

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

AIR FORCE MANUAL 34-130

1 NOVEMBER 1995

Services



**AIR FORCE GOLF COURSE PROGRAM
MANAGEMENT**

NOTICE: This publication is available digitally on the SAF/AAD WWW site at: <http://afpubs.hq.af.mil>. If you lack access, contact your Publishing Distribution Office (PDO).

OPR: HQ AFSVA/SVPA (Mr. Douglas
Parker)

Certified by: HQ USAF/SVP (Col Patrick Eagan)

Pages: 18

Distribution: F

This manual implements AFI 34-116, Air Force Golf Program, by providing specific program guidance, operational requirements, and restrictions, and detailed procedures for the operation of Air Force Golf Courses.

Chapter 1

PROGRAM PURPOSE

1.1. Program Objective. Air Force golf courses are Category C Activities providing a recreational outlet to enhance the mental and physical well-being of Air Force members and their families. Appropriated fund (APF) support, in accordance with AFI 65-106, *Appropriated Fund Support of Morale, Welfare and Recreation Programs and Nonappropriated Fund Instrumentalities*, is authorized for only those locations classified as remote or isolated. Golf courses also offer other services such as golf shops, snack bar sales, and instructional programs. Golf directors and their staffs must offer quality programs and facilities to customers at all times.

1.2. Organization of the Air Force Golf Program. Golf operations are part of the Membership Support Flight, Services Squadron or Division. Headquarters Air Force Services Agency, Directorate of Community Programs, Recreation Programs Division (HQ AFSVA/SVPAR), provides procedural guidance on golf operations. The Major Air Commands (MAJCOM) have intermediate command responsibility. Providing a golf program that supports the needs and interests of each installation rests with the installation commander. Detailed responsibilities for each level of command are in AFI 34-116, *Air Force Golf Program*.

1.3. Golf Operations Staff. Recruiting, selecting, motivating, and education and training a staff are four important tasks for a golf director. The size and scope of a golf operation will dictate the number and responsibilities of the staff. A neatly dressed staff that is courteous, knowledgeable, and helpful to the customer, is the key to a successful operation.

1.3.1. Recruiting and Selecting. The Human Resources Office (HRO) is the first stop in the recruitment and selection process. Golf directors develop accurate position guides and descriptions to ensure staff members know their duties. The HRO classifies and grades these guides, advertises, and accepts applications. After reviewing applicant qualifications, the director determines which applicant will be interviewed. The interviewing process provides managers with appearance and professionalism traits of potential staff members. If no one interviewed meets the standards to make a good staff member, directors should request additional candidates from the HRO. Directors may have to justify their reasons, but don't hire someone who will not work out.

1.3.2. Motivating. Team building and empowering employees to make decisions are the most beneficial ways to maintain highly motivated personnel. Employees take more pride in the operation when they feel like an integral part of the team.

1.3.3. Education and Training. A sound education and training program is the heart of every operation. A trained staff is a prerequisite for having a professionally operated golf course. Education and training should start for each staff member on day one and continue for the duration of employment. Education and training needs include both initial and recurring programs. The squadron or division education and training section can provide information for formal and informal education and training opportunities available to management, supervisory, and staff personnel. A well-trained staff often means the difference between loss and profit in an operation.

1.4. Developing Goals and Objectives.

1.4.1. Goals and objectives are maps to the future of any golf program. They are the philosophy and vision of the golf directors. When developing goals and objectives, focus on what and where the golf program needs to be 5 or 10 years from now and how to get there. Goals and objectives are often defined in many different ways. We suggest the following definitions:

- Goal-The end result.
- Objectives-Specific items needed to reach the goal.
- Strategies-How you will accomplish the objectives.

1.4.2. When establishing goals, make them reachable and within reason. Objectives should include the strategies and timeline required for achieving the goals. Establishing a good 5-year year plan should be your starting point. Get advice from financial, procurement, and civil engineering personnel while building objectives toward achieving your goals. Do not ignore objectives once the program begins. Use the golf operations section of Corporate Standards to help build program goals and objectives.

