BY ORDER OF THE SECRETARY OF THE AIR FORCE

AIR FORCE INSTRUCTION 34-116

24 JUNE 2011

Incorporating Change 1, 12 AUGUST 2015

Services

AIR FORCE GOLF COURSE PROGRAM

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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RELEASABILITY: There are no releasability restrictions on this publication

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OPR: HQ AFSVA/SVPCR

Certified by: AF/A1S
(Brig Gen Eden J. Murrie)

Supersedes: AFI 34-116, 1 February 1996, AFMAN 34-130, 1 November 1995

Pages: 27

This instruction provides guidance and procedures for Air Force golf programs. It is applicable to all active duty and the Air Force Reserve Command units. It is not applicable to the Air National Guard. This publication may be supplemented, but all direct Supplements must be routed to the OPR of this publication prior to certification and approval. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the Air Force (AF) Form 847, Recommendation for Change of Publication; route AF Form 847s from the field through the appropriate functional chain of command. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, Management of Records, and disposed of in accordance with Air Force Records Disposition Schedule (RDS) in the Air Force Information Management System (AFRIMS).

SUMMARY OF CHANGES

This interim change revises AFI 34-116, paragraph 1.3.2., by updating the verbiage to clarify the approval criteria for non-DoD civilians' access to AF golf courses. Currently the process requires written concurrence from each local golf course within 10 miles or 30 commuting minutes, is submitted to AF/A1S for approval. This verbiage is subjective and confusing and allows for separate interpretation. To correct the confusion, the phrase "or 30 commuting minutes" is deleted, leaving the criteria for written statements to be received is from those civilian golf courses within a 10-mile radius of the AF golf course in question.

This revision does not conflict with DoDI 1015.10. *Military Morale, Welfare, and Recreation (MWR) Programs*

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1. Program.

1.1. **Program Objectives.** Air Force golf courses are MWR activities providing a recreational outlet to enhance the mental and physical well-being of Air Force members and their families. Golf courses offer other services such as retail, snack bars, rental equipment, and instructional programs. Golf Course Operations Chiefs and their staffs offer their customers quality programs and facilities.

1.2. **Program Funding.** Nonappropriated funds (NAFs) are the primary funding source for Air Force golf courses and are supported according to AFI 34-201, *Use of Nonappropriated Funds.* Appropriated fund (APF) support is authorized in AFI 65-106, *Appropriated Fund Support of Morale, Welfare and Recreation Programs (MWR) and Nonappropriated Fund Instrumentalities(NAFIS),* for certain indirect APF support to all locations and some direct APF support to those locations classified as remote and isolated by the Office of Secretary of Defense (OSD).

1.3. **Program Participation.** Follow the procedures in AFI 34-262, *Services Programs and Use Eligibility*, to establish eligibility, priority requirements, and approval authority for personnel using Air Force golf facilities.

1.3.1. Tournaments or events sponsored by non-DoD organizations are not permitted without advance approval in accordance with AFI 34-262. Such usage is approved only if the approving authority determines on an individual basis each event or program benefits the Air Force by contributing to overall community relations. If the event is conducted as a fund-raising event, it must meet the requirements of AFI 36-3101, *Fundraising Within the Air Force and* AFI 34-223 *Private Organizations (PO) Program.* The following public use programs are authorized, provided they meet the above criteria:

1.3.1.1. Annual base open house where all base facilities are open to the public.

1.3.1.2. Base-hosted or co-hosted events connected with national, state, city, or local tournaments sponsored by non-DoD organizations with which Air Force personnel are affiliated.

1.3.1.3. Events to support on- and off-base schools.

1.3.1.4. Base sponsored invitational golf events involving both eligible DoD personnel and non-DoD civilians.

1.3.2. Use of Air Force facilities as outlined above and any use not listed, require written statements, from the owners or operators of local civilian golf facilities within a 10-mile radius stating they do not object. Other areas of concern about participation are:

1.3.2.1. Do not use NAF's to subsidize the programs addressed above.

1.3.2.2. Prohibit the free use of facilities or the purchase of trophies or other related items from NAF's for these types of events. ***Exception***: When holding reciprocal rotational events provided the installation commander approves each event.

1.3.2.3. Generating income for Force Support activities supported by the base Morale, Welfare, and Recreation Fund (MWRF) are not used as justification to conduct these programs.

1.3.2.4. Golf tournaments and prizes for golf tournament must follow United States Golf Association (USGA) guidelines and rules (paragraph 3.3 Merchandise Gift Certificates).

1.4. **Junior Golf Programs.**

1.4.1. As a standard, junior lessons must be offered on an annual basis. As a further development of a junior golf program, Golf Course Operations Chiefs should establish a year-long structured junior golf program (up to ages 17), where potential participation warrants. When offering a junior program, consider the following:

1.4.1.1. Provide group or individual lessons at affordable rates.

1.4.1.2. Include golf rules, etiquette, and life skills teachings.

1.4.1.3. Include supervised play on the course as part of the lesson program.

1.4.1.4. Consider a seasonal period or a time and day during the week to allow juniors the opportunity to play on the golf course at a special rate.

1.4.1.5. Include tournaments, banquets, awards, and special competitions.

1.4.1.6. Offer at least one league and/or family event per year.

1.4.1.7. Instructors for junior golf programs are required to have an Installation Record Check through Security Forces.

1.4.1.8. With installation commander's approval, provide agreed upon support for the high school golf team program.

1.5. **Intramural Play.** The golf course manager and the fitness center director will coordinate an intramural program.

1.6. **Lessons and Clinics.**

1.6.1. Professional golf instruction must be offered.

1.6.2. Monitor the golf instruction by a Professional Golfers Association (PGA) registered professional.

1.6.3. It is highly recommended at least one professional on staff be a PGA member, registered in the PGA's Professional Golf Management (PGM) program, or is in the process of applying for the PGM. Contractors are not considered staff members.

1.6.4. Hire golf professionals on an individual service contract as outlined in AFMAN 64-302, *Nonappropriated Fund Contracting Procedures.* The following guidelines apply when hiring an instructor under an individual service contract:

1.6.4.1. Do not give individual service contractors rights or privileges for use of the facility other than required for providing the contracted service.

1.6.4.2. If an individual service contract is awarded to a person employed at the golf facility, that person will perform the contracted services during nonscheduled working hours only. In these cases, the requirements of DOD 5500.7-R, *Joint Ethics Regulation* must be satisfied. Golf Course Operations Chiefs or assistant managers cannot teach on an individual service contract.

1.6.5. All fees charged for golf lessons are collected and accounted for through the golf shop cash register or point of sale system (POS).

1.7. **Golf Advisory Committee.** This is an optional committee. The purpose of the Golf Advisory Committee is to make recommendations on local play, programs, course rules of etiquette, and course maintenance to the golf course manager with the sole aim of improving the golf operation for all players.

