



U.S. ARMY

MWR

FOR

ALL

OF

YOUR

LIFE



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# Introduction

## **U.S Army Community and Family Support Center**

### **Headquarters for Army MWR**

#### **MWR – Morale, Welfare and Recreation**

Morale, Welfare and Recreation (MWR) programs are managed by the U.S. Army Community and Family Support Center (CFSC) and are vital to maintaining the Army's ability to fight and win our nation's wars. Established by the Department of the Army in 1984, CFSC delivers Army MWR through a 37,000-member worldwide workforce committed to providing the highest quality programs and services in support of Soldiers (active and reserve), their families, Department of the Army civilians and retirees.

Soldiers benefit from programs ranging from childcare and financial counseling to logistical preparation and assistance for families of Soldiers being mobilized or deployed, as well as entertainment and leisure activities. Field commanders view MWR as a vital tool for readiness because the programs keep Soldiers physically fit, reduce stress and anxiety, build skills and self-confidence, and help form strong esprit de corps. MWR allows the Army to attract and retain the best.

Keeping an Army ready to fight and win takes more than hard work and training – Soldiers need a balance of work and leisure. As such, a primary goal of MWR is to deliver “fun” – from Army Entertainment programs such as celebrity concerts and the traveling Soldier Show, to competitive or recreational sports programs. CFSC also operates four major Armed Forces Recreation Centers, which offer resort-style accommodations for service members and other eligible users around the world.

## MWR Philosophy

Soldiers are entitled to the same quality of life as is afforded the society they are pledged to defend. The essence of the MWR mission is to foster and support improved productivity, mental and physical fitness, individual growth, positive values, and family well-being.

## MWR History

Morale programs for Soldiers have existed since the Revolutionary War. Organized programs started on the battlefields of World War I, where the Salvation Army and Red Cross ministered to the needs of Soldiers as the forerunners of today's MWR personnel. In 1940, at the beginning of World War II, the Morale Division, later named Special Services, was established. Between 1946 and 1955, the core recreation programs were established and staffed by a combination of active duty military and civilians. Until the mid-1980s, active duty enlisted Soldiers and officers held military occupational specialties in Special Services at every level of command. As those specialties were discontinued, civilians continued to operate MWR programs with military oversight. Special Services underwent many reorganizations and name changes before its present configuration as MWR.

Today, Army MWR programs are recognized not only for the high value they provide the Army community, but the nation as a whole. Army childcare programs are recognized as a model for childcare services in America. In fact, 100 percent of Army MWR Child Development Centers Have been accredited by the National Association for the Education of Young Children vs. only 8 percent of civilian childcare centers. Soldiers and their families continue to rate MWR programs as very important to their psychological well-being, individual fitness, and morale as studies confirm and deepen our understanding of MWR's positive contribution to soldier and family readiness and retention.



# MWR is Family

## **Army Community Service (ACS)**

Because the Army demands that its Soldiers be in a constant state of readiness, Soldiers' families must also be ready to handle whatever comes their way any time of day, any day of the year. Spouses and family members are able to carry on independently and effectively when the military family member is away from the household for long periods of time. It means handling everything from keeping the family car running, to banking and yard maintenance, to medical emergencies and school issues.

More than half of the Soldiers in today's Army are married. In response to the great emphasis that Army leaders place on care and concern for Soldiers' families, the Army delivers a wide array of family support programs and a friendly place to turn when Soldiers or their families need help with anything from financial planning to making a permanent change of station move.

Resources help families become self-reliant and confident in their lives as part of the Army.

### **ACS is:**

- Personal Financial Readiness
- Family Advocacy
- Exceptional Family Member Program
- Spouse Employment
- Volunteer Coordination
- Mobilization, Deployment, and Reunion Support
- Relocation Assistance
- Army Family Action Plan
- Army Family Team Building

## Preparing families for deployment

ACS enhances retention by preparing Soldiers and families for mobilization and deployment through a special package of information called Operation READY, otherwise known as Resources for Educating About Deployment and You. The package contains printed materials and videos, children's workbooks, and a family readiness handbook. Much of the Operation READY materials are at [www.goacs.org](http://www.goacs.org).



When units are called up to deploy for missions, ACS establishes family assistance or readiness centers staffed with experienced medical, legal, financial, and social services personnel. ACS helps the unit establish a family readiness group, which becomes the commander's information channel between the unit's rear detachment and Soldiers' families.

## Employment Readiness Program

The ACS Employment Readiness Program assists spouses in preparing and seeking employment. Soldiers and family members can come into ACS and get assistance with resumé writing, interviewing techniques, dressing for success, career development plans, and employment opportunities.

In October 2003, the Army formally signed a Statement of Support with Fortune 100 and 200 companies, along with certain Army services, to increase employment opportunities for Army spouses: the Army and Air Force Exchange Service (AAFES), Bell South, Boys & Girls Clubs of America, Computer Sciences Corporation, CVS Pharmacy, Dell Computer Corporation, Home Depot, Lockheed Martin, Manpower, Inc., Merck Corp, Sears Logistics Services, Inc., Sprint, Hospital Corp. of America, Army Civilian Personnel, and Army Career and Alumni Program (ACAP).





## Army Family Action Plan (AFAP)

As “the people’s voice,” the Army Family Action Plan (AFAP) is a feedback process that identifies and resolves issues of concern to Soldiers (active, Reserve Component, and retired), DoD civilians, and family members. It is a commander’s decision-making tool for a continuous process of improvement, enabling commanders to react quickly to keep pace with changing times and to protect and improve benefits and standards of living.



