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SECRETARY OF THE AIR FORCE**



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**AIR FORCE COMMUNITY CENTER
PROGRAMS**

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

(AFRC) This publication implements Air Force instruction 34-109, *Air Force Services Combat Support Programs*. It outlines responsibilities and program requirements for Air Force Reserve Command Community Activity Centers (CAC) with troop feeding capability. This document provides guidance and procedures for Air Force Reserve Command Installation-level CAC

Programs. This document is new and must be completely reviewed. This document outlines organization of information, definition of roles and responsibilities, food service, troop feeding operations, mess attendant, and guidance concerning the sale of alcoholic beverages. This publication applies to the Force Support Squadron (FSS) and any new flight/division/branch names associated with the merger at installation or higher headquarter levels. This instruction is not applicable to the National Guard. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR), AFRC/A1SP by using AF Form 847, Recommendation for Change of Publication; route AF Form 847s from the field through the appropriate functional’s chain of command. Ensure all records created as a result of processes prescribed in this publication are maintained IAW AFI 33-363, *Management of Records*, and disposed of in accordance with the Air Force Records Disposition Schedule (RDS) located in Air Force Records Information management System (AFRIMS) on the AF Portal: <https://www.my.af.mil/gcss-af61a/afirms/afirms/rims.cfm> Refer recommended changes, comments, or questions about this publication to the Officer of Primary Responsibility (OPR) at Headquarters Air force Reserve Command Services (HQ AFRC/A1SP), 550 Allentown Rd, Bldg 763, Robins AFB GA 31098-2252, using AF Form 847, *Recommendation for Change of Publication*; route AF IMT 847s from the field through the appropriate functional’s chain of command.

SUMMARY OF CHANGES

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

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Chapter 1

GENERAL INFORMATION ON THE COMMUNITY CENTER PROGRAM

1.1. Program Mission, Vision, and Goals.

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

1.1.1. (AFRC) The program's mission statement defines its reason for existence: Provide troop-feeding capability, mess attendant, community programming, and multi-use, facilities to meet the needs of the base community. CACs offer space for all eligible members of base communities to recreate, get access for internet connectivity, and to socialize in a pleasant and relaxing atmosphere. CACs assist and/or coordinate installation, community, and squadron events and provide programs for their patrons. In accordance with AFI 65-106 *Appropriated Fund Support of Morale, Welfare, and Recreation (MWR) And Nonappropriated Fund Instrumentalities (NAFIS)*, CACs are category A (CAT A) NAFIs. CACs include a CAT C dining operation and CAT C beverage operation. The CAT A portion of the facility receives 100% APF support.

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

1.1.2. (AFRC) Vision Statement. Provide a friendly and inviting CAC for airmen, families, and other eligible community members. Provide a central place for recreation services and information for the community. AFRC CAC also provides the primary location and facility for Military Troop Feeding program, mess attendant, and daily food and beverage programs. Provide knowledgeable and professional staff able to meet community and special interest needs.

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

1.1.3. (AFRC) The goals of the Air Force Reserve Command CAC Program are to:

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

1.1.3.1. (AFRC) Serve as a mission support and quality of life asset for commanders. Participation in CAC Programs is limited to those eligible to use Force Support activities IAW AFI 34-262, *Services Programs Use and Eligibility*. Use of the CAC by individuals under the age of 16 is based on locally established policy.

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

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

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

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

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

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

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

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

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

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

1.1.3.7. (Added-AFRC) Provide Troop Feeding for Unit Training Assemblies (UTAs) and alternate UTA training make-up days, and other authorized times.

1.1.3.8. (Added-AFRC) Provide daily food and beverage operations to meet local base community demands.

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

1.2. (AFRC)Core Program Areas and Activities. A comprehensive CAC Program includes four core program areas. They include 1) personal and professional development, 2) performing arts, 3) family and life skills, and 4) recreation and leisure. Core activities provide mission support by fostering airmen, family and individual well-being, unit and community cohesion, and physical fitness. They also ensure consistency in program opportunities across the Air Force. If a suitable setting for the activity is available in other facilities, or partnering with other

community activities or events is possible, then the activity will be supported. A diverse monthly program of activities will be offered that is interesting and appealing to patrons, as determined by local market demand.

