

**BY ORDER OF THE SECRETARY  
OF THE AIR FORCE**

**AIR FORCE INSTRUCTION 34-109**

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**Force Support**

**AIR FORCE COMMUNITY  
CENTER PROGRAMS**

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This publication implements Air Force Policy Directive (AFPD) 34-1, Air Force Services Combat Support Programs. It outlines responsibilities and program requirements for Air Force Community Centers. This instruction is not applicable to the National Guard. It may be supplemented at any level, but all supplements that directly implement this Instruction must be routed to AF/A1S for coordination prior to certification and approval. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR), AFSVA/SVPR by using AF Form 847, Recommendation for Change of Publication; route AF Form 847s from the field through the appropriate functional's chain of command. Ensure all records created as a result of processes prescribed in this publication are maintained IAW AFI 33-360, Publication and Forms Management, and disposed of IAW the Air Force Records Disposition Schedule (RDS) located at: <https://www.my.af.mil/afrims/afrims/rims.cfm>.

**SUMMARY OF CHANGES**

This revision provides guidance and procedures for installation-level Community Center Programs. This document is substantially revised and must be completely reviewed. Major changes include organization of information, definition of roles and responsibilities and guidance concerning the sale of alcoholic beverages. This publication applies to the Force Support Squadron (FSS) and any new flight/division/branch names associated with the merger at installation or higher headquarter levels.

## Chapter 1

### GENERAL INFORMATION ON THE COMMUNITY CENTER PROGRAM

#### 1.1. Program Mission, Vision, and Goals.

1.1.1. The program's mission statement defines its reason for existence: Provide multi-use, facilities to meet the needs of the community. Community Centers offer space for active duty members and all eligible members of base communities to recreate, get access for internet connectivity, and meet in a pleasant and relaxing atmosphere. Community Centers assist and/or coordinate installation, community, and squadron events.

1.1.2. Vision Statement. Provide a friendly and inviting community center for airmen, families, and other eligible community members. Provide a central place for recreation services and information for the community. Provide knowledgeable and professional staff able to meet community and special interest needs.

1.1.3. The goals of the Air Force Community Center Program are to:

1.1.3.1. Serve as a mission support and quality of life asset for commanders. Participation in Community Center Programs are limited to those eligible to use Force Support activities. Use of the Community Center by individuals under the age of 16 is based on locally established policy.

1.1.3.2. Offer a variety of programs and activities in all core program areas (personal and professional development, the performing arts, family and life skills, recreation and leisure).

1.1.3.3. Provide an attractive, well-maintained environment for Airmen, families, retirees, and DoD civilians to participate in scheduled and self-directed activities.

1.1.3.4. Offer instructional classes for the community and provide space for special interest groups.

1.1.3.5. Provide information and referrals for individuals and groups interested in activities and events outside the installation.

1.1.3.6. Provide collaborative programming with on-base and local off-base communities.

**1.2. Core Program Areas and Activities.** A comprehensive Community Center Program includes four core program areas. They include: personal and professional development, performing arts, family and life skills, and recreation and leisure. Core activities provide mission support by fostering airmen, family and individual well-being, unit and community cohesion, and physical fitness. They also ensure consistency in program opportunities across the Air Force. If a suitable setting for the activity is available in other facilities, or partnering with other community activities or events is possible, then the activity will be supported. A diverse monthly program of activities will be offered that is interesting and appealing to patrons, as determined by market demand.

1.2.1. Personal and Professional Development. The program provides and/or facilitates opportunities for personal and professional development activities to encourage active duty, retirees, DoD civilians and family members to support and influence the program,

installation, and community to develop individual interest and competencies, to develop a positive self-image, to learn about and participate in the democratic process, to respect their own and others' cultural identities, and to enhance their skills. The program includes, but is not limited to:

1.2.1.1. The Congressional Award Program (CAP). The CAP is a public private partnership created by Congress to promote and recognize achievement, initiative, and service in America's youth (14-23 years old). The CAP provides a unique opportunity for young people to set and achieve personally challenging goals that build character and foster community service, personal development, and citizenship. Track and assist participants in achieving the available certificates and medals in the CAP.

1.2.2. Family and Life Skills Programs. Programs and activities are offered to develop patrons' capacity to engage in positive behaviors that nurture their well-being, sustain meaningful relationships, set personal goals, and enhance their competencies to live successfully as self-sufficient adults. For example: Money Managing classes, Real Estate information, Health & Wellness Fairs, Toast Masters Club, job fairs, resume writing, computer classes, Congressional Award Program.