1.5. Keys to Successful Programs. With the diversity of the Air Force Golf Program, we cannot cover all situations in this manual. There are however, certain keys to success that the golf director must achieve to ensure a successful golf operation:

- Develop and maintain a professional, highly trained, and motivated staff who understand the Air Force system for golf operations.
- Provide a clean, well-organized golf course and associated facilities.
- Provide aggressive leadership and management with established goals and objectives.
- Work with the base community to get maximum participation. Using the Services marketing staff and CORPORATE PRISM data will tell you what your customers want.
- Develop a positive rapport and communication flow within the chain of command. Keeping commanders informed leads to their support.

Chapter 2

PROGRAMS

2.1. Participation.

2.1.1. The use of Air Force golf facilities by other than Department of Defense (DoD) personnel is based on eligibility and priorities established in AFI 34-101, *Services Programs and Use Eligibility*. Use of golf facilities by personnel normally not authorized requires prior approval by the installation commander or higher authority. Such usage will be approved only if the approving authority determines on an individual basis that each event or program benefits the Air Force by contributing to overall community relations. If the event is conducted as a fund-raising event, it must also meet the requirements of AFI 36-3101, *Fundraising Within the Department of the Air Force*. The following public use programs are authorized, provided they meet the above criteria:

- Annual base open house where all base facilities are open to the general public.
- Base-hosted or co-hosted events connected with national, state, city, or local tournaments sponsored by non-DoD organizations with which Air Force personnel are affiliated. Examples are: the Professional Golfer's Association, Ladies Professional Golfer's Association, or other similar golf association sponsored tournaments. Generating income for Services activities supported by the Morale, Welfare, and Recreation (MWR) Fund will not be used as justification to conduct these programs. Tournaments or events sponsored by other non-DoD organizations will not be permitted without advance approval in accordance with AFI 34-101.
- Events to support base schools.
- Invitational Air Force on-base sponsored golf events involving both eligible DoD personnel and non-DoD civilians.

2.1.2. Use of Air Force facilities as outlined above and any uses not listed require written statements from the owners or operators of local civilian golf facilities within 10 miles or 30 commuting minutes stating they do not object. Other areas of concern about participation are:

- Do not use nonappropriated funds (NAF) to subsidize the programs addressed above.
- Prohibit the free use of facilities or the purchase of trophies or other related items from NAFs for these types of events. EXCEPTION: When holding reciprocal rotational events, provided the installation commander approves each event in writing.
- Generating income for Services activities supported by the MWR Fund will not be used as justification to conduct these programs.

2.2. Junior Golf Programs.

2.2.1. Managers should support junior golf programs. Once the program is started, parents may take a larger interest and even begin playing themselves. Education, instruction, and encouragement to juniors also promotes golf and pro shop sales. Juniors are a good place for program emphasis because of the multiple effect on parents and friends. When building a junior program address the following areas:

- Offer either group or individual lessons at reduced rates. Develop the junior program on a weekly basis at a convenient time of day. This will create lesson opportunities for juniors and parents.
- Ensure juniors participate in the junior program if they want to use course facilities unaccompanied.
- Organize a junior golf league during the summer months. Advertise and recruit players at a minimal cost. Divide the league into age groups or chapters.
- Offer junior golf clubs for sale or rental.

2.2.2. A well-organized junior golf program requires not only the services of your well-trained staff but also dedicated professionals and adult volunteers. Involving the youth of an installation and their parents is beneficial to the overall golf program.

2.3. Open Play and Leagues.

2.3.1. Open play is the mainstay for financial stability in golf operations. Advertising and promoting golf should be on every directors daily schedule. Leagues bring out golfers who normally might not play. Strategic placement of leagues and scheduling is critical. Too many poorly scheduled leagues could drive away potential open play customers. Pursue different programs for leagues:

- Intramural leagues usually draw the largest participation on Air Force golf courses. Types of starting procedures will vary depending on number of participants. Shotgun starts, using number one and number ten tees, or all off number one tee at set intervals, are the most widely used options. Whatever option is selected, consider open play interruption and the overall financial impact.
- Accommodate men's and woman's associations whenever possible. These associations can be a benefit to directors in the overall golf operation.