1.2.1. Personal and Professional Development. The program provides and/or facilitates opportunities for personal and professional development activities to encourage active duty, retirees, DoD civilians and family members to support and influence the program, installation, and community to develop individual interest and competencies, to develop a positive self-image, to learn about and participate in the democratic process, to respect their own and others' cultural identities, and to enhance their skills. The program includes, but is not limited to:

1.2.1. (AFRC) Personal and Professional Development. The program provides and/or facilitates opportunities for personal and professional development activities to encourage reservists, active duty, retirees, DoD civilians and family members to support and influence the program, installation, and community to develop individual interest and competencies, to develop a positive self-image, to learn about and participate in the democratic process, to respect their own and others' cultural identities, and to enhance their skills. The program includes, but is not limited to:

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

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

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

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

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

1.2.2.1. (AFRC) Offer on a regular basis cooperative programs with Family Advocacy, Base Chaplain, and the Airman and Family Readiness Center.

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

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

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

1.2.2.3. (AFRC) Provide facility tours, program orientation, and other resources for First-Term Airmen's Center (FTAC) if available on the installation.

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

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

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

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

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

1.2.3.2. (AFRC) Hold special events to generate interest in the arts and expose patrons to the arts, e.g., art exhibits.

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

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

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

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

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

1.2.3.5. (AFRC) Provide installation project officer for the Air Force Worldwide Talent Search. Assist contestants in preparing material necessary for submission to the Air Force worldwide talent search.

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

1.2.3.6. (AFRC) Provide installation project officer for Tops in Blue performances and Armed Forces Entertainment events.

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

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

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

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

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

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

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

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

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

1.2.4.4. (AFRC) Special Events and Community-Wide Events. Provide, at a minimum, semiannual, events to promote community cohesion, provide opportunities for community members to interact with others, provide recreational opportunities, and help community members develop leisure skills. Events include such programs as the "Cookie Challenge", "Live Green", or other programs initiated by HQ AFSVA/SVP (i.e.,

Fourth of July celebrations, Tree Lighting ceremony, Spring Fling, Concerts in the Park, Make A Difference Day, talent contests, community yard sales, and summer festivals).

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

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

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

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

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

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

Figure 1.1. Annual Community Center Program Requirements.

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

Special Interest Program	2
Other requirements	
Annual Assessment	1
Annual Staff Training	As required

Figure 1.1. (AFRC) Annual Community Activity Center Program Requirements.

Category	Required per year
Personal & Professional Development	Total 2
Educational Seminars	1
Chess Program	1
Congressional Award Program	Ongoing
Family and Life Skills	Total 2
Health and Wellness Cooperative Event	1
Life and Self-enhancement Event	1
Performing Arts Program	Total 3
Family and Teen Talent Contest	1
Cooperative Event with Arts and Crafts	1
Ethnic Event	1
Recreation and Leisure	Total 4
Instructional Classes	2
Community-wide Event	1
Special Interest Program	1
Other requirements	
Annual Assessment	1
Annual Staff Training	As required

Chapter 2

OVERALL MANAGEMENT REQUIREMENTS

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

2.1. (AFRC)Community Activity Center Director. The Director has overall responsibility for developing and managing a comprehensive CAC Program.

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

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

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

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

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

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

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

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

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

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

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

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

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

2.2. (AFRC)Permanent Military Personnel. Permanent Military Personnel may be assigned when filling:

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

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

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

2.2.2. (AFRC) A temporary assignment into the CAC to include detail and temporary duty for a period not to exceed 90 days.

2.3. Training.

2.3. (AFRC)Training.

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

2.3.1. (AFRC) CAC Directors, Assistant Directors, and Program Directors receive at least 20 hours of training per year related to their positions.

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

2.3.2. (AFRC) CAC Directors, Assistant Directors, and Program Directors attend an Air Force CAC conference, national, or regional training conference at least every other year.

