

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

AIR FORCE MANUAL 34-238

1 SEPTEMBER 1997



SERVICES

**AIR FORCE BOWLING PROGRAM
MANAGEMENT**

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This manual implements AFI 34-218, *Air Force Bowling Program*, by providing specific policy guidance, operational requirements and restrictions, and detailed procedures for the operation of Air Force bowling centers. This publication applies to the Air National Guard upon mobilization.

SUMMARY OF REVISIONS

This publication implements the realignment of Services publications from AFPD 34-1, *Morale, Welfare, Recreation, and Services*, to AFPD 34-2, *Air Force Community Service Programs*. Changes: Paragraph 3.9 rewritten to clarify policy and approval for non DoD civilian use of Air Force bowling centers. Paragraph 3.12 concerning corporate standards and corporate software deleted. The saturation index report is no longer required but is offered as a management tool (Attachment 2). New ORCA report format with quarterly reporting (Attachment 3). Core programs listed in paragraph 3.1. Core promotions listed in Attachment 4. Daily bowling center facility checklist in Attachment 5. Minimum bowling lane maintenance standards checklist in Attachment 6. Other administrative changes have also been added. A | denotes revision from the previous edition.

Chapter 1

PROGRAM PURPOSE

1.1. Program Objectives. Air Force bowling centers provide a recreational outlet for authorized customers who want to participate in the sport of bowling. Bowling centers offer other services such as pro shops, snack bars, and bowling instructional programs. You and your staff have the responsibility of offering top-notch bowling programs and facilities for customers at all times.

1.2. Organization of the Air Force Bowling Program. Providing procedural guidance on bowling center operations is the responsibility of the Air Force Services Agency, Directorate of Programs, Community Programs Division (HQ AFSVA/SVPAR), 10100 Reunion Place, Suite 402, San Antonio TX 78216-4138. Intermediate command responsibility rests with each major command's (MAJCOM) Services directorate. Their responsibility is to assure the procedures in this AFMAN are implemented. The installation commander is charged with the responsibility of providing a bowling program that supports the needs and interests of his or her base military community. Detailed outlines of the responsibilities at each level of command are in AFI 34-218, *Air Force Bowling Program*.

1.3. The Customer. Base bowling center clientele are comprised of a wide variety of eligible customers. Eligible customers are identified in AFI 34-201, *Services Programs and Use Eligibility*. It is important to establish a schedule which will accommodate as many league and open bowlers as possible. Promoting new leagues to fill vacant times in league schedules is a continuous effort. If leagues are needed, contact private organizations, squadrons, and similar groups to promote new leagues. Open bowling programs are extremely effective in developing a solid bowling program that attracts customers of all ages and genders. Conduct periodic surveys to learn the desires and opinions of local bowlers. Consider all levels of bowling skill, as well as gender and age, when evaluating the base bowling program.

1.4. Developing Goals and Measurable Objectives. Developing goals and objectives is an integral part of

the bowling program. Goals and objectives are at the core of the philosophy of any operation.

1.4.1. A goal is a broad statement of intent, probably unmeasurable. It is the ideal and is timeless. Often, goals are expressed as challenges which may not ever be achieved but which point to better conditions for the future. An

example is: "To provide a more diversified bowling program."

1.4.2. An objective is specific, measurable, and expected to be attained within a certain amount of time. It gives clear direction to the staff of the bowling center. An example is: "To add at least four new leagues this year to the league bowling schedule."

1.4.3. An essential step for the bowling center manager is to establish goals for the bowling center and develop program objectives which aim towards reaching those goals. When these goals and objectives are met, more program objectives must be added until they are achieved, and so on. Continue to add more program objectives until they become an indispensable part of each individual bowling program plan. Objectives are valuable only when they aid in directing programs and are used

to evaluate during and at the conclusion of programs involved. Use CORPORATE STANDARDS and CORPORATE PRISM to help establish program goals and objectives.

1.5. Program Evaluation. Evaluation is the ongoing process of determining the rate of success of your goals and objectives. It compares the actual with the ideal to see how close the two actually become. You need to be aware of what your bowling programs are doing for your customers. How can you evaluate your programs?

1.5.1. First, use the goals and objectives method discussed in paragraph 1.4. When properly written, objectives identify point successes and failures just by being reviewed during and at the end of the program.

1.5.2. Second, evaluate using standard criteria. This method assumes that standards can be set by "experts" and then program value can be measured by these standards. In many cases, this method uses quantitative data as the basis for evaluation; for example, number of lines bowled per lane per day, number of customers served per hour, and so forth. Keep in mind however, that this method does not always measure the *quality* of the bowling experience.

1.5.3. Third, evaluate the effect of your programs on the customer. Was their participation in your program beneficial to them physically, mentally, and emotionally? Bowling should, above all else, be fun. It should relieve tension, provide exercise and allow social contact with other people. Make every effort to make sure your bowling establishment is a relaxing, fun place to be. Being aware of your customers' needs, demographic characteristics, and personalities can help you evaluate bowling's effect on them. Use questionnaires, one-on-one discussions, observations, self-appraisals, surveys, and checklists to assist you in your evaluation. Use of these tools, and effective planning for total program evaluation from the beginning of the programming process, can make for a strong, viable bowling center operation.

1.6. Keys to Successful Programs. Complete success in every facet of an operation is rarely achieved, but nevertheless should be continuously pursued. This is also true in an Air Force bowling center. Almost every facet of a bowling operation will be covered in this guide but there are several factors which are keys to success that you should keep in mind:

1.6.1. First, as manager, understand the Air Force system as it pertains to your operation.

1.6.2. Secondly, to have a successful operation, it is necessary to surround yourself with a top-notch staff. No one has been truly successful without a highly trained, motivated, and service-oriented staff.

1.6.3. Thirdly, the bowling center operation needs to be well maintained "from parking lot to pit." Every item of equipment and every part of the facility must be kept clean and in good repair.

