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THE AIR FORCE**

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Services



AIR FORCE CLUB PROGRAM

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This instruction implements Air Force Policy Directive (AFPD) 34-2, *Air Force Community Service Programs*. It outlines procedures for establishing, operating, and closing Air Force clubs. It applies to all Air Force clubs, including those operated by Headquarters Air Force Reserve Command (HQ AFRC). Club operating procedures are in Air Force Manual (AFMAN) 34-128, *Air Force Club Program Procedures* (will convert to AFMAN 34-228). This instruction directs collecting and maintaining information subject to the Privacy Act of 1974 authorized by 10 U. S. C. 8013. Major Commands (MAJCOM) can supplement this instruction. Send drafts of command supplements to Headquarters Air Force Services Agency, Clubs Division (HQ AFSVA/SVOC) for approval before publication. Send a copy of the final publication to HQ AFSVA/SVOC and Headquarters United States Air Force, Programs (HQ USAF/ILVP). This publication does not apply to the Air National Guard (ANG). This instruction is affected by the *Paperwork Reduction Act of 1974*, as amended in 1996. This instruction directs collecting and maintaining personal information subject to the Privacy Act of 1974 authorized by 10 U.S.C. 8013 Secretary of the Air Force. System of Records F065 AF SVA A, Nonappropriated Fund Instrumentalities Financial System, applies.

SUMMARY OF CHANGES

The interim change implements new guidance on providing reciprocal privileges at AF Clubs for US Armed Forces personnel. Delete paragraphs 1.10.1 – 1.10.4 and replace with the following:

Chapter 1—ESTABLISHMENT AND MEMBERSHIP	4
1.1. Purpose.	4
1.2. Club Configurations.	4
1.3. Establishing Clubs.	4
1.4. Contracting-Out Clubs.	5
1.5. Dissolving a Club.	5
1.6. Membership Categories:	5
1.7. General Membership Policies.	7
1.8. Membership Cards.	8
1.9. Patrons and Privileges.	8
1.10. Reciprocal Privileges.	8
1.11. Temporary Privileges.	8
1.12. Use of Clubs by Nonmembers.	9
1.13. Membership Dues.	9
1.14. Club Membership Data.	9
1.15. Payment Terminals.	9
Chapter 2—RESPONSIBILITIES	11
2.1. HQ USAF/ILV.	11
2.2. HQ AFSVA.	11
2.3. MAJCOM.	11
2.4. Installation Commander.	12
2.5. Base NAF Council.	12
2.6. Host Unit Support Group Commander.	12
2.7. Services Commander or Division Chief.	12
2.8. Business Operations or Community Support Flight Chief.	13
2.9. Club Manager.	13
2.10. Club Advisory Committee.	14
2.11. Party/Special Function Project Officers.	15
Chapter 3—OPERATING A CLUB	16
3.1. Golden Eagle Club Standards.	16
3.2. Absence of or Change of Managers.	16
3.3. Appropriated Fund Support.	16
3.4. Nonappropriated Fund Support.	16

3.5.	Contingency Plans.	16	
3.6.	Protecting Personal Information.	16	
3.7.	NAF Personnel Management.	16	
3.8.	Training and Employee Development.	16	
3.9.	Employee Recognition.	17	
3.10.	Performance Based Awards (PBA).	17	
3.11.	Tip Reporting, Offset, and Payment.	17	
3.12.	Labor Controls.	17	
3.13.	Food Operations.	17	
3.14.	Beverage Operations.	18	
3.15.	Catering Operations.	18	
3.16.	Special Functions.	18	
3.17.	Bingo Operations.	19	
3.18.	Monte Carlo (Las Vegas) Events.	20	
3.19.	Air Force Signature Brands.	20	
3.20.	Name Brand Restaurant [Food, Beverage and Entertainment (FB&E)] Operations.		21
3.21.	Vending and Amusement Machines (excluding slot machines).	21	
3.22.	Concessionaire Operated Activities.	21	
3.23.	Barber and Beauty Shops.	21	
3.24.	Unauthorized Activities and Programs.	21	
3.25.	Procuring, Receiving, Inventorying, and Storing.	21	
Attachment 1—GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION		23	
Attachment 2—ESTABLISHING OPERATING INSTRUCTIONS (OI)		26	
Attachment 3—IC 2001-1 TO AFI 34-272, AIR FORCE CLUB PROGRAM		27	
Attachment 4—IC 2002-1 TO AFI 34-272, AIR FORCE CLUB PROGRAM		28	

Chapter 1

ESTABLISHMENT AND MEMBERSHIP

1.1. Purpose. Clubs provide customer-driven food, beverage, entertainment, and other membership programs to meet the social recreation needs of members and their authorized guests. Clubs support the Air Force community by serving as the primary location for commanders to host official social functions and community relations events. Clubs provide an informal location for commanders, command chief master sergeants, first sergeants, supervisors, and other leaders to create an environment that fosters and promotes Air Force institutional values. The Air Force Catering Program operated by clubs is the primary source for on-base catering. Eligible personnel who decline membership will not receive membership benefits.

1.2. Club Configurations. There are four types of Air Force club configurations; officers' club (OC), enlisted club (EC), collocated club (COLC), and consolidated club (COC). Advance approval of the Headquarters United States Air Force, Director of Services (HQ USAF/ILV) is required for any change in club configuration. See paragraph 1.3.2 for information to include in reconfiguration requests. Collocation of officer and enlisted programs in the same facility (under one roof) is the standard configuration for Air Force clubs. Facility layout will be conducive to providing entertainment programs and special function service simultaneously.

1.2.1. In collocated clubs, maintain separate bars for officers and enlisted members.

1.2.2. In collocated clubs, combined dining service is the most effective method, unless the market demand supports separate dining areas.

1.2.3. Kitchens and serving areas, cashier services, and special function areas (ballroom, meeting rooms) will be available for use by all members/ranks.

1.2.4. When a single building is not adequate to accommodate the entire collocated club market, an annex may be used. Club annexes must have prior approval of HQ USAF/ILV. Programs at the main club and the annex must each be self-sustaining, and with the exception of bars, must be open to members of all ranks.

1.2.5. The consolidated club configuration may be used only in very unusual circumstances, i.e., when the market demand or unit size will not support separate bar activities.

1.2.6. A stand-alone configuration (separate club programs for officer and enlisted personnel) may be offered provided sufficient market demand exists to assure profitable operations, adequate member programs, and continued customer service. Under this configuration, commanders should maximize efficiencies using combined support functions (administration, cashier services, catering, personnel utilization, etc.) or by establishing certain programs (e.g. brunch, breakfast) as joint-use and offering them in only one facility.