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

2.3.3. (AFRC) All staff members receive 10 hours of training annually, such as customer service, Dram Shop, activity administration, anti-terrorist training, or other CAC training.

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

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

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

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

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

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

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

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

2.4. Program Planning and Development.

2.4. (AFRC) Program Planning and Development.

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

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

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

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

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

2.4.3. (AFRC) Dress and Personal Appearance. All staff members are identified as CAC personnel by wearing the Air Force CAC logo. The logo can be displayed as a patch, pin, nametag, embroidered or screen print on clothing. Copies of the FSS program logo artwork are available from HQ AFSVA at <https://www.usafservices.com/>.

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

2.4.4. (AFRC) Hours of Operation. Hours of operation are set to reflect customer demands. Recreation professionals are expected to work when customers have free time such as weekends, holidays, and school breaks. Operating hours are at the discretion of the FSV Flight Chief, FSS Commander, and Wing leadership, however, CAC are traditionally open on weekends and after normal duty hours on weekdays.

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

2.4.5. (AFRC) Volunteers. Volunteers are recruited, trained, utilized, and recognized for assisting with the CAC Program. There is a recognition program for volunteers or they may be recognized as part of the installation volunteer program. Volunteers are not authorized to handle funds or tickets.

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

2.4.6. (AFRC) Non-recreational Facility Use. CAC Programs have priority over non-recreation programs for use of the facility. Groups may request space in the CAC when it is not required for recreation programs. Such use may not disrupt scheduled recreation programs. The FSS Commander, FSV Flight Chief, or CAC Director will establish guidelines for non-recreational use.

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

2.4.7. (AFRC) Professional Associations. Professional and industry associations are good sources for information on CAC type activities. They provide professional training for recreation staff.

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

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

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

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

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

2.5.1. (AFRC) Bingo Operation. CACs may provide bingo in accordance with AFI 34-272, *Air Force Club Program*.

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

2.5.2. (AFRC) Amusement Machines. CACs may have coin-operated mechanical or electronic amusement machines that do not have cash payout. Customers will not use these for gambling.

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

2.5.3. (AFRC) Tour and Travel. Tour and travel office may operate within the CAC if space, staff and community demand warrants the activity and there is no duplication of FSS program and operation.

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

2.5.4. (AFRC) Outdoor Recreation Activities. Outdoor recreation office may operate within the CAC if space and community demand warrants the activity and there is no duplication of FSS program and operation.

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

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

2.6.1. (Added-AFRC) Food Operations. Food Operations guidance is taken from AFMAN 34-228, AFI 34-272 and AFRCI 34-203 *Food Service-Troop Feeding for United States Air*

Force Reserve (USAFR) Enlisted Members (Contractual Feeding). Focus on satisfying customers. Customer feedback is essential, and an active customer service measurement program is essential for the success of any food service operation. Use the Golden Eagle Club Standards as the foundation for quality product and performance standards. The manager must establish realistic, measurable, written standards for customer service, preparation, presentation, and the serving of food items. Clear, consistently enforced standards, continuous employee training, and staff empowerment at customer contact points are each essential to customer satisfaction. Sound internal controls, quality purchasing and storage practices, effective merchandising, and accurate market assessments are also critical factors in a successful food operation.

2.6.2. **(Added-AFRC)** Troop Feeding Operations. Troop feeding is designed to enable enlisted 3MOX1 personnel proper amount of time to train during UTAs by cutting their responsibility of food service functional support during UTA weekends at dining facilities and focusing more on a training environment. Troop feeding is also aimed at saving Air Force dollars through eliminating facility cost associated with APF dining facilities, equipment, and mess attendant costs that are only used two days a month on Air Force Reserve installations. Therefore, troop feeding operations in CAC will result in tremendous APF savings.

2.6.3. **(Added-AFRC)** Food Purchasing. The manager follows these purchasing guidelines:

2.6.3.1. **(Added-AFRC)** Develop written specifications for meat, food, and supply items. These specifications must set definite, identifiable standards for each item. Specifications must fit menu needs, desired quality, market availability, and storage capabilities. Purchase food items only from approved sources (reference AFI 48-116, *Food Safety Program*). Only the manager can approve deviations to specifications. Review specifications at least annually.