1.2.2.1. Offer on a regular basis cooperative programs with the Health and Wellness Center, Family Advocacy, and the Airman and Family Readiness Center.

1.2.2.2. Offer or support programs and activities semiannually to enhance patrons' skills in daily living and life planning, e.g., budgeting, Cardiopulmonary Resuscitation (CPR), smoking cessation, and home buying.

1.2.2.3. Provide facility tours, program orientation, and other resources for First-Term Airmen's Center (FTAC).

1.2.3. Performing Arts Programs. Offer activities to enable patrons to develop their creative and cultural awareness through knowledge and appreciation of music, theater, film and video production.

1.2.3.1. Host the Air Force Family and Teen Talent Contest and local talent contests. Submit entries to major command for submission for Air Force-level competition.

1.2.3.2. Hold special events to generate interest in the arts and expose patrons to the arts, e.g., art exhibits in conjunction with Art and Crafts Centers.

1.2.3.3. Provide support for ethnic holiday celebrations and field trips to ethnic festivals.

1.2.3.4. Offer performing arts activities (music lessons, dancing lessons, video production, and other requested classes).

1.2.3.5. Provide installation project officer for the Air Force Worldwide Talent Search. Assist contestants in preparing material necessary for submission to the AF world-wide talent search.

1.2.3.6. Provide installation project officer for Tops In Blue performances and Armed Forces Entertainment events.

1.2.4. Recreation and Leisure. Programs and activities are offered to help patrons make positive use of leisure time and to develop an appreciation for the environment.

1.2.4.1. Self-directed Activities. Provide areas for activities, e.g., board games, state-of-the-art computer gaming, television, billiards, ping pong, etc.

1.2.4.2. Internet Connectivity. Provide space for computers and internet service that is free and available for customers.

1.2.4.3. Special Interest Groups. Provide space for special interest groups to meet. Refer customers to individuals, local groups, or national organizations sharing their interests. A bulletin board will be available for posting information on local club activities and individuals planning self-directed outings.

1.2.4.4. Special Events and Community-wide Events. Provide, at a minimum, semiannual, events to promote community cohesion, provide opportunities for community members to interact with others, provide recreational opportunities, and help community members develop leisure skills. Events include such programs as the "Cookie Challenge," "Live Green," or other programs initiated by HQ AFSVA/SVP. For example: Fourth of July celebrations, Tree Lighting ceremony, Spring Fling, Concerts in the Park, Make A Difference Day, talent contests, community yard sales, summer festivals.

1.2.4.5. Trade Mark Events. Provide, at a minimum, two events annually to promote community cohesion. Trade Mark Events include the Bed Race, Build a Boat, Give the World a Hand, Let's Celebrate, Contests, Tournaments, and Competitions, and Airmen programs.

1.2.4.6. Chess Program. Conduct local chess tournaments and provide instructional opportunities. Support and recommend active duty personnel interested in participation in the Air Force Chess tournament and the Inter Service Chess Championship.

**1.3. Annual Program Requirements.** The Community Center requirements should be used as a guideline based on customer demand and installation requirements. Activities may be adjusted, but installation should establish and maintain an annual calendar of events and programs within each category.

**Figure 1.1. Annual Community Center Program Requirements.**

Category	Required per year
Personal & Professional Development	Total 4
Educational Seminars	2
Chess Program	2
Congressional Award Program	Ongoing
Family and Life Skills	Total 4
Health and Wellness Cooperative Event	2
Life and Self-enhancement Event	2
Performing Arts Program	Total 4
Family and Teen Talent Contest	1
Cooperative Event with Arts and Crafts	1
Ethnic Event	2
Recreation and Leisure	Total 4
Instructional Classes	4
Community-wide Event	2
Special Interest Program	2
Other requirements	
Annual Assessment	1
Annual Staff Training	As required

## Chapter 2

### OVERALL MANAGEMENT REQUIREMENTS

**2.1. Community Center Manager.** The Manager has overall responsibility for developing and managing a comprehensive Community Center Program.

2.1.1. Plans and implements a comprehensive program incorporating the four core program areas and activities. Continually evaluates effectiveness and appeal of programmed activities through personal observation, attendance and participation statistics, informal reports from staff members or volunteers, and devises means for improving program operations.

