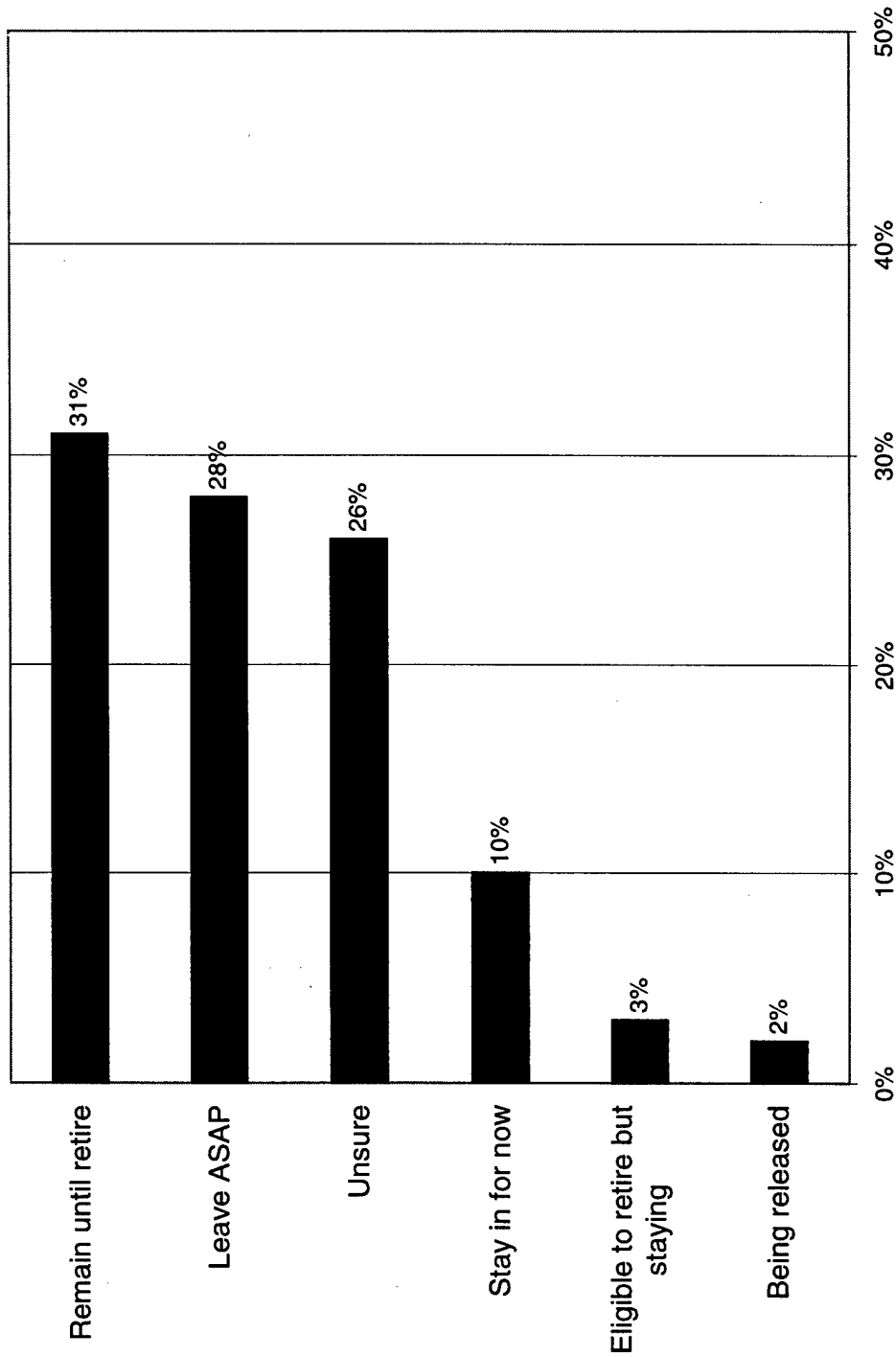
# Gender of Respondents

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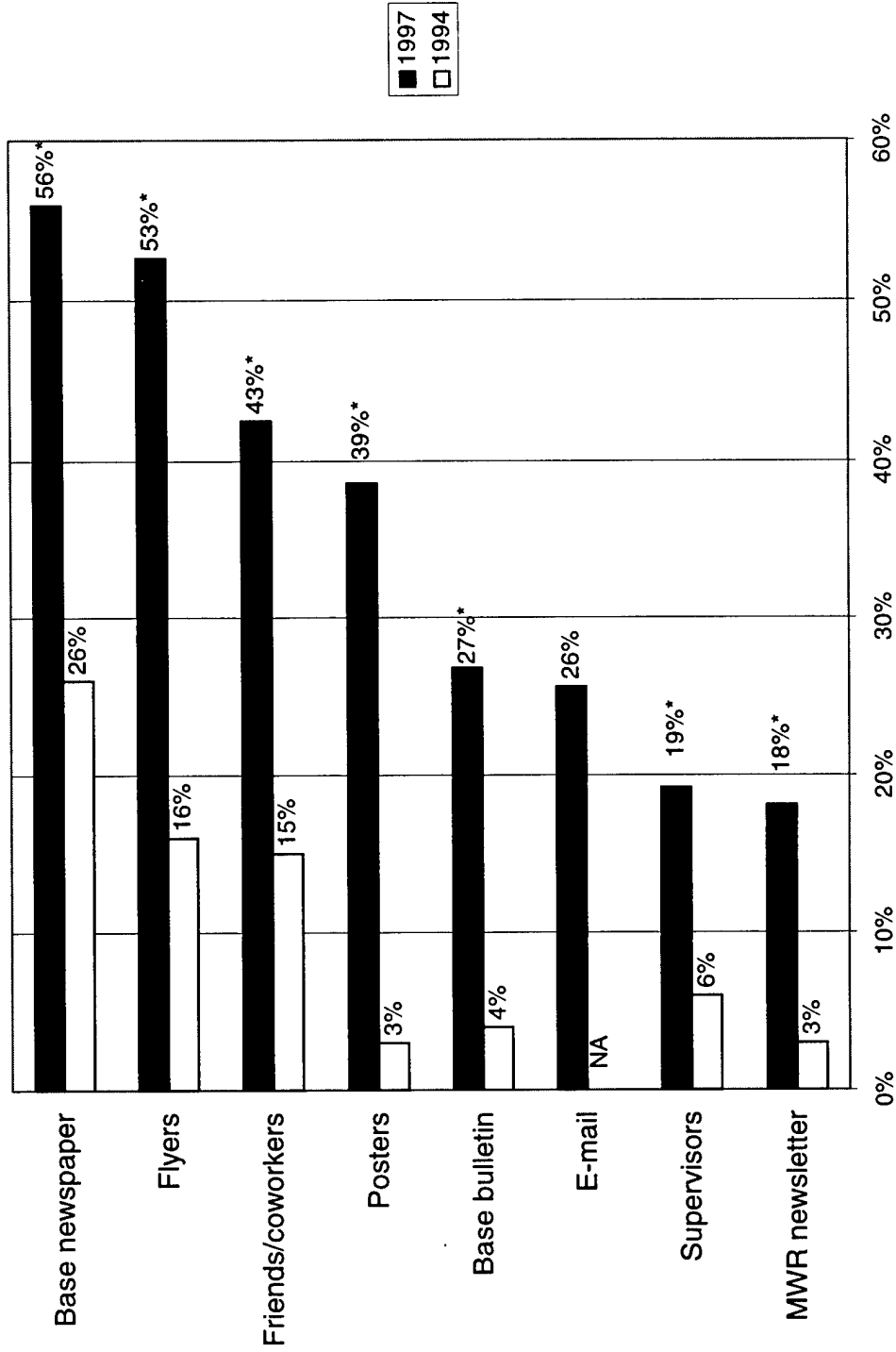
# Career Intentions of Respondents

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Note: 1994 data not available. Scale ranges from 0% to 50%.

# How Respondents Hear About MWR



Note: Multiple responses allowed. 1994 data not available for all options.  
 Scale ranges from 0% to 60%.

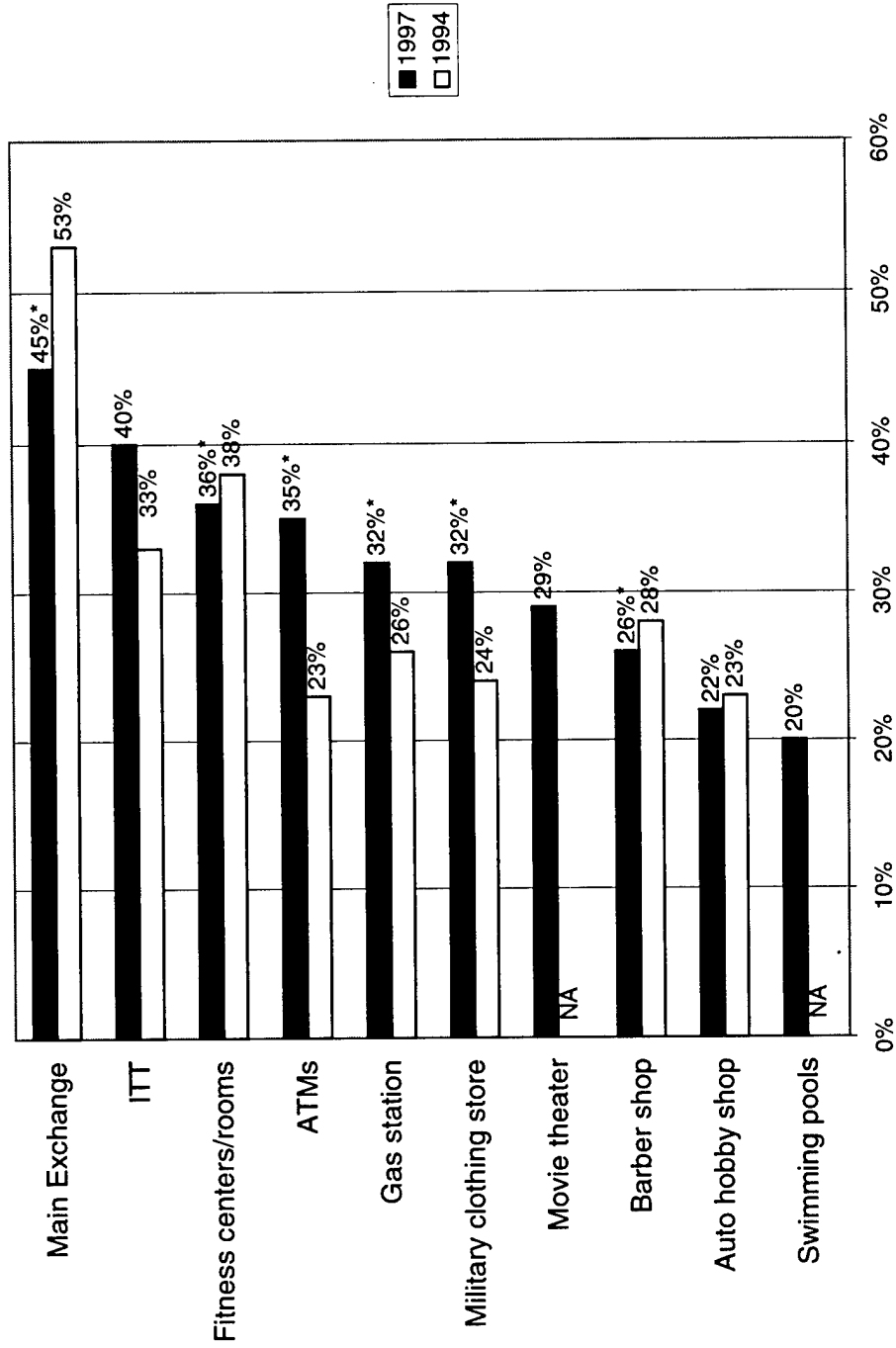
\* Statistically significant difference between 1994 and 1997 ( $p < .01$ ).