### AFAP:

- Informs commanders at all levels of emerging well-being concern from Army constituents
- Annually solicits issues and good ideas from all elements of the Army
- Monitors issue resolution via senior leader involvement and authority – the AFAP General Officer Steering Committee is chaired by the Vice Chief of Staff, Army
- Is unique to the Army, but benefits all of DoD – 52 percent of issues are applicable to all military services
- Fosters satisfaction, buy-in, allegiance – a partnership between leaders and people of the Army

Over the years, AFAP accomplishments have greatly enhanced the life of Soldiers and their families:

- Reserve and Retiree Dental Plans were created
- Servicemen’s Group Life Insurance (SGLI) increased from \$50K to \$200K
- School Liaison Officers were authorized and funded
- TRICARE for Life (for Medicare eligible retirees) was implemented
- Family Readiness Group policies were established to address funding, reimbursements, newsletter printing/content
- Temporary Lodging Expense (TLE) and Dislocation Allowance were approved for 1<sup>st</sup> PCS moves

## **Army Family Team Building (AFTB)**

Army life and culture can be a puzzling environment for family members new to the Army. In 1994, the Army recognized that Army families needed help learning what Army life was about and established AFTB as an official Army program. Today, thanks to AFTB, newcomers have a comprehensive source for learning everything from Army culture to the meanings of the alphabet-soup of acronyms to the scope of valuable benefits that Army MWR offers them throughout their life in the Army.

AFTB materials were designed by and written for volunteer family members and are multilingual. For geographically dispersed families, particularly those of the Army Reserve and Army National Guard, the English version modules of Levels I and II along with the Spanish translation are accessible at [www.aftb.org](http://www.aftb.org). Family member training material and supplemental guides are available in Spanish, German, and Korean to meet the needs of foreign-born spouses.

## **Family Advocacy Program**

Healthy, strong, and resilient families are essential to the well-being, morale, and readiness of the Army. Violence of any kind between married or unmarried couples or parents and children is behavior incompatible with Army values.

Commanders at all levels take domestic violence very seriously and hold Soldiers accountable for their behavior. The Army's primary focus is on preventing abuse before it starts. Family Advocacy prevention programs educate parents, couples, and individuals before problems escalate to physical violence. In those instances when needed, however, treatment, judicial action, and victim support are critical components of reversing abusive behavior.

Spouse and child abuse prevention classes include subjects such as stress management, interpersonal communication, anger and conflict resolution, parenting and relationship support, marriage and family enrichment, and safety education. Commanders must receive one-on-one training regarding their Family Advocacy responsibilities. They urge at-risk families to ask for help and reassure Soldiers there is no career fallout if they do. Support for victims includes victim advocacy and transitional monetary compensation and allows continued use of commissary, post exchange, and medical benefits.



## Child and Youth Services

### Quality, affordable childcare

The Army knows quality childcare is vitally important to Soldiers. Congress and the White House have recognized the military's childcare program as "a model for the nation." A report by the National Women's Law Center reflected this same sentiment, noting, "The best chance a family has to be guaranteed affordable and high-quality child care in this country is to join the military." Army childcare options are based on the cornerstones of affordability, availability, and quality.

The Army delivers hourly, part-day, and full-day care for children in three ways:

1. At on-post Child Development Centers
2. In certified Family Child Care(FCC) homes operated in government housing units and off-post communities
3. Through outreach activities that cover additional care options like on-site short-term care for unit and social functions and referrals to off-post programs

To ensure high standards and quality service, Army centers undergo a rigorous accreditation process by the National Association for the Education of Young Children(NAEYC). Every center Army wide has been NAEYC accredited and must be re-accredited every five years. This compares to only 8 percent of childcare centers accredited in the civilian sector. Each Family Child Care provider also undergoes intensive training so they can be certified (equivalent to state licensing). Eligible FCC homes may also be accredited by the National Association for Family Child Care.

To Army leadership, childcare is a readiness issue. That means when Soldiers are confident their children are receiving quality care, it keeps them focused on their jobs and reduces conflicts between parenting and the military mission.

### Supervised before and after-school options

Before and after-school supervised projects include homework centers and technology labs, in addition to a variety of sports, recreational options, and life skills activities. School-age children often participate in on-post

programs such as bowling and outdoor recreation through partnerships with these MWR operations. Summer programs and camps expand to full-day program options during school vacations. While many programs already are accredited by the National School Age Care Alliance, the goal is to achieve 100% accreditation in the future.



### **Targeting middle school youth and teens**

Army programs, geared for middle school youth and teens, focus on four areas:

1. Arts, recreation, and leisure activities that include instructional programs, trips, photo contests, fine arts exhibitions, dances, and cultural events to promote social interaction and personal growth, and to teach lifelong skills.
2. Sports, fitness, and health activities give middle schoolers and teens challenging opportunities to participate in team and individual sports with an emphasis on fun, learning athletic skills, sportsmanship, and physical conditioning.
3. Life skills, citizenship, and leadership opportunities such as serving on youth councils, volunteer community service, workforce preparation, and character education allow youth to understand responsibility and community involvement and gain valuable job experience.
4. Academic support, mentoring and intervention services help ease school and social transitions for youth resulting from the mobile military lifestyle and help them deal with the many challenges they face in the process of “growing up.”



All Army school-age programs and youth/teen centers are affiliated with the Boys and Girls Clubs of America and there are active 4-H Clubs on installations. These affiliations open doors and provide Army youth with wholesome activities and opportunities to grow and enrich their lives.

### **Youth education support**

Each Army installation has a full-time professional serving as a School Liaison Officer (SLO) who acts as a communication line between parents, children, and the local school system. The SLO bridges the gap between the installation and the local community in addressing the issues faced by Army children and their parents. These issues range from situations within the current school such as in/out processing, curriculum, transportation, school hours, and grades, to those involving transition to a new school like records/grades transfers and graduation requirements.

Of special note is a process that helps Soldiers - parents of high school seniors - who are selected for a move to a new duty station. Through a procedure called "Stabilization for Soldiers - High School Seniors," the Soldier can petition the Army to remain at the current duty station until his or her child completes their senior year, avoiding many of the traumatic events that would affect the student in that critical year.

# MWR is Fitness

## Army Sports

Soldiers can participate in a wide range of Army sports programs, individual or team sports. Any Soldiers, including those in the Army Reserve, are eligible to participate in the Army Departmental Sports program that begins at the grass-roots level - on post - at no charge. The sports offered vary from post to post. At the departmental level, the Army conducts trial camps and championships in sports like boxing, wrestling, Taekwondo, track and field, volleyball, bowling, golf, racquetball, triathlon, tennis, softball, soccer and rugby.

