

### 4-3 Golf Courses

The Golf Program includes program code LQ. The responsibility and focus of the golf program is to develop, market, and provide a program and associated services that meet the desires of the customer. Family and Morale, Welfare and Recreation will operate golf operations that represent leading commercial industry trends, products and services.

a. Use of Golf Program Position Descriptions (PDs) in the PD Library (FASCLASS link below), are mandatory to ensure there is at least one appropriately credentialed NF-4 or 5 level golf professional or superintendent staff member at all Category 2, 3 and 4 courses:

<https://acpol2.army.mil/fasclass/inbox/default.asp>

(1) In addition, Garrisons will provide G9 Golf Program Manager a copy of the job announcement prior to release to the field to provide notification of upcoming recruitment action and confirm staffing with the required PD. Garrisons are encouraged to include the G9 Golf Program Manager (PM) in the hiring process, as either a selection panel member, consultant, or reference. The Golf PM will so serve if requested by Garrisons through their Regions. G9 Golf Program Manager will also assist in increasing the labor pool by submitting all golf management or professional (PGA or GCSAA) job announcements to PGA Links on behalf of the Garrison.

(2) The IMCOM, G9 Golf Program Manager will maintain authorization for Direct Liaison Authority for all areas of golf operations. This allows direct communication with Garrison Golf Course Managers for information purposes only to assist in the professional development, promotion and sustainment of the enterprise. Region Business PMs and golf SMEs will be notified by Cc on all communications. Pacific Region Garrisons will be excluded from this authority.

(3) Selected Garrison Subject Matter Experts (SME's) will continue to provide program assistance as members of the Army Golf Program SME Team. Members will be PGA Class "A" Professionals from activities with proven histories of financial profitability, attainment of Army benchmarks and standards in operations and playing conditions. Each Region will have a minimum of one SME.

b. Golf Cart income is important to Family and Morale, Welfare and Recreation and a large investment has been made toward providing current golf cart fleets at all Army courses.

(1) Golf cart fees will not be discounted.

(2) Use of private golf carts on Army golf courses is not authorized.

c. Golf operations will honor reciprocal play for personnel who live further than 50 miles from the installation and have paid advance greens at another Army installation. These players must show evidence of their paid advance greens fees and will be charged at least 50 percent of the local daily greens fee.

d. Pro shop merchandise and products should represent current market demands and trends. Golf merchandise and technology changes rapidly and product lifecycles on many items is only six months causing inventory to be outdated quickly.

(1) High inventory holdover will equal future deferred losses. Vendors can usually supply clubs within a week after ordering thereby making the stocking of large numbers of hard goods unnecessary. Custom club fitting and special orders are the preferred method of providing golf clubs and club sets for our patrons.

(2) Pro shop Managers should periodically review pro-shop sales reports and remove from inventory items with little or no demand.

e. Golf operations in frost-belt locations should consider closing operations for some period in the December - February months to reduce off-season losses. Each golf manager will assess their local conditions and submit their annual calendar with their business plan.

f. Course superintendents will prepare an annual maintenance plan as part of the overall business plan and annual budget submission. The plan should include, but is not limited to; mowing and fertilizer schedules, comprehensive integrated pest management plan for insects, problem grasses, weeds and diseases, equipment preventative maintenance plan/schedule, and maintenance equipment five year purchase plan. Maintenance plans need to be uploaded as an attachment with the annual Business Plans.

g. Installation Management Command G9, in coordination with Region Offices, will ensure all Army golf courses are in compliance with referenced Army Regulation 215-1, regarding free play.

(1) Army Regulation 215-1, Chapter 8-19 (5) reads: "Golf Course Managers and their full time assistants may be exempted from paying greens fees and from golf cart rental when necessary to perform their official duties in accordance with Department of Defense directive 5500.7-R. This exemption will not apply to personal use."

(2) Army Regulation 215-1, Chapter 12-9, Discounts, reads, "The following discounts may be offered if they are offered consistently and are equitable."

(a) Lower prices for lower enlisted personnel.

(b) Discounts when tailored to various major target groups, such as single Soldiers, retirees, Family nights, seniors (65 year of age and over), and birthdays, provided other groups are also provided the same opportunity when requested.

(c) Group rates and special programs.