# Importance Ratings of Programs

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- ◆ Most Important MWR Programs in 1997 vs 1994

# Most Important Programs to Marines and Their Quality of Life (Top Ten)



Note: Importance rating indicates the percentage who said the program was most important to them and their quality of life. See table in Management Report for complete list of programs. 1994 data not available for all programs.

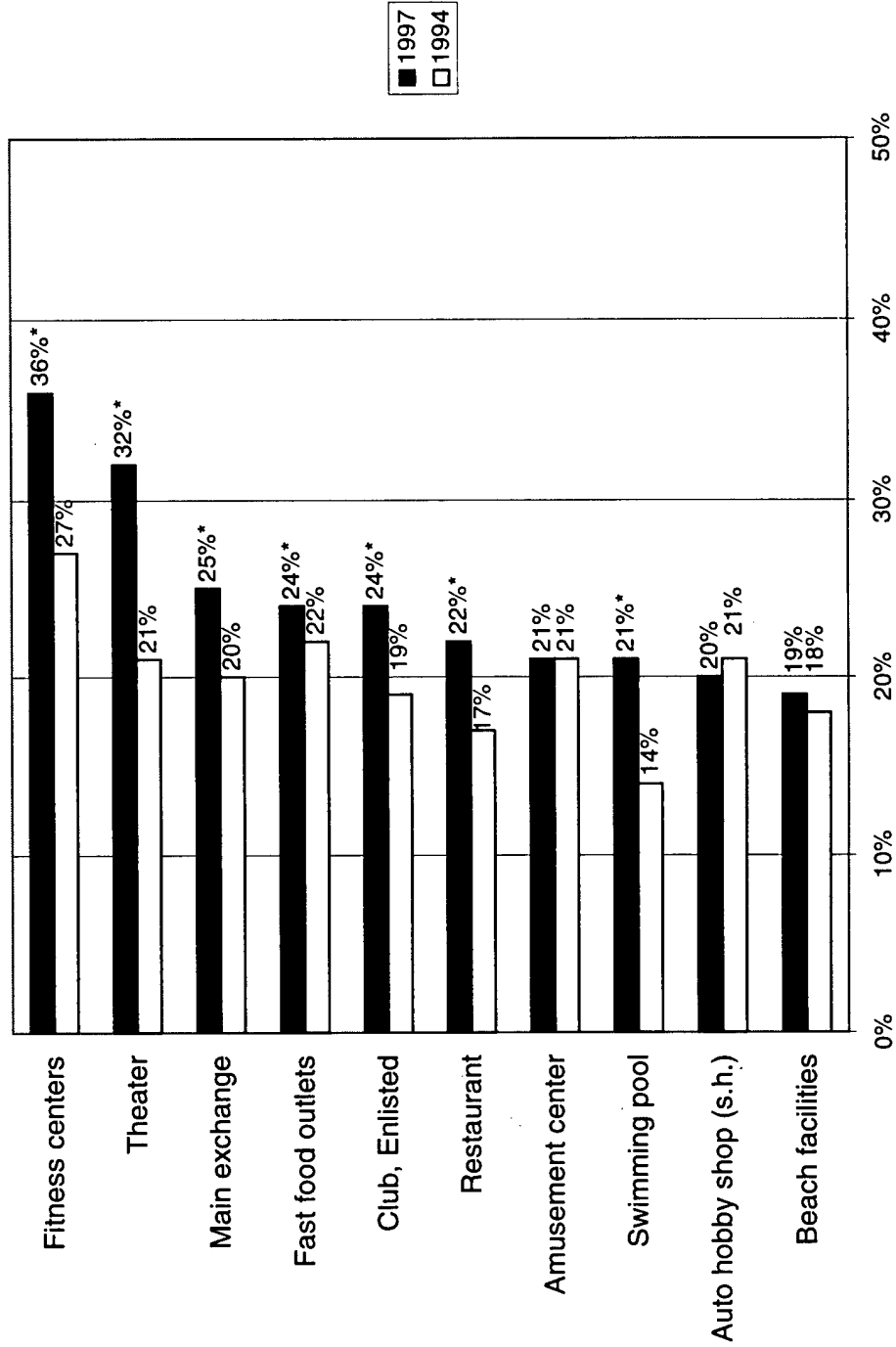
\* Statistically significant difference between 1994 and 1997 ( $p < .01$ ).

# Facility Priorities

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- ◆ Rank Ordering of Where to Spend Dollars to Provide Better Facilities

# Rank Ordering of Where Respondents Would Like to See their MWR Dollars Spent to Provide Better Facilities (Top Ten)



Note: Graph sorted on the top 10 chosen in 1997 by respondents on a 0% to 50% scale. See table in Management Report for complete list of programs.

\* Statistically significant difference between 1994 and 1997 ( $p < .01$ ).

# Exchanges

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- ◆ Use/Satisfaction with Marine Corps Exchanges
- ◆ Merchandise Primarily Shopped for at the Exchange
- ◆ Shopping Other than the Exchange

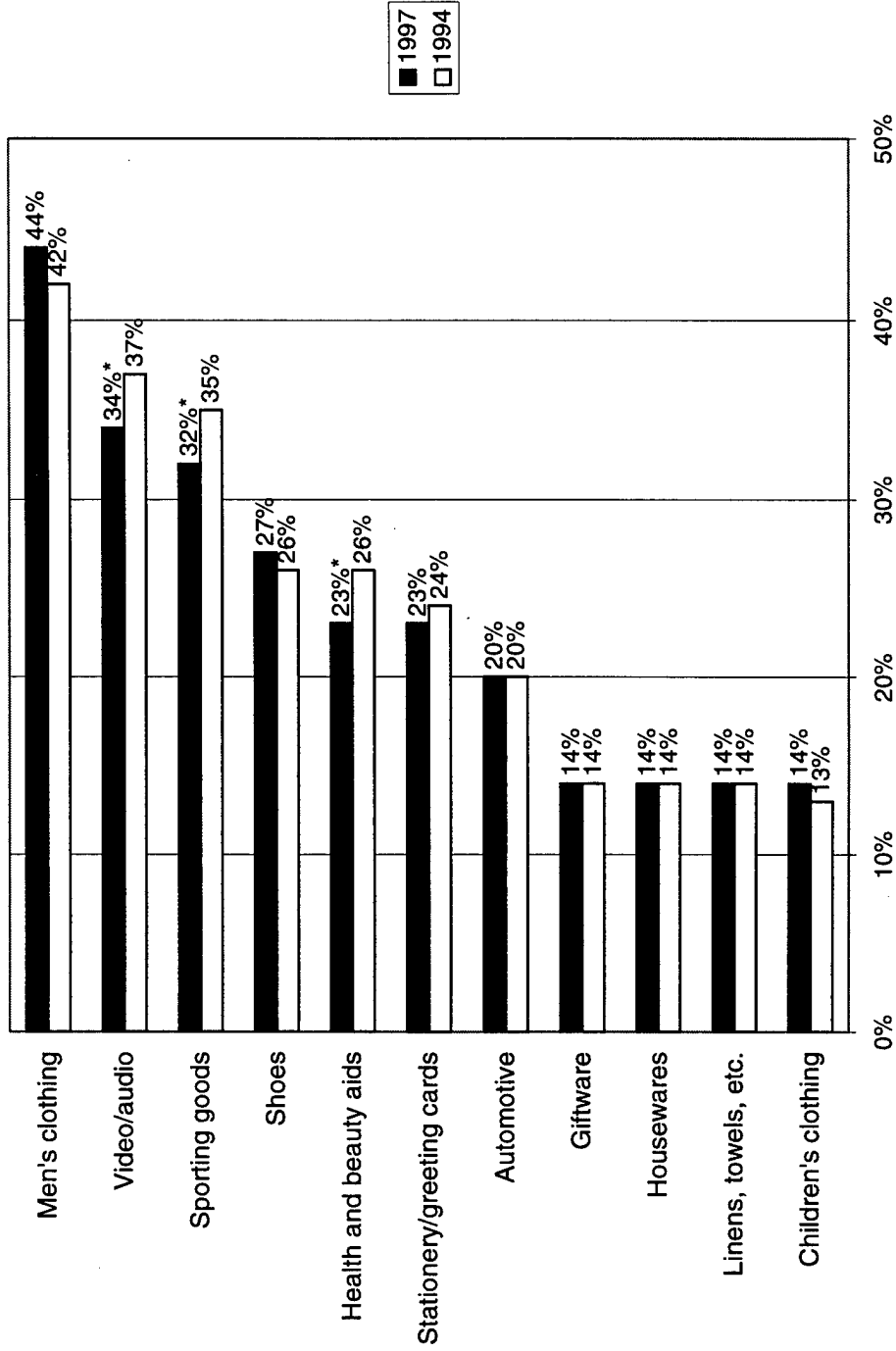
## Use/Satisfaction with Marine Corps Exchange

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Activity	1994 Percentage	1997 Percentage	Satisfaction in 1997
Main Exchange	78%	78%	3.7
Convenience store	64%	65%	3.7
Military clothing store	60%	59%	3.6
Gas station	50%	56%*	3.8
Package store	35%	33%	3.9

Note: Satisfaction is the mean rating on a 5-point scale where "1" represents very dissatisfied, "3" is neutral, and "5" represents very satisfied.  
\* Statistically significant difference between 1994 and 1997 ( $p < .01$ ).