Soldiers who demonstrate outstanding skill in one of these sports may be encouraged by their local sports director to submit an application to compete at the all-Army level. In a typical year, as many as 900 men and women advance to all-Army, armed forces, national and international championships. For more information on these advanced level competitions, visit [www.armedforcesports.com](http://www.armedforcesports.com).

## Fitness

In civilian life, lifting weights, working out or swimming at a commercial gym or a public recreation facility can be expensive. But, because Soldiers are required to meet physical fitness standards as an essential aspect of their military mission, Army MWR supplies Soldiers with the best fitness equipment and facilities. Every Army post has gyms and fitness centers, although the size of the facility and the type of equipment available varies. Fitness facilities, sometimes set up in tents, serve Soldiers deployed overseas in places like the Balkans, Korea or Southwest Asia.



Core fitness activities include fitness and exercise classes, plus access to state-of-the-art equipment like stair-climbers, bicycles, rowing machines, and treadmills. Qualified staff is on hand to spot weight lifters, ensure safety and provide instruction. There are exercise classes geared to every age, fitness and skill level, from beginner to expert, mothers-to-be and retirees. Fitness centers are open to Soldiers, Department of the Army civilians, their family members, and retirees are welcome on a space-available basis.

## World Class Athlete Program (WCAP)

Taking sports to its ultimate level, the Army World Class Athlete Program gives outstanding Soldier-athletes the opportunity to train full time for national and international competitions that lead to the Olympic trials and selection to the U.S. Olympic team in summer or winter sports.

To qualify for WCAP, a Soldier must hold a national ranking and must be certified as "world class" by the national governing body of his or her chosen sport. Soldiers must also meet tough athletic, military and academic standards set by WCAP selection officials. Soldiers accepted into the program are assigned to the WCAP detachment housed at Fort Carson, CO.

The WCAP has a colorful history. The first Soldier to qualify for a modern Olympics was 1<sup>st</sup> Lt. George S. Patton. He competed in the modern pentathlon at the Summer Olympics in Stockholm, Sweden. In 1948, Congress enacted Public Law 11, which states that no outstanding athlete should be denied an opportunity to represent the United States in the Olympic games simply because he is in the military.

Since 1948, 519 Army Olympians have won a total of 120 medals in a variety of sports. At the 2002 Winter Olympics, Spc. Jill Bakken, together with civilian Vonetta Flowers, won a gold medal in the first-ever women's bobsled event. Spc. Mike Kohn and Spc. Doug Sharp were members of Brian Shimer's USA II four-man bobsled team and, along with the USA I bobsled team, ended a 46-year medal drought in their sport by winning bronze and silver medals, respectively.

# MWR is Flavorful

## Dining and Nightlife

Whether grabbing a burger, picking up a pizza, getting out of the house for a casual family meal, having a beer and shooting some pool, or munching nachos while watching a favorite major league team, there's an MWR place to do it.

Army MWR wants Soldiers and families, retirees and Army civilians to make MWR establishments their first choice when it comes to fun and food. So MWR serves up its own brands that offer the same tasty burgers, pizza, pub atmosphere and snack bar food and service as places 'outside the gate.'

## Theme Restaurants

**Reggie's Pub** - a cozy little pub and sandwich shop

**Reggie's Beverage Company** - a neighborhood family restaurant and brew house

**Reggie's Express** - burgers and sandwiches

**Mulligan's** - quick or full-service restaurant at Army golf courses

**Strike Zone** - a bowling center snack bar

**Sports USA** - the ultimate interactive sports and high-energy nightclub

**LiL' Skeeter's BBQ** - spicy, tasty barbecue: eat in or take out

**Primo's Express** - pizza made fresh with the best ingredients to eat in or take out



Each “brand” has its own theme, colors, logos and interior design. Inexpensive menu choices keep pace with the latest taste-bud trends from wraps to rice to heart-healthy. There are entertainment, food, drink, fun, interactive games and other activities right on post within minutes of single Soldier and family quarters.

These MWR-operated businesses depend on customers and are financially self-sustaining without taxpayer dollars to establish or run them. Because geography, numbers of people and demographics vary throughout the Army, most restaurant chains wouldn’t find a contract with the Army profitable. Additionally, there are challenges operating in Italy, Belgium, Korea, Alaska, and remote U.S. locations. Army MWR is best equipped to meet these challenges and provide customers the best in fun and food.

The Army and Air Force Exchange Service operates some fast food outlets located on post. At some installations, MWR and AAFES work together under an agreement to offer popular name brand fast food operations in MWR facilities where they will be financially successful. The installation commander, AAFES, and the MWR manager make those decisions locally. In addition to the MWR “brands,” the commander has the option of operating an outlet such as Pizza Hut, Domino’s, Dunkin’ Donuts, or Subway. A percentage of the profits from AAFES go back into MWR. So eating anywhere on post not only saves money and time, but is an investment in better MWR programs and activities for Soldiers and families at that post.

## Clubs

Today, “community clubs” often replace traditional officers’ and enlisted clubs. These clubs sometimes have different areas for separate activities and meeting rooms, but with a common kitchen serving lunch to all ranks. With less emphasis on drinking, there is more emphasis on good food and camaraderie in a lounge setting. Many clubs hire bands and DJs for listening and dancing. There are comedy nights and dinner theaters, too. Clubs offer Sunday brunches, buffets, seafood nights and other specials where the whole family is welcome in a casual atmosphere.

What’s offered on an installation depends on its size and population. Where available, club facilities and catering services are popular for celebrating special milestones like weddings, retirements, promotions, birthdays and anniversaries.



# MWR is Friendly

## Army Lodging

Army Lodging's mission is to offer Army travelers quality lodging and hospitality services - a clean, attractive, affordable place to rest and relax at the end of a day. The Army operates 98 hotels with over 21,000 units at installations throughout the United States, Korea, Germany, Italy and Japan.

Accommodations in Army Lodging facilities are available to all Department of Defense (DoD) travelers on official business as well as military members and their families moving from one location to another on permanent change of station orders. On a space-available basis, military members, retirees and their families on vacation also may stay in Army Lodging hotels. Room rates at Army Lodging facilities during the fiscal year 2003 operating year averaged under \$35 per night offering an average 55 percent discount compared to similar off-post accommodations.