1.7.1. The Golf Course Operations Chief recommends committee members for the Force Support Squadron Commander's/Director's approval. The committee represents a cross section of players and includes the golf course manager, the greens superintendent, a PGA registered professional, the flight chief, one representative from each of the men's and ladies' golf association, one active duty senior grade officer, one DoD civilian employee, one junior grade officer, one senior enlisted, one junior enlisted, and one retired military person. Other members are at the discretion of the golf course manager. The senior ranking active duty member chairs the committee.

1.8. **Other Programs.** Establish consistent and ongoing programs to assure a viable operation meeting the needs and demands of customers.

1.8.1. Hold a least a total of six special sales annually during holidays or special occasion days such as Father's/Mother's Day.

1.8.2. Offer a yearly golf lesson program to senior citizens and retirees.

1.8.3. Conduct at least one golf course organized tournament monthly during the golf season.

1.8.4. Offer an annual family golf program or family golf instruction.

1.8.5. Conduct a golf club equipment demo day annually as a minimum.

1.8.6. Develop, organize, and conduct one new program or event annually.

1.8.7. As a minimum, utilize the current Air Force Services developed introduction to golf programs for adults and juniors.

1.9. **Gaming Machines.** Amusement machines that reward participants are not permitted except where authorized in overseas locations.

1.10. **Gambling or Lottery-Like Tournaments.** Events or programs involving gambling or lotteries like "Calcutta" tournaments are prohibited. The USGA Policy on gambling guidelines are followed at all Air Force courses. AFI 34-209, *Nonappropriated Fund Financial Management and Accounting*, outlines procedures for cash awards at Air Force-sponsored events.

2. Roles and Responsibilities

2.1. **Headquarters United States Air Force, Director of Services (HQ USAF/A1S)** develops policy and provides oversight of golf operations.

2.1.1. Oversees golf operations.

2.1.2. Allocates resources.

2.2. **Headquarters Air Force Services Agency–Golf Program Manager (HQ AFSVA/SVPCR).**

2.2.1. Provides golf procedural guidance and operational technical advice.

2.2.2. Performs staff assistance visits to installation golf courses as requested by the MAJCOM's.

2.2.3. Trains MAJCOM staff and installation-level Gold Course Operations Chiefs on operational and technical procedures.

2.2.4. Reviews major golf program construction and renovation projects.

2.2.5. Provides turf management expertise and turf management staff assistance visits.

2.2.6. Maintains a golf course web site.

2.3. **Headquarters Air Force Services Agency–Air Force NAF Purchasing Office (AFNAFPO) (HQ AFSVA/SVC).**

2.3.1. AFNAFPO formulates and oversees NAF contracting procedures throughout the Air Force.

2.3.2. Manages the Commanders' Smart Buy program.

2.3.3. Provides direct or individual support for NAF requirements exceeding installation-level warrant authority.

2.4. **MAJCOM/A1S.** Conducts training and staff assistance visits as required.

2.4.1. Requests HQ AFSVA to supplement staff assistance visits as needed.

2.4.2. Visits installations periodically to help and advise with golf issues.

2.4.3. Assists with training and program funding.

2.5. **Installation Commander.**

2.5.1. Ensures installations operate golf facilities according to the Air Force and MAJCOM policies and guidance.

2.5.2. Assures the golf course meets the needs of the community.

2.5.3. Approves the use of the golf course by non-DoD personnel as outlined in AFI 34-262.

2.5.4. Approves tee time policy.

2.6. **Force Support Squadron Commander/Director.**

2.6.1. Ensures the community services flight chief complies with the guidance outlined in this AFI.

2.6.2. Sets resale merchandise inventory levels (as a dollar amount) for golf course golf shops and approves merchandise markdowns below cost and acts on the recommendations of the NAF Council, when applicable.

2.6.3. Ensures compliance with the Commanders' Smart Buy Program.

2.6.4. Approves operating instructions for the golf course operation.

2.6.5. Reviews fees and charges.

2.6.6. Approves Golf Advisory Council Committee members.

2.6.7. Approves merchandise return policy.

2.7. **Community Services Flight Chief.**

2.7.1. Recommends merchandise return policy.

2.7.2. Reviews fees and charges.

2.7.3. Reviews tee time policies.

2.7.4. Ensures 5-year plan is completed.

2.7.5. Reviews operating budget, market plan, and business plan

2.8. **Chief, Golf Course Operations.**

2.8.1. Supervises golf facility programs and employees.

2.8.2. Provides employee training and assists in career development.

2.8.3. Prepares required financial, program, facility, and equipment reports.

2.8.4. Protects assets and recommends resale inventory levels to the FSS Commander/Director.

2.8.5. Approves merchandise markdowns (but not below cost).

2.8.6. Develops an annual marketing plan.

2.8.7. Develops a 5-year facility and equipment requirements plan, purchasing plan, annual program, marketing and training plans, and APF/NAF budgets (as appropriate) and updates as required.

2.8.8. Uses marketing research tools, i.e., customer feedback surveys, to determine the size and share of the golf market for the installation, identify potential market increases, and plan improvements aimed at increasing program participation.

2.8.9. Develops rain check policies.

2.8.10. Uses the Commanders' Smart Buy program as the primary source of supply (except as otherwise required) for acquiring products/service.

2.8.11. Complies with Essential Products Program. EPP is part of Commander's Smart Buy Program.

2.8.12. Executes programs, tournaments, and instructional programs.

3. Golf Shop Operations.

3.1. **Golf Shop.** Sales are restricted to active duty military, retired military, reservists, and DoD civilians overseas. APF and NAF civilian personnel employed by Force Support, and their family members, may purchase goods and services from their respective activities, without restrictions, (not Base Exchanges), where not prohibited by status of forces or other country to country agreements. DoD employees assigned to the base and guests of authorized patrons may buy convenience merchandise incidental to daily participation, as per AFI 34-262, Table A2.2, paragraph A2.5.

3.1.1. Golf shop inventory turnover rate and cost of goods must be in accordance with the Air Force Golf Standards, found at the Air Forces Services web site. The Force Support Squadron Commander/ Director must approve golf shop merchandise discounted below cost. Refer to AFI 34-209. Guidance on free items received from vendors for resale or special occasions are found in AFMAN 34-214, *Procedures for Nonappropriated Fund Financial Management and Accounting*.

3.1.2. Use the Air Force Nonappropriated Fund Purchasing Office (AFNAFPO) Commanders' Smart Buy Program Golf Program as a guide in purchasing merchandise and equipment.

3.1.3. The Chief, Golf Course Operations:

3.1.3.1. Develops an annual merchandise plan including purchases, sales, pricing strategies, promotions, profit margin goals, and a training program for golf shop employees to actively sell golf merchandise.

3.1.3.2. Establishes a refund policy for merchandise return that is approved by the Force Support Commander/Director. Posts the policy letter in the appropriate location in the golf shop.

3.1.3.3. Establishes a dress code policy approved by the Force Support Commander/Director for customers and posts in appropriate areas.

3.1.3.4. Posts fees and charges for customers to see.

3.1.3.5. Provides oversight of the sales staff to include customer service training, operating procedures, cleanliness and appearance of the shop, merchandise, and promotional programs.