1.3. Establishing Clubs. Advance approval from HQ USAF/ILV is required when the installation commander desires to establish a new club.

1.3.1. Send requests to establish a new club or change an existing club configuration to the MAJCOM, Director of Services (MAJCOM/SV) who will send it with comments to HQ USAF/ILV for approval with an information copy to HQ AFSVA/SVOC. Coordinate

establishing a club with Headquarters Air Force Services Agency, Director of Financial Management and Comptroller (HQ AFSVA/SVF) for accounting procedures.

1.3.2. Requests must include anticipated number of members; facility description information (location, construction type, condition code, and size in square feet); amount and source of nonappropriated funds (NAF) required for initial operation and equipment; and an initial financial plan that includes a 5-year capital requirements budget, the first year's income and expense (I&E) budget, and an opening and a business plan (use the *Club Opening Plan* published by HQ AFSVA/SVOC for guidance in preparing the opening and business plan).

1.3.3. To establish a club, the installation commander secures appropriated funds (APF) in accordance with AFI 65-106, *Appropriated Fund Support of Morale, Welfare and Recreation Programs and Nonappropriated Fund Instrumentalities*; approves local club policies and house rules; notifies the MAJCOM/SV of NAFs required for initial operation and equipment; and requests assistance in submitting any necessary application for MAJCOM or Air Force grants (see AFI 34-201, *Use of Nonappropriated Funds*, will convert to AFI 34-403). Accepts contributions and donations according to AFIs 34-201 (will convert to AFI 34-403) and 34-209, *Nonappropriated Fund Financial Management and Accounting* (will convert to AFI 34-409).

1.4. Contracting-Out Clubs. Requests to contract-out any portion of club operations must be approved by HQ USAF/ILV. Coordinate contracting-out a club with HQ AFSVA/SVF for accounting procedures.

1.5. Dissolving a Club. HQ USAF/ILV approves dissolving a club. Coordinate dissolving a club with HQ AFSVA/SVF for accounting procedures. The Services Squadron commander or division chief provides the following information through the MAJCOM/SV a minimum of 90 days before the proposed closing date.

1.5.1. Why the club is being dissolved. If it is because the club is unprofitable, describe all measures taken to turn a profit.

1.5.2. The club's financial condition in the current month, the past quarter, the year-to-date, and the previous fiscal year.

1.5.3. The plan for disposing of club facilities and assets.

1.5.4. The plan to satisfy installation food, beverage, catering, and protocol function requirements.

1.5.5. The proposed future use for each club facility.

1.6. Membership Categories: The membership is composed of members as prioritized and explained below. Persons eligible for membership who decline to join the club may not be guests of members. Members are charged member dues except as indicated below.

1.6.1. **Active Membership.** The installation commander extends membership privileges in the following order:

1.6.1.1. All active duty military members of the US armed forces assigned to the installation or directly supported by it and Reserve personnel on Air Force Reserve Command (AFRC) installations.

- 1.6.1.2. Members of US Reserve Components and National Guard units.
- 1.6.1.3. Cadets of Service Academies.
- 1.6.1.4. Members of the Coast Guard, Commissioned Corps of the Public Health Service, and Commissioned Corps of the National Oceanic and Atmospheric Administration on active duty.
- 1.6.1.5. Members of the US military services on the retired list with pay, including reservists retired with pay, and those who have qualified for retired pay at age 60, but who have not yet reached age 60 (gray area retirees).
- 1.6.1.6. Honorably discharged veterans with 100 percent Service-connected disability. These members are not charged dues.
- 1.6.1.7. Personnel separated under the Voluntary Separation Incentive (VSI) and Special Separation Benefit (SSB) programs for 2 years after separation.
- 1.6.1.8. Medal of Honor recipients. These members are not charged dues.
- 1.6.1.9. Unremarried surviving spouses of personnel who died while on active duty or while in retired status. DD Form 1173, **Uniformed Services Identification and Privilege Card**, is sufficient documentation of this status. These members may be charged dues at not more than half the normal dues rate, as determined locally. Membership in the club is commensurate with the grade of the former spouse or sponsor.
- 1.6.1.10. Unremarried former spouses who were married to military members for at least 20 years while the military member was on active duty to the Armed Forces. Membership in the club is commensurate with the grade of the former spouse.
- 1.6.1.11. U.S. DoD civilians, including NAF employees, when stationed outside the U.S. These memberships are subject to applicable Status of Forces Agreements and other international agreements. The installation commander establishes civilian grade requirements for membership in the officers' and enlisted clubs.
- 1.6.1.12. U.S. DoD, Coast Guard, and Federal civilians and their family members when stationed outside the U.S.
- 1.6.1.13. Medical personnel under contract to the military DoD Component during periods when they are residing on the installation.
- 1.6.1.14. Military personnel of foreign nations when on orders from the U.S. Armed Forces, or in overseas areas when the major command commander grants privileges in the best interest of the U.S. Foreign warrant officers, without officer status in their native country, are not eligible for membership in officers' clubs.
- 1.6.1.15. Paid members of the American Red Cross, Young Men's Christian Association, United Service Organization, and United Seamen's Service when assigned with U.S. Armed Forces outside the U.S.
- 1.6.1.16. U.S. employees of firms under contract to DoD working on an installation when assigned in areas outside the U.S. These memberships are subject to applicable Status of Forces Agreements and other international agreements.

1.6.1.17. U.S. DoD and Coast Guard civilians and their family members to include APF, NAF and retired DoD and Coast Guard civilians

1.6.1.18. DoD contractor personnel and technical representatives working full time on the installation.

1.6.1.19. Reserve Officer Training Corps cadets when participating in field training.

1.6.1.20. Former Prisoners of War (POWs) and spouses of POWs or Service members missing in action. These members are not charged dues.

1.6.1.21. Other Federal employees within the U.S. The memberships are recertified annually.

1.6.1.22. Leaders in the local community designated by the installation commander. These members may be charged dues and are recertified annually.

1.7. General Membership Policies.

1.7.1. Eligible Air Force personnel who elect to join a club must join the club on the base to which permanently assigned. Retirees who elect to join a club must join the club closest to their domicile.

EXCEPTIONS:

1.7.1.1. Personnel on TDY, who are not club members, may join the club at their TDY location. The club manager verifies TDY status with a copy of the individual's orders. Use the standard Air Force club membership application to process memberships for TDY personnel. Transfer these members to the club at their home base upon completion of the TDY.