Army Lodging hotels provide a range of facilities from standard rooms designed for short term travelers to larger accommodations complete with kitchenette facilities designed to meet the needs of families. The Army Lodging Wellness Program is addressing aged facilities through a comprehensive program of repair by replacement and renovation. Fort Wainwright, Alaska, will open the first new hotel constructed under the program in Summer 2004. Projects through the FY05 program year will provide new and upgraded facilities at over 20 installations worldwide. All Army Lodging operations offer standard customer convenience amenities and services to include in-room coffee service, microwaves, refrigerators, irons, ironing boards and hair dryers. Wellness projects include telecommunications systems upgrades providing in-room Internet connectivity to our clientele.

When on-post lodging is unavailable, the Lodging Success Program, in partnership with private industry, is a special benefit for official business travelers to key DoD business travel destinations. Lodging Success allows

travelers and conference attendees' access to quality name brand hotels at rates at or below the per diem rate in major metropolitan areas. The Lodging Success Program currently averages savings of over \$2.5 million per year. Travelers' benefit from the program in the following metropolitan areas: Washington, D.C./National Capital Region; Hampton/Newport News, Va.; Atlanta, Ga.; Miami, Fla.; San Juan, Puerto Rico; Petersburg, Va.; and San Antonio, Texas. The Lodging Success Program is merging with the Commercial DoD Lodging Management Program to expand benefits and savings to additional DoD locations throughout CONUS. Immediate plans include program expansion to Oceanside, Calif.; Charleston, S.C.; and Norfolk, Va. To find out more about specific Lodging Success Program hotels, visit [www.lodgingsuccess.com](http://www.lodgingsuccess.com). For official individual, group or conference reservations contact the Central Reservations Center at [CentralReservations@cfsc.army.mil](mailto:CentralReservations@cfsc.army.mil) or call 1-800-462-7691 (1-800-GO-ARMY-1) 24 hours a day (except Federal holidays).

## Better Opportunities for Single Soldiers (BOSS)

The Army knows that young single Soldiers have issues unique to their 20-something age group. BOSS serves single young adults aged 18-25 - including unaccompanied Soldiers (stationed overseas) and single parents - Soldiers that make up nearly half of today's Army. These Soldiers have a voice through BOSS, linking them with MWR staff and the Army chain of command.

Through BOSS, single Soldiers contribute to improving their everyday way of life in the Army, have fun, and create a positive influence on the world around them. BOSS committee members serve as 'think tanks' for a variety of single Soldier issues. They brainstorm to come up with fun, innovative events, and enthusiastically help with recreational activities that range from Soldiers Day celebrations and summer concerts to weekend river rafting excursions and vacation trips. They also volunteer many hours helping with other MWR programs and events geared to single Soldiers.

BOSS Soldiers are also actively involved with community service, reaching out to those around them. They lead by example:

- At Fort Bragg, N.C., BOSS members cleaned up a fire-ravaged school
- At Fort Benning, Ga., BOSS members run the post aluminum can recycling program
- At Fort Campbell, Ky., BOSS members sponsor the Adopt-A-Soldier program during Thanksgiving and Christmas holidays

BOSS programs operate at each installation with more than 100 single Soldiers. And, each year, BOSS members plan an Army-wide BOSS conference to share ideas. Here, BOSS members, Soldiers, senior noncommissioned officers and MWR advisors network, learn, and recognize the achievements of outstanding installation BOSS programs. Through BOSS, single Soldiers know they have a voice in how they live, how they spend their leisure time, and how they can affect the circumstances of their everyday lives in the Army.

## Community Recreation Centers

Like community centers run by county and state parks and recreation departments, there are “rec centers” at most Army posts. Each one is uniquely set up to serve the population at a specific installation. They vary in size and the programs they offer - classes, special events, club meetings, entertainment, exhibits, seminars and workshops.

Rec centers might offer pool or table tennis, darts, a giant-screen television or DVDs and videos, or arcade-style amusement machines. If there's a snack bar, it's a great place to grab a bite and just hang out with friends. Sometimes Soldiers just need a quiet place to study or read. Some rec centers have soundproof rooms to play musical instruments. Others have computers and Internet access.

Many centers have vacation-planning services at ticket and tour offices. There, Soldiers can pick up free military discount cards for major attractions like Disney World, Universal Studios, Busch Gardens, and events and shows in Branson, MO. Units and other private, government or installation agencies can also use recreation center meeting space for training events or mini-conferences.



# MWR is Fabulous

## Army Entertainment

Just like civilians, Soldiers and their families love entertainment of all kinds. Army leaders realize the value and importance of outlets for creative expression through the arts.

The performing arts are an important part of Army MWR. The Army Entertainment Division(AED), housed at Fort Belvoir, VA, produces a variety of programs using competitive Soldier talent: Battle of Bands, Theatre BRAVO, the U.S. Army Soldier Show, the Summer Concert Tour, Stars of Tomorrow Talent Search, and USA Express. While Army Entertainment is always looking for great talent, being a great Soldier comes first. The AED is a military detachment with a commanding officer and first sergeant. All Soldiers selected as performers or technicians are evaluated on both their military deportment and their artistic talent. Each individual program has an NCOIC, and all Soldiers, whether on permanent duty with AED or on temporary assignment, must meet Army physical fitness, weight, and disciplinary standards. Commanders must approve a Soldier's absence from their unit in writing for them to be temporarily assigned to AED.

The AED carries on the tradition of "entertainment for the Soldier, by the Soldier," established by the "father" of Army Entertainment, a World War I immigrant Soldier named Sgt. Israel Baline, but known by generations as Irving Berlin.

## **Community Theater**

It is a little known fact that an Army MWR program is the largest producer of plays in the world. Through community theaters, Army installations produce more than 200 separate productions each year, with 1,700 global performances of plays and musicals. There are 28 active community theaters throughout the Army. All are members of the American Association of Community Theaters (AACT) and winners of local theater competitions represent the Army at the biennial AACT Festival of Plays.

Theater activities give community members of all ages the opportunity to work together as a team to stage a show. Participants develop self-confidence, improve communication, build problem-solving skills and find outlets for creativity.