2.3.2. Use the marketing section and CORPORATE PRISM data in building an annual events calendar.

2.4. Golf Advisory Committee (GAC).

2.4.1. The installation commander appoints members to this optional committee. The committee represents a cross section of players. Its purpose is to make recommendations to the golf director on the following:

- Local rules of play.
- Program promotions and information on customer desires.
- Course rules of etiquette.
- Course maintenance.
- Annual activity schedule.
- Tournaments.

2.4.2. The committee president prepares meeting minutes and forwards them through the golf director and the membership support flight chief to the Services commander or director for approval. The committee will not engage in the direct management or policy making aspects of the golf operation. They are an advisory committee to assist directors in better understanding customer needs.

2.5. Lessons and Clinics.

2.5.1. Hold individual or group lessons, golf clinics, and exhibitions based on demand. These programs offer an outstanding source of income for a golf operation when marketed and publicized professionally. Consider several factors when establishing these programs:

- Offer special prices for a series of lessons. Contact participants following lessons as personalized service.
- Arrange group or individual lessons based on golfer's experience.
- Offer free promotional clinics in the spring, teaching people how to practice, why they should practice, and why they should warm up before a round of golf. This will also help generate driving range revenue.

2.5.2. Hire golf instructors as employees of the golf course or on an individual service contract as outlined in AFI 64-301, NAF Contracting. Receive all payments for golf lessons through the pro shop. The following guidelines apply when hiring an instructor under a personal service contract:

- Do not give individual service contractor rights or privileges for use of the facility other than as required for providing the contracted service.
- If an individual service contract is awarded to a person employed at the golf facility, that person will do contracted services during nonscheduled working hours. In these cases, the requirements of DoD Directive 5500.7, Standards of Conduct, 30 Aug 93, must be satisfied.
- Do not negotiate personal service contracts with persons whose position description includes contractual authority.

2.6. Coin Operated Amusement Machines. Coin operated amusement machines that reward participants are not permitted except where authorized in overseas locations.

2.7. Gambling or Lottery-Like Tournaments. Events or programs involving gambling or lotteries like "Calcutta" tournaments are prohibited. AFI 34-209, *NAF Financial Management & Accounting*, outlines procedures for cash awards at Air Force sponsored events.

Chapter 3

GOLF SHOP OPERATIONS

3.1. Layout and Design. Golf shops often provide the customers a first impression of a golf operation. The location of the shop relates to general traffic flow more than any other area of the clubhouse. If possible it should be located so all traffic must pass through the area. This will promote more sales. The golf shop is the center of daily operations and should allow for convenient traffic flow during the heaviest play periods. Consider the following:

- The ideal golf shop will have a balance of windows and wall space. Maximum wall space is needed to display merchandise, and windows are needed to allow viewing of the golf course for control of play.
- Exterior windows, windows in hallways, and doors provide exposure to golf shop merchandise. Request the assistance of a professional designer to help in these areas.

3.1.1. Layout can also help control labor costs. Plan internal and external positioning to maximize control of activities with minimum staff. Base overall space allocations on busy periods with a full staff giving maximum service to customers. Proper location, circulation patterns, and communication systems are the key to controlling labor costs. The golf shop can operate with one person at the counter during off-hours when:

- The employee can see all entrances to the shop.
- The first and tenth tees and putting green are visible.
- An employee can lock the register briefly if necessary to step away from the counter to assist a customer, check golf cars, or obtain clubs.

3.1.2. While no two shops are identical; proper layout, appearance, and cleanliness are fundamental elements of success. Consider the following:

- Clubhouse. Merchandise display area, control counter, dressing and locker rooms, offices, club/bag storage room, merchandise storage area, restrooms, entrance foyer, club repair area, etc.
- Building Exterior. Ample parking, golf car storage, golf car cleaning and wash rack area, golf car repair area, maintenance and equipment storage, pull cart storage area, handicap entrance, etc.