1.7.1.2. Personnel permanently assigned to one base and residing on another base may choose membership at either base.

1.7.2. Eligible persons who have not joined the club may attend mandatory, official military functions held at the club, (example: commander's call). The installation commander may allow eligible nonmembers to use certain club facilities (example: lunch), or participate in specifically designated functions (example: wing parties). Whenever the commander extends the hospitality of the club to eligible nonmembers, the nonmember pricing applies to any food, beverages or services purchased.

1.7.3. When both spouses are eligible for club membership, the higher ranking spouse joins the club at the base of assignment, and the other spouse receives spouse privileges, even if assigned to a different base. Spouses may elect to obtain separate individual memberships.

1.7.3.1. If one spouse is eligible for the officers' club and the other is eligible for the enlisted club, each must join and pay dues in the appropriate club if they elect to be members.

1.7.3.2. If both spouses are not eligible for membership in the same club, the non-eligible spouse may only use the other club when accompanied by the member spouse. The non-eligible spouse, if military, must not be in uniform on unofficial occasions.

1.7.4. Individuals eligible for membership in both the officers' and enlisted clubs may join either or both clubs (see paragraph [1.13.4](#) below).

1.8. Membership Cards. A standard Air Force-wide club membership card is issued to all members through the services of a contract financial institution. In accordance with terms of the contract, the contractor determines the type of membership card (credit entitlements) each individual member receives. The Air Force determines eligibility for membership. All eligible individuals, approved for club membership by the Air Force, receive club membership cards. (Details on club membership administration will be included in the revision of AFMAN 34-128, Air Force Club Program Procedures, which will convert to AFMAN 34-228.)

1.9. Patrons and Privileges. Only members, their family members and guests, persons with reciprocal or temporary club privileges, and others authorized in this AFI may use club facilities.

1.10. Reciprocal Privileges.

1.10.1. Provide reciprocal privileges commensurate with the member's rank/grade to all US Armed Forces personnel presenting a valid dues-paying club membership card. These members pay the same prices and receive the same benefits as AF club members. US Armed Forces personnel with a membership card from a location not charging dues have full access to club facilities but are charged non-member prices.

1.10.2. Nonmember military personnel and DoD civilians and their family members may use all Air Force club facilities upon presentation of their **DD Form 2842, Common Access Card**. Nonmember pricing applies in these situations.

1.10.3. A US Armed Forces National Guard member is authorized use privileges at all Air Force clubs; however, in order to be entitled to club member privileges and benefits, the member must possess a standard dues-paying club membership card (not one issued by a National Guard club).

1.10.4. A National Guard member must be a member of an Air Force club (not a National Guard club) and possess a standard Air Force club membership card to exercise reciprocal privileges.

1.11. Temporary Privileges. The installation commander may grant temporary club privileges to certain personnel. Charge no dues for these privileges, but assess a small one-time or monthly administrative fee to cover any NAF overhead costs. Do not grant temporary privileges to nonmember TDY personnel (see paragraph [1.7.1.1](#)). Grant temporary privileges to these people:

1.11.1. Visiting or TDY Service Academy cadets.

1.11.2. Other Types of Authorized Patrons, Privileges and Limitations:

1.11.2.1. Civic and civilian nonprofit organizations may use a club for an event that contributes positively to community relations and the Air Force, as determined on a case-by-case basis by the installation commander.

1.11.2.2. ROTC cadets and Civil Air Patrol (CAP) personnel can use clubs for organized social functions.

1.11.2.3. A member of an on-base family service organization or private organization may reserve club facilities for noncommercial meetings and special functions provided he or she is a club member.

1.12. Use of Clubs by Nonmembers. Eligible nonmembers who decline club membership are not authorized to be guests of members. The installation commander determines when eligible nonmembers may use base clubs. If allowed to use the club, they must pay nonmember prices.

1.12.1. Anytime the installation commander extends the hospitality of the club to eligible nonmembers, the following mandatory minimum nonmember pricing applies, in addition to the price paid by club members; add \$2 for lunch and special function luncheons; add \$3 for brunch, special function brunches, and evening meals; add \$3 for parties and evening special functions; add \$3 for military functions (dining-in/out, etc.); and add \$3 for holiday buffets/dinners/events.

1.12.2. MAJCOMs or bases may increase the above minimum nonmember rates, add additional nonmember charges for services not addressed above, and restrict club services available to eligible nonmembers.

1.12.3. A bona fide guest(s) is a person or persons, not eligible for club membership, whom a member personally and specifically invites to accompany the member or the member's group to the club. Member pricing applies to bona fide guests. An eligible nonmember is not authorized to use the club as a guest of a member.

1.13. Membership Dues. Charge dues to all active club members. The installation commander sets the dues rates.

1.13.1. Offer a 180-day complimentary membership to all Air Force active duty, Reserve, and DoD civilian regular employees retiring on or after 1 April 1994. (See AFMAN 34-128, will convert to AFMAN 34-228.)

1.13.2. The dues rate for any eligible person or member outside a 50-mile radius from the closest Air Force base will not exceed 50 percent of the dues rate for the active duty counterparts. Bases have the option to charge less than 50 percent if desired.

1.13.3. Waive club membership dues for personnel during deployment to a contingency location for 30 days or more, where there is no Air Force club. Accomplish this by either placing the member in a "no-dues" status for the duration of the deployment, or by providing coupons equivalent to the dues paid during the deployment for use at the home base.

1.13.4. Bases may offer people eligible for membership in both the enlisted and officers' clubs a reduced rate for joining both clubs.

1.14. Club Membership Data. HQ AFSVA/SVOC provides each MAJCOM and HQ USAF/ILVP with an electronic semi-annual membership data transfer with an "as of" date of 31 March and 30 September. This data transfer will include membership information for each club, and each MAJCOM by club configuration. MAJCOMs pass this membership information to their bases.

1.15. Payment Terminals. A club bill Payment Terminal is required for each club in order to provide a standard benefit and convenience to members. There is no requirement to increase cashier service hours or the number of cashiers. Using the Payment Terminal can drastically reduce late payments, especially in locations where mail is subject to periodic delays.

1.15.1. Do not charge a fee for using the Payment Terminal.

1.15.2. Establish a limit on payments made by check at an amount equal to the local check-cashing limit. If the member's minimum monthly payment exceeds the local payment limit, management may approve the exception in the same manner as exceptions to the check cashing limit. There is no limit on cash payments.