2.1.2. Plans and schedules a variety of program offerings taking into account the diverse interests and needs of participants; and other factors such as funds, facilities, equipment or staff support available or needed, and seasonal aspects of certain activities.

2.1.3. Creates and administers appropriated fund (APF) and nonappropriated fund (NAF) budgets based on documented short- and long-range plans. Plans and justifies monthly, annual budget estimates for programs, equipment, and supplies.

2.1.4. Develops and annually updates local operating instructions (OIs) to standardize program procedures and safety and risk-management plans. Coordinates these OIs with Flight Chief and FSS Commander for approval.

2.1.5. Manages program personnel in accordance with Air Force policies and ensures required training standards are met. Supervises a subordinate work force engaged in performing various specialist and administrative functions related to the Community Center operation.

2.1.6. Ensures programs have properly qualified, certified, and trained staff members and volunteers. Attends and participates in professional recreation conferences and workshops to keep abreast of developments, changes and advances in the field of recreation.

**2.2. Permanent Military Personnel.** May be assigned when filling:

2.2.1. A position in a Category A or B (mission sustaining and/or community support) program, when the military service determines assignment of military personnel is required to upgrade or maintain essential military training or receive training to support wartime or contingency operations.

2.2.2. A temporary assignment into the Community Center to include detail and temporary duty for a period not to exceed 90 days.

**2.3. Training.**

2.3.1. Community Center Managers, Assistant Managers, and Program Managers receive at least 20 hours of training per year related to their positions.

2.3.2. Community Center Managers, Assistant Managers, and Program Managers attend an Air Force Community Center conference, national, or regional training conference at least every other year.

2.3.3. All staff receive 10 hours of training annually, such as customer service, Dram Shop, activity administration, anti-terrorist training, or other Community Center training.

2.3.4. If staff work with youth, they are provided training at the time of employment and at least annually on child abuse prevention, identification, reporting, and conflict resolution.

2.3.5. Volunteers are given orientation and training for the responsibilities they perform for the program.

2.3.6. Staff and volunteers are provided information about their positions and a copy of their position description is reviewed at their initial employment and annually thereafter.

2.3.7. Staff, specified volunteers, and contractors are required to have the appropriate background checks if they are working with youth.

## **2.4. Program Planning and Development.**

2.4.1. Develop an annual marketing plan by assessing market needs and interests through surveys, interviews, focus groups, comment cards, past participation data and trends, industry publications, and discussions with other managers. The squadron marketing specialist can provide assistance with Air Force data, other market assessment techniques, and development of the plan.

2.4.2. Establishes long-term program goals and objectives in a 5-year plan outlining the objectives and supporting rationale. The plan must identify the resources (manpower, training, equipment, facilities, etc.) needed to initiate new or expanded programs. Identify when tasks, such as training or equipment purchases, must be completed to support future program goals.

2.4.3. Dress and Personal Appearance. All staff are identified as Community Center personnel by wearing the Air Force Community Center logo either on a name tag or shirts provided. The logo can be displayed as a patch, pin, nametag, embroidered or screen print on clothing. Copies of the FSS program logo artwork are available from HQ AFSVA at <https://afkm.wpafb.af.mil./ASPs/CoP/OpenCoP>.

2.4.4. Hours of Operation. Hours of operation are set to reflect customer demands. Recreation professionals are expected to work when customers have free time such as weekends, holidays, and school breaks. Community Centers are normally open on weekends and after normal duty hours on weekdays.

2.4.5. Volunteers. Volunteers are recruited, trained, utilized, and recognized for assisting with the Community Center Program. There is a recognition program for volunteers or they are recognized as part of the installation volunteer program.

2.4.6. Non-recreational Facility Use. Community Center Programs have priority over non-recreation programs for use of the facility. Groups may request space in the Community Center when it is not required for recreation programs. Such use may not disrupt scheduled recreation programs. The FSS Commander/Civilian Leader or Community Center manager will establish guidelines for non-recreational use.

2.4.7. Professional Associations. Professional and industry associations are good sources for information on Community Center type activities. They provide professional training for recreation staff.

2.4.8. National Recreation and Parks Association (NRPA) and the Armed Forces Recreation Society (AFRS) provide annual training for Community Center personnel.

**2.5. Optional Programs.** Although not considered core activities, the following programs may also be offered:

2.5.1. Bingo Operation. Community Centers may provide bingo in accordance with AFI 34-272, Air Force Club Program.

2.5.2. Food Service Program. Community Centers are only permitted to sell prepackaged foods, snacks, sodas, or similar items on their own.