3.1.3. Golf directors must take an active role in the layout and design of their facility. Use available marketing, merchandising, and design professionals to establish outstanding customer service facilities.

3.2. Merchandising. Merchandising is the planning and promotion of sales by presenting a product to the right market at the proper time. All pro shops do this, but whether or not they do it successfully depends on their skill at merchandising. The objectives of merchandising from an operational standpoint are turning a profit and supplying the customer with equipment, soft goods, and accessories. Overstocking a pro shop is as detrimental as not stocking enough. When deciding display and merchandising techniques, consider the following:

- Square footage of floor display area.

- Type of display racks available, i.e., rotary, wall, shelves, etc.
- Entrances and windows.
- Storage areas and inventory ceilings.
- Seasonal items.

3.2.1. Golf directors should visit local pro shops to benchmark what they are selling and how they display merchandise. Use the purchasing and merchandising plans developed by HQ AFSVA/SVPAR as a guide. Sound buying, inventory and storage practices are paramount to solid merchandising and sales programs. Use the purchasing and merchandising programs provided by the Air Force Nonappropriated Purchasing Office (AFNAFPO) to obtain considerable savings on resale items.

3.2.2. The golf shop provides a convenient sales outlet to buy golf equipment and merchandise directly associated with participation. Restrict sales to active duty military, retired military, selected reserves, gray area reservists, DoD civilians overseas, and their authorized family members. DoD and NAF employees assigned to the base and guests of authorized patrons may buy golf-related sundry items, such as golf balls, gloves, and tees.

3.2.3. Gift certificates won at installation tournaments may be redeemed for any item carried in the golf shop. The NAF Accounting Office (NAF AO) prenumbers, controls, and issues gift certificates to the golf director. AFI 34-209 outlines procedures for control of gift certificates.

3.2.4. Layaway and special order programs offer opportunities for customers to purchase high cost items. Collect at least 25 percent of the total sale price on all layaway and special order purchases. Place special order merchandise into stock for sale if refused on delivery. Place layaway into stock for sale if not claimed within 90 days (180 days overseas) after layaway starts. Keep enough of the deposit, determined by the NAF AO, to cover administrative costs. AFI 34-209 outlines credit program procedures.

3.2.5. The golf director will develop an effective marketing plan annually. HQ AFSVA offers several programs to assist managers successfully market their programs. They include:

3.2.5.1. CORPORATE PRISM. CORPORATE PRISM uses responses to customer surveys to provide activity managers with an overview of customer concern, and what it might take for them to become more frequent customers. It measures customer demand. CORPORATE PRISM is also useful to analyze both on and off base market and demographics.

3.2.5.2. Essential Products Program. This is a centrally contracted purchasing program for items used by all Services activities. This program provides an opportunity to purchase items such as paper and plastic products, range balls, equipment, and miscellaneous supplies at a savings. It is a valuable program for golf operations.

3.2.5.3. Corporate Standards. This program establishes operating standards for all Air Force golf operations. Corporate Standards allow management to make adjustments according to demographic characteristics and other circumstances. Standards provide management with a firm understanding of the operation, and its conditions during the normal course of business. Examples of Corporate Standards include:

- Developing an annual marketing plan to identify target user groups.
- Turn over inventory at least 2.5 times per year.

- Dress and appearance of management and employee personnel.

3.3. Fees and Charges.

3.3.1. The golf director recommends fees and charges to the Services commander or director and forwards them to the resource management flight chief, NAF Council, and installation commander for approval. Air Force policy prohibits free play or free use of facilities. Golf courses may use standard or graduated fees, or punch/coupon cards. The maximum rate for E1-E4 military personnel is 75 percent of the lowest daily or advanced fee offered personnel E-5 and above. (Example: Lowest advanced fee is \$450.00 for an E-5, E1-E4 maximum rate is \$337.50; \$10.00 is the lowest daily fee, E1-E4 maximum daily fee is \$7.50.) Set fees in one or more of the following categories:

- Daily and twilight.
- Advanced.
- Seasonal (golf courses that close due to climatic conditions).
- Nine and eighteen holes.
- Per round cards or coupons.