2.6.3.2. **(Added-AFRC)** Establish par stocks with reorder points for such items as dry goods, canned goods, condiments, fresh and frozen meat items, and supply items. Purchases should be based on forecasted requirements. Local situations and contracts dictate the frequency and system of ordering. Consider cooperative buying with other Services activities. Use the NAF Prime Vendor (PV) as the primary source at bases and sites having a NAF PV contract. Buy for specific needs. The intended use of an item dictates the quality required.

2.6.3.2.1. **(Added-AFRC)** Buy the size that provides the best edible yield and suits both the menu and consumption rate.

2.6.3.2.2. **(Added-AFRC)** Buy in terms of "edible portion" costs. For information on how to determine edible portion costs, see the Air Force Fast Food Management Guide. It is available in the Food Operations section of Club Operations Guide, or on the Air Force Services Agency web page at <https://usafservices.com>.

2.6.3.2.3. **(Added-AFRC)** Buy canned items in the container size most beneficial to production requirements.

2.6.3.2.4. **(Added-AFRC)** Buy fresh produce and vegetables by count, size, and weight when possible, not by case, box, crate, etc.

- 2.6.3.2.5. **(Added-AFRC)** Using prepared items (convenience foods) can reduce labor costs and food production time, but the offset is usually higher cost.
- 2.6.3.2.6. **(Added-AFRC)** Keep inventories as low as possible and within your pre-established inventory levels. Turn over food inventories a minimum of once per month.
- 2.6.4. **(Added-AFRC)** Receiving Procedures. The manager designates, in writing, personnel authorized to receive purchases. Personnel performing ordering cannot be receivers because this violates the most important principle of internal control, separation of duties. Every purchase must be inspected for safety, quality, and quantity. Receiving personnel should know what was ordered from the vendor so they can tell if the delivery contains any substitutions, overages, or shortages. Receiving personnel must count or weigh all items and compare the quantity of each item to the amount listed on the invoice. All items must be counted or weighed in the presence of the delivery person. Both the receiver and the delivery person must initial any corrections to the delivery ticket. Food Manager must also be familiar with additional details on internal controls found in AFMAN 34-212, Control Procedures for Protecting NAF Assets (will convert to AFMAN 34-412).
- 2.6.4.1. **(Added-AFRC)** Receiving personnel must have a platform scale in good condition. The scale must be calibrated as necessary but at least once every year. Also make available, a two-wheel hand truck, a four-wheel heavy-duty receiving cart, a desk, a properly calibrated thermometer, and applicable clothing (for example, cold weather gear, rubber boots, etc.).
- 2.6.4.2. **(Added-AFRC)** The receipt of free items must be documented on the receiving report and accounted for in accordance with AF accounting guidance.
- 2.6.4.3. **(Added-AFRC)** If questions arise about quality or acceptability of a substitute item, receiving personnel should request assistance from management.
- 2.6.4.4. **(Added-AFRC)** Food safety concerns of primary importance at receipt include date, temperature, approved sources, and contamination of food. Cold foods should be received at no more than 41 degrees Fahrenheit. Hot foods, if procured, should be received at no less than 140 degrees Fahrenheit. Approved sources must be in accordance with AFI 48-116. The delivery vehicle should be sanitary and food packaging should be adequate to prevent contamination of foods. Contact base Public Health for assistance with any food safety concerns.
- 2.6.5. **(Added-AFRC)** Storage Control. Refrigerator and freezer temperatures must be controlled to prevent spoilage, maintain quality, and prevent food poisoning. The manager must:
- 2.6.5.1. **(Added-AFRC)** Keep storage loss to a minimum. Storage includes refrigeration (both freezer and chilled), dry storage, in-use storage, and leftover storage.
- 2.6.5.2. **(Added-AFRC)** Implement stock rotation – the oldest products should be used first. Place new products behind or below older products in the storage area.
- 2.6.5.3. **(Added-AFRC)** Provide properly calibrated thermometers for all refrigeration units. Assign a responsible person to record temperatures at the beginning and end of each workday.