3.1.3.6. Ensures resource protection and internal controls are in place to account for merchandise and properly recorded sales.

3.1.3.7. Provides a facility brochure describing services and policies available for customers. Brochure includes rules, policies, procedures, and catering services available.

3.2. **Golf Shop Layout and Design.** The Golf Course Operations Chief takes an active role in the layout and design of the golf shop. Use available marketing, merchandising, and design professionals available through Civil Engineering (CE), MAJCOM, or HQ AFSVA. Use a professional design consultant on all projects. Further guidance on the design of golf course facilities is available in the Air Force Clubhouse Design Guide (UFC 4-750-01 NF) under the Facilities area of the Air Force Services Agency web site.

3.3. **Merchandise Gift Certificates.** Gift certificates won at installation tournaments can be redeemed in the golf shop for merchandise, range balls, green fees, and golf car rentals. In conjunction with USGA Rules of amateur status, gift certificates cannot be redeemed for cash or previously purchased merchandise. Gift certificates purchased as gifts are redeemed for any item or service per the discretion of the golf course manager. AFMAN 34-212, *Control Procedures for Protecting NAF Assets*, outlines procedures for issuance and controlling gift certificates. AFMAN 34-214 outlines procedures to account for gift certificates. Refer to AFI 34-202, *Protecting Nonappropriated Fund Assets*, for storing and protecting gift certificates.

3.4. **Special Order Programs.** A special order is any item ordered not normally carried in stock/inventory and specially ordered for a customer from a vendor. Collect a deposit of at least 25% of the resale price for special order purchases as per AFMAN 34-214. In-house credit options or layaways are not authorized.

4. Golf Course.

4.1. **Fees and Charges.** Persons authorized to use Air Force golf facilities must pay established fees. Free play (except as noted below in paragraphs **4.1.1.**, **4.1.1.1.**, and **4.1.1.2**), free use of facilities and equipment, or discounted fees, (except as noted in paragraph **4.1.4.1** below) are not authorized.

4.1.1. The Golf Course Operations Chief, assistant manager, the golf course superintendent, and assistant superintendent are exempt from paying green fees when playing on a non-recurring basis for the purpose of reviewing the course and the turf conditions. Recurring and frequent course reviews are coordinated and approved by the flight chief.

4.1.1.1. Any registered PGA professional or Golf Course Superintendents Association of America (GCSAA) member may play an Air Force course on a space available basis, without paying green fees, but must make a courtesy phone call to the facility manager to request permission.

4.1.1.2. Free rounds of golf may be given for promotional or customer satisfaction purposes but must be identified in an approved OI, annotated in a log, and properly accounted on the financial statement.

4.1.2. The Golf Course Operations Chief recommends fees and charges through the NAF Council.

4.1.3. Establish fees in the following categories: 9 hole, 18 hole, advanced, twilight, punch cards (cards which offer a discount when purchasing a locally established quantity of golf rounds), and guest fees.

4.1.4. Establish three fee structures. The first for E1-E4; the second for authorized users including active duty, DoD civilians (active or retired), and currently employed contractors assigned to the base; and the third for guests. The E1-E4 rate must be set at 75% or less of the second structure.

4.1.4.1. Advanced green fees are defined as a discounted fee for a 12-month period and are paid in a one-time lump sum payment. (For seasonal courses open less than 12 months, the advance fee period must not exceed the number of months the course is open, and the inclusive months are indicated on the advance fee card.)

4.1.4.2. Monthly payment of annual green fees is only authorized if billed through the Club Plus, or the contracted Air Force Services POS. The Club Plus software and manual can be downloaded from the HQ AFSVA web site. Coordinate use with the resource manager. The monthly payment option may be charged at a minimum of 5% higher than 1/12 of the advance fee for each person. Customers electing automatic monthly charges for green fees must sign an agreement outlining the payment policies.

4.1.4.3. The Air Force does not extend advance greens fee privileges to community leaders or other non-DoD civilians.

4.1.4.4. A golf course may set up a family green fee plan with a fee for each family member or a single rate for all family members. Issue a separate greens fee card for each person in a family plan.

4.1.4.5. Spouses and other relatives designated as authorized family members pay according to their sponsor's rate. When both husband and wife use the facility, the individual with the highest grade is considered the sponsor for annual green fee purposes.

4.1.4.6. If the sponsor is not a golfer but other family members play, the course charges an annual fee at the sponsor’s rate.

4.1.4.7. Guests (non-authorized users of Air Force facilities) pay the established and approved daily guest rate. Non-authorized users are not entitled to advance fees or punch cards.

4.1.4.8. Retired military and their family members pay fees according to their retired military grade.

4.1.4.9. DoD civilians, who are retired military, pay the higher of the two established rates.

4.1.4.10. Include military and civilian grades in fee structures.

4.1.5. Advance green fee customers are issued a controlled, pre-numbered card. Documentation is completed and signed by the purchaser, outlining the use of the card,

refund policy, TDY policy, and reciprocal play policy. If the advance fee is based on the number of months the course is open, inclusive dates on the card indicates the months included in the payment of the advance fee. (If the golf facility is closed during non-seasonal play, the open and operation months must be reflected as start and ending dates on the card).

4.1.5.1. The prorated portion of an advance greens fee card is refunded to the cardholder upon receiving permanent change of station (PCS), separation, retirement orders, valid and documented medical reasons, official notification of death, or when clearing the installation. When refunding on a PCS move, the advance fee card and a copy of PCS orders must be provided to the golf course before a refund is given.

4.1.5.2. PCS refunds. The annual fee card may be retained and used in route to the new duty station as a full reciprocal privilege when showing PCS orders; however, it may not be used at the new home duty station to obtain reciprocal golf fees. The card must be returned to the base where issued and refunded from the date of mailing, based on the annual fee refund policy in effect at that base.

4.1.5.3. Deployed personnel have advance green fee payment requirements waived if deployed for 30 days or more to a contingency location where a golf course is not available. This is accomplished by placing the person in a “no fee” status during the deployment period, refunding a prorated amount of the advance payment, or extending the period of payment by the length of the deployment at no additional charge. Extend punch card expiration dates equal to the deployment time.

4.1.5.4. As a guide to establishing daily or advance green fees, use the green fee formula located on the HQ AFSVS golf web page to assist in determining the proper fee.

4.1.6. If golf club and locker storage spaces are available, authorize patrons to use on a first-come, first-served basis with priority given to active duty personnel. At overseas bases, DoD civilians may receive equal priority as active duty personnel.

4.1.7. Private golf cars or storage of private golf cars is not authorized. Any private cars currently authorized for use, must be phased out by 31 December 2013. Private use of golf cars specifically designed for physically handicapped players are authorized providing proper medical documentation is presented; however, storage of these cars is not permitted. Establish owner liability requirements and trail fee before allowing use. Liability insurance is required.