1.6.4. Fourth, justify and defend funding required to maintain a first-class operation in an attractive facility. Failure to return revenues generated into facility and equipment projects can be devastating to a bowling center operation in terms of eventual deterioration of operations.

1.6.5. Fifth, work closely with the base community to get maximum participation. Effective advertising and marketing of good bowling programs will get results.

1.6.6. Sixth, make sure your supervisor and commander know you are on top of your operation but need their support in ensuring the program continues to grow and improve.

Chapter 2

BOWLING OPERATIONS - PERSONNEL

2.1. Your Staff. The recruiting and training of your staff is one of the most important tasks in bowling center management. Anything less than satisfactory performance by the staff produces unacceptable service to the bowling customer. It is up to you to properly motivate and train your staff. Remember, your staff reflects your image as a manager. Things to consider:

2.1.1. Analyze Your Needs . Before hiring your staff, you must analyze your needs. How many people will it take to prepare your bowling center for operation (pre-opening)? How many more for regular operating hours? Requirements will vary from base to base and even with time of year. Your goal is to provide sufficient staff to operate your center and provide outstanding service to your customers. A basic number of staff will be needed to fill the key positions required for service, safeguarding funds, and supervision. Work with your Human Resources Office (HRO) and become familiar with the most advantageous methods and types of staff to hire.

2.1.2. Select Your Staff . Now that you have determined staff requirements, you must develop comprehensive position guides and descriptions to ensure major duties required are known to the potential staff member. The guides and descriptions are classified and graded by the HRO prior to the start of the selection process. As activity manager, you select your employees based on interviews and qualifications of people interested in the position. Traits to look for might include:

2.1.2.1. A good attitude toward customers and customer service. If an individual's personality is outgoing and pleasant, your customers will respond by being easy to deal with.

2.1.2.2. A clean, neat appearance.

2.1.2.3. Trainability. The successful candidate must be able to acquire new skills and ability through training. These are just some of the many things to keep in mind during the selection processes. You cannot assume that everyone has the ability to meet the job qualifications. If the candidates furnished by the HRO do not provide an individual you believe meets the qualifications to become a good member of your staff, request additional candidates. While you may have to justify your reasons, don't hire someone who won't work out. It will cost you time and money to replace this type of employee. You will lose training time, and will not be providing the outstanding staff required for a successful operation.

2.2. Training. A thoroughly trained staff is required if you are to have a professional bowling program. To do this, training or continuing education is paramount. The bowling center manager is responsible for the development and implementation of a staff training program. The program at a minimum will include scheduling staff members to attend professional development courses provided by the Air Force and bowling industry, Air Force occupational safety training and customer service training, and recurring in-house safety and customer service training.

2.2.1. Activity managers must attend the Services Agency management training. Attendance at managers' courses such as those provided by the industry is highly recommended. Other recurring conferences and trade shows such as the Armed Forces Bowling Managers' Conference and Trade Show, or the Bowling Proprietor's Association of America (BPAA) Convention are excellent forums for maintaining up-to-date knowledge about industry trends, products and services. Membership in pro-

fessional organizations such as the BPAA is encouraged because of the management information, merchandise discounts, educational opportunities, networking and promotional benefits of membership.

2.3. Bowling Manager Certification. The Air Force offers a 3-tier bowling manager certification program with basic, advanced, and master certifications. While the program is optional, managers and their programs will benefit significantly from the training and recognition involved and are encouraged to participate.

Chapter 3

BOWLING OPERATIONS - PROGRAMS

3.1. Core Programs. Air Force bowling centers are full service activities and must provide the following core programs:

3.1.1. Bowling Instruction: Bowling instructions must be provided for adults and youth covering beginning, intermediate, and advanced levels.

3.1.2. Intramural Bowling : An intramural bowling program must be conducted during the fall and winter season.

3.1.3. Leagues: Leagues for adults and youth (installations with dependents) must be offered and promoted year-round.

3.1.4. Ball Fitting Program: All bowling centers will offer ball fitting programs to include ball drilling. This service program must be offered in house or contracted out by the center.

3.1.5. Tournament Play: All bowling centers must provide a well rounded tournament program which meets the needs of their patrons, and provides opportunities for competition at all levels (beginner, intermediate, and advanced).

3.2. Core Promotions. Core promotions have been developed to enhance and establish uniformity of promotions from one Air Force bowling center to another. These promotions must be conducted during the periods specified and as described. A list of the promotions are provided in Attachment 4.

3.3. League and Open Bowling. The successful bowling center manager will develop a comprehensive program that caters to both league and open bowling customer segments. League recruitment efforts must be continuous to prevent further declines in league bowling. Open bowling programs must be varied and frequent to maintain customer interest, with many methods available to generate new customers. Try different and innovative programs for both league and open play rather than continuing old programs that no longer satisfy a changing clientele.

3.4. Youth Bowling Programs. The future of any sport lies in teaching the sport to youth. Active youth leagues and solid coaching and bowling instruction can enhance interest in bowling by young people. Every effort must be made to provide certified coaches to train adult volunteers on a regular basis. Additionally, to enhance the competitive spirit, youth tournament events must be conducted regularly, and from time to time, include adult participation. With a well organized youth bowling program, supervised by well trained, dedicated adult volunteers, your bowling operation will benefit from leagues and open bowling by participating youth on your base. You must work closely with local, state, and national Young American Bowling Alliance (YABA) authorities to conduct a sanctioned and well-rounded youth program.

3.5. Tournament Play:

3.5.1. A bowling program is not complete without tournaments. Tournaments provide opportunities for competition between bowlers and also help bowlers increase skills. Tournaments can take many forms, and can keep interest in bowling high, especially for events that offer recognition after the

event. Regardless of the type of tournament planned, several tasks must be accomplished to ensure a well-organized event. Some of these are:

3.5.1.1. Know what is needed to host the event. This might include special equipment, accessibility for disabled participants, awards and so on.