2.5.3. Amusement Machines. Community Centers may have coin-operated mechanical or electronic amusement machines that do not have cash payout. Customers will not use these for gambling.

2.5.4. Tour and Travel. Tour and travel office may operate within the Community Center if staff and community demand warrants the activity and there is no duplication of FSS program and operation.

2.5.5. Outdoor Recreation Activities. Outdoor recreation office may operate within the Community Center if space and community demand warrants the activity and there is no duplication of FSS program and operation.

**2.6. Program Categories and Funding.** The categories and APF support goals for Services activities are described in AFI 65-106, Appropriated Fund Support of Morale, Welfare, and Recreation (MWR) and Nonappropriated Fund Instrumentalities (NAFIs). Programs and services that are delivered in a Community Center are funded according to the program category (Category A, B, or C) and each program retains its own program code. Community Centers participate in commercial sponsorship activities offered through marketing.

**2.7. Participation Records and After-Action Reports.** As a minimum, activity planning and after-action records must include a descriptive program name, the date(s) of the program, number of participants, and program duration in hours or beginning and ending times. After-action reports will include customer feedback or suggestions, satisfaction ratings, and staff generated suggestions for improvements or changes. To simplify annual planning and budgeting, record program expenses, required supplies and equipment, and income along with the participation data. Annually the Community Center Assessment is updated and forwarded to AFSVA Community Program Specialist by 30 Jan of each year.

**2.8. Alcoholic Beverages.**

2.8.1. Staff will not consume or be under the influence of alcoholic beverages while on duty.

2.8.2. The installation commander approves the availability, sales, or consumption of alcoholic beverages at any FSS operated facility. This includes Community Centers, recreation areas, squadron parks, and special events and parties. Sponsors of parties or group functions are accountable for the responsible behavior of their group. The sponsors must submit a letter of request, through the FSS Commander/Civilian Leader, outlining their rules for serving and consuming alcoholic beverages at the party or function. The serving of any alcoholic beverages on an installation must comply with the provisions of AFI 34-219, Alcoholic Beverage Program. Those selling or serving must receive Dram Shop training in accordance with AFI 34-219, paragraph 1.5.

**2.9. Serious Incident Reporting for Services Activities.** In addition to local reporting procedures and notification through the chain of command, FSS Commanders/Civilian Leaders will notify HQ USAF/A1S (within 1 hour if possible) of serious incidents. Serious incidents will also be reported at the AFSVA web site <http://public.afsva.net/incidentreport/>.

2.9.1. Any major property damage to FSS assets (fire, natural disaster, major vehicle accident, etc.).

2.9.2. Any serious injury resulting in death or extended hospitalization of an employee or patron.

2.9.3. Any incident of a sensitive nature involving FSS employees or assets. Incidents involving lawsuits, with public affairs implications, or theft are examples of incidents considered sensitive.

**2.10. Contracting-Out an Activity.** AFSVA/CC approves the waiver to contract out a Community Center or any part of the operation. Coordinate the waiver request with HQ AFSVA/SVF for accounting guidance. The FSS Commander/Civilian Leader submits a letter requesting the waiver through the MAJCOM/A1S to HQ AFSVA/SVP.

## Chapter 3

### INDIVIDUAL PROGRAM REQUIREMENTS

**3.1. Service and Resale Operations.** Offering customer services and selling products directly related to community center activities is authorized. Operations must comply with AFJI 34-211, Army and Air Force Exchange Service General Policies; and AFJI 34-210, Army and Air Force Exchange Service Operating Policies.

3.1.1. Resale Operations. Resale operations are designed to enhance the customers' use of the facility, complement the programs, and increase Community Center participation. The level of market demand must be assessed before establishing a resale program. Base and local area souvenirs, balloons, T-shirts, patches, mugs, and other small items can be considered for resale.

3.1.2. Equipment Use by Units or Squadrons. Encourage esprit de corps by establishing morale function items for unit and squadron use. Develop a local OI covering free use of these items. It will include a list of items, how many times per year an organization may have free use of these items, and what organizational levels are eligible to request free use items. The items are provided free at the written request of the suitable unit or squadron commander.

3.1.3. Equipment Use by Other Groups. Girl Scouts, spouse clubs, special interest groups, and other groups must pay the standard fees for any equipment items they use. APF equipment can not be loaned or rented free of charge to private organizations or other groups.