4.2. **Reciprocal Play.** Individuals with a current advanced green fee card and on official TDY orders are granted full reciprocal green fee privileges. When not on TDY orders, those with a current advance greens fee card, from their home course are given at least a 25 percent discount off the established per round rate after showing proper identification. Punch cards may not be used for reciprocal play.

4.2.1. In locations with more than one Air Force golf facility (e.g., San Antonio TX; Colorado Springs CO; Ft. Walton Beach FL), installation commanders may develop local policies for reciprocal play as long as they are consistent with the facility usage priorities in AFI 34-262.

4.3. **Tee-Time Policies.** The Golf Course Operations Chief develops tee-time policies for the approval of the Installation Commander. Tee-time priorities are in accordance with AFI 34-262 (use Table A2.1., Unlimited Program Eligibility and Use Priority, and Table A2.2., Limited Program Eligibility and Use Priority, to determine program access).

4.4. **Severe Weather Conditions.** The golf course manager establishes written procedures for advising players of weather watches and warnings. As guidance, use AFI 10-229, *Responding to Severe Weather Events*; and *AFOSH 91-100, Aircraft Flight Line - Ground Operations and Activities.* The local base weather flight or designated Operational Weather Squadron (OWS) is responsible for making the initial notification and final cancellations to predetermined support agencies. Those agencies, in turn, will notify golf course personnel.

4.4.1. A *Lightning Watch* is issued by the supporting weather unit and in effect 30 minutes prior to thunderstorms being forecast within a five nautical mile radius of the designated base reference point. (Contact the local base weather flight or OWS to determine the designated base reference point for the base/installation and the golf course's location to that point.) During a *Lightning Watch*, accomplish the following:

4.4.1.1. Operations or activities may continue; however, all personnel must be prepared to implement *Lightning Warning* procedures without delay.

4.4.1.2. Be alert for any lightning activity, to include audible thunder, and advise supervisory personnel of any observations.

4.4.1.3. Advise players on the course and in the surrounding clubhouse and practice areas of the lightning watch.

4.4.2. A *Lighting Warning* is issued and in effect whenever any lightning is occurring within a five nautical mile radius of the designated base reference point. Notify golfers to discontinue play and seek shelter. The golf course and all associated activities such as practice areas will be closed.

4.4.2.1. Golf courses located further than five nautical miles from the designated installation reference point will contact their local weather flight to coordinate weather watch/warning support. If requested support is not available, golf courses will purchase lightning detection equipment or use web-based lightning data to meet requirements.

4.4.3. Courses located in areas that commonly see heavy thunderstorm activity should provide appropriate protective shelters for players on course grounds.

4.4.3.1. Signage such as the *USGA Lightning Safety Tips* will be posted in prominent areas. Non-lightning safe structures must be posted as such in shelters located on golf facility grounds and must include the location of the nearest lightning safe structure.

4.4.4. Develop written lightning safety procedures for course maintenance workers.

4.5. **Rain Checks.** The Golf Course Operations Chief develops a rain check policy documented with written procedures and approved by the Force Support Squadron Commander/Director.

4.6. **Professional Memberships.** Do not use NAFs for personal memberships in organizations like the PGA or GCSAA, however, one "desk" membership is authorized as prescribed in AFI 34-201, paragraph 4.1.2., for each professional organization.

4.7. **Rental Clubs.** Provide two levels of rental clubs. The first level, offered at the lowest rental rate, are clubs for the general golfing public. The second level, offered at a slightly higher rental rate, are clubs of an upgrade quality.

4.8. **Key Control.** Control all keys and establish a key control log. Refer to AFI 34-202 and AFMAN 34-212.

4.9. **Checklists.** Establish opening and closing checklist for all operational sections including, but not limited to pro shop, snack bar, course maintenance, driving range, and golf carts.

5. Snack Bar Operations.

5.1. **Scope.** The Golf Course Operations Chief establishes and maintains standards for customer service, preparation, presentation, and serving of food items. Total quality customer service is obtained by staff empowerment and development of sound organizational practices. Managers practice continuous employee training and stay abreast of industry trends and changes. Sound internal controls, quality purchasing, effective merchandising, and accurate assessments of customer markets are keys to success. The use of internal controls for controlling food and beverage items is the most important element in managing the cost of goods. Controlling waste, portions, deliveries by vendors, and theft is critical to the financial stability of the snack bar operation. Use standardized recipes, menu cost cards, POS data, and scatter sheets to more effectively control food costs. Refer to AFMAN 34-228, *Air Force Club Program Procedures,* for additional guidance on food controls. Procedural guidance is also found in AFI 34-202, AFI 34209, and AFI 34-219, *Alcoholic Beverage Program*.

5.1.1. Golf course snack bars primarily sell fast-moving products and must attain a monthly inventory turnover rate and cost of goods in accordance with the Air Force Golf Standards, found at the HQ AFSVA web site.

5.1.2. Combined cost of sales and cost of labor are in accordance with standards found on the HQ AFSVA web site.

5.2. **Purchasing.** The golf course manager must follow these purchasing guidelines:

5.2.1. Establish par stocks with reorder points for food and supply items. Base purchases on forecasted requirements. Local situations and contracts dictate the frequency and system of ordering. Consider cooperative buying with other Force Support activities using the Prime Vendor Program.

5.2.2. Buy for specific needs. The intended use of an item dictates the quality required.

5.2.3. Buy the portion size providing the best edible yield, at the best price, and suits the menu and consumption rate.

5.2.4. Keep inventories as low as possible and within approved inventory levels.

5.3. **Receiving Procedures.** The Golf Course Operations Chief designates, in writing, personnel authorized to receive purchases (personnel performing ordering function cannot be receivers). Every purchase is inspected for quantity or weight against the invoice.

5.3.1. Document the receipt of free items on the receiving report.

5.3.2. For food safety inspection frequencies, see AFI 48-116, *Food Safety Program*, or the USDA Food Code.

5.4. **Food Storage.** Control refrigerator temperatures to prevent spoilage, maintain quality, and prevent food poisoning. The golf course manager must:

5.4.1. Keep storage loss to a minimum. Storage includes refrigeration (both freezer and chilled), dry storage, in-use storage, and leftover storage.

5.4.2. Use first-in, first-out procedures.

5.4.3. Provide thermometers for all refrigeration units and record the temperature readings at the beginning and end of each day, per AFMAN 34-228 para 3.4.3.

5.4.3.1. Have signs posted on the outside of walk-in cooler doors stating, **"Ensure no one is inside before closing or locking."**

5.4.3.2. Coordinate with the flight chief or another activity manager for designated emergency cold storage.

5.4.3.3. Display a prominent sign in the refrigeration area, reading, "**The emergency number to be called for loss of refrigeration is _____."**

5.5. **Portion Control.** Portion control is one of the most important factors of food cost. The golf course manager ensures each food item served is assigned the exact weight, volume, size, or count as established on menu cost cards. Convenience or prepackages items provide desired portion control.

5.6. **Menu Cost Cards.** The golf course manager develops menu cost cards for each menu item served. As a minimum, use established Club menu cost cards for like items.