3.5.1.2. Make sure the tournament event is announced in sufficient time to allow proper advertising of the event. Use all sources of base media, i.e., newspaper, daily bulletin, Services calendar of events, etc.

3.5.1.3. Make direct contact with league officers. This provides an excellent method for spreading the word.

3.5.1.4. Establish a realistic cut-off date for registration. Take entries as late as possible if it doesn't interfere with proper tournament organization, i.e., 30 minutes before squad start time.

3.5.1.5. Have tournament rules published, with each participant and (or) team receiving a copy. Hold a pre-tournament meeting if rules need explanations.

3.5.1.6. Organize the tournament to run smoothly. Gain the help of base bowling association personnel when possible, especially for rules interpretation.

3.5.2. Providing tournament bowlers with a clear understanding of the rules before the tournament begins greatly reduces the possibility of confusion and unhappy participants. It is essential the individual or committee interpreting the rules be knowledgeable and respected by the bowlers. Some tournament event ideas include:

3.5.2.1. Singles, Doubles or Team Scratch & Handicap Tournament (provides something for everyone - the average bowler and the expert).

3.5.2.2. No-Tap Tournament (nine pins on the first ball counts as a strike).

3.5.2.3. Scotch Mixed Doubles (men & women, one bowls first ball; the partner, the second ball).

3.5.2.4. League Champions Tournament (for league champions only, to determine best league team of the center).

3.5.3. There are also a large number of national tournaments where your bowlers can participate (i. e., Team USA local qualifying, American Bowling Congress Team (ABC) Challenge, and others). Before conducting such tournaments, however, ensure compliance with appropriate product endorsement regulations outlined in AFIs 34-104, *Services Marketing and Publicity Programs* (to be 34-204), and 34-407, *Commercial Sponsorship Programs*. In situations where the conduct of such tournaments is questionable in terms of possible product endorsement, you must request prior approval from HQ AFSVA/SVPAR.

3.6. Special Events. Using special events or programs is essential if you are to maintain a high level of customer interest in bowling. Offering the same programs day to day and week to week will simply *not* hold that interest. Any number of ideas can work if they are unique and innovative and offer perceived value. Rent-a-lane, moonlight bowling, and two-for-one bowling are examples of possible special event programs.

3.7. Bowling Lessons.

3.7.1. Air Force bowling centers will provide bowling lessons, designed to improve the skills of bowlers at all levels, from child to adult and from novice to advanced. Several methods can be used to provide instructions:

3.7.1.1. A member of the bowling center staff is certified for and provides instructions to bowlers as part of his or her duties.

3.7.1.2. A personal services contract is used to provide instructions by a qualified certified instructor.

3.7.1.3. A Contract with organizations such as the Professional Bowler's Association (PBA) and ABC is used to provide professional clinics or exhibitions.

3.7.2. Provide bowling instructions throughout the year, especially for the new bowler. This ensures they become somewhat proficient in the sport before becoming so frustrated they leave the game permanently.

3.8. Hosting Events. Good business management dictates hosting or co-hosting tournaments and other activities. This often means working closely with other organizations, such as local and national ABC, Women's International Bowling Congress (WIBC), and YABA groups to ensure the best possible activities for your customers. It is especially important to work closely with local bowling center proprietors and managers to develop and conduct programs that benefit everyone. Events sponsored by other non-Department of Defense (DoD) organizations require written approval of the installation commander or designated representative, so it is important to plan ahead.

3.9. Special Event Participation. Guests can accompany eligible customers anytime for short-term social events such as open bowling or special tournaments. However, the participation of non-DoD civilian bowlers in recurring events requires Air Force Director of Services (AF/ILV) approval. See AFI 34-201 for specific guidance on patron eligibility and waiver requirements.

3.10. Bidding for Events. Outside groups who want to host a special event or tournament frequently approach Air Force bowling centers. Such groups normally "shop around" for the best deal in terms of lineage costs and other amenities and ask for bids. Air Force bowling centers may *not* respond to such requests because of the appearance of competition with local centers.

3.11. Operating Guidance. Each Air Force bowling center may be different in subtle ways, but all are alike in that they must be operated professionally at all times. Numerous industry guides and publications are available to help. All managers must keep Air Force and MAJCOM guidance on hand at all times. Examples are this manual and AFI 34-218. Equipment or pinsetter maintenance manuals must be used to maintain equipment according to manufacturer specifications to ensure an efficient operation. Additionally, publications are available from many other sources which provide assistance and guidance in the commonly accepted methods for operating a bowling center. The same is true of all bowling center equipment.

3.12. CORPORATE PRISM. CORPORATE PRISM is a market analysis tool. CORPORATE PRISM uses responses to customer surveys to provide all activity managers with an overview of what concerns customers have, and what it might take for them to become more frequent customers. CORPO-

RATE PRISM can be a great benefit when analyzing your customer market and demographics to determine in which direction you need to take your program.

Chapter 4

SNACK BAR OPERATIONS

4.1. Customer Service. The bowling center manager must establish and maintain standards for customer service and preparation, presentation, and serving of food items. Total quality customer service is obtained by staff empowerment and development of sound organizational practices. Practice continuous employee training, keeping abreast of industry trends and changes, sound internal controls, quality purchasing, effective merchandising, and accurate assessments of customer markets. While specifically targeting Air Force Club operations, bowling center managers should obtain and maintain a copy of AFMAN 34-228, *Air Force Club Program Procedures*, as a companion reference to this manual. AFMAN 34-228 addresses food and beverage operations within Services, including bowling center snack bars.

4.2. Layout. Most bowling centers have some type of food and beverage operation. Whatever the scope of your center's food and beverage operation, important layout factors to consider are:

- 4.2.1. Locate the area convenient to the bowlers, but not so close as to create problems for bowlers going in and out of the bowlers area.
- 4.2.2. Ensure there is sufficient space for snack bar customers to sit while eating their food.
- 4.2.3. Allow plenty of space for storage of food and beverage products.
- 4.2.4. Make sure there is an outside entry available for vendors to deliver their products.
- 4.2.5. Remember to look at how your snack bar can be expanded should the need arise.