Chapter 2

RESPONSIBILITIES

2.1. HQ USAF/ILV. HQ USAF/ILV develops policy guidance, provides policy guidance clarification, and oversight for Air Force clubs. The HQ USAF/ILV staff coordinates club matters with the other military departments and the DoD, and maintains contact with other government agencies and civilian associations.

2.2. HQ AFSVA.

2.2.1. Develops food, beverage, entertainment, and other club program procedures.

2.2.2. Provides technical assistance and guidance to MAJCOMs and bases on club matters.

2.2.3. Helps to introduce new club management systems by participating with other DoD agencies in research, development, and testing programs.

2.2.4. Recommends changes to the club program.

2.2.5. Coordinates and approves food and beverage specifications, and resolves problems involving product quality and service.

2.2.6. Establishes minimum operating parameters (standards/goals) for clubs and club operated activities.

2.2.7. Provides qualified club management personnel to give technical help to MAJCOMs and bases.

2.2.8. Develops and updates the Air Force club core menu, and tests new items for acceptability.

2.2.9. Conducts club-related training workshops for managers.

2.2.10. Reviews plans for club renovation and construction projects for functional adequacy.

2.2.11. Provides functional expertise for developing and using state-of-the-art automated food and beverage systems.

2.2.12. Conducts periodic Staff Assistance Visits (SAVs) to base club operations, and trains the base club staff during these SAVs as necessary.

2.2.13. Develops customer-service standards for clubs.

2.2.14. Develops, publishes, distributes, and provides technical guidance to MAJCOMs and bases on club matters.

2.3. MAJCOM.

2.3.1. Oversees the establishing, administering, operating, and dissolving of clubs.

2.3.2. Uses financial and related data to monitor the club program, and to analyze club problems.

2.3.3. Provides staff assistance, training, and guidance to installation commanders, Services commanders or division chiefs, flight chiefs, club managers, and club staffs.

2.3.4. Monitors the actions of commanders, councils, and committees for compliance with Air Force policy and directives.

2.3.5. Provides direction for reaching Air Force and MAJCOM program goals.

2.3.6. Advises HQ AFSVA/SVOC of any significant club problems.

2.3.7. Recommends policy or procedural improvements to the club program to HQ AFSVA/SVOC.

2.4. Installation Commander.

2.4.1. Makes sure clubs operate for the benefit of all members and according to Air Force and MAJCOM policies and procedures.

2.4.2. Approves or disapproves advisory committee minutes.

2.4.3. Approves or disapproves club use by nonmembers.

2.4.4. Suspends a member's club privileges or terminates membership when appropriate.

2.4.5. Approves hours of operation and dues rates.

2.4.6. Provides funding for authorized APF support.

2.4.7. Appoints club advisory committee members, or determines they will be elected.

2.5. Base NAF Council. See AFI 34-201 (will convert to AFI 34-403).

2.6. Host Unit Support Group Commander.

2.6.1. Ensures base clubs operate according to Air Force and MAJCOM policies and procedures.

2.6.2. Monitors the operation of base clubs through the Services commander/division chief.

2.6.3. Reviews proposed dues rates and hours of operation and make recommendations on these to the installation commander.

2.6.4. Makes recommendations to the installation commander on approval/disapproval of requests to reinstate former club members whose membership privileges were terminated for cause.

2.7. Services Commander or Division Chief.

2.7.1. Oversees base club operations and ensures they operate according to Air Force and MAJCOM policies and procedures.

2.7.2. Approves the 5-year equipment replacement and facility improvement plan developed by the Business Operations or Community Support Flight Chief.

2.7.3. Ensures the establishment of local club marketing and programming, financial, and training standards.

2.7.4. Ensures the development of marketing targets and an annual Marketing Objectives Plan.

2.7.5. Ensures establishment of effective employee training and recognition programs.

2.7.6. Ensures the squadron/division conducts focus group sessions semi-annually for each base club.

2.7.7. Reviews club advisory committee minutes, and forwards them with recommendations to the installation commander for approval or disapproval.

2.7.8. Ensures the flight chief responsible for base clubs is informed and familiar with base club operations.

2.7.9. Advises the MAJCOM/SV of any significant club problems.

2.8. Business Operations or Community Support Flight Chief.

2.8.1. Ensures base clubs operate according to Air Force and MAJCOM policies and procedures.

2.8.2. Ensures club managers have the support and resources they need to operate a successful club for members.

2.8.3. Develops realistic and enforceable performance standards for club managers and provides frequent performance feedback.

2.8.4. Establishes a 5-year equipment replacement and facility improvement plan.

2.8.5. Works in conjunction with the club manager to develop budgets.

2.8.6. Oversees the club manager's development of the annual Management Action Plan (MAP) and Marketing Objectives Plan (MOP) for each club.

2.8.7. Compares actual operating results and projected financial needs with budgets to ensure financial goals and objectives are met; records results of this review and any "course correction" action taken on a monthly basis.

2.8.8. Oversees employee training and recognition programs to ensure high-quality internal and external customer satisfaction.

2.8.9. Oversees and tracks compliance with all Air Force, MAJCOM, and local standards.

2.8.10. Oversees club renovation and construction projects.

2.8.11. Assists the club manager in preparing and finalizing minutes of each advisory committee meeting, and ensures they are completed within 5 workdays after the meeting.

2.9. Club Manager.

2.9.1. Directs and supervises the day-to-day operation of the club, its annexes, sections, and associated activities in accordance with Air Force and MAJCOM policies and procedures.

2.9.2. Uses CORPORATE PRISM and local focus group results to identify marketing targets and to develop an annual MOP. (See *Club Operations Guide* for procedures.)

2.9.3. Develops an annual MAP to achieve the goals established in the MOP. (See *Club Operations Guide* for procedures.)

2.9.4. Uses the Golden Eagle Club Standards to manage and shape the club program.

2.9.5. Prepares operating and capital requirements budgets in accordance with AFI 34-209 (will convert to AFI 34-409). Assists the flight chief in preparing the club's portion of the 5-year equipment replacement and facility improvement plan.

2.9.6. Establishes Operating Instructions (OIs) for specific functions or tasks performed in the club. See [Attachment 2](#) for a list of the mandatory OIs (if the club does not have the function, then the OI is not required).

2.9.7. Uses a Daily Income and Expense Statement to monitor the club's actual versus budget performance.

2.9.8. Uses the guidance in the *Club Operations Guide* to operate the club.

2.9.9. Trains the club staff.

2.9.10. Ensures manual procedures are available for continued operations if the club Point of Sale (POS) system or computer is "down."