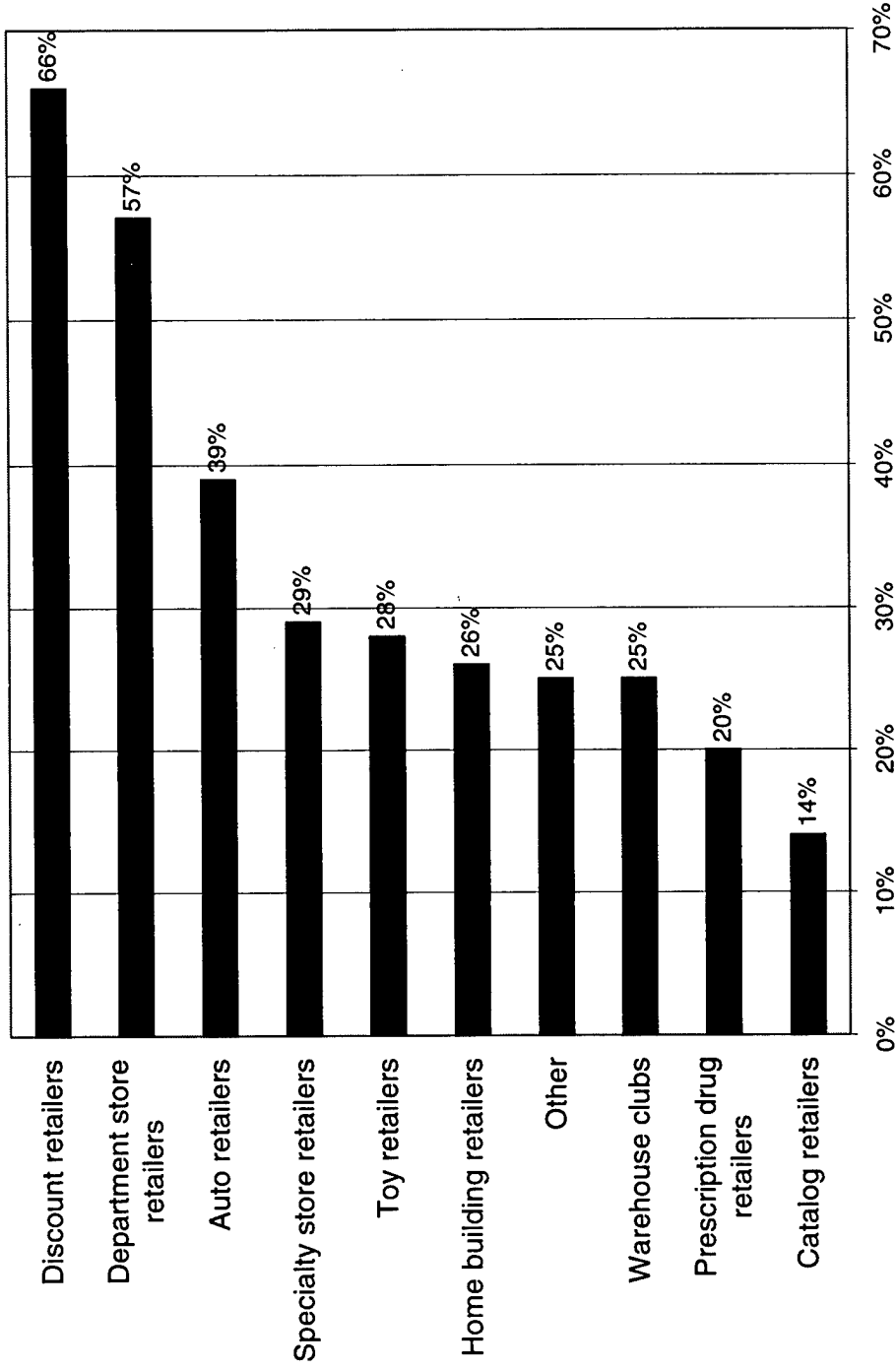
# Merchandise Primarily Shopped for at the Marine Corps Exchange



Note: Graph sorted on the top 11 categories chosen in 1997 on a 0% to 50% scale.  
 \* Statistically significant difference between 1994 and 1997 ( $p < .01$ ).

# Shopping Other than in the Exchange

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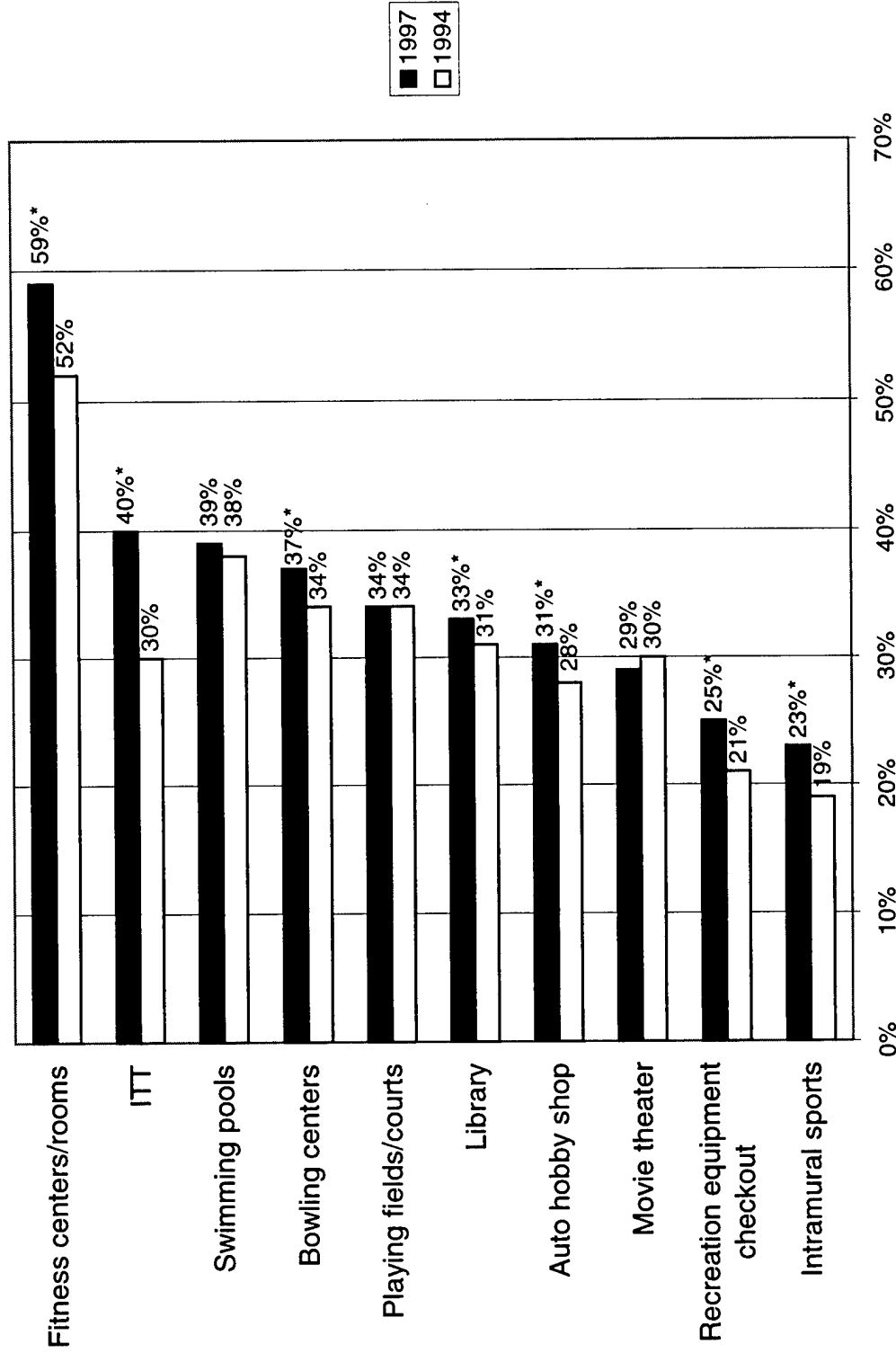
Note: Scale ranges from 0% to 70%. The 1994 data are not displayed since the response categories were different and/or the data were not available.

# Recreation

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- ◆ Use of On-Base Recreation
- ◆ Use of Off-Base Recreation
- ◆ Satisfaction with On-Base Recreation
- ◆ One Improvement that Would Increase Use

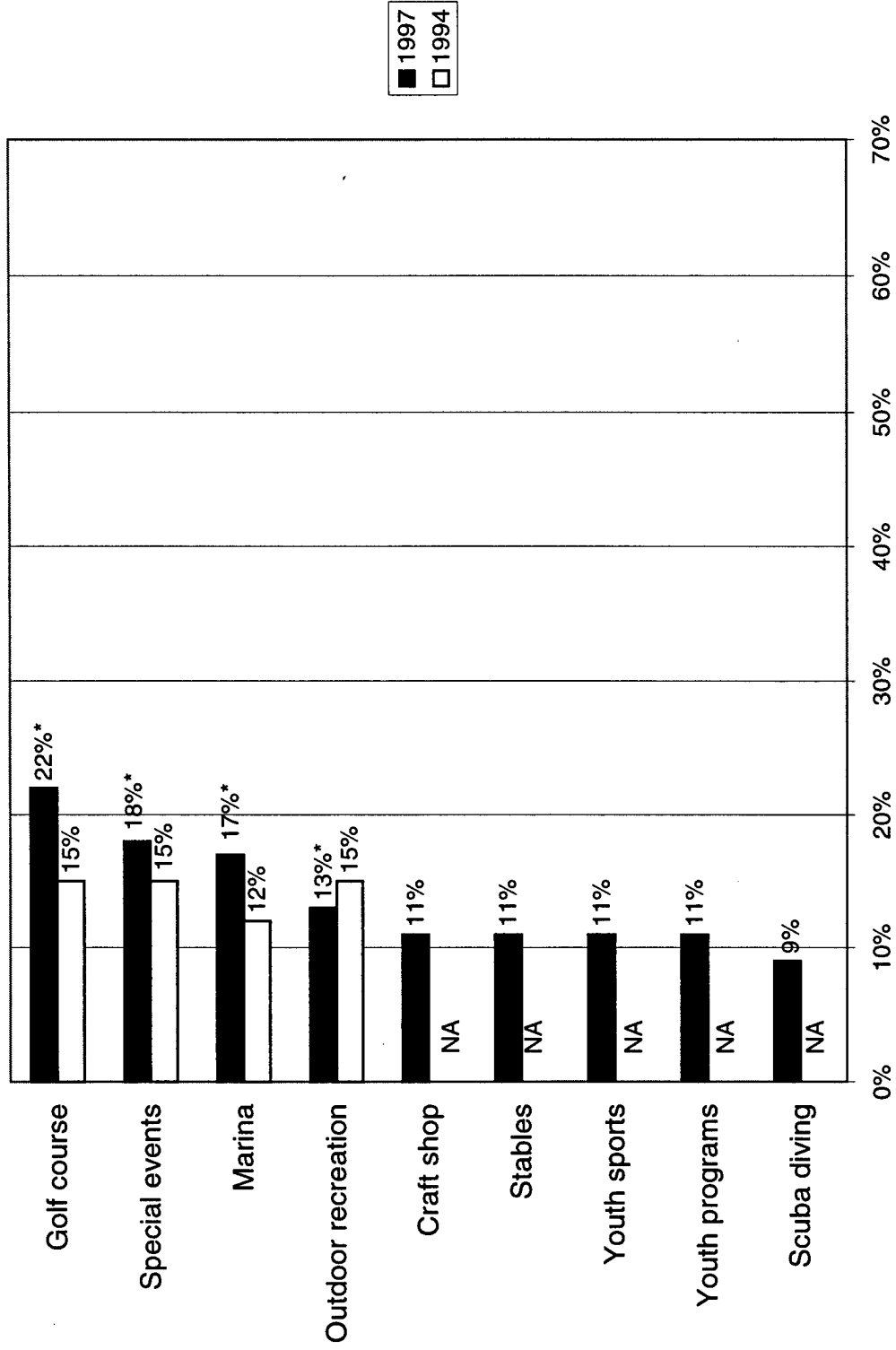
# Use of On-Base Recreation



Note: Facilities/programs are listed in descending order based on the 1997 percentages.