## **Theatre BRAVO!**

Soldier-actors can try out for Theatre BRAVO, a touring company of 5 to 10 Soldiers who spend 90 days traveling and performing for student audiences during the day and community audiences in the evening. The cast of the 2001-2002 tour of "The Complete Works of William Shakespeare (Abridged)" traveled to Korea and Southwest Asia to entertain troops.

## **The U.S. Army Soldier Show**

The U.S. Army Soldier Show is a high-energy, 90-minute show staged and performed entirely by active duty Soldiers under the direction of Army Entertainment Division staff. Up to 30 Soldiers - performers and technicians - are selected by audition and resumé from around the Army. Coming from a wide variety of duty assignments and a range of performance experiences, the cast and crew work intense 14-hour days for six weeks to assemble a dazzling entertainment spectacle.

The show consists of up to 40 songs from categories like country, pop, rhythm and blues, rap, Latin, classic oldies, Broadway show tunes and, of course, patriotic songs. The show includes dance production numbers, video, and special lighting effects.



The show is entirely self-contained. Traveling in a 44-passenger bus, the cast also serves as crew, unloading, assembling, dismantling and loading 20 tons of stage, audio and lighting equipment from an accompanying 18-wheel tractor-trailer at each stop on their six-month tour. There are four miles of cable, more than 200 costumes, and 110 stage lights that measure up to any contemporary touring commercial show.

The ensemble performs at Army installations across the United States, and, in alternate years, tours either U.S. Army Europe (Germany, Italy, England, the Balkans) or the Far East and Pacific (Korea, Japan, Hawaii). In an average year, the show travels up to 40,000 miles and performs more than 100 shows for audiences totaling 120,000.

## Concerts

Each season, the Army Concert Tour entertains up to 60,000 Soldiers with top entertainers like Lynyrd Skynyrd, Sugar Ray, Alabama, and the Dixie Chicks, traveling to up to 12 Army posts between June and September.

While these are exciting MWR events for the military and surrounding civilian communities, they are also a source of income important to funding the whole scope of Army MWR programs. Profits from ticket and concession sales stay at the local post and are used to fund and sustain MWR programs there. Tickets are reasonably priced and generally lower than big-city concert prices.



## Bands and Talent Shows

The all-Army Battle of Bands and Stars of Tomorrow talent search are competitions designed to stimulate Soldier interest in Army entertainment programs at the installation level and to identify up-and-coming new talent. Battle of Bands brings “garage” bands from around the Army together at one location to battle it out for bragging rights, trophies and cash to support local Soldier entertainment programs.

Stars of Tomorrow is a talent contest open to active duty Soldiers. Individuals or small group performances run the gamut of entertainment categories - solo vocalists, instrumentalists, dancers, rap artists, magicians, mimes, and other novelty acts. The best vocalists and entertainers are eligible for Department of Army level programs like the Soldier Show and USA Express.

USA Express is a high energy, top-40 show band made up of six to 10 active duty Soldiers - instrumentalists and vocalists - chosen from Army level competitions and auditions. They rehearse for four weeks to learn songs for two 45-minute sets. With costumes, instruments, lights, and audio packed for touring, USA Express travels for three months entertaining military audiences in overseas locations - sometimes remote and isolated - where live entertainment options are very limited. As a self-contained mobile military unit, USA Express brightens the holidays and brings a touch of home to troops in places like the Balkans, Kuwait, Saudi Arabia and for troops engaged in Operation Enduring Freedom.





# MWR is Fun

## **Golf**

For golf lovers, Army courses range in size from 9 to 45 holes on 55 Army installations around the world including Germany, Japan, and Korea. Courses are affordably priced and open to all ranks. Every year, golfers play more than 2.3 million rounds (that's equal to more than 11 million recreational hours) at courses designed to enhance and protect the natural environment. Golf courses host tournaments, offer golf lessons, operate pro shops, include practice ranges, and run clubhouses with a variety of food and beverage services.

## **Bowling**

There are 106 bowling centers Army-wide, and MWR customers bowl nearly 9 million games a year on 1,838 lanes. State of the art technology like "Cosmic" and "Extreme" bowling bring the image of MWR bowling well out of the traditional concept of the sport and into the realm of family entertainment. Most centers offer leagues, tournaments, lessons, pro shops, arcade games, meeting rooms, lounges, and snack bars for bowlers of all ages to enjoy.

## **Outdoor Recreation**

Army MWR's Outdoor Recreation program conserves, develops and uses outdoor natural resources. From Alaska to Italy, from Hawaii to Saudi Arabia, programs and services vary based on geography, climate, natural resources, staff, and customer demand of the area. Outdoor Recreation helps Soldiers and families develop existing skills and learn new outdoor skills while they preserve and enjoy the environment.

Army Outdoor Recreation professionals work hard to keep up with new trends, new gear, and safe equipment. From hiking and climbing to snowboarding, skiing, fishing, camping and boating to kayaking, white-water raft-



ing, mountain biking, in-line skating, SCUBA diving, hunting, and RV-ing, Outdoor Recreation reflects the latest in popular activities.

Beginning, intermediate and advanced classes, clinics and tours are offered in a wide range of activities. High adventure programs such as motorcross, wind-surfing, parachuting, white-water rafting and tubing are popular with young adults. Soldiers and youth are attracted to extreme sports like rappelling, parasailing, surfing, and hang gliding. Whatever the activity, experienced instructors or tour guides make sure participants are properly outfitted and follow safety procedures.

Those who love the RV lifestyle will appreciate expanded MWR recreation vehicle parks with new or upgraded amenities at installations across America. To start, find locations, maps and phone numbers at [www.pathsacrossamerica.com](http://www.pathsacrossamerica.com).

Outdoor Recreation also operates parks, picnic areas, ocean and lakefront beaches, marinas, riding stables, skeet and trap ranges, ice/roller skating rinks, go cart tracks, swimming pools, water parks, and rental centers with reasonable rates for a variety of equipment. Coast Guard Auxiliary boating safety and hunter safety classes are also often scheduled where boating or hunting programs are available.