Most MAJCOMs and HQ Air Force Services Agency Purchasing and Management Support have interior design specialists who can assist in the layout of the snack bar. The professional assistance can help provide an efficient and convenient snack bar that will be "customer friendly" and profitable.

4.3. Menu Selection. Items served in your snack bar are selected based on a number of factors. Service equipment available has a bearing on the type of food that can be prepared. The size and type of storage, freezer, and refrigeration units also have a bearing on menu planning. The availability of good products is also important, as well as what products other on-base food outlets are serving. Menu selection is the backbone of a successful snack bar operation. The menu must be limited to a reasonable number of items which can be well prepared, always consistent, and meet the desires of the vast majority of your clientele. Use of cyclic menus and development of a signature item that draws customers to your food operation are virtual necessities. Highly effective snack bar operations center around a different theme or identity than that of the bowling center, such as "Linda's Nifty 50's," "Cafe 300," or "Tiny's Place." The idea is to establish a base-wide reputation for your food and beverage operation. Advertise it and adhere to the principles of providing quality service at a good price in a clean environment.

4.4. Control of Food Items. How well you control food and beverage items is readily apparent in a favorable or unfavorable cost of goods. Control of waste, portion control, control of deliveries by vendors, and employee theft all can affect your bottom line profit or loss. Since each of these items is important to your snack bar operation, here's how you can control each problem:

4.4.1. Waste. Menu cost cards and scatter sheets help determine the correct amount of food ingredients needed each day. Preparing more food than will be used in the course of a business day will result in leftovers, and in many cases, waste or spoilage. Menu cost cards must include recipe title, selling price, ingredients, portion size, edible portion cost, recipe cost, food cost percentage, number of servings, and contribution margin (profit). Refer to AFMAN 34-228 for additional guidance on menu cost cards and scatter sheets.

4.4.2. Portion control. Portion control is one of the most important factors of food cost. The bowling center manager must make sure each food item served is assigned the exact weight, volume, size, or count of the standard volume size. Place standard portion sizes on standardized recipes and AF Form 967, **Food Production Order**. An effective food production control system uses specifications, standardized recipes, and cyclic menus. At a minimum, review menus semi-annually and revise as required.

4.4.3. Vendors. They are usually reliable, but for your own protection have a knowledgeable employee check all deliveries for quantity. This employee must be someone who did not place the initial order, to avoid appearances of impropriety. Set delivery times you will accept products. Don't allow delivery during peak hours of operation. Be sure shortages or cancellations are properly noted on delivery slips and signed by both parties checking products.

4.4.4. Employee theft. If employees eat food and drink beverages prepared for resale, it can become costly.

Employees must be counseled what specifically is expected from them in terms of paying for consumed items. To preclude abuse, employee meals, whether they are charge or cash at normal or reduced prices (Refer to AFMAN 34-214), must be rung on the register. Storage area doors must be locked, with the keys kept by a responsible supervisor. This idea is to reduce temptation, limit opportunity for theft, and enforce controls to reduce losses.

4.4.5. Employee meals. Employees may charge or purchase meals at normal or reduced prices as indicated above. Limit meals, offered at reduced prices, to specific menu items.

4.5. Beverage Sales. Use guidance contained in AFMAN 34-228, Chapter 4, and AFI 34-219, *Alcoholic Beverage Program*, to develop and maintain a solid beverage management program.

4.5.1. Soft drinks and alcoholic beverages are normally the best profit items in your snack bar. Training employees plays a major role in providing your customers quality beverages. Another essential action is the regular busing of tables and spectator seating areas. When spills occur, they must be cleaned quickly. Make sure your employees are trained and do a first-class job of dispensing beverages and adhere to the requirements of AFI 34-219, especially as it pertains to Dram Shop Liability and the Drunk and Drugged Driving Program.

4.6. Hours of Operation. Realistic hours that provide good service during bowling operation and prime meal times are usually the hours most center snack bars operate. Each base has its own characteristics that affect the snack bar hours. On weekends the bowling center snack bar is normally one of the few places on base serving food. Carefully review hours of operation. Keep records of income against labor costs on an hourly basis. Close supervision of hours of operation is a necessity in meeting your profit goals. Keep grill operations open until advertised snack bar closing times to preclude customer inconveniences.

Chapter 5

PRO SHOP OPERATIONS

5.1. Merchandising. Pro shops go hand in hand with successful bowling center operations. If bowlers need an item while participating in the sport, having it available through the pro shop is a way to make sure they have what they need to participate successfully. A highly qualified ball-fitter and driller is essential to the operation, as is an adequate supply of the various bowling balls and sundry items currently on the market. Overstocking a pro shop can be just as detrimental to an operation as not stocking enough. Bowling balls are especially vulnerable to slow sales in light of the many types and varieties now available. A ball that is "hot" today might not be "hot" tomorrow and can sit on the shelf for extremely long periods of time. Pro shops should have an inventory turnover rate of at least two times per year. Where a large inventory is not kept on hand, special orders may be taken. When special orders are accepted, a minimum of 25 percent of the total sale amount will be collected if the sale amount is over \$100. This will reasonably ensure the item will be paid for and picked up by the purchaser. To improve the success of the pro shop and associated sales:

- 5.1.1. Locate the pro shop in an area that is easily accessible to your customers, and use good layouts to ensure your products are highly visible.
- 5.1.2. Identify the needs of the customers you serve. This can be accomplished through customer suggestions, attending bowling trade shows, and talking to other bowling proprietors or managers either locally or at other Air Force bases.
- 5.1.3. Buy merchandise that will appeal to your customers and provide fast turnover. Usually, name brands are popular, especially those items used by professional bowlers. Display the merchandise in a manner which creates a desire by the customer to buy what you have to sell.
- 5.1.4. Use the market information in CORPORATE PRISM to help determine what your customers want.
- 5.1.5. Make sure all authorized customers are fully aware of what products and services your pro shop offers.