3.3.2. Customers paying advanced green fees are issued a prenumbered card or receipt showing the person's name, grade, organization, and inclusive dates. The inclusive dates will indicate the normal months of the golf season for that course. Print dates on the front of each prenumbered card. Extend reciprocal privileges during the months indicated on the front of the cards. Maintain a record of each card issued. The NAF AO will ensure consecutively pre-numbered advanced green fee cards are issued to the golf director who controls these cards.

3.4. Reciprocal Play. Authorize play to those individuals possessing an advance green fees card from other Air Force installations when they present official orders (PCS, TDY, or leave). For those not on official orders:

- Offer visiting personnel who have an advanced green fee card, a minimum 25 percent discount on the daily rate.
- Commanders can develop local procedures in locations that have more than one Air Force golf course (e.g., San Antonio, TX; Colorado Springs, CO; Ft. Walton Beach, FL). Eligible personnel in these locations may also purchase advanced green fees at more than one location if desired.
- Treat punch or coupon cards as advanced green fee cards. Advance green fee customers will forfeit one punch for every round of golf played at visited courses.

Chapter 4

SNACK BAR OPERATIONS

4.1. Scope. Snack bars provide a beneficial service to customers and a source of revenue for the golf operation. Cash and asset control form a solid foundation for snack bar operations. Procedural guidance is found in AFIs 34-202 and 34-209. Snack bars are operated by the golf course, under the control of the golf director. Refer to AFMAN 34-128, *Air Force Club Program Procedures*, Chapter 3 for more extensive guidance on food operations.

4.1.1. Golf course snack bars primarily sell fast-moving food products. Availability of pre-packed sundries (chips, crackers, sandwiches, etc.) for golfers on the course offers an opportunity for additional revenue and enhanced customer service.

4.1.2. Organize snack bar equipment for expeditious customer service. If space is available, consider a cafeteria style food line. This offers customers a ready view of food products and speeds service.

4.1.3. The Prime Vendor Program offers cost-effective central purchasing opportunities. Prime Vendor benefits include:

- Reduced costs of food products.
- Product standardization.
- Minimal cost fluctuations.
- Allows setup of performance allowances (manufacturer rebate) with food manufacturers.
- Reduced time purchasing food and improved accuracy of purchases.

4.2. Menu Selection. Base the selection of items served in a snack bar on what your customers want. The availability of service equipment, storage, freezer and refrigeration space will have an impact on menu planning. Good food products are important, as well as what products are available at other on-base food outlets. Menu selection is critical to the overall success of a snack bar operation.

4.2.1. Limit the menu to a reasonable number of items that can be consistently well prepared to meet customer desires. Using a cyclic menu will draw customers to an operation while consistency will keep them coming back.

4.2.2. Strive to establish a base-wide reputation for top quality food and beverages. Provide first class service at a reasonable price in a clean environment.

4.2.3. Use the commissary or other appropriate source as the primary source of supply for bulk items and certain portion control meats.

4.3. Control of Food Items. Controlling food and beverage items is the most important element in cost of goods. Controlling waste, portions, deliveries by vendors, and theft can affect the financial stability of the snack bar operation. Use standardized recipes, menu cost cards, and scatter sheets to more effectively control food costs. Refer to AFMAN 34-128 for additional guidance on food control. Here are a few ideas to help control potential problems:

4.3.1. Waste. Quantities to prepare are an integral part of any training program. Teaching the proper use of cost card and scatter sheets helps employees determine the correct amount of food ingredients required each day.

4.3.2. Portion Control. Part of the employee training program must address portion control. Purchase as many pre-weighed items as possible; those food items not pre-weighed should be weighed using standard food scales.

4.3.3. Vendors. Have a knowledgeable employee check all deliveries for condition and quantity. Ensure the employee receiving deliveries is not the same employee who ordered the items. Note all shortages or cancellations on delivery slips, and ensure signatures of both parties checking products are annotated. Separation of duties is an important aspect of food inventory control. Don't allow deliveries during peak periods of operation.