2.9.11. Provides input to the MAJCOM/SV on changes needed to Air Force and MAJCOM club policies and procedures.

2.9.12. Prepares and finalizes the minutes of advisory committee meetings. Committee minutes must be detailed enough to keep the installation commander adequately informed. The minutes are forwarded to the Services commander or division chief within 5 workdays after the meeting.

2.9.13. Conducts membership surveys to make sure the club provides programs of interest to its members.

2.10. Club Advisory Committee. Basic policy on advisory committees is outlined in AFI 34-201 (will convert to AFI 34-403). This additional guidance applies specifically to club advisory committees:

2.10.1. The installation commander makes sure the advisory committee represents the club's membership, including retirees. Each committee must have at least five members. All advisory committee members must be club members. The majority must be on active duty. Voting committee members may be elected by the general membership, or be appointed by the installation commander to represent their unit. Committee membership is for 1 year.

2.10.2. Members can be re-elected or reappointed once. When a member resigns or departs, the advisory committee may request an election to fill the position, or the installation commander may appoint a replacement.

2.10.3. Civilian committee members must be Federal Government personnel, including retired military personnel.

2.10.4. The chairperson may invite representatives from organizations such as spouses' clubs to attend meetings in a nonvoting, advisory role.

2.10.5. The chairperson must be the senior active duty member of the committee, unless the installation commander appoints another active duty member as chairperson. The chairperson votes only in case of a tie.

2.10.6. At the minimum, the advisory committee meets once per quarter. Do not use advisory committee meetings to satisfy the requirement to conduct semi-annual focus groups.

2.10.7. The club manager records any out-of-session actions and sends them to the installation commander through the Services commander or division chief. They are made a matter of record at the next regular meeting.

2.10.8. Committee members must be familiar with the contents of this instruction. They cannot engage directly in club management. The advisory committee advises club management on the degree of member satisfaction with club programs, products and services; advises management on the desires of members for specific programs, products and services; recommends house rules and changes; recommends hours of operation; recommends local rules governing guest privileges; recommends reinstatement or non-reinstatement of former members whose membership privileges were terminated for cause; assists the club manager in conducting membership drives; assists the club manager in sponsoring and conducting special programs or events; and assists the club manager in conducting membership surveys to make sure the club provides programs of interest.

2.11. Party/Special Function Project Officers. Units appoint a project officer for unit parties or special functions. Pro-rating the cost of unit parties to each participant is an Air Force tradition. The responsibilities of the project officer include:

2.11.1. Contacting the club catering staff as soon as possible to book the facility for the function.

2.11.2. Confirming the party menu and signing the party contract by the club's dead line. (Critical Process for Project Officers: If participants are expected to pay their share of the cost, ask for party Pro-Rata Sheets and instructions on how to complete them. It is vital project officers obtain all the information requested on the party Pro-Rata Sheets, and especially the signature for each charge authorization. If the project officer provides all the information required on the Pro-Rata sheets, then the Services staff follow-up with anyone whose account is declined, or whose check is dishonored.)

2.11.3. Providing the club with an accurate count of the final number of attendees at least 48 hours before the function.

2.11.4. Turning-in properly completed Pro-Rata Sheets not later than 1000 hours on the first workday following the function, and making full payment at that time.

Chapter 3

OPERATING A CLUB

3.1. Golden Eagle Club Standards. Use of these standards is mandatory. The Golden Eagle Club Standards are available in the Business Operations section of the Air Force Services Agency home page on the World Wide Web at <http://www-r.afsv.af.mil/>.

3.2. Absence of or Change of Managers. See AFMAN 34-214, *Procedures for NAF Financial Management and Accounting* (will convert to AFMAN 34-414).

3.3. Appropriated Fund Support. See AFI 65-106.

3.4. Nonappropriated Fund Support. See AFIs in the 34-200 series (will convert to the 34-400 series).

3.5. Contingency Plans. During wars or national emergencies, the installation commander may use clubs to augment APF dining facilities as needed when other alternatives are exhausted. The installation commander:

3.5.1. May include club use for contingency feeding in a MAJCOM approved base support plan.

3.5.2. May use clubs for dining facilities 24 hours per day when there is a large influx of troops in overseas areas.

3.5.3. Ensures club food, beverage (non-alcoholic), and supply items are inventoried and transferred to the APF food facility.

3.5.4. Does not charge the club for utilities used in support of contingency feeding.

3.5.5. Reimburses the club from base APFs for the actual cost of all subsistence items transferred, cost of club labor, cost of NAF supplies, and fair wear and tear on club furnishings equipment and facilities. Accomplish this reimbursement via a memorandum of agreement (10 U.S.C. 2482a).

3.6. Protecting Personal Information. Certain personal information on members and employees (such as SSAN and club account number) are protected under the Privacy Act. This information must be properly safeguarded to prevent unauthorized disclosure. See AFI 37-132, *Air Force Privacy Act Program*.

3.7. NAF Personnel Management. Club managers must be familiar with the Air Force rules and procedures for NAF personnel management. The NAF personnel management system is covered in AFI 34-301, *Nonappropriated Fund Personnel Management and Administration*, and AFMAN 34-310, *Nonappropriated Fund Personnel Program Management and Administration Procedures*.

3.8. Training and Employee Development. An effective employee training program is essential to a successful club operation. The club's I&E budget must include funding for employee training and development. This includes training for NAF club management as well as the staff. Be sure to budget for all costs related to training, (payroll, supplies, tuition, and travel). Send club staff members to HQ AFSVA and MAJCOM sponsored courses, and applicable locally available education and training. Use the standardized Workcenter Qualification and

Training Plan, (WQTP), in the Training and Education Automated Management System (TEAMS) for each job within the club. Document all training completed by each employee. Contact your local Services education and training manager for assistance in obtaining the necessary WQTPs and in using the TEAMS. See AFI 34-254, *Services Education and Training*.

3.9. Employee Recognition. Club managers must establish, maintain and document a meaningful employee recognition program, and include the cost in the club's I&E budget. Recognition for doing good work is an important factor in job satisfaction and retention. Positive employee morale is vital to good customer service. Structure the club's recognition program to work in conjunction with the local Services Squadron/Division program. See AFI 34-301 and AFMAN 34-310 for rules and procedures on NAF employee incentive programs.