(3) Course employees or volunteers are not allowed to participate at a discounted rate or free of charge. This includes green fees, golf carts and the driving range.

h. Participation is a key indicator in identifying if the golf activity is meeting the demands of their customers in the delivery of products and services. The actual participation or “starts” are reported against the activities capacity. The capacity is based on the size of the operation (number of holes) and the number of open days. Activities shall identify their participation benchmark as part of their annual business plan. 70% is the standard for all Golf Program activities. Performance against targeted benchmarks will be reported quarterly in conjunction with the Region Offices to G9 Business Operations (report form is located at Appendix H). Consolidated Region Office submissions shall be provided to the above point of contact no later than 30 days after the conclusion of the fiscal year.

i. CONUS Courses without approved public access will submit expanded patronage requests based on excess player capacity IAW AR215-1, Chapter 7, by 1 Oct 2015.

j. CONUS Courses with limited public access approval actions dated prior to FY13 must submit request to expand patronage access beyond current limits based on excess capacity IAW AR215-1, Chapter 7, by 1 Oct 2015.

k. All golf activities will conduct and promote at a minimum the below player development programs at the standard increment::

(1) Get Golf Ready: A PGA sponsored player development program targeting beginners, covering complete introduction of etiquette, check-in procedures, playing instruction, and rules of golf.

(2) Free Instructional Clinics: Clinics may be demonstration or instructional, minimum 30 minutes in length.

(3) Junior Golf Clinics: A golf instructional program targeting youth groups 17 years old and younger, exposing them to the game through one-on-one and group settings for a minimum of 1 week per session. Multiple sessions may be required based on demand.

I. Participation in the following golf program initiatives is mandatory: Purchases of consolidated and/or enterprise buy program products and services outside these central programs requires G9 exception.

(1) Consolidated Golf Car Buy: Requires replacement of golf car fleets at a maximum two year increment based on expiration of life cycle (5yrs); each golf course will provide current status of golf cart fleet to include number of carts and purchase year, with projected replacement year. The intent is that G9 Golf Program and G9 FM will purchase replacement of cart fleets during scheduled years as an enterprise Capital Purchase and Minor Construction (CPMC) purchase

(2) Titleist Blanket Order Agreement (CONUS) locations only.

(3) Enterprise Buy Programs: Program will leverage Army annual requirements to receive discounted pricing and programs from golf vendors of all categories (retail merchandise, driving range/golf course supplies, golf courses maintenance supplies).

(4) Consolidated Turf Maintenance Equipment IDIQ Contract.

(5) Audubon International Society: Membership will provide a resource to develop and initiate practices dedicated to resource conservation. The first practices to be included in annual Business Plan NLT FY16. Membership will be centrally funded for inception year; following year's to be paid by Garrison.

(6) HQ education programs: Upcoming education programs will include classes in operational areas and best business practices, which will provide continued educational credit toward PGA Certification Requirements.

(7) Rental Club Program: IDIQ contract to provide at a minimum, 20 sets, to each Army golf course. The minimum number of sets will be purchased through a Sponsorship Agreement or centrally funded. Additional sets and/or premium sets to be funded by Garrisons under CPMC.

(8) Free Rental Clubs for E1-E5: Garrison Golf Manager's will offer free basic rental clubs to E1-E5 patrons for a 1 month promotion period within the primary golf season each year, beginning in the year this new guidance is released. Program will include basic sets and allow daily usage. Also, free basic rentals for other Authorized Patron participants of Player Development Programs (during enrollment period only). The no fee rentals will not apply to outings, tournaments and other similar events.

(9) Garrisons will provide business plans and 1391's that address discrepancies outlined in the golf course assessments by JC Consulting in order to meet playing standards. Projects will be listed and prioritized by G9 within a Wellness Plan and competed each year for NAFMC funds, similar to the Golf Maintenance

Facility projects. As projects are approved, feasibility studies will be initiated by the G9 Golf Program Manager to pursue execution.

(10) It is encouraged that all Army Golf Courses conduct a Turf Advisory Visit via the United States Golf Association Team every other year at the expense of the Garrison.

m. Golf course strategic plan standards are as follows:

<b>Standard</b>	<b>Metric</b>
Junior Golf	2 sessions per season
Rental/Demo Clubs	1 available for purchase; replacement cycle maximum 2 years; must provide Right/Left models for Men and Women; Provide professional club fitting, minimum 2 pro-lines
Golf Cart Buy	Plan submitted
Enterprise Buys	Participation acknowledged
Maintenance Plan	Execution confirmed – Playing standards met
Golf Course action plan	Completion noted
Scorecard assessment	Annually
SAV execution	Annual confirmation
Education participation	Annual
Public access	Open to general public
Golf manager PGA member	Class “A” PGA Member
Superintendent – GCSAA member	Golf Course Superintendents Association of America (GCSAA) certified
FY14 fee structure	Implemented
Player development program	Monthly - 4/season
Golf clinics	Monthly – 6/season
Equipment demo days	4 vendors per season

n. Golf course playing standards are as follows:

Area	Metrics
Greens	Consistent conditions throughout course
	Smooth surface, closely mown (daily), no debris on putting surface
	Consistent conditions throughout course
	Damaged or weak areas are less than a cup size, encompassing less than a sq. yd/green
	Weed free; Green in color
Tees	Area is level throughout
	Evidence of proper mowing cycle (3 X week)
	Evidence of proper tee marker rotation; sand application plan (see if necessary)
	Evidence of herbicide program
	Week/damaged areas at a minimum; no bare areas
Fairways	No retaining of water for extended periods (maximum of 2 days)
	Evidence of proper mowing cycle (2 X week)
	Overall turf conditions are healthy and consistent throughout course
	Evidence of herbicide program in place
Bunkers	Bunker edges are well defined, clean and weed free
	Evidence of regular bunker raking (2 X week minimum)
	Sand levels and color are consistent throughout the course
	No extended pooling (1 day max)
	Liner is not visible/exposed
	Rakes are serviceable and available
Irrigation	Implementing BMP's (reduce maintained area/reduce water usage)
	Meets course requirements/coverage
	Automated clock controls
	Head coverage throughout play areas
	Capture feature – 1/9 holes or wells
Driving Range	Mats rotated every 2 weeks
	No worn areas on mats
	Balls replaced annually/cleaned weekly
	No cut balls
	Yardage markers/targets available
Golf Course Service	Lessons/clinics/play programs available
	Customers greeted by name/smile
	Phone courtesy
	Starters/marshals for play
	Golf bag assistance/bag drop
Facility	Practice Areas (Range/putting green/bunker)
	Pro Shop/retail inventory
	Riding/walking carts
	F&B during operational hours
	Playing standards in all key areas
	Parking lot – minimum 100 stalls

o. Golf personnel guidelines are as follows (FTE - Maximums):

Category 1 = 9 Holes under 20K rounds played
Category 2 = 9 Holes over 20K rounds played; 18 Holes under 30K rounds played
Category 3 = 18 Holes over 30K rounds played; 27-36 Holes under 40K rounds played
Category 4 = 27-36 Holes over 40K rounds played

Position	Category 1	Category 2	Category 3	Category 4	Department Code
Manager/General Manager (PGA)	X (FTE)	X (FTE)	X (FTE)	X (FTE)	G1, GL
Assistant Manager (PGA-A8)			X* (FTE)	X *(FTE)	G1, GL
PGA Apprentice		X (FTE)	1 per 9 (FTE)	1 per 9 (FTE)	39
Pro Shop Manager			X* (FTE)	X* (FTE)	39
Shop Clerks	2X	2X	3X	4X	39
Cart Attendants	2X	2X	3X	4X	40
Starter/Marshall		X	2X	3X	40
Cart mechanic		X*	X*	X8	43
Golf Course Superintendent (GCSAA)	X* (FTE)	X* (FTE)	X (FTE)	X (FTE)	41
Assistant Superintendent (GCSAA)		X* (FTE)	X (FTE)	X (FTE)	41
Mechanic	X (FTE)	X* (FTE)	X* (FTE)	X* (FTE)	41
Irrigation	*	*	X*	X*	41
Spray Technician	*	*	X*	X*	41
Operators	3X* (FTE)	4X (FTE)	5X (FTE)	5X (FTE)	41
Laborers	4X	4X	5X	6X	41
Food and Beverage Manager		X* (FTE)	X* (FTE)	X* (FTE)	14
Assistant Manager		X* (FTE)	X* (FTE)	X* (FTE)	14
Cook/Lead	2X	2X	3X	3X	14
Food Service Worker	3X	3X	4X	4X	14
* Note: Represents shared duties – Not required to fill each position					
<b>Note:</b> The number and type of food and beverage positions should be determined by the food and beverage volume.					

p. Golf participation standards are as follows:

<b>Golf Participation</b>			
<b>Holes Available</b>	<b>Maximum Capacity</b>	<b>Minimum Starts Needed to be an Open Day</b>	<b>Standard # of Starts (~70%)</b>
9	90	16	65
18	170	30	120
27	220	38	155
36	330	58	230

q. Golf benchmarks are as follows:

<b>Golf Benchmarks</b>	
Total Other Operating Expense	20%
Pro Shop Cost of Goods Sold	72%
Pro Shop Inventory Turnover per Year	2
Pro Shop Inventory Levels	50% of previous year's sales
Merchandise Net Revenue per Round	\$5.75
Merchandise Sales per Square Foot (Pro Shop-retail)	\$248/SF

r. Each Golf Manager must be a Professional Golfers Association Class "A" Certified Member in good status. Those Non-PGA Member golf managers that have successfully completed Level I & II PGA training and Superintendents Courses meet this requirement.

s. Each Golf Superintendent must be a member-in-good standing with the Golf Course Superintendent Association of America. Those currently in place without a membership must acquire membership within one (1) year.



t. Minimum standard golf fees are as follows:

Minimum Standard Golf Fees								
Category	Daily Fees		Annual Fees		Cart Fees		Range balls	
	9-holes	18-holes	Single	Family	9-holes	18-holes	Small (35 )	Large (70)
Active Duty Pay Grade E1-E5/Youth (17&under)	\$6	\$10	\$300	\$480	\$8	\$13	\$3	\$5
E6-O3	\$10	\$16	\$480	\$760	\$8	\$13	\$3	\$5
O4 & above; DoD Civilians; Remaining Authorized	\$12	\$20	\$600	\$960	\$8	\$13	\$3	\$5
Guest/Public	\$18	\$28	\$840	\$1,350	\$8	\$13	\$3	\$5
Reciprocal	50%	50%	N/A	N/A	\$8	\$13		

Notes:

1) New Fee Structure was implemented 1 October 2013: Provides three separate categories of Active Duty.

All category fees are listed as "MINIMUMS"

All Retirees in CONUS will be charged by their retired military grade, regardless of current employment status-includes Hawaii and Alaska.

All Retirees in OCONUS will be charged based on their current SOFA status. If they are employed, it's their current grade. If they are a spouse not working, it is based on their spouse's grade; if they are retired and living overseas and not working at all, they are eligible for the retirement rate.

All Single Annual Fees are based on 30-round breakeven point; Family reflects 60% increase.

2) Range Balls: Same fees for all authorized patrons.

3) Cart Fees: Charged on a shared basis.

4) Tee Time Priorities: Active Duty (1<sup>st</sup>); Retirees/AGF Patrons (2<sup>nd</sup>); Daily Play (3<sup>rd</sup>); Guest Public (last).

5) Tournaments:

F&B is outlined as a "best practice" to incorporate contract with events.

Tournament Green Fee: Minimum \$10 green fee for all participants of events.

Annual Green Fee Patrons receive 50% discount on tournament green fees (\$5) minimum.

u. Golf labor and NIBD standards are as follows:

<b>Labor Standards</b>		
<b>Program</b>	<b>Code</b>	<b>Standard (Less than or Equal To)</b>
Golf	LQ	50%

Note: Implement labor standards in a phased approach. Operations will reduce labor 5% per year until they reach standard, based on FY12 year end results.

<b>NIBD Standards</b>	
<b>Program</b>	<b>Standard</b>
Remote and Isolated Golf	12% - NIBD plus Authorized GL not received
Category C Golf	12% - NIBD

v. Golf course operations will utilize the prime vendor program for at least 80% of food purchases.

#### **4-4 Bingo**

The Bingo Program includes department code E1, under several Family and Morale, Welfare and Recreation program codes unless the facility is used solely for Bingo; in which case it will have a program code of KM. Bingo is an authorized activity in Family and Morale, Welfare and Recreation programs which provides entertainment for our customers and the potential for significant net revenue.

a. Recent private sector developments have added several types of games and electronic bingo cards/equipment, many of which are classified as gambling and prohibited from use in the Army. Equipment that assists patrons play bingo (e.g. card minders) is a concern as they are easily adjusted to function outside the standard operational policies which protect the use of the equipment within the Army. As a result, standard operational policies covering programming, equipment use and authorized games are provided here. Appendix E is a Bingo Standard Operating Procedures template for Garrisons to use that incorporates all aspects of the program.

b. Winners will provide appropriate identification, sign for winnings, and provide a working phone number should management need to contact the winner. In accordance with Army Regulation 215-1; winners may provide their Social Security Number, drivers license number, identification card number, or identified number. Bona fide guests winning a bingo prize will also comply with this requirement and must also have their sponsor provide the same information. Guest prize payments are not made nor recorded to the sponsor. Army Regulation 215-1, paragraph 8-12c, states that participation will be limited to authorized Morale, Welfare and Recreation patrons and bona fide guests, and sub-paragraph (4) states that members of the general public authorized to use a Morale, Welfare and Recreation facilities will not be authorized to participate in Morale, Welfare and Recreation bingo. Army Regulation 215-1 defines a