4.4. Beverage Sales. Soft drinks and alcoholic beverages are high profit items in golf course snack bars. AFI 34-119, *Alcoholic Beverage Program*, provides instructions on the sale of alcoholic beverages for all Air Force activities. Refer to AFMAN 34-128, para 4.1, for specific guidance on operating an effective beverage management program. Activities supported by the MWR Fund may sell those alcoholic beverages authorized by the installation commander. Snack bars selling alcoholic beverages with more than seven percent alcohol content by volume must offer prepared-to-order food during the same periods. Food and beverages for golf tournaments, socials, and outings must be purchased from the golf course.

Chapter 5

DRIVING RANGE OPERATIONS

5.1. Facility. The key to a successful range operation is to maintain the highest possible equipment and facility standards. The driving range is a good source of revenue when incorporated into the overall operations plan. Market and advertise the driving range just as with the other areas of the operation. Encourage customers to try out new clubs as it promotes sales. Consider the following for range operations:

- Plan a practice area. There are valuable assets gained from the practice area by both the operation and the customer. The practice area should be located close to the pro shop where it lends easy access. The practice range should be appropriately designed. The area should be long enough (where possible) to hit long irons and woods. Place yardage signs and other visual aids to stimulate usage.
- Establish a range club. Offer annual or monthly programs for range utilization.
- Market your range among all customers.
- Conduct "longest drive" contests and/or exhibitions at the range.
- Collect and clean range balls on a regular basis.

5.2. Equipment. Personal safety is foremost on the driving range. Equip ball pickers with a protective covering to prevent injury to the operator. Security cage material must protect the car or tractor operator. Several companies offer specialty vehicles specifically for picking up range balls. If purchasing a pre-equipped vehicle, follow safety and maintenance manuals.

5.3. Service. Golf directors need to determine the best way of dispensing practice balls, and loaning demo clubs for the driving range. Customer convenience and satisfaction should be the deciding factor. Options and benefits are:

- Ball Dispensing Machine. Place practice balls at the range. This practice is less labor intensive and provides greater customer convenience.
- Over Counter Service. This provides more personalized service for both range balls and demonstrator clubs. It also brings customers into the pro shop and provides better control of range ball sales. Dependent on facility layout, this option could be more labor intensive as the range cannot be open for hours other than those of the pro shop.

Chapter 6

OTHER CUSTOMER SERVICES

6.1. Club Storage. An important part of providing customer service at golf operations is club storage or service. This service provides additional revenue.

The location should be near the pro shop area.

6.1.1. Areas to consider when establishing this service are:

- Personnel and labor requirements.
- Fees and charges (cover personnel expenses).
- Hours of operation should be the same as the hours in the pro shop.
- Space allowance. The National Golf Foundation recommends one sq. ft. per bag, vertical 2-tiered storage.
- Aisles should be a minimum of three feet wide. This enables employees to carry two bags down an aisle without banging or damaging them.

6.1.2. Procedures for club storage and service should include storage, pick-up and turn-in, and cleaning. Post procedures, fees and charges, and hours of operation in view of employees and customers.

6.1.3. Market and advertise the club storage and service program. Several options are available for other services to offer in conjunction with club storage include:

- Club and shoe cleaning.
- Winterizing golf clubs in northern tier locations.

6.2. Locker Rental. Providing lockers and locker rooms for men and women offers a desirable quality customer service and added revenue.

6.2.1. Base the size of the locker room on the maximum number of potential customers. The allocation of locker space is based on a proven National Golf Foundation satisfaction formula as follows:

- Single lockers: 7.0 - 9.0 sq. ft.
- Double tier lockers: 3.5 - 4.5 sq. ft.

6.2.2. The design and layout are important aspects that often get overlooked in the locker rooms. Request the assistance of a professional design staff for advice in the planning stages of either renovation or new construction on facilities.

6.2.3. The golf director must ensure that locker rooms, showers, and restroom facilities are maintained at the highest possible standard.