3.10. Performance Based Awards (PBA). The PBA program is designed to improve business performance, and reward NAF club managers and assistant managers who operate their activities in a financially sound manner, while providing good value to members. See the Air Force Services *Performance Based Awards Program Implementation Guide*, and contact the local NAF Human Resources Office (HRO) for more details.

3.11. Tip Reporting, Offset, and Payment. Employees must report all tips received in the course of their employment. Pay cash to employees for all charge tips received. Employers must collect both income tax and social security tax on tips reported by employees. See AFI 34-301, AFMAN 34-212 (will convert to AFMAN 34-414), and AFSVA Program Training Aid NA-47, *Charge Tip Payment Procedures*, for rules and procedures governing tip reporting, tip offset, and cash payment for charge tips.

3.12. Labor Controls. Use labor control procedures in every club. (These procedures will be included in the revision of AFMAN 34-128 will convert to AFMAN 34-228.) Use the standard Air Force automated labor management system for scheduling employees.

3.13. Food Operations. Use the standard Air Force automated point of sale (POS) system. Costs of sales and labor are the most important manageable costs in a club's food operations. (Procedures will be included in the revision of AFMAN 34-128 will convert to AFMAN 34-228.)

3.13.1. Use of the Air Force Core Menu is mandatory in clubs.

3.13.2. Use the NAF mandatory Prime Vendor as the club's primary source for purchasing food items on all bases/sites having a NAF Prime Vendor contract.

3.13.3. The club manager establishes internal controls and operating procedures. The manager ensures compliance with AFI 34-202, *Protecting Nonappropriated Fund Assets* (will convert to AFI 34-410) and AFI 48-116, *Food Safety Program*. (Sanitation procedures will be included in the revision of AFMAN 34-128, will convert to AFMAN 34-228.)

3.13.4. Use the standard AF club POS System to perform a sales mix analysis twice per year for the club's food operations.

3.13.5. If a club uses automated inventory management software, it must be the standard Air Force automated system.

3.13.6. Refer to AFI 40-104, *Nutrition Education*, for specific information on meeting recommended nutritional standards.

3.13.7. Do not allow people to bring in or serve food and beverage products in club facilities not produced, obtained by, or contracted for by the club. The club manager may authorize exceptions to this policy only when the club does not have the resources to produce, obtain or contract for the items needed.

3.14. Beverage Operations. The club manager establishes operating procedures, and ensures required internal controls are in place. Provide a variety of non-alcoholic and alcoholic beverages to meet members' needs. A beverage menu must be available to customers in bars and lounges. The manager ensures compliance with AFI 34-219, *Alcoholic Beverage Program*; AFIs 34-202 (will convert to AFI 34-410) and 34-209 (will convert to AFI 34-409); and AFMANs 34-212 (will convert to AFMAN 34-412), 34-214 (will convert to AFMAN 34-414), and 34-128 (will convert to AFMAN 34-228).

3.14.1. Consistent with the procurement limitations outlined in AFI 34-219, purchase alcoholic beverages from the best source considering price, item availability, minimum order requirements, and delivery.

3.14.2. The club manager 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.

3.14.3. Use the standard AF club POS System to perform a sales mix analysis twice per year for the club's bar operations.

3.15. Catering Operations. The Air Force Catering Program is the foundation for all Air Force club catering operations. Use of the Air Force Catering Program standard policies, procedures and software is mandatory. The Air Force Catering Program operated by clubs is the primary source for on-base catering.

3.16. Special Functions. The club manager:

3.16.1. Documents each special function on a prenumbered special function contract that includes this statement: "I understand that only authorized personnel may attend and that I am responsible for their conduct."

3.16.2. Ensures the person who books the function agrees to pay the entire bill at the conclusion of the event or according to a previously determined payment agreement. This may include billing individual club cards using the pro-rata procedures. The club manager assists project officers in making the pro-rata process work effectively. See paragraph [2.11](#) for project officer responsibilities.

3.16.3. Consults the *Club Operations Guide* for instructions for a dining-in or dining-out.

3.16.4. Does not advertise in civilian off-base media for private or club-sponsored functions.

3.16.5. Accepts SF 44, **Purchase Order-Invoice Voucher**, from Air Force Recruiting Service personnel for meals and beverages.

3.16.6. Accepts APFs for payment for official functions, (see AFI 65-106). The preferred method of payment is via a front-loaded Blanket Purchase Agreement, (procedures will be included in the revision of AFMAN 34-128 will convert to AFMAN 34-228). Payment via the International Merchant Purchasing Authorization Card (IMPAC) is also acceptable.

3.16.7. The preferred method for establishing and funding Official Functions that are to be supported with APF funds will be through the use of a Memorandum of Agreement (MOA). The MOA will be between the Installation Commander and the Services Squadron Commander. The Installation Protocol Office may act on behalf of the Installation Commander.

3.16.8. The MOA will establish an agreed upon list of installation official functions the Club will support for one fiscal year. The MOA will include the approved price list. A function cancellation procedure will be included in the MOA, and the Installation Commander will make final determination concerning disputes.

3.16.9. Club managers must prepare a price list for each room used for official functions when food and beverages will not be served (or food and beverage purchase is minimal). Only costs for setup (hourly salary, including benefits, multiplied by time), utilities (based on Para 3.16.11), and linens will be charged. This price list must be supported by documentation reflecting the method used to calculate the charges and it must be reviewed for currency by the NAFFA once a year.

3.16.10. When charges are applied, club managers must ensure the APF room charges for utilities, setup and linens are entered as separate line items on each party sheet and only one billing is submitted for each service performed.

3.16.11. Charges for utilities must be reasonable. Calculate utility charges by dividing the monthly utility charges by the number of hours the facility is open during the month, multiplying the resulting figure by the percentage of total square footage used for the function, and multiplying the resulting figure by the number of hours the function will last. For example, assume the function is to be conducted in a 1,000 square foot room in a club that has a total of 10,000 square feet of space, the club's average monthly utility bill is \$12,000, it is open an average of 320 hours a month, and the function will last 4 hours. You would compute the utility charge for the function as follows: $\$12,000/320 \times 1,000/\$10,000 \times 4 = \$15$.

3.16.12. Clubs will not impose a charge for services that are already provided by appropriated funds without reimbursement; for example, for utility costs overseas or in remote and isolated areas.

3.17. Bingo Operations. Bingo may be conducted on bases (or portions thereof) in the United States, its territories, and possessions that are fully ceded to the US Government. Bingo may also be conducted on bases not fully ceded if it is legal in the host state, territory, or possession, and on overseas Air Force bases unless it violates status-of-forces or other international agreements.