5.6.1. Menu cost cards are reviewed quarterly and revised as required.

5.6.2. Menu cost cards include recipe title, selling price, ingredients, portion size, recipe cost, desired food cost percentage, number of servings, and contribution margin (profit).

5.7. **Beverage Sales.** AFI 34-219 provides instructions on the sale of alcoholic beverages for all Air Force activities. Refer to AFI 34-272 for specific guidance on operating an effective beverage management program. Activities supported by the base MWRF may sell those alcoholic beverages authorized by the installation commander.

5.8. **Food and Beverages from Outside Sources.** Only food and beverages sold on the premises can be consumed in/on the facility or grounds. Golf course management, with proper coordination and approval from base public health, may consider case-by-case exceptions of specialty food items not provided by the golf course.

5.9. **Equipment Maintenance.** Maintain an equipment log containing a description of each piece of equipment, date acquired, maintenance, cleaning schedules, and agency responsible for maintenance.

5.9.1. The Golf Course Operations Chief must establish cleaning and preventive maintenance schedules for all equipment in accordance with the manufacturer's maintenance schedules.

5.9.1.1. Keep a work order log to track repairs and report unresolved problems to the flight chief.

5.9.1.2. Forecast when equipment will wear out and budget for replacement.

5.9.1.3. Sanitation. The kitchen, food preparation areas, and food storage areas can present major sanitation problems. These areas must be kept clean, neat, and orderly at all times.

5.10. **Training and Employee Development.** An effective employee training program is essential to a successful food and beverage operation. The golf courses' Income and Expense budget must include funding for employee training and development. Include training for NAF food and beverage management as well as the staff. Be sure to budget for all costs related to training (payroll, supplies, tuition, and travel) include food handlers and serve safe training. Send staff members to appropriate HQ AFSVA and MAJCOM sponsored courses, and applicable locally available education and training.

5.10.1. The Golf Course Operations Chief ensures all employees serving and selling alcoholic beverages receive initial and annual training in dram shop theory, alcohol abuse awareness, alcohol deglamorization, and the Air Force Driving While Intoxicated (DWI) Prevention Program. Document this training in accordance with AFI 34-219.

6. Driving Range Operations.

6.1. **Facility.** The key to a successful range operation is maintaining the highest possible standards for equipment and grounds. Market and advertise the driving range along with other areas of the operation.

6.1.1. Driving range minimum standards are:

6.1.1.1. Range clubs available for use or rent.

6.1.1.2. Yardage signs, flags, or target greens.

6.1.1.3. Provide clean range balls free of cuts or worn dimples.

6.1.1.4. Post range safety, operational policies, and hours of operation.

6.1.1.5. Use protective screening on equipment provided for employees when collecting balls.

6.1.1.6. Provide a private area for golf instruction.

6.1.1.7. Offer ball dispensers with multi-payment options such as coins, bills, debit/credit cards, or tokens.

6.1.1.8. Provide a bill-changing machine.

6.1.1.9. To maximize the range operation and associated customer service, consult available sources such as the PGA, USGA, and the NGF (National Golf Foundation).

6.2. **Funds Collection Procedures.** AFI 34-202, paragraph 3.20. and 3.21.; and AFMAN 34-212, paragraph 6.2. and 6.3. provide mandatory guidance on funds harvested from the ball dispenser and change machine.

7. Golf Course Maintenance and Carts.

7.1. **Grounds Maintenance Objectives and Program.** The golf course superintendent is the key link in establishing a viable program assuring the best possible turfgrass conditions for the best price. The superintendent plays an important role, not only in the success of the facility, but also to the vitality of the game itself. It is highly desirable the superintendent is a member of the GCSAA. They are responsible for every facet of the day-to-day and long-term management of what is likely to be your facility's most valuable asset. The superintendent is supervised by the golf course manager, working in tandem through regular coordination and communication to ensure the program reaches the program goals of all concerned. Procedural guidance is found in the following instructions: AFI 32-1053, *Pest Management Program*, AFI 32-1022, *Planning and Programming Nonappropriated Fund Facility Construction Projects;* AFI 32-7064, *Integrated Natural Resources Management;* and DoDI 4150.07, *DoD Pest Management Program.*

7.2. **Maintenance Plan.** The golf course greens superintendent develops an annual maintenance plan and coordinates with the golf course manager prior to the manager scheduling tournaments for the year.

7.3. **Course Safety.** The golf course superintendent must:

7.3.1. Clearly mark all safety hazards on course that may cause injury to a customer.

7.3.2. Post signs at all appropriate course water hazards that state “Do Not Drink,” “No Swimming,” and “No Fishing” if the situation dictates warning signs for safety reasons.

7.3.3. Supply sufficient drinking water on the course where and when needed.

7.3.3.1. Water coolers are provided and maintained in accordance with the USGA “Best Management Practice for Golf Course Water Cooler” available on HQ AFSVA golf maintenance web site.

7.4. **APF Funding.**

7.4.1. IAW AFI 65-106, *Appropriated Fund Support of Morale, Welfare and Recreation Programs (MWR) and Nonappropriated Fund Instrumentalities(NAFIS)*, limited APF support for supplies (i.e., fertilizer, herbicides, pesticides, etc.), equipment, management salaries, utilities, and CE contractor application (on a reimbursable basis) are authorized at OSD approved remote and isolated locations.

7.4.2. IAW AFI 32-1022, *Planning and Programming Nonappropriated Fund Facility Construction Projects*, at all Air Force golf courses, maintenance costs for perimeter roads or other roadways next to or within the boundaries of the golf course that would exist if the courses were not there are charged to APFs. This also applies to drainage ditches, culverts, fences, structures, or accessories (power lines, runway approach lights, etc.).

7.4.3. APFs are authorized for repair and restoration of facilities damaged or destroyed by acts of God, terrorism, and fire (see AFI 32-1022 and AFI 65-106 for further

guidance). Appropriated funds are authorized to pay for losses of merchandise, services, and equipment procured by a NAFI for resale or rent to authorized persons when loss was caused by an act of God; during wartime deployments; or in support of contingency, humanitarian and peacekeeping operations.

7.5. **Turf Grass Maintenance.** HQ AFSVA is one source to assist with turf management issues. However, the services and guidance of organizations such as the GCSAA, the USGA Green Section, the PGA, colleges and universities can be used. Schedule a turf assistance visit with HQ AFSVA or the USGA every 5 years.

7.6. **Chemical and Pesticide Use Protocols.**

7.6.1. Chemicals and Pesticides. The course superintendent or designated maintenance employee keeps copies of and follows guidance in DoDI 4150.07 and AFI 32-1053. The superintendent or designated maintenance also adheres to the following guidelines when using, pesticides, fertilizer, or other chemicals on course grounds:

7.6.1.1. Must be a DoD or State certified pesticide applicator. In overseas areas, the DoD certification is required. See the DoD Plan for Certification of Pesticide Applicators for reference, available on Internet site **http://www.afpmb.org**/.