- 2.6.5.4. **(Added-AFRC)** Make sure opening devices that can be operated from the inside are installed on walk-in unit doors.
- 2.6.5.5. **(Added-AFRC)** Have a sign posted on the outside of door of each walk-in unit stating, "Make sure no one is inside before closing or locking."
- 2.6.5.6. **(Added-AFRC)** Coordinate with the FSS commander or Services Chief for the designated location of emergency cold storage.
- 2.6.5.7. **(Added-AFRC)** Display a prominent sign in the refrigeration area reading "*The emergency number to be called for loss of refrigeration is _____.*" Ensure base Public Health is notified when refrigeration failures occur.
- 2.6.5.8. **(Added-AFRC)** Maintain freezers at 0 degrees Fahrenheit or less.
- 2.6.5.9. **(Added-AFRC)** Keep chill refrigerators between 34 and 41 degrees Fahrenheit.
- 2.6.5.10. **(Added-AFRC)** Lock all bulk storage areas, refrigerators, and freezers when not in use.
- 2.6.5.11. **(Added-AFRC)** Limit and control the number of persons authorized access to storage areas.
- 2.6.5.12. **(Added-AFRC)** Before the start of each shift, make sure in-use freezers, refrigerators, and storage areas contain a sufficient quantity of food supplies for the anticipated volume of business.
- 2.6.5.13. **(Added-AFRC)** Maintain an issue record that allows only personnel designated in writing to draw supplies.
- 2.6.5.14. **(Added-AFRC)** Control keys effectively via a key control policy detailed in an OI.
- 2.6.5.15. **(Added-AFRC)** Change locks or combinations when personnel having access depart or when pilferage is suspected.
- 2.6.5.16. **(Added-AFRC)** Keep leftovers to a minimum using realistic food production orders and forecasts. However, all food operations have some leftovers and care must be exercised to provide proper handling as specified in AFI 48-116.
- 2.6.6. **(Added-AFRC)** Sanitation. The current version of the Air Force Food Code is the sanitation standard (see AFI 48-116). General areas of importance include:
- 2.6.6.1. **(Added-AFRC)** Personnel. Ensure that a person knowledgeable in Air Force Food Code requirements is identified as a person in charge. A person in charge must be present for all hours of operation. Do not allow ill personnel to handle foods or work with food equipment and utensils. Monitor employees daily for signs of illness such as diarrhea, fever, vomiting, jaundice (yellowing of the skin, eyes, etc.), sore throat with fever, or draining skin lesions. Contact base Public Health for questions related to ill personnel. Personnel must wash their hands frequently or whenever their hands become contaminated. Coordinate sanitation training for new personnel with base Public Health.
- 2.6.6.2. **(Added-AFRC)** Food Handling. Use a properly calibrated thermometer to regularly monitor food storage, cooking, cooling, and reheating temperatures. Do not contact ready to eat foods with bare hands (use gloves, tissues, tongs, or other utensils

instead). Store and handle foods properly to prevent contamination. Label potentially hazardous foods appropriately.

2.6.6.3. **(Added-AFRC)** Equipment and Utensils. Ensure food contact surfaces (to include equipment and utensils) are maintained, cleaned, and sanitized properly at the correct frequency and are replaced or repaired when severely dented or scratched.

2.6.6.4. **(Added-AFRC)** Physical Facilities and Poisonous Materials. Ensure plumbing is properly maintained. A clean facility offers the best opportunity for prevention of pests. Coordinate other pest prevention and control measures with base Public Health and Entomology. Poisonous or toxic materials must be properly labeled and stored.

2.6.7. **(Added-AFRC)** Food Inventory. The manager ensures a complete physical inventory of all food items is performed at least monthly. In addition, conduct a physical inventory of high cost food items at least once per calendar week. See AFI 34-209, *NAF Financial Management and Accounting* (will convert to AFI 34-409) and AFMAN 34-214, *Procedures for NAF Financial Management and Accounting* (will convert to AFMAN 34-414).