5.2. Pro Shop Staff. It is paramount that employees who work the pro shop know and understand the sport of bowling. They must be qualified to advise on type and weight of bowling balls, properly fit and drill a bowling ball, and know in what ways different bowling aids work for various bowling-related problems. A training program is important, especially in the function of fitting and drilling a bowling ball. Proper ball drilling to achieve the fit desired or required by bowlers is highly technical, particularly with all the various "exotic" bowling balls on the market. Reactive resin, urethane, and polyester bowling balls, and associated weight blocks are handled differently for the many differing lane conditions and desires of the bowler. Failure to drill a ball as the customer desires will not only hurt the bowler's game, but also cause bad public relations and possible financial loss through replacement claims and declining sales.

5.3. Hours of Operation. A pro shop which is closed when bowlers are present to bowl is simply bad business. Since most leagues bowl during evening hours, the shop should be open until the league has started to bowl. Hours of operation must be scheduled for the convenience of the customer rather than the

convenience of the bowling center staff. In all cases the pro shop should meet the needs of both league and open bowlers and have scheduled hours of operation posted.

Chapter 6

EQUIPMENT AND LANE MAINTENANCE

6.1. General Care and Maintenance. Care and maintenance of the bowling center is critical to maintaining a quality operation in all areas. From pin spotters to foul lights and from bowler seating areas to automatic scorers, all must be well maintained. As bowling center manager, your job is to make sure proper maintenance routines are followed by your staff. Failure to do so will result in a rapid deterioration in equipment performance and an increase in customer complaints. A daily facility inspection checklist has been developed for all bowling centers to use in documenting facility maintenance. This checklist is provided in Attachment 5.

6.2. Equipment Maintenance. All centers must obtain and keep on hand equipment maintenance manuals developed by the various bowling industry manufacturers of in-use equipment. Using the manuals prolongs the efficient function and life of the equipment and ensures customer satisfaction with performance. Particular attention must be made in these areas:

6.2.1. Pins. Cleaning bowling pins regularly ensures dirt is not carried back to the bowler on the bowling ball surface. Pins will also look much better and serve as an indicator that appropriate maintenance is being performed. Pin life can be extended through rotation or "resting." Manufacturing processes over the last few years have resulted in better quality pins, but they must still be rested at least quarterly and for as long as they were used in the pinsetter, to prolong useful life. Maintenance staff should also inspect the pins frequently to ensure none are cracked or have other defects which could affect bowler performance. The bottom line is to follow suggested manufacturers maintenance schedule to extend the life of the pins.

6.2.2. Lanes. Nothing frustrates a bowler more than to have to deal with different bowling conditions each time they bowl. Changing lane dressing patterns is satisfactory to a point, and experimentation is necessary from time to time, but as a normal course of operation, lanes should be consistent in their conditioning. Lane conditioning must be in compliance with ABC rules and specifications at all times, to ensure honor scores bowled are appropriately recognized and rewarded. Likewise, lanes must be certified by ABC/WIBC. Wood lanes generally have a useful life of 30 - 50 years and should not be replaced by wood or synthetic lanes until sanding lowers the surface to expose lane nails, etc. Good preventive maintenance extends the life of the lanes, provides maximum performance and bowler satisfaction, and reduces overall maintenance and repair or replacement costs. Minimum lane maintenance standards have been developed for all Air Force bowling centers to follow. These standards are provided in Attachment 6.

6.2.3. Approaches. Like lanes, approaches must be maintained daily to keep bowling conditions satisfactory and bowler performance optimum.

6.2.4. Pinsetters. Pinsetter preventive maintenance must be performed in accordance with manufacturer specifications. If pinsetter replacement is being considered, you must first determine if a mechanical upgrade or refurbishment can be accomplished at a significant financial savings. Pinsetter parts stock record cards must be maintained to properly account for parts used and to form a maintenance history of equipment repairs. Bench stock must be based on equipment manufacturer recommended inventory levels to ensure continuity of operations in terms of parts availability. Where the

capability exists, parts inventories and maintenance records should be maintained on micro-computers.

6.2.5. House balls. House balls must be cleaned at least once per week and be maintained in excellent condition. Old, marked, or chipped house balls must be removed from service as well as those which have been converted from personal use to use as a house ball. There should always be enough weight variation to meet customer needs, as determined through in-house surveys.

6.2.6. Rental Shoes. A variety of rental shoe sizes must be available for customer rental, including several pair each of the most common sizes and at least one pair of the largest and smallest adult and youth sizes. Shoes must be kept in good condition with excessively worn shoes replaced immediately. House rental shoes must be sanitized after each use. Counter staff should check each pair as they are checked in or out to see if shoe laces need replacement or if unusual damage has occurred. Wire-brush shoe soles at least monthly.

6.2.7. Essential Products Program (EPP). EPP contracts are in effect for bowling pins, house balls and rental shoes. These contracts are established to provide quality products at greatly reduced costs to Air Force bowling centers. Use these contracts at all times to the maximum extent possible in order to take advantage of the savings as well as to standardize products used at all bowling centers.

6.2.8. Core Products. Core products are established to provide customers with like products in bowling centers throughout the Air Force. The Air Force Nonappropriated Fund Procurement Office (AFNAFPO) will provide brochures with purchase information on all core items. It is mandatory that bowling centers carry these products, but this doesn't restrict centers from offering other products of a similar nature.

6.2.9. Allowing equipment and lane maintenance to lapse to the point of failure is a sure way of losing customers and credibility as a bowling center manager. A popular expression in the bowling industry refers to maintaining a bowling center in the best possible condition "from parking lot to pit." Facility and equipment appearance, both inside and outside, is an essential ingredient of a successful program. Safety practices must also be in place and followed to prevent needless injuries or fatalities, i.e., using ear plugs when working in the rear of the center; ensuring pinsetters are shut off at the circuit breaker prior to performing repairs or maintenance, etc.