3.1.4. Facility/Room Rental or Use Agreements. Appropriate room use agreement is developed with the FSS leadership clearly defining official and unofficial usage and stating required deposits and fees.

3.1.4.1. Unofficial room usage/functions are accessed appropriate fees as established locally.

3.1.4.2. Official usage for retirements, promotions, or squadron activities must comply with Special Morale and Welfare (SM&W), policies authorized in AFI 34-201, Chapter 12, Use of Nonappropriated Funds (NAFS). Activities must take place during regular operating hours.

3.1.4.3. Facility use by any group or organizations including food service, must conform to Air Force public health requirements and local FSS policy.

## Chapter 4

### ROLES AND RESPONSIBILITIES

**4.1. Air Staff (HQ USAF/A1S).** Determines general FSS operational and Community Center Program policies. Acts on requests for waivers to established policies. Works to ensure adequate personnel and financial resources are provided to the FSS community.

**4.2. Air Force Services Agency (AFSVA).** Provides operational guidance, technical support to MAJCOM-level and installation-level programs, implements training programs, and provides staff assistance visits to support activity managers. Conducts centrally managed Air Force-wide program initiatives.

**4.3. Major Commands (MAJCOM).** Establish command operating goals. Ensures policy compliance through inspections and assistance visits. Conducts MAJCOM-unique training and program initiatives.

**4.4. Installation Commander.**

4.4.1. Provides adequate facilities, staffing, and resources to conduct Community Center programs.

4.4.2. Approves hours of operation.

4.4.3. Approves the sales and consumption of alcoholic beverages, including beer and wine, in Community Centers in accordance with the following guidelines:

4.4.3.1. Restricts all sales and consumption of alcoholic beverages, when applicable to a separate room within the center. Service must comply with AFI 34-219, Alcoholic Beverage Program.

4.4.3.2. May not approve the sale of alcoholic beverages for consumption off the premises.

**4.5. The FSS Commander or Civilian Director.**

4.5.1. Provides resources to accomplish the Community Center Program.

4.5.2. Coordinates and schedules Community Center inspections.

4.5.3. Approves annual calendar of Community Center programs and events.

4.5.4. Provides guidance for non-recreational use of the facility.

**4.6. Prescribed and Adopted Forms**

4.6.1. Prescribed Forms

AF Form 847, Recommendation for Change of Publication

RICHARD Y. NEWTON III  
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**Attachment 1****GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFI 31-101, The Air Force Installation Security Program, 1 March 2003  
AFI 33-360, Publications and Forms Management, 18 May 2006  
AFI 33-363, Management of Records, 1 March 2008  
AFI 34-121, Other Recreation Membership Clubs Programs, 19 July 1994  
AFI 34-201, Use of Nonappropriated Funds, 17 June 2002  
AFI 34-202, Protecting Nonappropriated Fund Assets, 27 August 2004  
AFI 34-204, Property Management, 27 August 2004  
AFI 34-209, Nonappropriated Fund Financial Management and Accounting, 10 January 2005  
AFI 34-219, Alcoholic Beverage Program, 17 October 2007  
AFI 34-223, Private Organizations Program, 8 March 2007  
AFI 34-262, Services Programs and Use Eligibility, 27 June 2002  
AFI 34-272, Air Force Club Program, 1 April 2002  
AFI 64-301, Nonappropriated Fund Contracting Policy, 12 February 2002  
AFI 65-106, Appropriated Fund Support of Morale, Welfare, and Recreation and Nonappropriated Fund Instrumentalities, 11 April 2006  
AFJI 34-210, Army and Air Force Exchange Service Operating Policies, 15 December 1992  
AFJI 34-211, Army and Air Force Exchange Service General Policies, 17 June 1988  
AFMAN 33-363, Management of Records, 1 March 2008

***Abbreviations and Acronyms***

**AF/AIS**—Director of Services  
**AFRS**—Armed Forces Recreation Society  
**HQ AFSVA**—Headquarters Air Force Services Agency  
**APF**—Appropriated Funds  
**CAP**—Congressional Award Program  
**CPR**—Cardiopulmonary Resuscitation  
**FSS**—Force Support Squadron  
**FTAC**—First-Term Airmen’s Center  
**HQ**—Headquarters  
**MAJCOM**—Major Command

**NAF**—Nonappropriated Funds

**NRPA**—National Recreation and Parks Association

**OI**—Operating Instruction

**SVPCR**—Recreation and Business Branch

**USAF**—United States Air Force