\* Statistically significant difference between 1994 and 1997 ( $p < .01$ ).

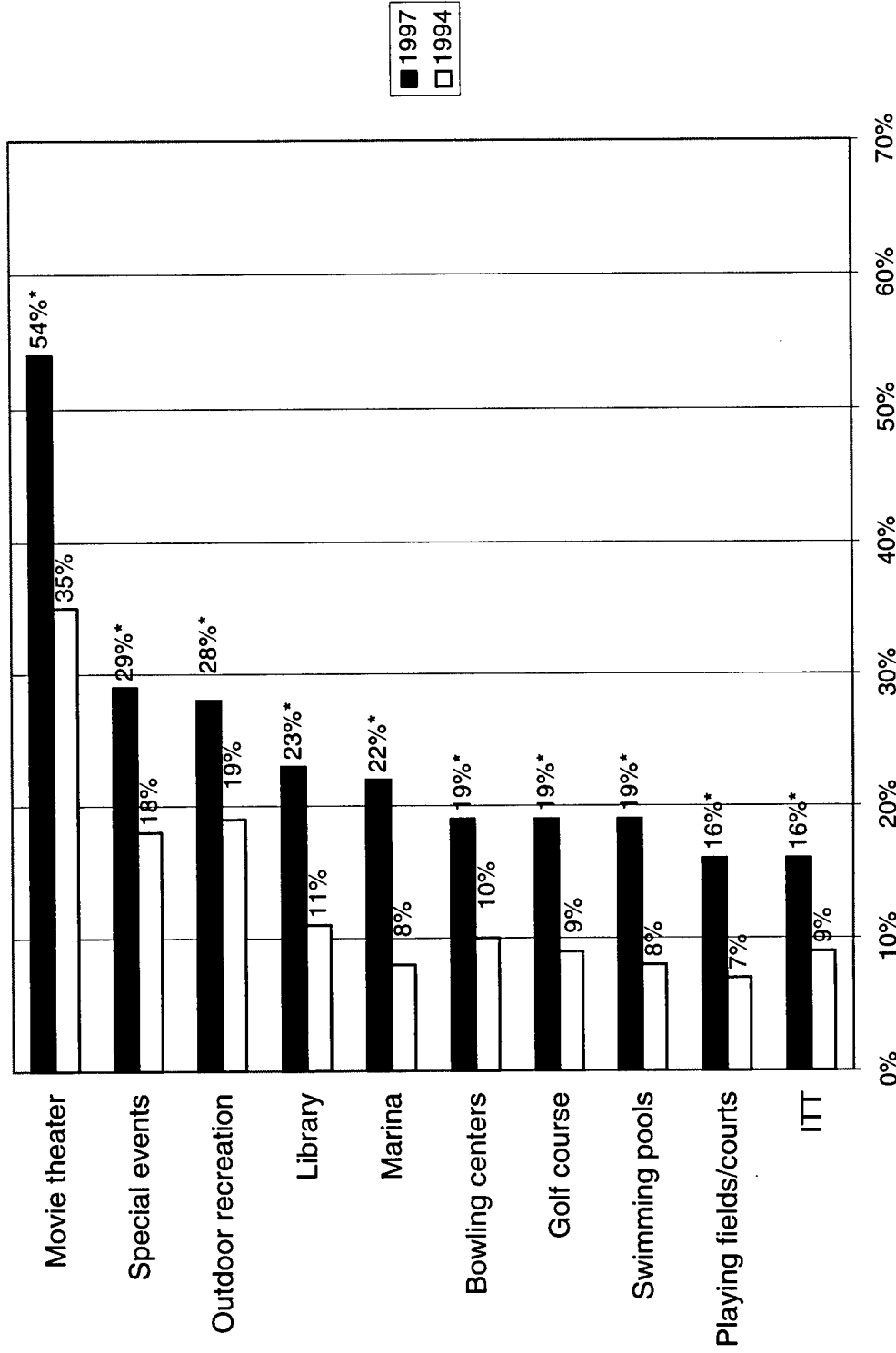
# Use of On-Base Recreation (continued)



Note: Facilities/programs are listed in descending order based on the 1997 percentages.

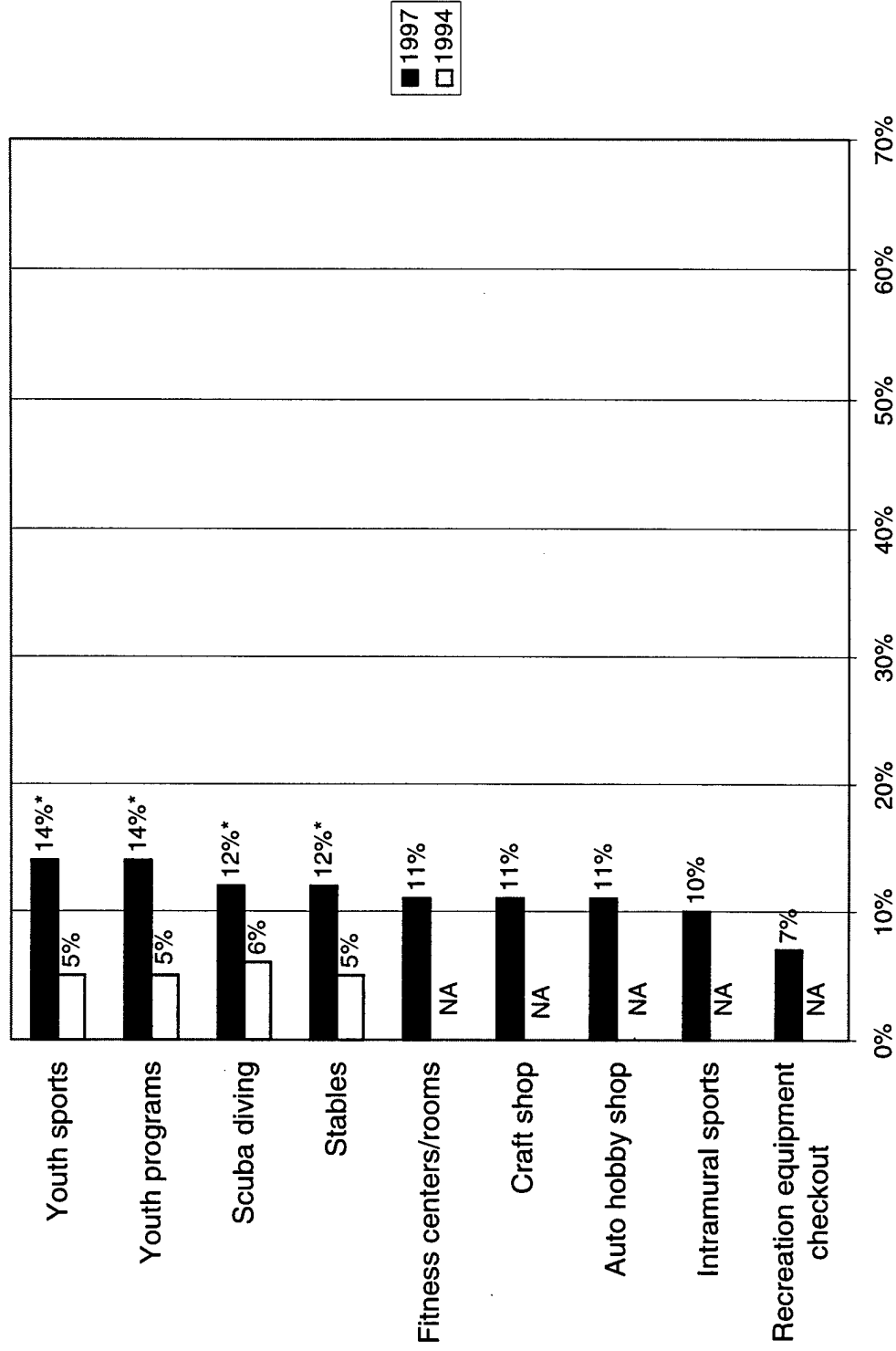
\* Statistically significant difference between 1994 and 1997 ( $p < .01$ ).

# Use of Off-Base Recreation



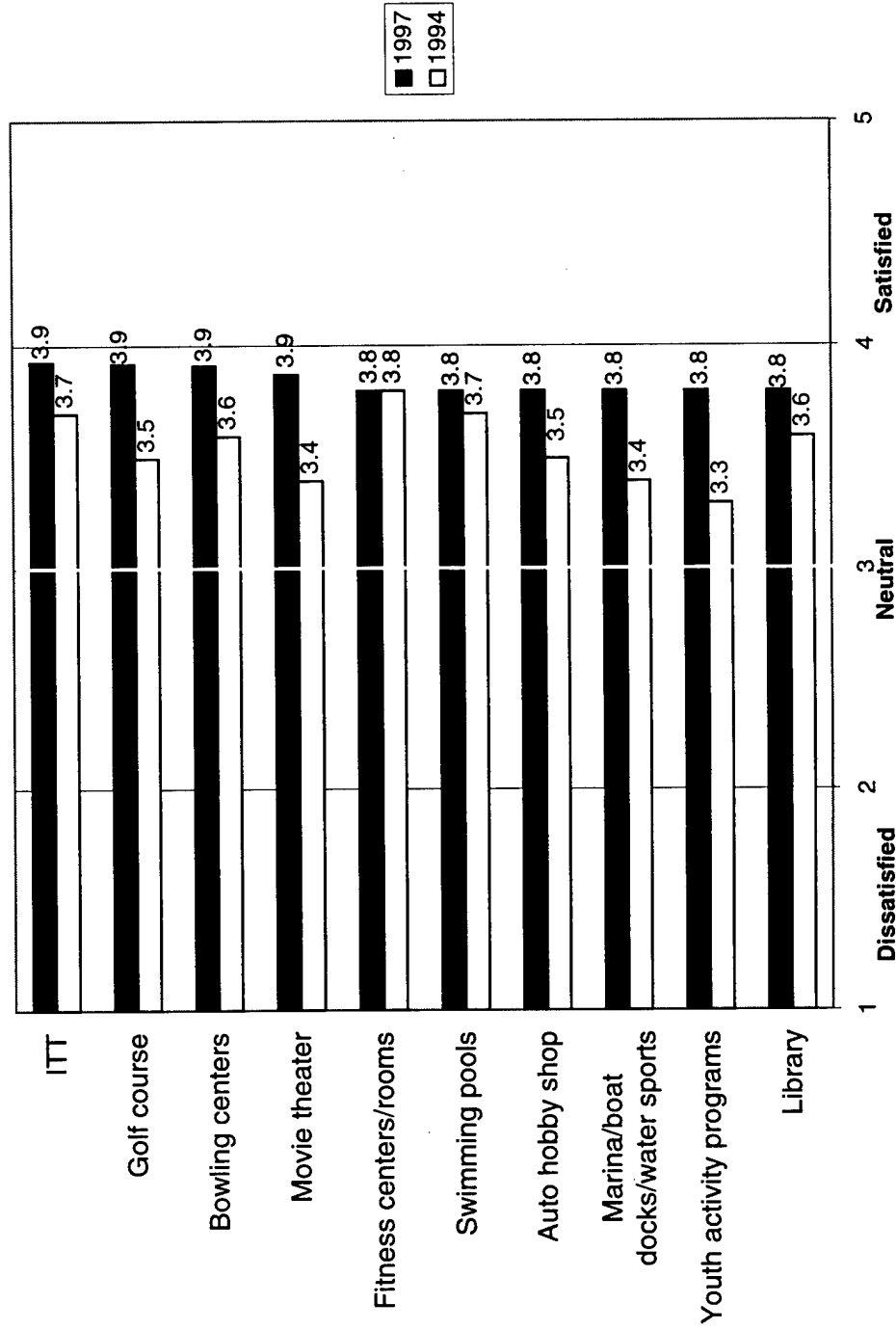
Note: Facilities/programs are listed in descending order based on the 1997 percentages.  
 \* Statistically significant difference between 1994 and 1997 ( $p < .01$ ).