7.6.1.2. Inform the Golf Course Operation Chief, base Fire Chief, and hazardous materials (HAZMAT) coordinator of the type of chemicals used.

7.6.1.3. Post safety warnings for patrons and employees when spraying chemicals. The following information/wording is included for all golf courses OCONUS or for golf courses in CONUS that do not have State posting laws or other guidelines established: 1. "Caution Pesticide Application;" 2. Name of golf course; 3. POC and phone number (superintendent or contract applicator); 4. Date of application; 5. Areas treated (hole numbers, greens, tees, or fairways).

7.6.1.4. Post signs at least 12 inches by 12 inches on the first and tenth tees as a minimum, or where there is normal access to the golf course grounds. Post signs at least 24 hours before application and remove signs 48 hours after application. Golf courses in states with posting laws or other established guidelines must follow standards for their respective states.

7.6.1.5. Consult with installation environmental personnel about proper pesticide disposal in accordance with applicable federal, state, and local regulations.

7.6.1.6. Track all pesticide use and forward information to installation and/or MAJCOM entomology on a monthly basis. Pesticide application records are kept on file for 2 years (DoDM 4150.07-M-V1, *Record Keeping: Pest Management and Reporting Requirements*) or as required by state regulation.

7.6.1.7. Obtain pesticide approval and assistance from the MAJCOM or base agronomist or entomologist.

7.6.1.8. With the assistance of the base environment management, develop and implement a pest management plan that includes an Integrated Pest Management (IPM) plan.

7.6.1.9. Strictly follow label directions. The label is the law. Deviations are not authorized.

7.6.1.10. Receive proper training on the hazards of handling chemicals.

7.6.1.11. Maintain a minimal inventory of pesticides to prevent generation of hazardous wastes.

7.6.1.12. A Material Safety Data Sheet (MSDS) file is maintained on all hazardous materials used on the golf course, and be accessible to all maintenance employees.

7.6.2. Employees trained and certified to apply chemicals must:

7.6.2.1. Wear course-issued protective clothing and personal protective equipment as required by the Occupational Safety and Health Administration, the Air Force Office of Safety and Health (AFOSH) standards, and the chemical manufacturer's label directions.

7.6.2.2. Be enrolled in the base occupational health program, as determined by installation medical personnel.

7.6.3. Course maintenance chemical storage facilities must:

7.6.3.1. Meet the requirements of military handbook (MIL HDBK) 1028/8A , (Technical Instruction Manual 17) available on the Internet site **http://www.afpmb.org**/.

7.6.3.2. Stock only pesticides specifically labeled for golf course applications and approved by the MAJCOM Pest Management Consultant (PMC).

7.6.3.3. Be located in an area approved by the MAJCOM PMC.

7.6.3.4. Include an eye wash and shower facility next to the pesticide mixing area, as specified in AFOSH Std 91-32, *Emergency Shower and Eyewash Units*. Be properly marked and easily recognizable to all employees.

7.6.4. Pest Management Contracting. Golf course pest maintenance contracts may be used when cost-effective. Contractors shall comply with state regulatory requirements in the state where the work is performed. Contract pesticide applicators must be certified in the state where work will be performed.

7.6.4.1. Review and Approval. MAJCOM pest management consultants shall review and approve golf course maintenance contract documents, including augmentation contracts, to ensure appropriate IPM methods are specified. Contracting offices shall award augmentation contracts only when the MAJCOM PMC has verified the contract will provide necessary services beyond the capability of any in-house staff. Installations lacking expertise in pest management contracts shall request the services of the MAJCOM PMC to develop the technical portions of golf course maintenance contract in accordance with DoD/AFPMB guidance for contract pest management. Installation Civil Engineer pest management personnel, the golf course superintendent, and MAJCOM PMCs act as technical experts during the performance of contracted work. Installations ensure Quality Assurance Evaluators (QAEs), who inspect the performance of contractor provided golf course maintenance services are trained in pest management as required in DoDI 4150.07.

7.7. **Golf Course Environmental Management (GEM).**

7.7.1. The Air Force Center for Environmental Excellence (AFCEE) golf course environmental management program manager is Force Support Squadron environmental consultant. AFCEE is available to assist in golf course environmental issues. Information on the golf course environmental management program can be accessed through the HQ AFSVA web page.

7.7.2. Golf course superintendents assist the installation environmental staff in developing and implementing a GEM plan as directed by AFI 32-7064. Specific guidance on the GEM planning process can be found at the AFCEE golf course environmental management website.

7.7.3. Golf Course Operations Chiefs and superintendents will comply with Environmental Compliance and Assessment Program (ECAMP) requirements.

7.8. **Recordkeeping and Reporting.** The golf course superintendent or his designated representative keeps accurate records and documents as required:

7.8.1. Records:

7.8.1.1. Pesticide and chemical applications

7.8.1.2. Fertilizer and growth enhancement products

7.8.1.3. Soil and irrigation water testing

7.8.1.4. Mowing and cultivation schedules

7.8.1.5. Irrigation system, water use, in-ground as-built, and repair costs

7.8.1.6. Agronomic repair and maintenance

7.8.1.7. Training for managers and crewmembers

7.8.1.8. Equipment repair and maintenance including parts inventories

7.8.1.9. Utilities

7.8.1.10. Facilities including construction and maintenance

7.8.2. Documentation

7.8.2.1. Golf Maintenance Plan

7.8.2.2. Written Hazardous Communication Plan

7.9. **Air Force Golf Course Maintenance Standards and Goals.** The golf course maintains maintenance standards and goals through the basic golfing and growing season.

7.9.1. Greens are mowed a minimum of 5 times per week.

7.9.2. Tees are mowed a minimum of 2 times per week.

7.9.3. Fairways are mowed a minimum of 2 times per week.

7.9.4. Roughs are mowed a minimum of 1 time per week.

7.9.5. Trim mowing is done a minimum of 1 time per week.

7.9.6. Bunkers are raked a minimum of 3 times per week.

7.9.7. Bunkers are edged and trimmed a minimum of 1 time per month.

7.9.8. Cups and tee marker locations are changed after a maximum of 150 rounds of golf.

7.9.9. Greens are core aerated a minimum of 2 times per year.

7.9.10. Greens receive frequent light sand topdressing (meets USGA sand specifications) to keep thatch layer at ½ inch or less.

7.9.11. Greens are verticut a minimum of 2 times per year.

7.9.12. Fairways are core aerated a minimum of 1 time per year.

7.9.13. Tees are aerated and top dressed a minimum of 2 times per year.

7.9.14. A minimum of 1 ballwasher and wastebasket is located at each hole.

7.9.15. A scorecard and pencil box is located at the 2nd and 11th tees on front and back starts.

7.10. **Golf Car Fleet Management.** The golf course manager or his designated representative establishes a maintenance schedule based on manufacturers' recommendations. Set up the following basic procedures:

7.10.1. Keep a record and inventory of spare parts showing date received, amount on hand, date used, and the reorder level.