Chapter 7

ADMINISTRATIVE REQUIREMENTS

7.1. Funds Handling. Proper handling and safeguarding of funds and Air Force property are responsibilities of every Air Force bowling center staff member. Operating instructions which provide specific guidance on handling and safeguarding funds are issued from various sources, including Air Force and MAJCOMs. Staff personnel whose responsibilities include handling cash must be familiar with all requirements of the local operating instructions (OI), AFI 34-202, *Protecting Nonappropriated Fund Assets* (to be 34-402), AFMAN 34-212, *Control Procedures For Protecting NAF Assets* (to be 34-412), AFI 31-209, *The Air Force Resource Program*, or local guidance from your Security Police Resource Protection Office. The system of safeguarding funds is well defined. Problems come from failure to follow the procedures provided. As manager, you must continually check to see that employees who are handling cash are meeting all safeguards. Employees who fail to meet these requirements must be identified and correct procedures emphasized. Continued failures will require immediate steps for adverse actions, as needed. Anything less than total compliance with procedures is unsatisfactory.

7.2. Change Funds. The bowling center must have one or more change funds to conduct business. Each operation and/or cashier should be provided with a change fund. The amount of the change fund should be limited to the amount necessary to conduct normal business. When a special activity is planned that requires a "bank" for a specific time to conduct the event, contact the Resource Management Flight Chief (RMFC) for issuance of a "business activities imprest fund." These funds are authorized to cover cash pay-outs for "colorama" type events, tournaments, etc., in which funds are collected and disbursed on the same day. Use of the business activities imprest fund allows greater flexibility in conducting special events. The most important control of your center's change funds is to see that each fund is properly signed for at all times. Further guidance is found in AFI 34-202 (to be 34-402) and AFMAN 34-412.

7.3. Cash Register Operation. Cash registers and point-of-sale (POS) systems provide an excellent method of controlling cash income. All cash registers must provide a tape of transactions rung on the register and a receipt for the customer of each transaction rung. Cashiers must be trained in all aspects of use and procedures for using cash registers. Only one cashier is allowed to make change from the same cash drawer in a register. At the snack bar, the cashier and food handling must be separated for sanitation purposes. Many of the benefits of using a cash register are negated if proper procedures are not followed. Make sure all cash register operations and POS transactions are handled according to the requirements of AFI 34-202 (to be 34-402) and AFMAN 34-212 (to be 34-412).

7.4. Inventories. Proper handling of inventories is important to the overall financial management of your center. Excess stock setting on storeroom shelves costs money, as do items that are not properly inventoried or tracked. Use inventory stock record cards or computers to track inventory for all areas, including snack bars, pro shop and equipment. Having properly trained staff to perform inventories efficiently and accurately is vital. Staff who perform inventory should not be placing orders and sign receiving reports. Establish maximum in-use inventories, and when doing so consider: Cost of merchandise or parts, delivery time, frequency of delivery, storage space, exposure to spoilage and pilferage.

7.4.1. A complete outline of inventory requirements are in AFI 34-202 (to be 34-402), AFI 34-209, *Nonappropriated Fund Financial Management and Accounting* (to be 34-409), AFMAN 34-212 (to be 34-412), and AFMAN 34-214, *Procedures for Nonappropriated Funds Financial Management*

and Accounting (to be 34-414). Review these instructions carefully and ensure compliance with the procedures.

7.5. Budgeting & Planning. Budgets play a major role in planning and reaching your financial goals. Budgets are yardsticks in measuring the success or failure of your operation. Details on budgets and evaluating the actual financial operation of your center in relation to your budget are in AFI 34-209 (to be 34-409). Prepare budgets using the Air Force standard NAF budget and analysis program. When preparing your rolling four quarter NAF operating budgets, you should consider: Historical data, new programs, revised pricing, and operating requirements.

7.5.1. Above all, your budgets should be realistic and meaningful. Make your budget a plan for the activity. The same is true with developing a 5-Year Plan. Answer the question, "Where do I want to be 5 years from now, and how do I get there?" The plan could call for a new marketing initiative, a lane replacement or renovation project. Planning for the continual upgrade of activities and facilities is important to the lasting success of the business. Customers and employees alike need to see that changes are ongoing and are a very important part of your operation. Along with the 5-Year Plan goes a marketing plan for the year ahead. What programs do you plan to conduct each month? When will you start league recruitment efforts for the upcoming bowling season? How will you program for holiday events or activities? A marketing plan will answer all these questions for you and prevent last minute rushes to develop programs. A good 5-year plan supports your NAF Requirements Budget and makes prioritizing capital expenditures easier.

7.6. Customer Service Plus! Being in the bowling business means dealing with people. All people are different, and treating each person as you would like to be treated goes a long way toward meeting that person's needs. The same is true with personal appearance. No one ever gets a second chance to make a first impression. Personal appearance and hygiene are important. As the manager, you should look and carry yourself in a manner befitting the role. In all too many situations it is difficult to tell the manager from the bowler, or even, for that matter, from the rest of the staff. While this doesn't necessarily mean wearing a coat and tie, it does mean you and your staff should be appropriately attired for your positions. Sweatshirts, shorts, etc., are simply no longer appropriate, even for the maintenance staff. Your staff should look and act like a staff which is well trained and ready to help. Standard uniforms, name tags and similar methods can be used to enhance the image of your staff. Establish and adhere to your own set of "customer service guarantees." Let your staff and customers know that you intend to be totally responsible for your operation and are willing to guarantee such things as professional service, a well maintained facility, and so on.