# Use of Recreation Off-Base (continued)



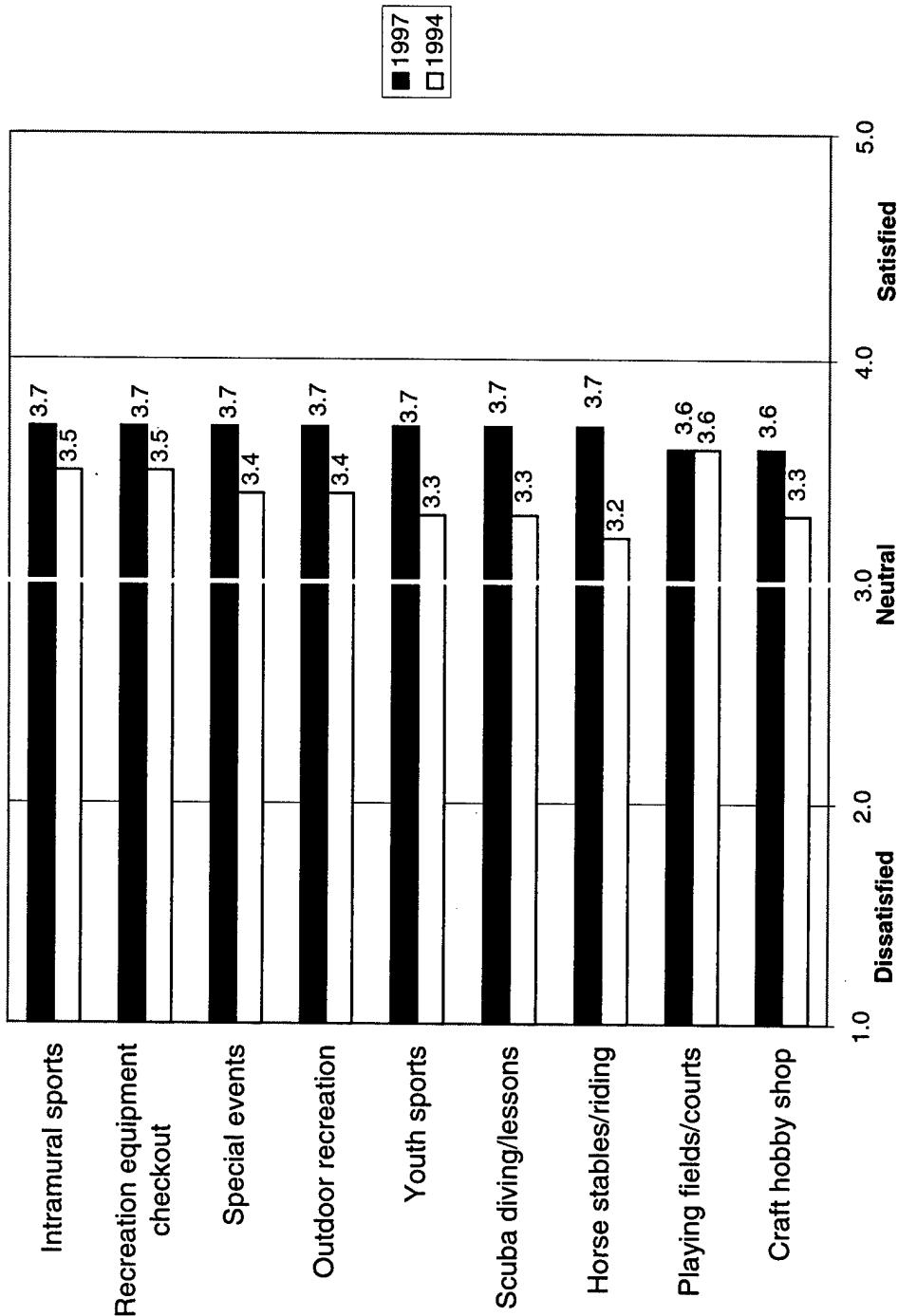
Note: Facilities/programs are listed in descending order based on the 1997 percentages.  
 \* Statistically significant difference between 1994 and 1997 ( $p < .01$ ).

# Satisfaction with On-Base Recreation Facilities and Programs



Note: Averages to the right of the white line indicate satisfaction; averages to the left of the line indicate dissatisfaction. Graph includes only people who used these Marine Corps facilities and services.

# Satisfaction with On-Base Recreation Facilities and Programs (continued)



Note: Averages to the right of the white line indicate satisfaction; averages to the left of the line indicate dissatisfaction. Graph includes only people who used these Marine Corps facilities and services.

## One Improvement that Would Most Increase Use of On-Base Recreation Facilities and Programs

Improvement	1994 Percentage	1997 Percentage	Change in Percentage
Price	12%	22%*	+10%
Hours of operation	17%	20%*	+3%
Variety of programs	15%	12%*	-3%
Quality of facilities	14%	12%*	-2%
Service	4%	7%*	+3%
More equipment	8%	7%	-1%
Convenience	10%	7%*	-3%
Availability of child care	4%	4%	0%
Days of operation	-----	3%	-----
Quality of equipment	-----	3%	-----
Quality of programs	3%	3%	0%
Quality of instructors	-----	0%	-----

Note: Improvements are listed in descending order based on the 1997 percentages. 1994 data not available for all items listed.

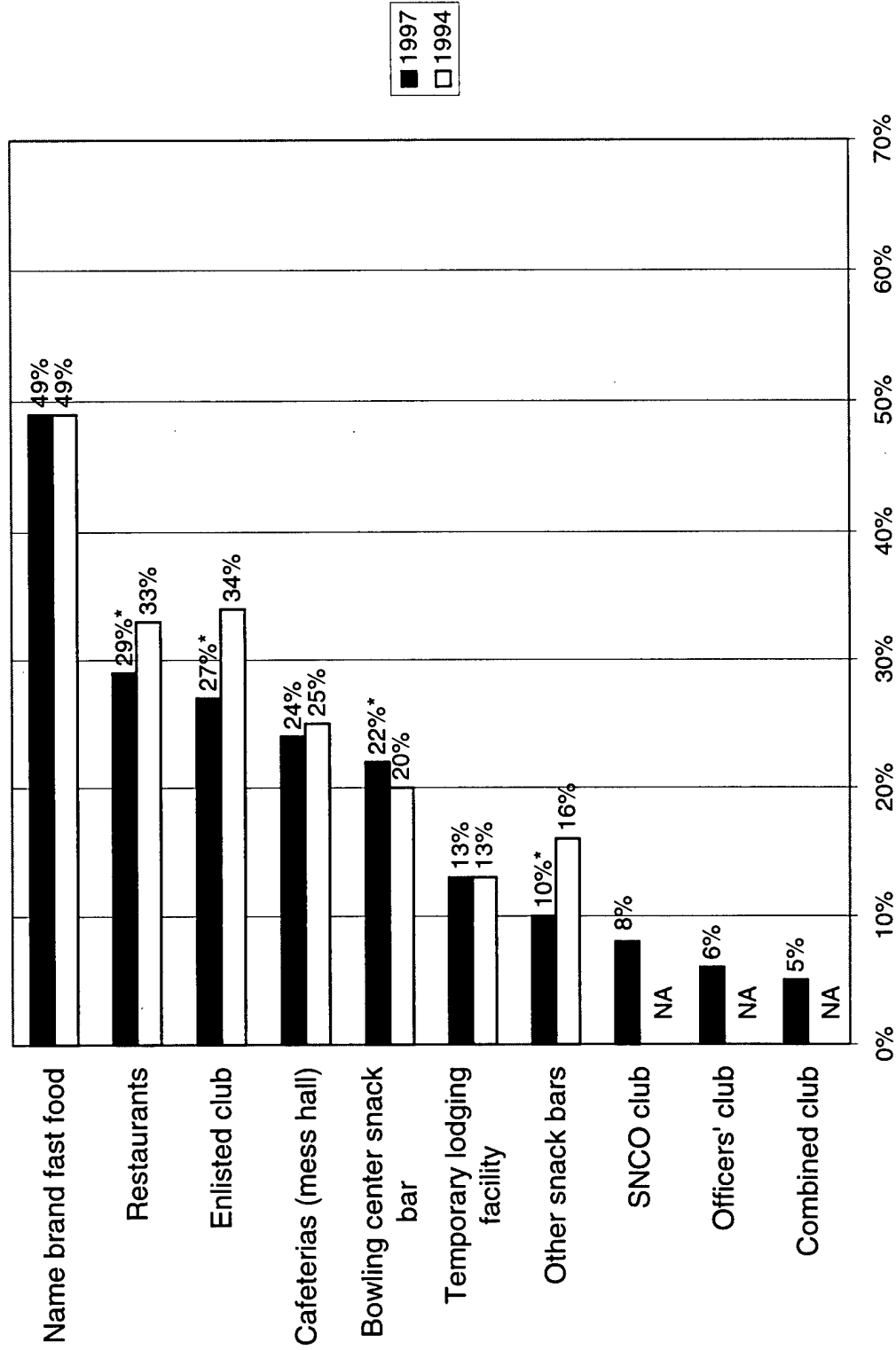
\*Statistically significant difference between 1994 and 1997 ( $p < .01$ ).