2.6.8. **(Added-AFRC)** Food Production Controls. The primary purposes of food production controls are to produce the correct quantities of food based upon the forecasted customer count, control food costs, and ensure consistency through standardized recipes.

2.6.8.1. **(Added-AFRC)** CAC Food operations must use a food production control system with the following components: product specifications, standardized recipes, cyclic menus, and food production forecasts. At the minimum, menus must be reviewed semi-annually and revised as required. Proper control of food cost depends on accurate forecasting, purchasing food only as needed, proper preparation, and portion control. Use the Product Mix (PMIX) Report generated by the Point of Sales (POS) system as a source document to help prepare the food production forecast. The chef or kitchen manager uses the food production forecast, principles of cooking, and standardized recipes as tools to maintain proper food production control. Management communicates the forecast to production personnel using AF Form 967, Food Production Order, or a MAJCOM approved substitute system.

2.6.8.1.1. **(Added-AFRC)** A F Form 967, or approved substitute, is maintained in the chef's or food production manager's office so the menu and future production reports can reflect changes to production and eliminate slow moving items. A copy of the AF Form 967 (or approved substitute) is made available at the kitchen workstations.

2.6.8.1.2. **(Added-AFRC)** Portion control is one of the most important factors of food cost. The manager makes sure each food item served is assigned a standard portion size based upon exact weight, volume, size, or count. Ensure servers have the necessary utensils to serve the correct portion size. Include standard portion sizes on standardized recipes and AF Forms 967.

2.6.8.2. **(Added-AFRC)** Menu Cost Cards. The manager ensures:

2.6.8.2.1. **(Added-AFRC)** Menu cost cards are developed for all menu items served.

2.6.8.2.2. **(Added-AFRC)** Menu cost cards include: recipe title, selling price, ingredients, portion size, edible portion cost, recipe cost, food cost percentage, number of servings, contribution margin (profit), and supplies used as a normal component of the finished product, (i.e. boxes, circles, clam shell, etc.). The cost of these supplies must be added to the menu item's selling price.

2.6.8.2.3. **(Added-AFRC)** Cost cards are reviewed quarterly and revised as required.

2.6.8.2.4. **(Added-AFRC)** The format used is standardized. Computerized menu cost cards are the Air Force standard.

2.6.8.2.5. **(Added-AFRC)** Cyclic Menus. A cyclic menu offers a number of items on a revolving basis to ensure variety, popularity, and profitability. The use of cyclic menus is required for cafeteria operations. The manager must approve all cyclic menus and changes.

2.6.8.2.6. **(Added-AFRC)** Sales Controls. Sales controls provide internal control measures in the food sales outlet through use of guest checks, scatter sheets, inventories, electronic cash registers (ECR), POS equipment, and other food cost control systems.

2.6.8.2.6.1. **(Added-AFRC)** Scatter sheets, AF Form 967 (or computerized substitute), and daily inventories (as deemed necessary by management), combined with effective guest check controls and managerial oversight, provide control of food items. The daily inventory indicates what was used and the guest check, scatter sheet, or AF Form 967, when reconciled with cash register sales, indicates if payment was received for all items. Daily cash register receipts should equal the daily food sales value as computed from checks or scatter sheets. The manager reviews all documents daily to control food costs. Use management reports generated by the POS system and management information system (MIS).

2.6.8.2.6.2. **(Added-AFRC)** When guest checks are used, the manager must make sure the central cashier controls and issues them on AF Form 1875, NAF Individual Cashier's Report, or equivalent computerized form. Reconcile used and unused guest checks on AF Form 1875 or equivalent computerized form.

2.6.8.3. **(Added-AFRC)** Nutrition. Wholesome and nutritious products and procedures are a necessity in all food production. The manager must support and merchandise Air Force nutrition programs (reference AFI 40-104, *Nutrition Education*).

2.6.9. **(Added-AFRC)** Equipment Maintenance. Maintain an equipment log containing a description of each piece of equipment, date acquired, maintenance and cleaning schedules, and agency responsible for maintenance. The manager must:

2.6.9.1. **(Added-AFRC)** Establish cleaning and preventive maintenance schedules for all equipment.