7.10.2. Keep a log or chart on each golf car showing maintenance or repairs performed.

7.10.3. Establish a rotation plan ensuring all cars are used equally.

7.10.4. Program a scheduled golf car purchase or capitol lease plan for fleet replacement.

7.10.5. Maintain a preventative maintenance schedule for each car.

7.10.6. Establish a liability for golf car rentals by requiring the patron to sign a rental agreement/statement.

7.10.6.1. The rental agreement/statement requires the person renting or operating a golf cart have a valid driver's license.

8. Administration

8.1. **Handling and Safeguarding Funds.** Proper handling and safeguarding of funds and Air Force property is the responsibility of every employee. Operating Instructions (OI) provide specific guidance on handling and safeguarding funds are issued locally. These procedures, instructions, and requirements are an integral part of the employee education and training program. Staff personnel responsible for handling cash must be familiar with all requirements of local OIs and AFI 34-202, *Protecting Nonappropriated Fund Assets*. The Golf Course Manager continually ensures employees handling cash meet all safeguards.

8.2. **Cash Register/Point of Sales Operations.** Ensure cash register operations and POS transactions are handled according to the requirements in AFIs 34-202 and 34-209.

8.2.1. Change funds are required to conduct business. Provide each cashier with a change fund in an amount necessary to conduct business. It is imperative that only one person be

responsible for and operate out of a change fund. The most important control of an operation change fund is to ensure each fund is properly accounted for at all times. Provide training in all aspects of cash register or POS operations to all employees. Only one cashier will operate from a single drawer. Refer to AFI 34-201, *Use of Nonappropriated Funds*, for additional guidance.

8.3. **Inventories.** Inventories and control of equipment and merchandise are critical to the overall financial stability of a golf operation. When establishing maximum in-use inventories, consider the following: cost of merchandise or parts, delivery time, storage space, shelf life. The golf course manager maintains the updated NAF and APF property control listing. Refer to AFIs 34-204 and 34-209 for guidance on inventory, control, and accounting for merchandise and equipment. Refer to AFI 34-202 and AFI 34-204, *Property Management*, and AFI 34-209 for property control procedure.

8.4. **Golf Course Operational Ratio Comparison Analysis (ORCA) Data.** Operational data is needed to determine the demographics of the golf course customer base and the financial relationship compared to rounds of golf. This serves as a barometer for Air Force golf operations worldwide in order to determine the health and progress of the Air Force golf program. The ORCA reporting process is Internet based and the monthly data is compiled by the golf course manager. It is submitted electronically by the golf course manager to a web-based data server no later than the 9th day of each month. MAJCOMs verify the data from each golf course by the 11th day of the month and electronically verify and forward it to the data server. Access to ORCA is through the Services Agency Information System (SAIS).

8.4.1. For reporting purposes, a "round of golf" is defined as "one person who tees off in an authorized start." The round is not defined by the number of holes played or fees paid. On nine hole courses, ensure the second nine holes, in sequence, are not counted as an additional round of golf.

8.4.2. ORCA reports require rounds of golf and daily weather information.

8.4.3. The ORCA contains a variety of informational reports to include weather data, rounds of golf, and inventory turnover.

8.5. **Training.**

8.5.1. Provide a formal training program for all employees by developing a training manual and address general operating and procedural policies for the golf course. Divide the training by sections and include the different centers such as course maintenance, food and beverage, golf shop, golf car operations, driving range, starters and marshals. Require all employees to review their respective work section of the manual on an annual basis. Document initial and reoccurring training in the employee's personnel record.

8.5.2. All new Golf Course Operations Chiefs must complete the Services Management Training Course for prerequisite credit, located on the Services Learning Management System, or completion of the AETC Distance Learning Activity Manager's Course, L6ONU34M3X. Previous attendance at a HQ AFSVA Activity Manager's in-residence course, previous completion of the Activity Management Training Core Topics (CD-ROM version), or attendance at AFIT 101 satisfies this prerequisite requirement. New golf course managers must attend the Golf Activity Management Course within 12 months of selection.

8.5.3. The annual PGA Merchandise Show and Conference is an important industry event providing educational seminars keeping management abreast with the rapidly changing golf business industry. Golf course managers must stay in tune with the golf economy. Recommend attendance of the conference on an annual basis.

8.5.4. The annual Golf Industry Show for golf course greens superintendents, provides educational seminars and keeps superintendents abreast with new technologies, research and product developments. Superintendents must stay abreast of the golf turfgrass industry and should attend on an annual basis to provide the best possible playing conditions and customer satisfaction.

8.5.5. The golf course may establish an employee training program to enhance their work performance and knowledge of the game to include introductory golf lesson program participation and on-course play during non peak hours. This is formalized with an approved operating instruction through the Force Support Squadron Commander/Director.

8.6. **Planning.** The Golf Course Operations Chief develops a 5-year plan updated annually and approved by the flight chief. The plan should include construction, renovation, equipment replacement, programs, and goals.

8.7. **Marketing.** The Golf Course Operations Chief is required to develop an effective marketing plan annually using the standards in AFI 34-104, *Services Marketing and Publicity Program*. HQ AFSVA offers several programs to help managers successfully market their programs. Information on marketing is available on the HQ AFSVA Marketing web page. HQ AFSVA program surveys are used to analyze customer demographics and assist in decision making.

8.8. **Commercial Sponsorship.** Coordinate all commercial sponsorship through the installation Force Support commercial sponsorship coordinator. Refer to AFI 34-407, *Air Force Commercial Sponsorship Program*, for guidance. Keep in mind only authorized Force Support programs use the commercial sponsorship program. Other Air Force organizations, units, private organizations, or unofficial activities or organizations (such as off-base organizations) are not authorized to use the commercial sponsorship program to offset program or activity expenses, even if held at a Force Support activity. The sale of advertising is authorized in/on established NAF funded media to include benches, tee markers, score cards and more. The Force Support Squadron marketing office is responsible for the advertising program IAW AFI 34-407 and AFMAN 34-416, *Air Force Commercial Sponsorship and Sale of NAFI Advertising Procedures*.

8.9. **Essential Products Program (EPP).** EPP, part of the Commander's Smart Buy Program, is designed to maximize purchasing leverage in the marketplace on products that are essential to NAF operations. The EPP effectively standardizes both quality and price for selected requirements, and its use is mandatory. Golf products are included in this program. The program provides an opportunity to purchase items at significant savings. EPP catalogs can be obtained from the AFNAFPO or viewed on their HQ AFSVA web site.

8.10. **Web-Based Golf Course Data.** HQ AFSVA provides a comprehensive database for customers, golf managers, and greens superintendents. The golf course manager must update

the database annually. Obtain access to the database through the web-based HQ AFSVA Information System.