# **Food and Hospitality**

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- ◆ Use of Food and Hospitality Facilities
- ◆ Most Used Activities at Clubs/Food/Hospitality Facilities
- ◆ Satisfaction with On-base Clubs and Food Facilities
- ◆ One Improvement that Would Increase Use
- ◆ Type of Entertainment/Music Respondents Prefer

# Use of Food and Hospitality Facilities



Note: Facilities are listed in descending order based on the 1997 percentages. 1994 data not available for all items listed.  
 \* Statistically significant difference between 1994 and 1997 ( $p < .01$ ).

# Most Used Activities at Clubs/Food/Hospitality Facilities

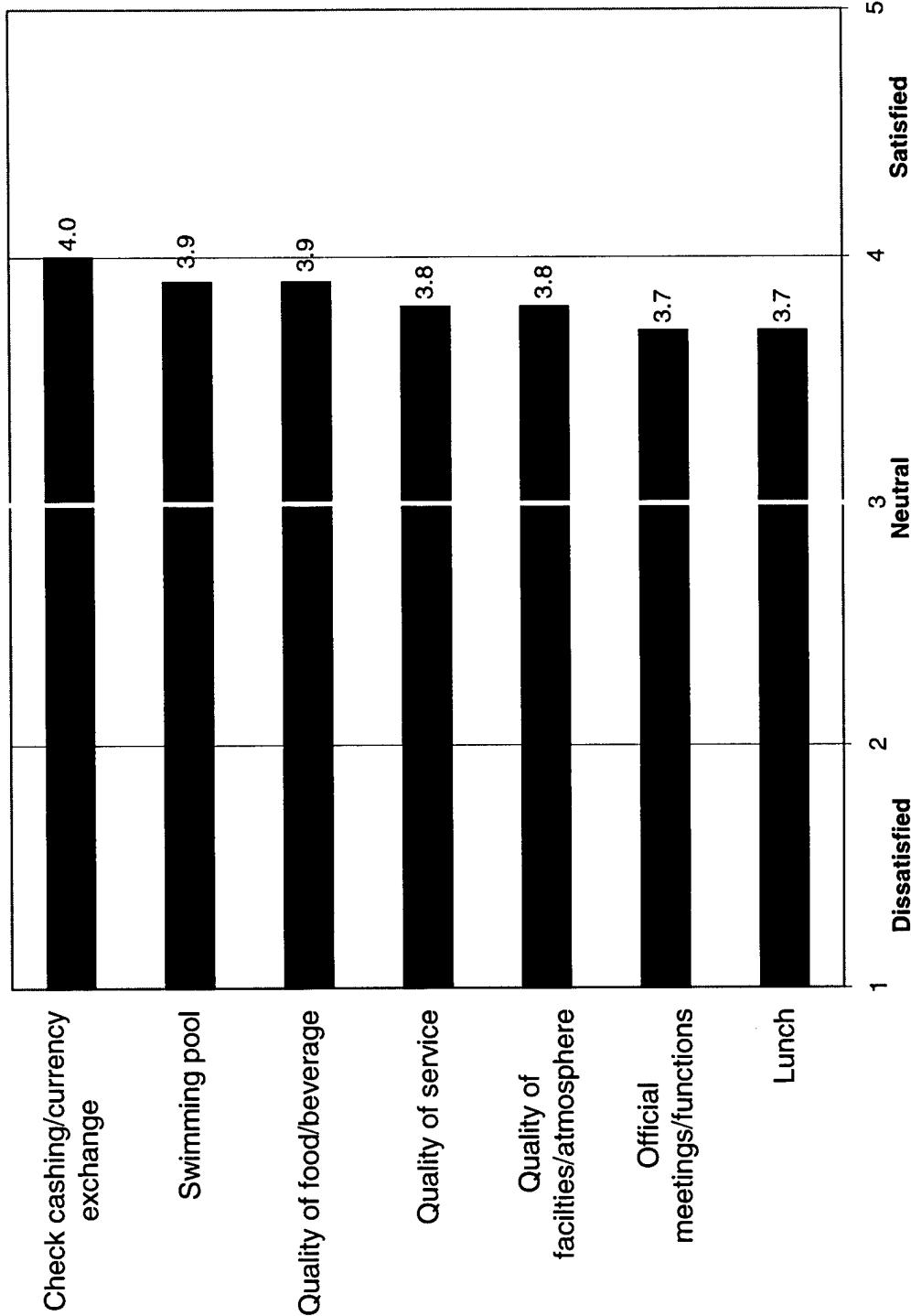
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Activity	1997 Percentage
Lunch	47%
Dinner	35%
Relax and have a drink	22%
Swimming pool	21%
Breakfast	19%
Check cashing services	16%
Official meetings/functions	16%
Music/entertainment	15%
Billiards/darts	14%
Brunch	13%
Video games	13%

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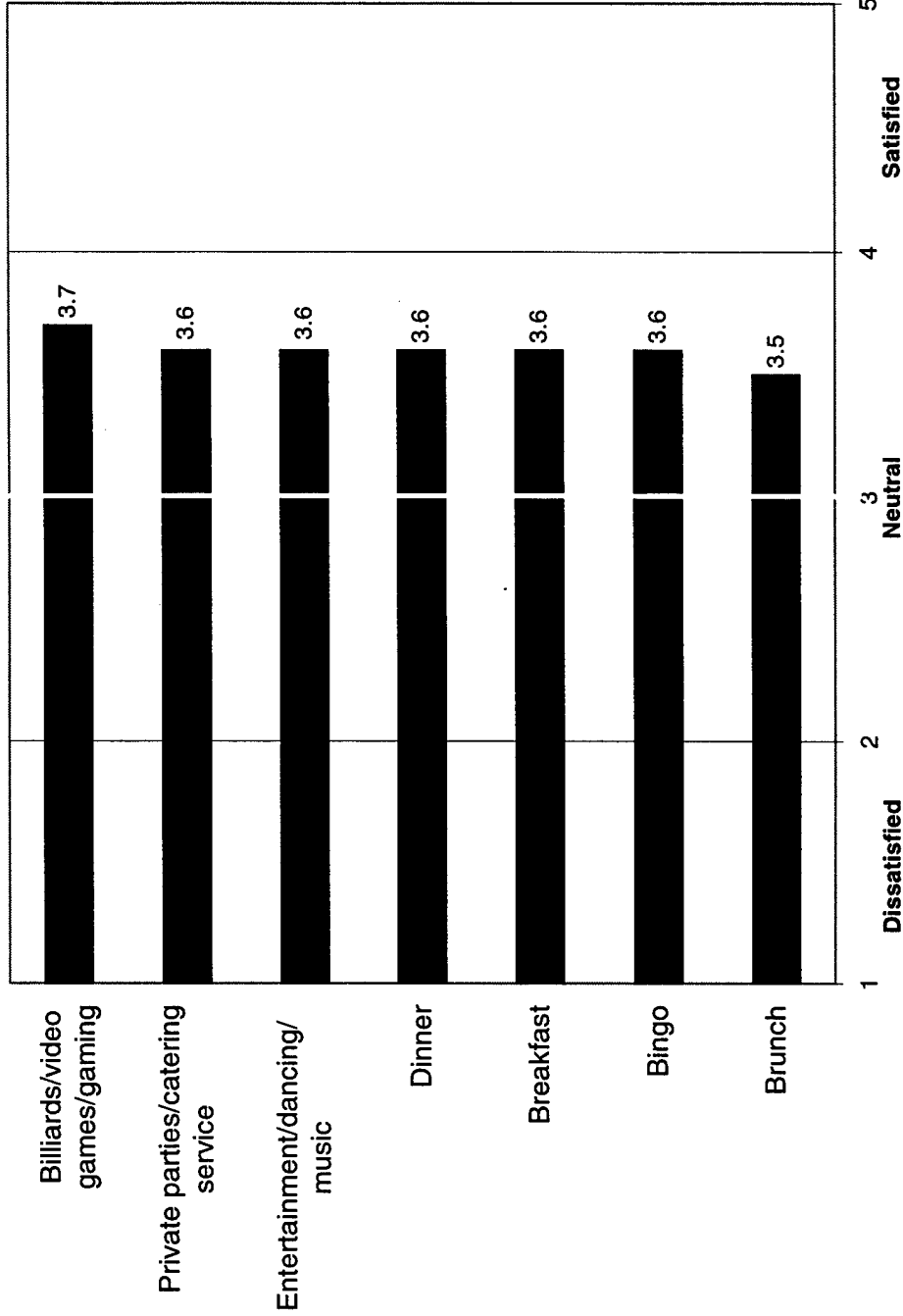
Note: 1994 data are not available.

# Satisfaction With On-base Clubs and Food Facilities (1997)



Note: Averages to the right of the white line indicate satisfaction; averages to the left of the line indicate dissatisfaction. Graph includes only people who used these Marine Corps facilities and services. 1994 satisfaction data not available.

# Satisfaction With On-base Clubs and Food Facilities (1997) (continued)



Note: Averages to the right of the white line indicate satisfaction; averages to the left of the line indicate dissatisfaction. Graph includes only people who used these Marine Corps facilities and services. 1994 satisfaction data not available.