## Vacations and Travel

The Army's leisure travel programs offer MWR customers a full range of affordable travel and vacation opportunities at competitive prices. Services are available at on-post commercial travel offices, Information, Ticketing and Reservation (ITR) offices and online at [www.offdutytravel.com](http://www.offdutytravel.com) or [www.armymwr.com](http://www.armymwr.com).

ITR office staffs serve travelers who like to make their own transportation arrangements and offer escorted tours to regional attractions. Services include vacation planning assistance, hotel reservations, and ticket sales for national and regional attractions - theme parks, sporting events, historic/cultural sites, movie theaters, and special events. At some posts, the ITR office may serve as a one-stop information and registration point for

on-post recreation, fitness, sports, youth activities, entertainment, and special events. Commercial travel services may be provided from an on-post commercial travel office at some installations, or through a variety of online vendors. Services - both online and on-site - are competitively contracted to make sure that travelers get the highest quality service and the best fares for airline tickets, vacation packages, car rentals and hotel reservations.

MWR also offers authorized users and their guests quality leisure travel lodging and hospitality services at recreational lodging facilities in Florida, Virginia, Hawaii, Washington, Georgia and Alaska, among others. Accommodations are on a space-available basis. Lodges vary in size from single/double occupancy units to up to four bedroom units including full-service kitchens/kitchenettes. Amenities can include maid service, nearby food and beverage operations and shoppette operations.

Army MWR has joined with the Navy, Air Force and Marine Corps for bulk ticket purchases to attractions like Walt Disney World®, Disneyland®, Sea World®, Universal Studios® and Busch Gardens®, to name a few. Local ticket offices pass the savings on to their customers. Other discounts are available for hotels, shows, theaters, museums and other attractions at vacation destinations throughout the U.S., including Branson, Las Vegas, Myrtle Beach, New York City, Orlando, Pigeon Forge, and Williamsburg. Thanks to other types of negotiated agreements, customers enjoy extraordinary savings for resort condominiums, ski vacations and other package travel opportunities.

## Armed Forces Recreation Centers (AFRCs)

When it is time for a vacation, service members and their families can look forward to top-quality, affordable fun at four resort hotels called Armed Forces Recreation Centers.

Army MWR headquarters, the U.S. Army Community and Family Support Center, operates these resorts on behalf of the Department of Defense. They are open to all authorized patrons.

Room rates are substantially lower than comparable resorts and are on a sliding scale with junior enlisted personnel paying lower rates. Reservations can be made on-line at each hotel's web site.



### **In Europe . . .**

The Patton Hotel in the south of Germany (Bavaria), is located in Garmisch and offers access to year-round vacation fun: snowboarding and skiing in winter; parasailing, hiking, windsurfing, and sailing in summer; and Oktoberfest in Munich in the fall. The Von Steuben Hotel, also in Garmisch, is currently open for eligible participants of the Rest and Recuperation program and their families only. A new 300-room hotel and conference center (the Edelweiss Lodge and Resort) is under construction in Garmisch, scheduled to open in Fall 2004. [www.afrc europe.com](http://www.afrc europe.com)

### **In Hawaii . . .**

On the island of Oahu, the 817-room Hale Koa Hotel®, or “House of the Warrior,” is on Waikiki Beach with surfing, sunning, outriggers, dining and shopping, either in the hotel or close by. Entertainment includes two luaus per week on a grand scale and exciting Polynesian shows. Those interested in history can visit the Navy museum and memorial at Pearl Harbor. [www.halekoa.com](http://www.halekoa.com)

### **In Florida . . .**

America’s most popular vacation destination is also the military’s only stateside AFRC: Shades of Green®, a 287-room hotel on WALT DISNEY WORLD® Resort. An additional 299 rooms will be completed in March 2004 to double the hotel’s capacity. [www.shadesofgreen.org](http://www.shadesofgreen.org)

### **In Korea . . .**

In Yongsan, the 394-room Dragon Hill Lodge® is a getaway oasis for service members stationed in the Far East. It is also where they stay when transferring in and out of U.S. Forces, Korea. With four restaurants, a deli, and two lounges, there is no lack of food, drink and entertainment. The POiNT is a state-of-the-art full service fitness center, while Market Square is the place to shop. [www.dragonhilllodge.com](http://www.dragonhilllodge.com)

# MWR is Fulfilling

## Arts and Crafts

Arts and crafts have been a component of Army MWR for more than 60 years. Today's program evolved from the "Interior Design and Soldier Artist" program that began in 1942 as a way to enliven drab troop barracks. For Soldiers who served in World War II, the Korean War, and Vietnam, arts and crafts were a much-needed stress-reliever in staging areas, rear garrisons, and hospitals. Arts and crafts projects were an important part of Operation Desert Shield and continue to keep Soldiers occupied in the Balkans.

But the arts and crafts program is also forward looking, keeping up with the latest trends such as digital photography, computer graphics, scrapbooking, and any kind of "make-it-and-take-it" craft.

Arts and crafts centers are outlets for self-expression and hubs for learning new skills. But Soldiers, retirees and family members come to arts and crafts centers for other reasons, too. Some just love the act of creating a piece of art; others want to save money. They build and repair furniture, frame posters and collectible art, assemble quilts, tool leather, and make gifts for special occasions.

Arts and crafts centers offer a safe workplace with industrial quality, safety-inspected equipment. Instructions and supplies are available for a nominal charge. In addition to full-time staff, contracted instructors or part-time experts in specialized crafts also may be available.

Army contests showcase the work of top photographers, crafters and artists. As many as 500 entries come in for the annual Army Arts and Crafts Photography Contest. The Designer Crafts Contest includes categories for glass, ceramics, textiles, painting, drawing, print-making, and jewelry entries. You'll find information about

these contests at [www.armymwr.com](http://www.armymwr.com). Recognizing customer needs and keeping up with crafting trends are key elements to the program's success. "In an increasingly mechanized, computerized society...crafts bring frustrated people a sense of satisfaction and enables them to take pride in saying 'I made it myself'" - Hobby Industry Association

## Automotive Skills

The Automotive Skills program is an economical way for Soldiers and family members to take care of their cars, trucks and motorcycles using the right tools in a safe place supervised by trained, qualified staff. The program also teaches Soldiers military-related mechanical skills in their free time, allowing them to become better at their military jobs and more self-reliant.