7.6.1. Referral Systems . You should strive to support your customer's bowling pursuits even if it's not possible to directly provide the program or service. There are two areas which should be addressed through referrals:

7.6.1.1. Information. Bowlers are eager to know or learn more about their favorite activity. Keep them enthused by referring them to books, magazines, videos, or newsletters devoted to their interests. Bowling magazines with general information, such as *Bowler's Journal International*, or *Bowler's Digest* may be available for viewing at the control desk. Industry specific publications, such as *Bowling Industry*, should remain in the office for use only by center staff.

7.6.1.2. External Suppliers of programs, services or equipment. Since it's not possible to provide everything customers may want, direct them to where they may find what they are looking for.

(This will also help establish good relationships with local bowling centers or pro shops.) If your operation doesn't provide bowling ball fitting and drilling, help or direct customers to those who do. Special order equipment catalogs are also good interest builders.

7.7. Saturation Index. The saturation index is provided as a management tool and is designed to give managers indicators of operational performance compared to other Air Force bowling centers of similar size and operating conditions. The worksheet and the instructions to complete it are in Attachment 2. All Air Force bowling centers have been sent a software program with information blanks and automatic computations to make use of the index easier.

7.8. (RCS: HAF-SVP (Q) 9106) Bowling Center Operational Ratio Comparative Analysis (ORCA) Data Report. This report is compiled by the bowling center manager and coordinated by the Membership Support Flight Chief and MAJCOM prior to submission to HQ AFSVA/SVPAR. The report is designed to provide indicators of operational performance compared to other Air Force bowling centers of similar size and operating conditions. The report is completed quarterly within 15 workdays following the end of each quarter and is outlined in Attachment 3.

WILLIAM P. HALLIN, Lieutenant General, USAF
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Attachment 1**GLOSSARY OF REFERENCES, ABBREVIATIONS, AND ACRONYMS*****References***

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

AFI 34-201, *Services Programs and Use Eligibility*

AFI 34-204, *Marketing and Publicity Programs*

AFI 34-218, *Air Force Bowling Program*

AFI 34-219, *Alcoholic Beverage Program*

AFI 34-401, *Use of Nonappropriated Funds (NAFs)*

AFI 34-402, *Protecting of Nonappropriated Fund Assets*

AFI 34-407, *Commercial Sponsorship Programs*

AFI 34-409, *Nonappropriated Fund Financial Management and Accounting*

AFMAN 34-228, *Air Force Club Program Procedures*

AFMAN 34-412, *Control Procedures For Protecting NAF Assets*

AFMAN 34-414, *Procedures for Nonappropriated Funds Financial Management and Accounting*

Abbreviations and Acronyms

AAFES—Army and Air Force Exchange Service

ABC—American Bowling Congress

AFI—Air Force Instruction

AFMAN—Air Force Manual

BPAA—Bowling Proprietor's Association of America

DoD—Department of Defense

EPP—Essential Products Program

HRO—Human Resources Office

HQ AFSVA/SVP—Headquarters Air Force Services Agency, Directorate of Programs

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

HQ AFSVA/SVCKH—Headquarters Air Force Services Agency, Hospitality Branch

MAJCOM—Major Command

OI—Operating Instruction

ORCA—Operational Ratio Comparative Analysis

PBA—Professional Bowler's Association

POS—Point-of-Sale

RMFC—Resource Management Flight Chief

WIBC—Women's International Bowling Congress

YABA—Young American Bowling Alliance

Attachment 2**INSTRUCTIONS FOR COMPLETING THE SATURATION INDEX*****NOTE:***

Three things must be known to complete this report in the shortest possible time; lineage for both league and open bowling, hours of operations open for bowling, and number of days open for business. Once those figures are available, completing this form should only take a matter of minutes.

Part 1. OPERATIONAL DATA: This section requires basic data from which calculations will be made. Report hours open for bowling only when completing the first column. The other columns are self-explanatory and require only data input pertaining to lineage bowled and income received. Note that Open Bowling figures are to include PAID lineage only. Maintenance lineage, etc., is not to be included. Tournaments, special event lineage, and other categories not falling into the league bowling category must be placed into the open lineage area. Total where indicated for each of the areas. Calculate hours open for bowling based only on hours open for bowling, i.e., if the snack bar opens at 0700 but bowling doesn't start before 0900, start counting hours from 0900 until closing. Similarly, track days open for bowling and place data in the proper location.

Part 2. SATURATION POINT CALCULATOR: This section requires some of the data you entered in Section 1. The first part of the formula calls for multiplying three games per hour by the number of lanes in the center and then multiplying that result by the number of hours open for bowling. Using this process you know that under ideal operating circumstances it is possible for customers to collectively bowl a specific number of games during the operating day. Divide that number by the number of lanes you have and the result is a "saturation point" per lane. A 20 percent maintenance factor is then plugged in and when deducted from the saturation point, and divided by the number of days open for business, an expected saturation point per lane per day of a specific amount is established.

Part 3. ACTUAL CALCULATION: Taking the information calculated in Parts 1 and 2, you can now determine what your actual figures are compared to where you could be (shown above in Part 2). Divide the number of lines bowled by the number of days open for business to figure the average number of lines bowled per day during the quarter reported. Then, divide the number of lines bowled per day by the number of lanes in the center to determine average lines per lane per day, and divide that result by the saturation expected and reported from Part 2, (K). Finally, multiply that result by 100 to get the actual percentage of the number expected.