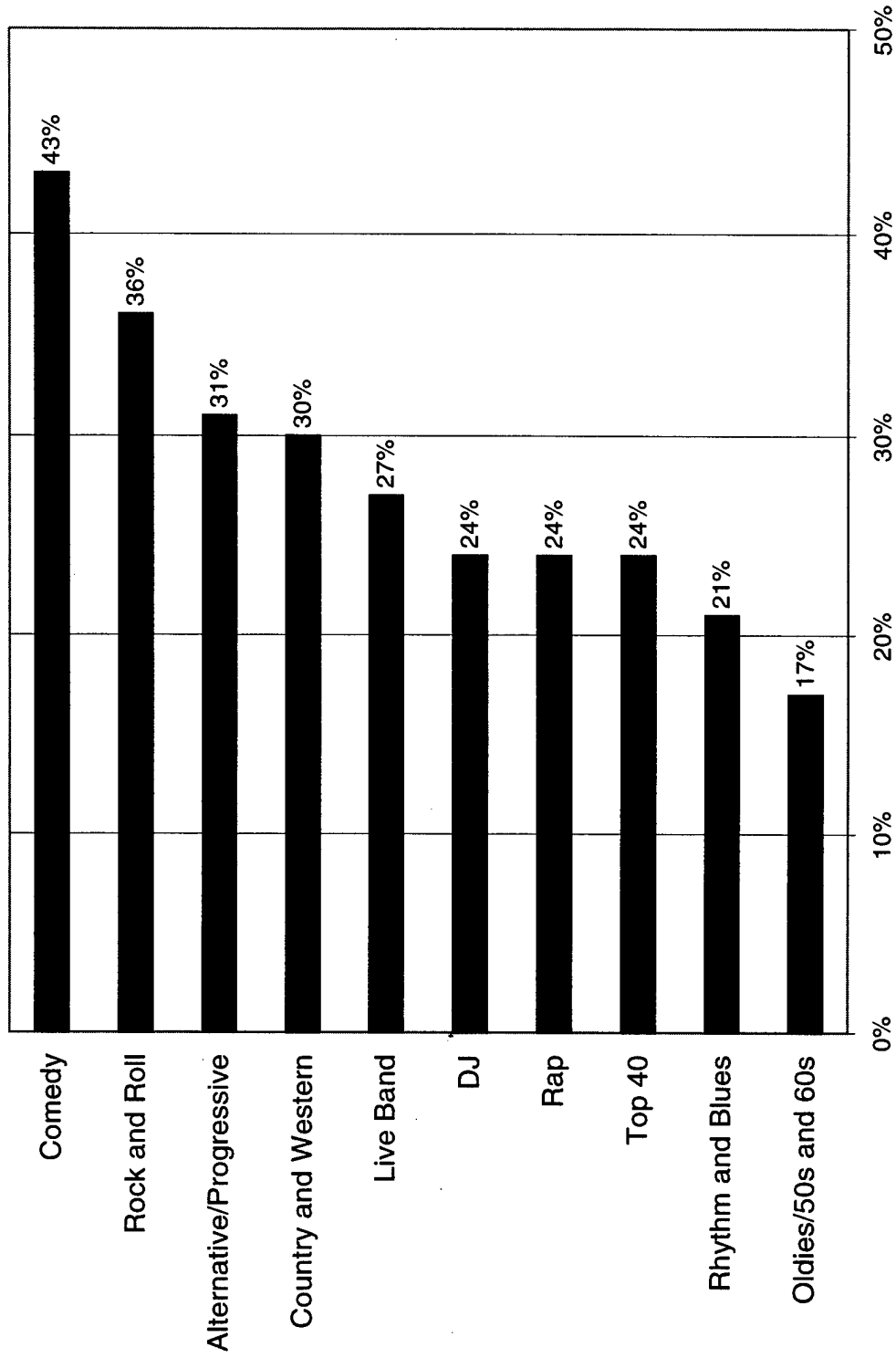
## One Improvement that Would Most Increase Use of On-base Clubs/Food Facilities

Improvement	1994 Percentage	1997 Percentage	Change in Percentage
Price	21%	24%*	+3%
Hours of operation	17%	23%*	+6%
Variety/menu selection	15%	13%*	-2%
Quality of facility	11%	11%	0%
Quality of food and beverage	12%	9%*	-3%
Service	6%	8%*	+2%
Casual dining	5%	6%*	+1%
Availability of child care	4%	6%*	+2%

Note: Improvements are listed in descending order based on the 1997 percentages.

\* Statistically significant difference between 1994 and 1997 ( $p < .01$ ).

# Type of Entertainment/Music Respondents Prefer



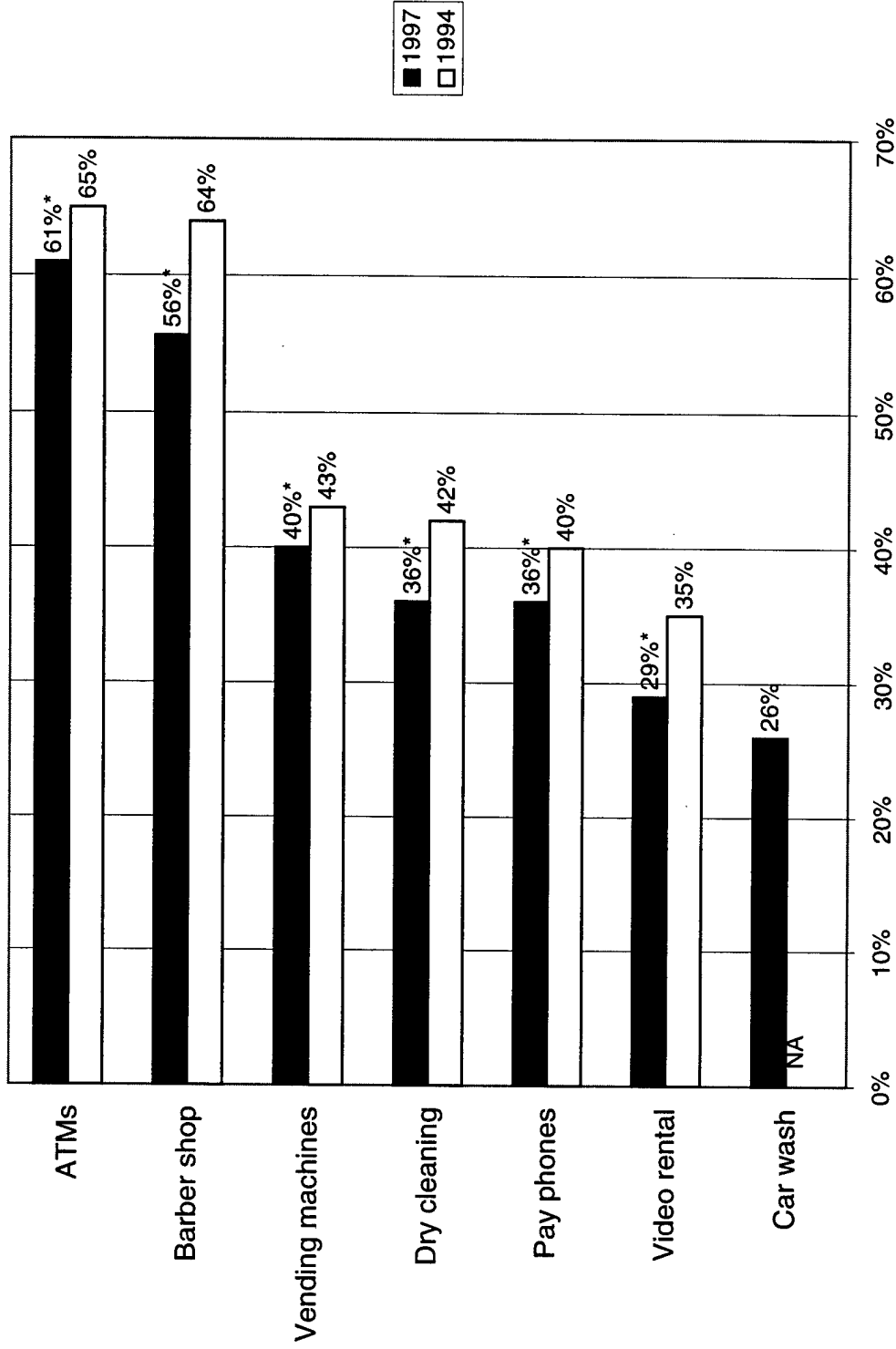
Note: Graph shows only top 10 chosen in 1997 by respondents on a 0% to 50% scale.  
1994 data were not available.

# Services

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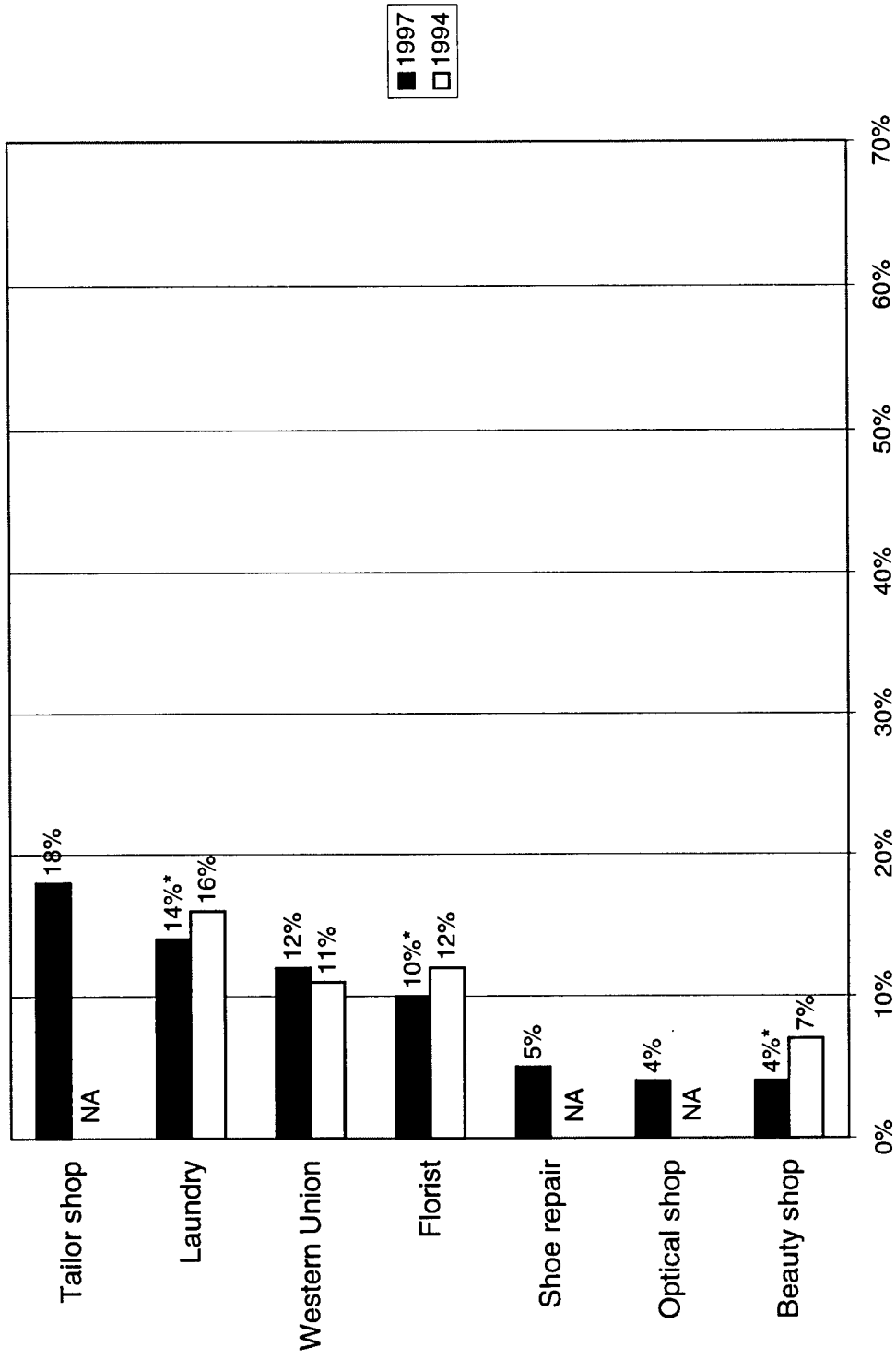
- ◆ Use of MWR Services
- ◆ Satisfaction with MWR Services

# Use of MWR Services



Note: Services are listed in descending order based on the 1997 percentages. 1994 data not available for all items listed.  
 \* Statistically significant difference between 1994 and 1997 ( $p < .01$ ).