2.6.9.2. **(Added-AFRC)** Keep a work order log to track repairs.

2.6.9.3. **(Added-AFRC)** Forecast when equipment will wear out and budget for its replacement.

2.6.9.4. **(Added-AFRC)** Stay abreast of the latest developments and innovations in the food service equipment industry.

2.6.9.5. **(Added-AFRC)** In new CACs, Food Service equipment will initially be purchased with NAF dollars. NAF dollars will be used for all maintenance, repair, and replacement of food service equipment.

2.6.10. **(Added-AFRC)** Cost of Sales Principles. There are eight essential steps in the food cost control process.

2.6.10.1. **(Added-AFRC)** Set food cost objective (percentage).

2.6.10.2. **(Added-AFRC)** Establish standard recipes for all menu items.

2.6.10.3. **(Added-AFRC)** Establish standard portions for all items served.

2.6.10.4. **(Added-AFRC)** Set the selling price based upon unit cost.

2.6.10.5. **(Added-AFRC)** Control purchasing, receiving, production, and waste.

2.6.10.6. **(Added-AFRC)** Regularly monitoring food cost.

2.6.10.7. **(Added-AFRC)** Enforce internal control procedures, and performing food sales mix analysis at least twice per year.

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

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

2.7.1. **(Added-AFRC)** Special Events and Community Programs. The CAC will also host personal special events when there are no other program CAC events programmed. If there is a conflict, the CAC event will take precedence. The CAC Program Director:

2.7.1.1. **(Added-AFRC)** Document each special function on a special function contract

2.7.1.2. **(Added-AFRC)** Ensure all personnel who are responsible for the function agrees to pay the entire bill at the conclusion of the event or according to a previously determined payment agreement if authorized.

2.8. Alcoholic Beverages.

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

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

2.8.2. (AFRC) The CAC Director establishes operating procedures, and ensures required internal controls are in place. Provide a variety of non-alcoholic and alcoholic beverages to meet patrons' needs. A beverage menu must be available to patrons in lounges. The manager ensures compliance with AFI 34-219, *Alcoholic Beverage Program*; AFI 34-202, *Protecting NAF Assets* (will convert to AFI 34-410); AFI 34-209 (will convert to AFI 34-409); AFMAN 34-212, *Control Procedures for Protecting NAF Assets* (will convert to AFMAN 34-412); AFMAN 34-214 (will convert to AFMAN 34-414); and AFMAN 34-128 (will convert to AFMAN 34-228).

2.8.3. (Added-AFRC) 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.

2.8.4. (Added-AFRC) The CAC Director ensures all employees serving and selling alcoholic beverages receive initial and annual training in dram shop theory, alcohol abuse awareness, alcohol de-glamorization, and the Air Force Driving While Intoxicated (DWI) Prevention Program. Document this training in accordance with AFI 34-219.

2.8.5. (Added-AFRC) Use the standard AF POS System to perform a sales mix analysis twice per year for the lounge operations.

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

2.9. (AFRC) Serious Incident Reporting for Services Activities. Serious Incident Reporting for Services Activities. In addition to local reporting procedures and notification through the chain of command, FSS Commanders/Civilian Leaders will notify HQ USAF/A1S (within 1 hour if possible) of serious incidents. Serious incidents will also be reported at the AFSVA web site <https://www.usafservices.com/sir/sir.aspx>.

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

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

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

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

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

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

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

2.10.1. (**Added-AFRC**) AFSVA/CC approves the waiver to contract out a CAC or any part of the operation. Coordinate the waiver request with HQ AFSVA/SVF for accounting guidance. The FSS Commander/Civilian Leader submits a letter requesting the waiver through the MAJCOM/A1S to HQ AFSVA/SVP.

Chapter 3

INDIVIDUAL PROGRAM REQUIREMENTS

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

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

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

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

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

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

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

3.1.3. (AFRC) Equipment Use by Other Groups. Girl Scouts, spouse clubs, special interest groups, and other groups must pay the standard fees for any NAF equipment items they use. APF equipment cannot be loaned or rented to private organizations or other groups.