More than 3,000 work bays add up to 95 Army automotive skills shops occupied 80% of the time. In an average year, do-it-yourselfers log as many as 3.9 million hours at MWR-sponsored automotive skills shops, saving more than \$55 an hour in labor cost. At automotive skills shops, you can maintain your car, do your own minor repairs, make major repairs or restore old vehicles.

Users pay nominal fees for classes and to rent work bays, tools, machinery, and diagnostic equipment.

Funds raised from fees go to upgrade equipment, pay contract instructors, and train staff.

Customers can purchase their own replacement parts at the automotive skills shop, the Army and Air Force Exchange Service, or off post at local stores.

Through classes, family members can learn how automobiles work and how to do simple vehicle maintenance, a skill especially useful in times of deployment. At installations where Soldiers deploy often, the automotive skills shops support families with regularly scheduled classes.

At some locations, automotive skills shops offer towing and minor repairs.





## Libraries

Today's 127 MWR post libraries are much more than just books. Patrons will also find magazines, compact discs, videotapes, audio books, art prints, free Internet access, and online databases. Books and magazines are available online, too. Checking out materials is as easy as going through a grocery store checkout.

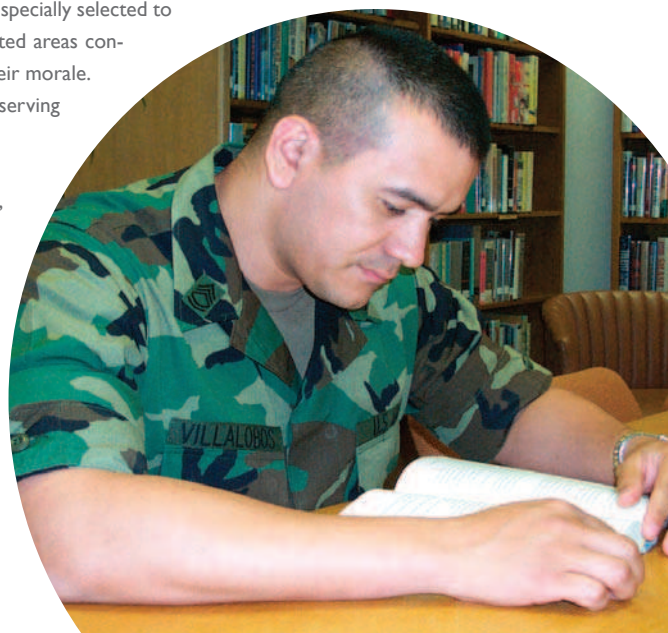
In surveys, Soldiers and families regularly rank libraries among the top three most used and most important MWR programs. Library users cite educational studies, reference and research as their most common reasons for visiting Army libraries. MWR customers benefit from the shared access of print resources between libraries all over the country, making inter-library loans possible.

Local library services include special reading lists, children's story hours, summer reading clubs, adult discussion groups, informative displays, meeting rooms, copy and fax machines, typewriters and personal computers.

Soldiers use libraries to pursue the vocational and academic studies they need for promotion or to transition to civilian careers. Students of all ages use the library as a research resource and for recreational reading. The library staff at MWR headquarters orders and delivers reference materials in hardcover and electronic format to 86 main libraries around the world.

Soldiers stationed in remote locations receive monthly deliveries of paperback book kits. Each "kit" contains about 25 paperback books, from sports to non-fiction and fiction best sellers. The books are purchased by librarians at MWR headquarters and are specially selected to match the interests of readers. Soldiers stationed in isolated areas consistently rate the book kit service as very important to their morale. In 2002, monthly shipments of book kits began to troops serving in Operation Enduring Freedom's theater of operations.

Because books are so important to deployed troops, MWR libraries set up in Bosnia and Kosovo are supervised by MWR librarians and staffed with host country personnel. Inside, Soldiers can find hardcover and paperback books, magazines, and titles from the Army chief of staff's reading list, as well as computers for e-mail and Internet access, online database services, and a simplified, automated, circulation and card catalog.





## **MWR Deployed**

It is during wartime, when battle fatigue, stress, homesickness, and fear invade the hearts and minds of Soldiers, that the value of MWR becomes indisputable. While MWR is by no means the first thing on a commander's mind when his unit deploys, once the "battle rhythm" sets in, Soldiers need to fill their non-duty time with positive activities that refresh their bodies, minds and spirits.

From the Balkans to Southwest Asia, MWR fills a special need in a combat environment. Since the beginning of America's current conflict, Operation Enduring Freedom, more than 3,600 book kits, each with a variety of 25 specially selected titles, have been sent to the Middle East theater of operations, a number that grows by 800 each month.

Of course, entertainment is always a welcome diversion. Touring Soldier entertainers, capable of traveling to locations too sensitive to send civilians to, bring smiles and laughter with their performances of small theater productions and musical talent like USA Express, Theatre BRAVO! and the U.S. Army Soldier Show.

## **A history of MWR dedication ...**

### **...Operations Enduring/Iraqi Freedom**

The Army's Community and Family Support Center purchased/delivered \$13.5 million worth of MWR equipment, supplies and services to meet commander's requirements and improve quality of life services for Soldiers and civilians deployed to support OIF/OEF in FY03. Fitness and recreation facilities are established at 25 large and 17 small sites in Iraq and three major and five remote locations supporting operations in Afghanistan. Eight hundred paperback book kits per month are delivered to units in support of OIF/OEF. In-country sources confirm receipt of monthly deliveries of new audio books, magazine subscriptions, music CDs and the Army Times. The Stars & Stripes newspaper (Baghdad) is printing 14,800 copies per day, with same-day delivery to the joint mail terminal and five Baghdad drop sites. AFN ("Iraqi Freedom Radio") Baghdad began live broadcasts on 9 Dec 03 via FM 107.7 to all major troop concentrations.

CFSC MWR professionals worked alongside contractors and Soldiers to establish an R&R program to get Soldiers out of Iraq for two weeks of leave. MWR's contribution ranged from establishment of the program to providing leisure and recreation information and serving as the liaison between the travel contractor and the Soldiers, ensuring an advocate for the traveler.