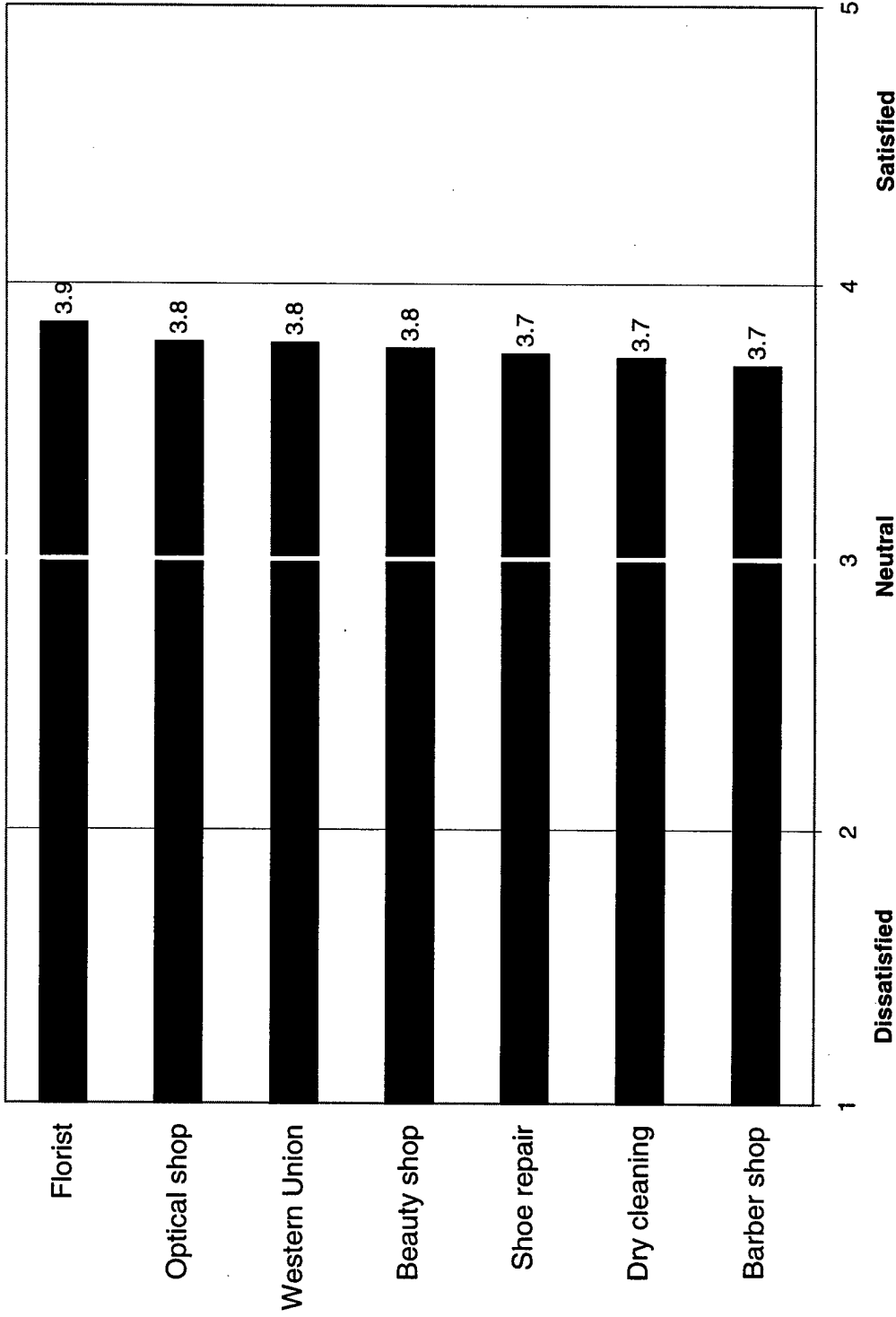
## Use of MWR Services (continued)



Note: Services are listed in descending order based on the 1997 percentages. 1994 data not available for all items listed.

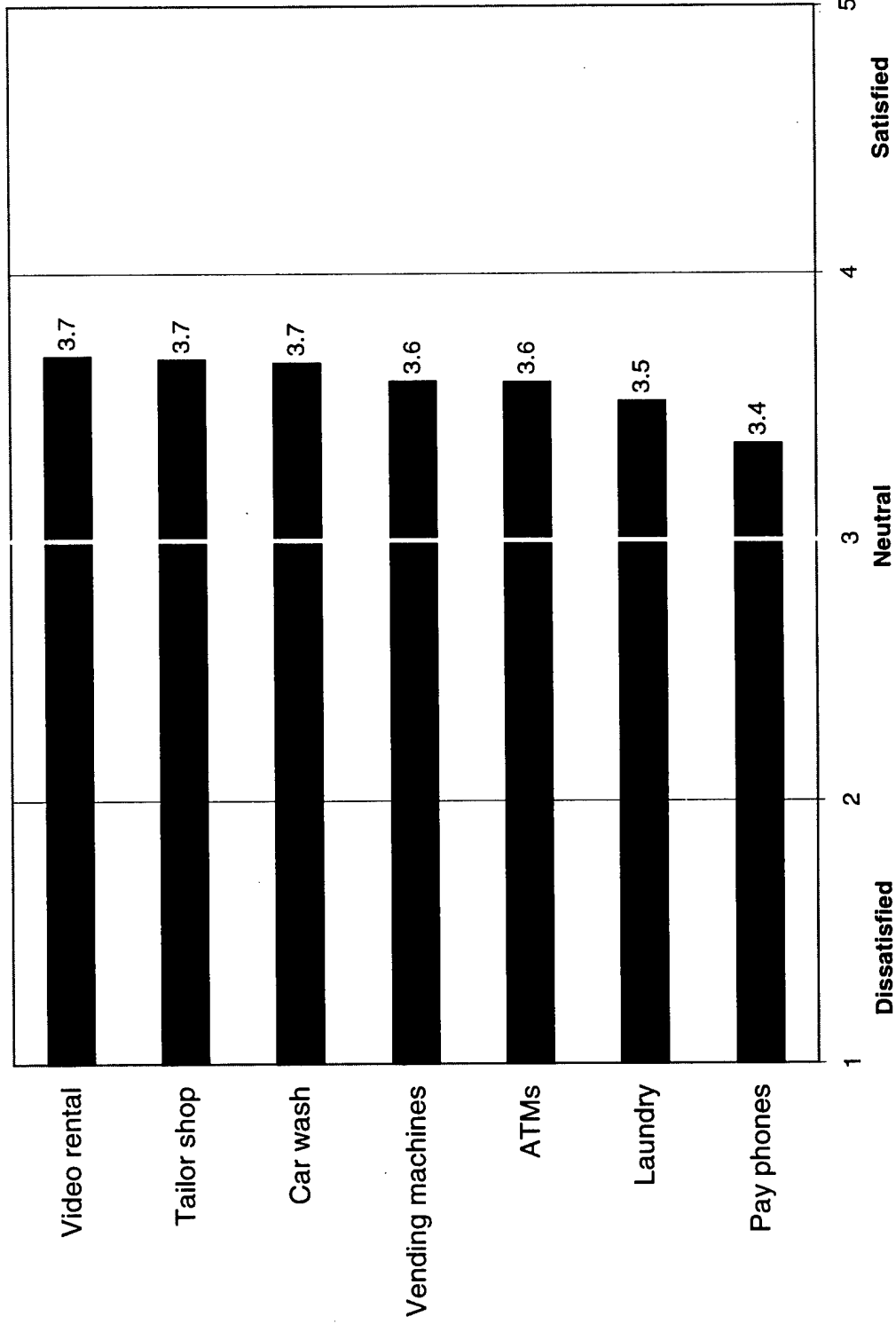
\* Statistically significant difference between 1994 and 1997 ( $p < .01$ ).

# Satisfaction With MWR Services



Note: Averages to the right of the white line indicate satisfaction; averages to the left of the line indicate dissatisfaction. Graph includes only people who used these Marine Corps services. 1994 satisfaction data not available.

## Satisfaction With MWR Services (continued)



Note: Averages to the right of the white line indicate satisfaction; averages to the left of the line indicate dissatisfaction. Graph includes only people who used these Marine Corps services. 1994 satisfaction data not available.

# **Quality and Satisfaction with Marine Corps MWR**

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- ◆ Quality Ratings of Marine Corps MWR
- ◆ Satisfaction with Marine Corps MWR

## Quality Ratings of Marine Corps MWR (1997)

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	Worse than expected	As expected or better	Don't know/ N/A
Overall, how would you rate Marine Corps MWR facilities	17%	77%	6%
Overall, how would you rate Marine Corps MWR services/ programs	16%	76%	8%
Overall, how would you rate Marine Corps MWR customer service	20%	71%	9%

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## Satisfaction with Marine Corps MWR (1997)

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	Yes	No	Don't know/NA
I am satisfied with Marine Corps MWR facilities /services.	53%	34%	13%
I will continue to use the Marine Corps MWR facilities/services.	80%	7%	13%
I will recommend the Marine Corps MWR facilities/services to others.	61%	22%	17%
The Marine Corps MWR improves the quality of life for me/my family.	55%	26%	19%

## **Conclusions**

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- ◆ There was a very large increase in the percentage of respondents who said they hear about Marine Corps MWR through various channels.
- ◆ The most important programs in 1997 were the Main Exchange, ITT, and fitness centers/rooms.
- ◆ Respondents would like to see their MWR dollars spent to provide better facilities at the fitness centers/rooms, theaters, and the Main Exchange.
- ◆ The majority of Marines (78%) used the Main Exchange in 1997.

## Conclusions (continued)

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- ◆ Several types of merchandise shopped for at the Exchange in 1997 showed a decrease or no change from 1994; Exchanges should review their merchandise price and selection.
- ◆ Fitness centers/rooms, ITT, and swimming pools were the most used on-base recreation facilities in 1997.
- ◆ Name brand fast food, restaurants, and the enlisted club were the most used food and hospitality facilities in 1997.
- ◆ ATMs, the barber shop, and vending machines were the most used services in 1997.
- ◆ The majority of respondents rated the quality of MWR facilities, services/programs, and customer service as expected or better.

## Conclusions (continued)

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- ♦ Just over half of all respondents said they were satisfied with Marine Corps MWR, although 80% said they would continue to use the facilities/services.
- ♦ Price and hours of operation were the most common choices for improvements that would increase participants' use of facilities/programs.

## Distribution List

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Assistant Secretary of the Navy (Manpower and Reserve Affairs)  
Deputy Assistant Secretary of the Navy (Manpower and Reserve Affairs)  
Assistant Secretary of the Navy (Manpower and Reserve Affairs) (OASN) (M&RA)  
Office of Naval Research (Code 342), (Code 00MC)  
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