3.17.1. The Services commander or division chief may authorize:

3.17.1.1. Cash prizes per session of play that increase up to a cumulative totals of \$25,000 once each quarter for each club activity that regularly schedules bingo.

3.17.1.2. Cash prizes limited to an amount less than the income from bingo card sales, to ensure the program doesn't suffer a loss. Pay these prizes from the sales receipts of each session.

3.17.1.3. An actual cost, single merchandise prize (including US Savings Bonds) up to \$10,000 in value. The club may offer a merchandise prize of up to \$50,000 in value four times each year.

3.17.1.4. A cumulative cash jackpot beginning at \$10,000 or less. If it is not won, increase it in specific increments on successive sessions of play to a maximum of \$50,000.

3.17.1.5. Free bingo offered as a promotion. Charge these prizes to the promotional account.

3.17.2. The MAJCOM/SV approves cash and merchandise prizes exceeding the limits established in paragraphs **3.17.1.1** through **3.17.1.4** above, and merchandise and cash prize limits for bingo programs conducted in foreign countries.

3.17.3. Limit play in bingo programs to eligible patrons, their family members and guests. Club management personnel and employees involved in bingo operations (whether on or off duty) and their family members may not play bingo sponsored by the employing club.

3.17.4. Complete Internal Revenue Service Form W-2G, **Certain Gambling Winnings**, for winners of \$1,200 or more. The W-2G need not be completed where a foreign national wins \$1,200 or more in bingo conducted in a foreign area, and the foreign national involved completes Internal Revenue Service Form W-8, Certificate of Foreign Status, which is retained at the installation involved.

3.18. Monte Carlo (Las Vegas) Events. The club manager:

3.18.1. May offer Monte Carlo games in the United States and its territories and its possessions if state and local laws permit them. International agreements apply overseas.

3.18.2. Limits play to members of the club and their adult family members, members of other clubs exercising reciprocal privileges and their adult family members, and adult guests.

3.18.3. May not allow club personnel, or volunteers working the event, or their family members to play.

3.18.4. Ensures Monte Carlo is a scheduled event and is only conducted occasionally.

3.18.5. May not allow use of electronic or mechanical devices designed and manufactured primarily for gambling.

3.18.6. May not allow the use of legal currency in the games.

3.18.7. Ensures non-monetary prizes are awarded or purchased with some form of money substitute.

3.18.8. May not allow players to use or exchange money substitutes for legal tender at any time.

3.19. Air Force Signature Brands. Signature Brand concepts are alternative in-house Air Force club brands that standardize menus, product, and decor. Signature Brands operate based upon a Signature Brand Operating Agreement (SBOA) between the base and the Air Force Services Agency. The Signature Brand Management Panel (SBMP) is responsible for oversight, and making recommendations on development and deployment of AF club Signature Brands.

3.20. Name Brand Restaurant [Food, Beverage and Entertainment (FB&E)] Operations. Headquarters Air Force Services Agency, Directorate, Clubs, Issues and Special Programs (HQ AFSVA/SVO), through the Headquarters Air Force Service Agency, Director of Nonappropriated Fund Purchasing Office (AFNAFPO), is the sole non-Army and Air Force Exchange Service contracting authority for name brand operations on Air Force installations. MAJCOMs and bases should neither contact nor contract with name brands. This includes any signature, national, regional or manufactured brand, restaurant, fast food or other food, beverage and entertainment concepts. Contracts existing as of 8 May 98 are “grandfathered” until they expire. Extension of these contracts is not authorized, unless approved in advance by the AFNAFPO.

3.21. Vending and Amusement Machines (excluding slot machines). Either the club, the Air Force Recreation Amusement Machine Program (AFRAMP), or the club’s concessionaire may own and operate amusement and vending machines in club facilities.

3.21.1. Vending machines are cash or cardoperated mechanical or electronic machines that provides a product or service on a selfsustaining basis. Don't sell tobacco products from customer operated vending machines. See AFI 34-206, *Vending Facility Program for the Blind on Air Force Property* (will convert to AFI 34-411), for requirements for sharing vending machine income.

3.21.2. Amusement machines are cash or cardoperated mechanical or electronic machines. Such machines are provided for the use of authorized patrons. Clubs may not have amusement machines with a cash pay-out feature, except slot machines in authorized overseas locations.

3.22. Concessionaire Operated Activities. Club activities operated by concessionaires are governed by AFMAN 34-212, AFMAN 34-214, AFI 34-202 (will convert to AFI 34-410), and AFI 34-262, *Services Programs and Use Eligibility*.

3.23. Barber and Beauty Shops. Clubs may have barber and beauty shops or allow a concessionaire to operate them subject to the provisions in AFMAN 34-128 (will convert to AFMAN 34-228). See AFI 48-117, *Public Facility Sanitation*, for beauty and barbershop sanitation standards.

3.24. Unauthorized Activities and Programs. Clubs may not:

3.24.1. Sell arms or ammunition.

3.24.2. Allow commodity concession activities except as authorized in AFI 34-262.

3.24.3. Run lotteries or sell lottery tickets, including pull-tab games.

3.25. Procuring, Receiving, Inventorying, and Storing. The club manager establishes operating procedures, and ensures required internal control procedures are followed. He/she ensures an inventory of high cost food items is taken on at least one each calendar week. See AFI 34-209 (will convert to AFI 34-409) and AFMAN 34-214 (will convert to AFMAN 34-414).

3.26.1. **Building Management.** The club manager ensures compliance with AFIs 31-209, *The Air Force Resource Protection Program*, 34-201 (will convert to 34-403), 34-202 (will convert to 34-410), 34-105, *Programming for Nonappropriated Fund Facility Requirements* (will convert to 34-205); 32-2001, *The Fire Protection and Fire prevention Program*; and

91-301, *Air Force Occupational and Environmental Safety, Fire Protection, and Health (AFOSH) Program*. The club manager ensures:

3.26.1.1. The base civil engineer inspects and corrects any insect or rodent infestations.

3.26.1.2. All employees understand and practice energy conservation procedures.

3.26.2. Safety. Club operations present a variety of hazards requiring care and attention to prevent injuries and property damage. All club personnel are responsible for following safety rules and regulations. Employees must use and wear required protective clothing and equipment, in accordance with AFOSH standards.

3.26.3. Security. Security of the club is a responsibility shared by all club personnel. Security controls are primarily directed at the prevention of losses resulting from forced or unauthorized entry, pilferage, and receiving irregularities.