From September 2003 to January 2004, the MWR staff assisted over 30,000 Soldiers with their travel plans, ensuring Soldiers were reunited with loved ones and made it to their follow-on destinations. Additionally, MWR coordinated with the airlines on a unique program, "Operation Hero Miles," that provided Soldiers with free airline tickets that were a result of airline miles donated by patrons of the airlines. MWR deployed staff helped over 350 Soldiers obtain free travel to their R&R site.

### **...In The Balkans**

As of January 2004, there are 28 civilian MWR specialists running programs at seven base camps and 17 remote sites in Bosnia and Kosovo. MWR staff has been supporting peacekeeping missions like Operation Joint Endeavor in the Balkans since 1995. In the beginning, the harsh geography, tense political situation and potential physical danger posed by unexploded mines restricted Soldiers to base camps during their off-duty time. MWR was their only recreational outlet.

The first MWR specialists to go to Bosnia served six month tours, living and working side by side with Soldiers, sleeping on cots, and eating MREs. They worked magic under the most austere conditions. Every day, MWR has gyms set up in tents, movies, organized events for holidays and the Super Bowl, all from the hard work of MWR specialists. Coordinating Department of Defense and USO entertainment and celebrity visits sometimes broke up the routine.

At the height of Operation Joint Endeavor/Operation Joint Guard from 1995-1997, MWR professionals established and ran 53 recreation centers. In a 1997 Soldier survey, 95 percent said MWR programs were important to reducing their stress and boredom, sustaining their morale, and helping them stay physically and mentally fit under difficult conditions.

As the troop population stabilized in 1999-2001, MWR librarians opened field libraries; as of 2002, two operate in Bosnia, one in Kosovo. "MWRnet" came online in October 2000, allowing service members to email and video teleconference with family members and friends. In December 2000, the David Letterman Show was broadcast live with a Soldier audience participating via satellite from Eagle Base, Tuzla, Bosnia.

### ... In Saudi Arabia and Kuwait

On Jan 21, 1991, the first team of recreation professionals - Department of the Army civilian volunteers selected from installations around the world - landed in Southwest Asia in support of Operations Desert Shield and Desert Storm. From January to August of that year, four teams of 15-20 recreation specialists each served a 120-day tour, operating tent-based desert recreation centers and mobile recreation programs.

They ran sports competitions, games, dances and tours. They managed the distribution of tons of donated supplies, from portable radios and weight training equipment to cases of bottled water, Army book kits and arts and crafts materials.

More than 1,700 Soldiers - men and women - shared their feelings, their fears, and their pride in poems, essays, anecdotes and cartoons, all entries in the Department of the Army-sponsored Desert Storm Creative Writing and Desert Storm Cartoon-Humor contests. Entries arrived at Army MWR Headquarters still coated with desert dust. Forty-five winners shared \$17,000 in cash and U.S. Savings Bonds.

### ... In Haiti

The call for MWR support came again for Operation Uphold Democracy in Haiti. Army civilian and Air Force personnel staffed one major recreation center and provided oversight for six more centers at outlying base camps. A total of 76 unit recreation kits were issued to Soldiers in Haiti, along with 41 basketball goals.

MWR civilians who work with deployed Soldiers unanimously report that their satisfaction with making a positive contribution in the lives of troops is their best reward for their hard work and long hours. It is the most satisfying, rewarding work of their MWR careers, and some volunteer for multiple tours. Army MWR is proud to serve Soldiers, wherever they are.



# MWR Careers

## Careers in Army MWR

It is the dedication of thousands of civilian employees around the world that make MWR a success story. Almost every imaginable occupation is represented in MWR, from executive chefs and childcare providers to computer technicians, financial managers and golf pros. That means there is never a dull moment or a routine schedule. And there are plenty of opportunities for upward mobility.

Employees in recreation jobs work so others can play, and have fun doing it, even though it means working nights, weekends, and holidays. In the family support programs, employees teach and help people acquire life-coping skills so they can solve problems and meet the challenges of Army life, building self-reliant individuals and families.

Travel and living abroad are part of the adventure of a career in MWR. There are Army installations all over the world and the U.S., from Alaska to Arkansas, Japan to Germany, and Korea to Kosovo.

## Training and benefits come with the job

A career with MWR offers competitive salaries and benefits packages that include medical, dental and life insurance, and comprehensive retirement and 401(k) plans. Individual professional development is such a high priority that MWR operates its own training center, the MWR Academy, in Falls Church, VA. Academy courses teach employees financial and personnel management, supervision, procurement, customer service and other key subjects so they can do the best job possible as they accomplish the MWR mission. Many courses are college accredited or earn continuing education units, and each year the number of Academy courses offered online increases.

## **You can start right out of college**

MWR recruits college graduates with degrees in marketing, hospitality/food and beverage, recreation, and golf as management trainees. Trainees participate in 12 to 18 months of on-the-job training at Army installations learning how to apply technical skills to the Army MWR environment. When they have successfully completed this training, trainees compete for worldwide placement with MWR.

## **Supporting deployed troops**

To support deployments, 100 MWR positions have been identified as “Emergency Essential Civilians” or EECs. Civilians in these positions must be prepared to move out with tactical troop units and provide MWR support to commanders in any contingency operation. MWR EECs may be deployed as individuals or as a 25-member team to give short-term support for a division-sized deployment. One hundred EECs support four division rotations and are able to sustain operations for 16 to 24 months in a single area of operation (depending on a tour length of 120 to 179 days) or in two areas of operation for shorter periods. Limited-tenure workers or contractors staff long-term deployments.

## **Automated referral program**

As headquarters for Army MWR, the U.S. Army Community and Family Support Center in Alexandria, VA manages a referral system to help commanders fill mid- and upper-level positions throughout the United States and in selected overseas areas. The referral system uses an automated application process that includes an online resumé builder. The resumé builder properly formats and directly submits resúmes to the Army MWR referral office. To access the resumé builder and submit a resumé, visit [www.mwrjobs.army.mil](http://www.mwrjobs.army.mil).

A career in Army MWR is a career to be proud of. MWR civilians support Soldiers and families by making their lives better, and in doing so, serve their nation and communities.



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