Chapter 7

MAINTENANCE AND EQUIPMENT

7.1. Grounds Maintenance. The golf director provides the grounds superintendent the annual activity schedule to include tournaments, league play, holiday events, promotional campaigns, and course closure dates. This schedule should be provided in advance to minimize disruption of programmed activities due to maintenance. Superintendents use this schedule when planning for daily, monthly, and annual course maintenance (e.g., aerification, verticutting, overseeding, etc).

7.1.1. At remote or isolated sites, the base civil engineer is responsible for performing routine maintenance and repairs to include, mowing grass, maintaining greens, irrigation systems, applying fertilizer and soil amendments, seasonal maintenance (verticutting, aerification top dressing, etc.) and weeding. The civil engineer is also responsible for removing debris, routine maintenance of cart sheds, latrines and shelters, changing holes, marking the course, maintaining water hazards, erosion control, and pest control at these sites.

7.1.2. At all Air Force golf courses, charge maintenance costs to APFs for perimeter roads or other roadways next to or within the boundaries of the golf course that would exist if the courses were not there.

- This also applies to drainage ditches, culverts, fences, structures, or accessories (power lines, runway approach lights, etc.).
- Included in APFs are costs associated with restoring structures destroyed by acts of God, terrorism, and fires up to \$300K; for further clarification refer to AFI 32-1022, Planning and Programming Nonappropriated Fund Facility Construction Projects.

7.2. Maintenance Records. The grounds superintendent maintains accurate, up-to-date maintenance records. Keep complete records of costs, type and name of materials, work history, problem areas, and improvement projects and procedures, in the following areas:

- Fertilization.
- Chemical treatments.
- Soil test.
- Mowing and cultivation.
- Irrigation system.
- Repair and maintenance.
- Training.
- Work schedules.
- Equipment.
- Utilities.
- Facilities (construction and maintenance).

7.3. Turfgrass Maintenance. Golf directors or assistants should have a basic understanding of turf grass maintenance. The science of turfgrass maintenance is extremely complex. It involves an understanding

of disciplines such as agronomy, horticulture, entomology, meteorology, and chemistry. Where possible, use the services and guidance of the MAJCOM or base agronomist, turf maintenance associations, colleges, universities, or other associations and agencies when available. Maintain close coordination between golf operational managers and golf course maintenance managers to ensure the course meets requirements for daily play and scheduled golf events.

7.4. Environmental Issues. The Environmental Protection Agency has established procedures for chemical storage, control, and application. The installation bio-environmental engineer will be able to assist golf directors on these issues. Document training of employees on pesticide and herbicide safety and application practices.

7.5. Fleet Management. Motorized golf cars provide service to customers and a source of income. Establish a maintenance schedule based on manufacturers' recommendations. Use technical orders to add other items. Set up the following basic procedures:

- Keep a record and inventories of spare parts showing the date received, amount on hand, date used, and the reorder level.
- Keep a log or chart on each golf car showing maintenance or repairs performed.
- Maintain a schedule that shows golf car use rotation.
- Keep a scheduled car purchase plan to replace or upgrade the fleet.
- Maintain a preventative maintenance schedule for each car.

7.6. Private Cars. Private golf cars may be authorized by the installation commander when a trail fee is charged. Storage of private cars is not authorized except for grandfathered owners of private cars as determined by the installation commander. Consider the following procedures for the use of private cars:

- Establish liability requirements before allowing use of privately owned golf cars.
- Post trail fee charges along with other fees and charges.

Chapter 8

ADMINISTRATION

8.1. Handling and Safeguarding Funds. Proper handling and safeguarding of funds and Air Force property is the responsibility of every employee. Operating Instructions (OI) which provide specific guidance on handling and safeguarding funds are issued from various sources, including Air Force and MAJ-COMs. These procedures, instructions, and requirements are an integral part of the employee education and training program. Staff personnel who are responsible for handling cash must be familiar with all requirements of local OIs and AFI 34-202, *Protection of Assets*. Golf directors must continually ensure employees handling cash meet all safeguards. Employees who fail to meet these requirements must be identified and correct procedures emphasized.