3.26.4. 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. (Procedures will be included in the revision of AFMAN 34-128 (will convert to AFMAN 34-228).)

JOHN W. HANDY, Lieutenant General, USAF
DCS/Installations & Logistics

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

Public Law 101-510, Section 321(c)

10 U.S. C. 2482a

AFPD 34-2, *Air Force Community Service Programs*

AFI 31-209, *The Air Force Resource Protection Program*

AFI 32-2001, *The Fire Protection Operations and Fire prevention Program*

AFI 34-105, *Programming for Nonappropriated Fund Facility Requirements*

AFI 34-201, *Use of Nonappropriated Funds*

AFI 34-202, *Protecting Nonappropriated Fund Assets*

AFI 34-206, *Vending Facility Program for the Blind on Air Force Property*

AFI 34-209, *Nonappropriated Fund Financial Management and Accounting*

AFI 34-219, *Alcoholic Beverage Program*

AFI 34-254, *Services Education and Training*

AFI 34-262, *Services Programs and Use Eligibility*

AFI 34-301, *Nonappropriated Fund Personnel Management and Administration*

AFI 37-132, *Air Force Privacy Act Program*

AFI 40-104, *Nutrition Education*

AFI 48-116, *Food Safety Program*

AFI 48-117, *Public Facility Sanitation*

AFI 65-106, *Appropriated Fund Support of Morale, Welfare and Recreation Programs and Nonappropriated Fund Instrumentalities*

AFI 91-301, *Air Force Occupational and Environmental Safety, Fire Protection, and Health (AFOSH) Standards*

AFMAN 34-128, *Air Force Club Program Procedures*

AFMAN 34-212, *Control Procedures for Protection of NAF Assets*

AFMAN 34-214, *Procedures for Nonappropriated Fund Financial Management and Accounting*

AFMAN 34-310, *Nonappropriated Fund Personnel Program Management and Administration Procedures*

Abbreviations and Acronyms

AFI—Air Force Instruction

AFMAN—Air Force Manual

AFNAFPO—Air Force Nonappropriated Fund Purchasing Office

AFOSH—Air Force Occupational & Environmental Safety, Fire Protection, and Health

AFP—Air Force Pamphlet

AFRAMP—Air Force Recreation Amusement Machine Program

AFRC—Air Force Reserve

ANG—Air National Guard

APF—Appropriated Fund

CAP—Civil Air Patrol

COC—Consolidated Club

COLC—Collocated Club

CONUS—Continental United States

DoD—Department of Defense

DWI—Driving while intoxicated

EC—Enlisted Club

HRO—Human Resource Office

HQ—Headquarters

HQ AFRC—Headquarter Air Force Reserve Command

HQ AFSVA/SVF—Headquarters Air Force Services Agency, Directorate of Financial Management and Comptroller

HQ AFSVA/SVO—Headquarters Air Force Services Agency, Director of Operations

HQ AFSVA/SVOC—Headquarters Air Force Services Agency, Clubs Division

HQ USAF/ILV—Headquarters United States Air Force, Director of Services

HQ USAF/ILVP—Headquarters United States Air Force, Directorate of Services, Program Policy Division

I&E—Income & Expense

IMPAC—International Merchant Authorization Card

MAJCOM—Major Command

MAP—Management Action Plan

MIA—Missing in Action

MOP—Marketing Objectives Plan

MWR—Morale, Welfare, and Recreation

NAF—Nonappropriated Fund

NDER—National Defense Executive Reserve

OC—Officers' Club

OI—Operating Instruction

OPR—Office of Primary Responsibility

PBA—Performance Base Awards

POS—Point of Sale

POW—Prisoner of War

ROTC—Reserve Officer Training Corps

SAV—Staff Assistance Visit

SBMP—Signature Brand Management Panel

SBOA—Signature Brand Operating Agreement

SF—Standard Form

SOFA—Status of Forces Agreement

SSB—Special Separation Benefit

SV—Services

TDY—Temporary Duty

TEAMS—Training & Education Automated Management System

US—United States

USAF—United States Air Force

VSI—Voluntarily Separation Incentive

WQFP—Workcenter Qualification & Training Plan

Attachment 2**ESTABLISHING OPERATING INSTRUCTIONS (OI)**

A2.1. The flight chief responsible for the club must coordinate with the club manager to ensure he or she writes OIs for specific functions or tasks performed in the club. OIs are required for the following topics:

- A2.1.1. Check cashing procedures
- A2.1.2. Local operating standards (by section)
- A2.1.3. Control of keys
- A2.1.4. Control of club manger's expense account
- A2.1.5. Labor control
- A2.1.6. Control of club property
- A2.1.7. Fire prevention, safety, and emergency actions
- A2.1.8. Facility and equipment maintenance
- A2.1.9. Employee meals
- A2.1.10. Opening and closing procedures
- A2.1.11. Food and beverage cost control and preparation procedures
- A2.1.12. Sale of alcoholic beverages, including drunk and drugged driving prevention program
- A2.1.13. Menu pricing procedures
- A2.1.14. Purchasing and inventory control procedures
- A2.1.15. Bingo operating procedures
- A2.1.16. Employee training
- A2.1.17. Employee recognition

Attachment 3**IC 2001-1 TO AFI 34-272, AIR FORCE CLUB PROGRAM****26 APRIL 2001****SUMMARY OF REVISIONS**

This change rescinds the mandatory requirement to use computerized inventory management software in clubs. It also corrects an error that directed the use of a nonexistent membership application form for TDY personnel. A bar (|) indicates revisions from the previous edition.

1.7.1.1. Personnel on TDY, who are not club members, may join the club at their TDY location. The club manager verifies TDY status with a copy of the individual's orders. Use the standard Air Force club membership application to process memberships for TDY personnel. Transfer these members to the club at their home base upon completion of the TDY.

3.13.5. If a club uses automated inventory management software, it must be the standard Air Force automated system.

Attachment 4**IC 2002-1 TO AFI 34-272, AIR FORCE CLUB PROGRAM**

1 APRIL 2002

SUMMARY OF REVISIONS

This change directed by DoDI 1015.10, 16 Nov 01, adds U.S. Coast Guard family members and civilian employees to the list of those eligible to use clubs. A bar (|) indicates revision from the previous edition.

1.6.1.12. U.S. DoD, Coast Guard, and Federal civilians and their family members when stationed outside the U.S.

1.6.1.17. U.S. DoD and Coast Guard civilians and their family members to include APF, NAF and retired DoD and Coast Guard civilians