SATURATION INDEX DATA WORKSHEET				Base: _____ Quarter: _____	
1. OPERATIONAL DATA:			Number of Lanes: _____ (A)		
	Hours Open for <u>Bowling</u>	<u>League Bowling</u> Total Lines	Fee <u>Income</u>	<u>Open Bowling</u> Total Lines	Fee <u>Income</u>
1st Month	_____	_____	_____	_____	_____
2nd Month	_____	_____	_____	_____	_____
3rd Month	_____	_____	_____	_____	_____
QTR TOTAL	_____ (B)	_____ (C)	_____	_____ (D)	_____
DAYS OPEN FOR BOWLING		_____ (E)			
TOTALS:	LINES BOWLED (C) + (D)		_____ (F)		
			FEE INCOME \$ _____ 2		
2. SATURATION POINT CALCULATION					
Hours Open for Bowling (B)	_____	20% Maintenance Allowance (H) x .20	_____ (I)	Saturation Lines Expected - Per Lane Per Day (Divide (J) by (E), and Then result by (A))	
Multiply (B) by 3 Lines per Hour (x3)	_____ (G)	Lines Per Lane Less Allowed Maintenance (H) minus (I)	_____ (J)		_____ (K)
Multiply (G) by No of Lanes in Center (x) for Total Lines Possible (Saturation) Per Qtr (Entire Center) _____ (H)					
3. ACTUAL CALCULATION					
Enter Total Lines Bowled (from (F))	=	_____			
Enter # Days Open (From (E))	=	_____			
Divide (F) by (E)	=	_____	(L)=Average Lines Per Day per Quarter		
Enter # of Lanes (A)	=	_____			
Divide (L) by (A)	=	_____	(M)-Average Lines Per Lane Per Day Open for Business		
Divide (M) by Saturation Expected (K)	=	_____	(N)		
Multiply (N) by 100	=	_____	% =Percent of Saturation Goal Attained		
1 Paid Lineage Only					
2 Same as reported on financial statements					

Attachment 3

BOWLING CENTER ORCA DATA WORKSHEET

BASE _____

QUARTER _____

NUMBER OF LANES _____

MONTH	LEAGUE BOWLING		OPEN BOWLING	
	Total Lines	Fee Income	Total Lines	Fee Income
1ST	_____	_____	_____	_____
2ND	_____	_____	_____	_____
3RD	_____	_____	_____	_____
QTR TOTAL	=====	=====	=====	=====

Attachment 4**AIR FORCE BOWLING PROGRAM CORE PROMOTIONS**

All bowling centers must conduct these promotions as described during the times indicated

Bowler Appreciation and Recognition Week

Date: 1st week of August each year

Eligibility: All authorized users of the bowling center

Format: Choice

Theme: Back to the fifties with reduced fees and charges

(This program will be conducted the first week of August annually with bowling centers having choice of themes after 1997)

Mothers Day

Date: Mothers Day

Eligibility: Families (all authorized bowlers excluding guests)

Format: Choice

Fathers Day

Date: Fathers Day

Eligibility: Families (all authorized bowlers excluding guests)

Format: Choice

Base Bowling Championships

Date: May (annually)

Eligibility: Authorized bowlers excluding guests

Format: Twelve game series, total pin-fall determining winners. Scratch and handicap divisions by flight

Month of the Military Child

Date: April (annually)

Eligibility: Families (all authorized bowlers excluding guests)

Format: Must include at least two programs that target children and the family

Attachment 5

AIR FORCE BOWLING CENTER

DAILY BOWLING CENTER INSPECTION CHECKLIST

This daily inspection checklist is for managers to use in providing their customers clean and well maintained bowling facilities. The checklist is divided by area and items to be inspected. Each item is rated satisfactory or unsatisfactory. Items rated unsatisfactory must be scheduled for immediate correction. When corrected, the initials of the person validating the correction are annotated.

DESCRIPTION	RATING	REMARKS	INITIALS/ DATE
1. EXTERIOR			
A. Parking lot			
1. Clean			
2. Lighting			
3. Graffiti removed			
B. Signage			
1. Lighting			
2. Current			
3. Clean			
C. Landscaping			
1. Watered			
2. Trimmed			
3. Attractive			
4. Debris removed			
D. Dumpster			
1. Proper location			
2. Clean area			
3. Condition			
E. Building			
1. Graffiti removed			
2. Debris removed			
3. Lighting			
II INTERIOR			
A. Entry			
1. Clean			
2. Door functions			
3. Lighting			

			INITIALS/
DESCRIPTION	RATING	REMARKS	DATE
B. Floors			
1. Carpet/tile			
2. Wear			
3. Clean			
4. Hazards (Free)			
5. Polished			
C. Walls			
1. Clean			
2. Signs			
3. Repair			
4. Graffiti removed			
D. Reception			
1. Uncluttered			
2. Clean			
3. Signs current			
E. Fire Extinguishers			
1. Current			
2. Properly installed			
F. Ceiling			
1. Clean			
2. Vents clean			
3. Lighting			
G. Snack Bar			
1. Garbage properly stored and area clean			
2. Proper temperature/ refrigerators, freezers, serving line			
3. Floors clean and free of grease			
4. Janitorial supplies stored away from food			
5. Pest control			
H. Restrooms			

			INITIALS/
DESCRIPTION	RATING	REMARKS	DATE
1. Clean			
2. Sanitized			
3. Lighting			
4. Supplies			
5. Locks/hooks			
6. Fixtures functional			
7. Graffiti removed			
8. Mirrors (clear)			
		Note: Maintaining clean restrooms is essential to good customer service and sanitation and must be checked several times per day.	
I. Lanes			
1. Follow Air Force Minimum lane Maintenance standards			

Attachment 6

**AIR FORCE BOWLING CENTER MINIMUM LANE MAINTENANCE STANDARDS
CHECKLIST**

DESCRIPTION	FREQUENCY	DATE/INITIALS
1. Dust lanes, channels and channel caps with appropriate equipment	Daily	
2. Condition lanes(oil)	Daily	
3. Check foul lights	Daily	
4. Clean approaches and spot clean as necessary	Daily	
5. Clean ball racks	Daily	
6. Clean scorer consoles	Daily	
7. Clean settee	Daily	
8. Clean and inspect ball returns	Daily	
9. Strip lane back ends	Daily	
10. Strip entire lane	3 times per week	
11. Clean and inspect house balls	Weekly	
12. Clean shaker decks/pit carpets	Weekly	
13. Change ball duster cloth attached to the ball drop	Weekly	
14. Inspect and clean ball track returns	Quarterly	