8.2. Change Funds. Change funds are required to conduct business. Provide each cashier with a change fund in an amount necessary to conduct business. It is imperative that only one person be responsible for and operate out of a change fund. The most important control of an operation change fund is to ensure each fund is properly accounted for at all times. Refer to AFI 34-201, *Use of Nonappropriated Funds*, for additional guidance.

8.3. Cash Register Operations. Cash registers and point-of-sale (POS) systems provide an excellent method of controlling cash income and records of sales. All cash registers must provide a tape of each transaction and a receipt for the customer. Provide training in all aspects of cash register or POS operations to all employees. Only one cashier will operate from a single cash drawer. Make sure all cash register operations and POS transactions are handled according to the requirements in AFIs 34-202 and 34-209.

8.4. Inventories. Inventories and control of equipment and merchandise are critical to the overall financial stability of a golf operation. Use stock record cards or an automated accounting system to track inventories in the snack bar, pro shop, and equipment and supplies. Ensure all employees are trained on fiscal responsibility.

8.4.1. When establishing maximum in-use inventories, consider the following:

- Cost of merchandise or parts.
- Delivery time.
- Storage space.
- Shelf life.

8.4.2. A complete outline of inventory practices and requirements is in AFI34-202. Review instructions carefully and ensure all employees receive training.

8.4.3. Refer to AFIs 34-202 and 34-209 for guidance on inventory, control, and accounting for merchandise and equipment.

8.4.3.1. Account for free items received that are used for giveaway during special events without processing them through the inventory. When providing these items to event participants, notify the NAF AO by memorandum or locally devised form. The Services commander, director, or des-

ignated representative approves procedures. Keep records on all free items received and their disposition.

8.4.3.2. Inventory all resalable merchandise monthly as outlined in AFI 34-209.

8.4.3.3. Take more frequent inventories on all high cost items, such as golf club sets, specialty clubs, bags, and pull carts. Golf operations should have an inventory turn-over rate of two and one half to three times per year.

8.4.3.4. Refer to AFI 34-202 and AFI 34-209 for property control procedures. The NAF AO assigns property numbers for all equipment. The golf director or equipment custodian marks all equipment.

8.4.3.5. The golf director will keep the most recent copies of the NAF and APF property control listing readily available.

8.5. Golf Course Operational Ratio Analysis (ORCA) Data Sheet (RCS: HAF-SVP(Q)9506 (AF Form 1590). The ORCA data sheet is compiled by the director of golf and coordinated with the membership support flight chief and MAJCOM prior to submission to HQ AFSVA/SVPAR, 10100 Reunion Place, Suite 402, SanAntonio TX 78216-4138. AF Form 1590 is completed quarterly within 15 workdays following the end of each quarter. This report is designated emergency status code D. Immediately discontinue reporting data requirements during emergency conditions and MINIMIZE.

PATRICK O. ADAMS, Brig General, USAF
Director of Services

Attachment 1

GLOSSARY OF REFERENCES AND ACRONYMS

References

DoD Directive 5500.7, *Standards of Conduct*, 30 Aug 93

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

AFI 34-101, *Services Programs and Use Eligibility*

AFI 34-116, *Air Force Golf Program*

AFI 34-119, *Alcoholic Beverage Program*

AFI 34-201, *Use of Nonappropriated Funds*

AFI 34-202, *Protection of Assets*

AFI 34-209, *NAF Financial Management & Accounting*

AFI 36-3101, *Fundraising Within the Department of the Air Force*

AFI 64-301, *NAF Contracting*

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

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

Abbreviations and Acronyms

AFI—Air Force Instruction

AFNAFPO—Air Force Nonappropriated Fund Purchasing Office

AFMAN—Air Force Manual

APF—appropriated funds

DoD—Department of Defense

HRO—Human Resources Office

HQ AFSVA—Headquarters Air Force Services Agency

HQ AFSVA/SVPAR —Headquarters Air Force Services Agency, Recreation and Business Branch

MAJCOM —major air command

MWR—morale, welfare, and recreation

NAF—nonappropriated funds

OI—operating instruction

ORCA—Operational Ratio Comparative Analysis