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

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

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

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

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

3.1.4.2. (AFRC) Official usage for change of commands, retirements, promotions, or squadron activities must take place during regular operating hours.

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

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

Chapter 4

ROLES AND RESPONSIBILITIES

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

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

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

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

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

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

4.4. Installation Commander.

4.4. (AFRC)Installation Commander.

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

4.4.1. (AFRC) Provides adequate facilities, staffing, and resources to conduct CAC programs.

4.4.2. Approves hours of operation.

4.4.2. (AFRC) Approves hours of operation.

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

4.4.3. (AFRC) Approves the sales and consumption of alcoholic beverages, including beer and wine, in CACs in accordance with the following guidelines:

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

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

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

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

4.5. The FSS Commander or Civilian Director.

4.5. (AFRC)The FSS Commander or Civilian Director.

4.5.1. Provides resources to accomplish the Community Center Program.

4.5.1. (AFRC) Provides resources to accomplish the CAC Program.

4.5.2. Coordinates and schedules Community Center inspections.

4.5.2. (AFRC) Coordinates and schedules CAC inspections.

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

4.5.3. (AFRC) Approves annual calendar of CAC programs and events.

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

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

4.6. Prescribed and Adopted Forms

4.6.1. Prescribed Forms

AF Form 847, Recommendation for Change of Publication

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Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

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- (Added-AFRC)** AFMAN 34-228, *Air Force Club Program Procedures*, 1 Apr 2002
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- (Added-AFRC)** *Adopted Forms*
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(Added-AFRC) AF Form 967, *Food Production Order*, 01 Aug 1999
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Abbreviations and Acronyms

(Added-AFRC) **E-Publishing**—Central website for accessing, viewing, downloading, or ordering physical and electronic products processed by AFDPO. Information on the product development and links to other agency publications are also provided on the e-Publishing website (www.e-publishing.af.mil)

(Added-AFRC) **AF**—Air Force

AF/A1S—Director of Services

(AFRC) **AF/A1S**—Air Force Director of Services

(Added-AFRC) **AFI**—Air Force Instruction

(Added-AFRC) **AFJI**—Air Force Joint Instruction

(Added-AFRC) **AFMAN**—Air Force Manual

(Added-AFRC) **AFPD**—Air Force Program Document

(Added-AFRC) **AFRC/A1S**—Air Force Reserve Command Services

(Added-AFRC) **AFRCI**—Air Force Reserve Command Instruction

AFRS—Armed Forces Recreation Society

(Added-AFRC) **AFSVA**—Air Force Services Agency

(Added-AFRC) **CAC**—Community Activity Center

(Added-AFRC) **CAT**—Category

(Added-AFRC) **CC**—Commander

(Added-AFRC) **DoD**—Department of Defense

(Added-AFRC) **FSV**—Sustainment Services Flight

HQ AFSVA—Headquarters Air Force Services Agency

APF—Appropriated Funds

CAP—Congressional Award Program

CPR—Cardiopulmonary Resuscitation

FSS—Force Support Squadron

FTAC—First-Term Airmen's Center

HQ—Headquarters

(Added-AFRC) **IAW**—In Accordance With

MAJCOM—Major Command

(Added-AFRC) **MIS**—Management Information System

(Added-AFRC) MWR—Morale, Welfare, Recreation

NAF—Nonappropriated Funds

(Added-AFRC) NAFI—Nonappropriated Funds Instrumentality

NRPA—National Recreation and Parks Association

OI—Operating Instruction

(Added-AFRC) OPR—Office of Primary Responsibility

(Added-AFRC) PMIX—Product Mix

(Added-AFRC) POS—Point of Sales

(Added-AFRC) PV—Prime Vendor

(Added-AFRC) RDS—Records Disposition Schedule

(Added-AFRC) SVF—Financial Management Flight

(Added-AFRC) SVP—Program management Flight

SVPCR—Recreation and Business Branch

(AFRC) SVPCR—Air Force Services Agency Recreation and Business Branch

USAF—United States Air Force

(Added-AFRC) USAFR—United States Air Force Reserves

(Added-AFRC) UTA—Unit Training Assemblies