8.11. **Closure of Activities.** If an installation commander wants to close an activity, requests to close ***all*** Force Support activities must be routed through MAJCOM/A1S to HQ USAF/A1S through HQ AFSVA/CC 60 days prior to proposed closure. Neither requests nor notifications are required for any activity being closed due to a base closure. Requests should include a business case, the alternative to be used in place of the activity, and documentation of approval to use alternative source. In reviewing whether to continue or discontinue programs or activities reference AFI 34-262, paragraph 2.5, and use the criteria below:

8.11.1. Accessibility and capabilities of existing exchange service, base commercial or civilian community alternatives.

8.11.2. Current and planned Force Support/MWR programs of adjacent DoD installations.

8.12. **Contracting-Out a Golf Course.** HQ AFSVA/CC approves the waiver to contract-out a golf course or any part of the golf course operation. Coordinate the waiver request with HQ AFSVA/SVF for accounting guidance. The Force Support Squadron Commander/Director submits a letter requesting the waiver through the MAJCOM/A1S to HQ AFSVA/SVP. For additional guidance, refer to **Attachment 2**.

DARRELL D. JONES
Lieutenant General, USAF
DCS, Manpower, Personnel and Services

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

AFI 10-229, *Responding to Severe Weather Events,* 15 October 2003

AFI 32-1022, *Planning and Programming Nonappropriated Fund Facility Construction Projects,* 20 May 2009

AFI 32-1053, *Integrated Pest Management Program,* 23 June 2009

AFI 32-7064, *Integrated Natural Resources Management,* 17 September 2004

AFI 34-104, *Services Marketing and Publicity Program,* 25 July 1994

AFI 34-201, *Use of Nonappropriated Funds (NAFs),* 17 June 2002

AFI 34-202, *Protecting Nonappropriated Fund Assets,* 27 August 2004

AFI 34-204, *Property Management,* 27 August 2004

AFI 34-205, *Services Nonappropriated Fund Facility Projects,* 07 October 2005

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 (PO) Program,* 08 March 2007

AFI 34-262, *Services Programs and Use Eligibility,* 27 June 200*2*

AFI 34-272, *Air Force Club Program,* 01 April 2002

AFI 34-407, *Air Force Commercial Sponsorship Program,* 19 July 2005

AFI 36-3101, *Fundraising Within the Air Force,* 12 July 2002

AFI 48-116, *Food Safety Program,* 22 March 2004

AFI 65-106, *Appropriated Fund Support of Morale, Welfare, and Recreation (MWR) and Nonappropriated Fund Instrumentalities (NAFIs),* 06 May 2009

AFMAN 34-212, *Control Procedures for Protecting NAF Assets,* 1 September 1995

AFMAN 34-214, *Procedures for Nonappropriated Funds Financial Management and Accounting,* 14 February 2006

AFMAN 34-228, *Air Force Club Program Procedures,* 1 April 2002

AFMAN 64-302, *Nonappropriated Fund (NAF) Contracting Procedures,* 3 November 2000

AFMAN 34-416, *Air Force Commercial Sponsorship and Sale of NAFI Advertising Procedures,* 5 October 2004

AFOSH 91-100, *Aircraft Flight Line - Ground Operations and Activities,* 1 March 1998

DoD 5500.7-R, *Joint Ethics Regulation,* 29 November 2007

DoDI 4150.07, *DoD Pest Management Program,* 29 May 2008

Prescribed Forms

None

Adopted Forms

AF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

AFCEE—Air Force Center for Environmental Excellence

AFI—Air Force Instruction

AFMAN—Air Force Manual

AFNAFPO—Air Force Nonappropriated Funds Purchasing Office

AFPD—Air Force Policy Directive

AFPMB—Air Force Pest Management Board

AFOSH—Air Force Office of Safety and Health

AFSVA—Air Force Services Agency

APF—Appropriated Fund

CE—Civil Engineer

CONUS—Continental United States

DoD—Department of Defense

ECAMP—Environmental Compliance and Management Program

EPP—Essential Products Program

FDA—Food and Drug Administration

FSS—Force Support Squadron

GEM—Golf Environmental Management

GCSAA—Golf Course Superintendents of America Association

HAZMAT—Hazardous Materials

HDBK—Handbook

HQ AFSVA—Headquarters Air Force Services Agency

IPM—Integrated Pest Management

LPGA—Ladies Professional Golfers' Association

MAJCOM—Major command

MIL—Military

MSDS—Material Safety Data Sheet

MWRF—Morale, Welfare, and Recreation Fund

NAF——Nonappropriated Fund

NGF——National Golf Foundation

OCONUS——Outside Continental United States

OI——Operating Instruction

ORCA——Golf Course Operational Ratio Comparison Analysis

OSD——Office of Secretary of Defense

OWS——Operational Weather Squadron

PCS——Permanent change of station

PGA——Professional Golfers' Association

PGM——Professional Golf Management

PMC——Pest Management Consultant

POC——Point of Contact

POS——Point of Sale System

SAIS——Services Agency Information System

QAE——Quality Assurance Evaluator

SOW—— Statement of Work

TDY——Temporary duty

USGA——United States Golf Association

Attachment 2

ADDITIONAL DOCUMENTATION REQUIRED TO CONTRACT-OUT A GOLF COURSE

A2.1. In addition to the letter requesting contracting out the golf course or any part of the golf course, the package includes, as a minimum, the following:

A2.1.1. Reason(s) for contracting.

A2.1.2. The proposed contractor's Statement of Work (SOW).

A2.1.3. A financial proforma showing cost saving and projected income.

A2.1.4. Contractor's requirement to use the approved Air Force Services Point of Sale (POS) system for all sales transactions (cash and credit).

A2.1.5. Contractor's access to the POS Back-of-the-House (BOH) applications (limited to on BOH access identification card and no access to item maintenance or price adjustment in Back Office Security Levels).

A2.1.6. Contractor's requirement to use the Employee Security Access Card (ESAC) to access to POS.

A2.1.7. Contractor's requirement to provide the golf course manager and the NAF AO a monthly POS audit report showing Reopened Checks, No Sale Transactions, Refunds, Void and Clear Items.

A2.1.8. The NAFI commission based on a percentage of gross sales.

A2.1.9. Comments on the following:

A2.1.9.1. Effect on management structure.

A2.1.9.2. Current services.

A2.1.9.3. Proposed services.

A2.1.9.4. Benefits.

A2.1.9.5. Proposed personnel actions to include reclassification and/or business based actions of golf course manager/staff positions.

A2.1.9.6. Proposed effective date.

A2.1.9.7. Hours of operation.

A2.1.9.8. Use of required standard AF software.

A2.1.9.9. Purchasing.

A2.1.9.10. Food Code.

A2.1.9.11. Uniforms.

A2.1.9.12. Pricing.

A2.1.9.13. Menu.

A2.1.9.14. Equipment and facility maintenance.

A2.1.9.15. Scope of work.

A2.1.9.16. Personnel.

A2.1.9.17. Employee requirement.

A2.1.9.18. Controls.

A2.1.9.19. NAFI-furnished property and services.

A2.2. For additional information on Contract-out Golf Course's Concessionaire Contract Format, Special Provisions and General Provisions Template, go to **http://www.afnafpo.com** under the Information for Bases heading, then go to Policy & Training and click on AFMAN Contract Format and find the link for Contract-out Concessionaire Contract.