

DEPARTMENT OF THE ARMY
US INSTALLATION MANAGEMENT COMMAND
2405 GUN SHED ROAD
JOINT BASE SAN ANTONIO FORT SAM HOUSTON, TX 78234-1223
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IMCOM REGULATION 215-1-1

Morale, Welfare, and Recreation

**INSTALLATION MANAGEMENT COMMAND (IMCOM)
G9, FAMILY AND MORALE, WELFARE, AND RECREATION (FMWR)
BUSINESS OPERATING STANDARDS (IMCOM BOS)**

Applicability. This regulation applies to all Installation Management Command (IMCOM) Directorates (IDs) and all garrisons.

Proponent and exception authority. The Office of Primary Responsibility (OPR) of this regulation is IMCOM G9.

Supplementation. Supplementation of this regulation is prohibited without prior approval from the Commander, IMCOM (ATTN: IMWR), 2405 Gun Shed Road, Joint Base San Antonio (JBSA) Fort Sam Houston, Texas 78234-1223.

Suggested Improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Commander, IMCOM (ATTN: IMWR), 2405 Gun Shed Road, JBSA Fort Sam Houston, Texas 78234-1223.

Distribution. Distribution of this publication is available in electronic media only and located at <https://army.deps.mil/army/cmds/imcom/HQ/G1/ASD/docs/Forms/AllItems.aspx>



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Commanding

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Chapter 1 Administrative

1-1. History. This is the first edition of IMCOM REG 215-1.

1-2. Purpose.

a. This regulation prescribes IMCOM Business Operating Standards (IMCOM BOS), responsibilities and procedures for administering the IMCOM G9 Family and Morale, Welfare and Recreation (Family and MWR) business operations on IMCOM garrisons world-wide.

b. The IMCOM BOS applies to the following program codes: KA (Category B Bowling), KE (Officers' Club), KG (Community Club), KL (Theme Operations), KM (Food, Beverage and Entertainment), LE (Category C Bowling), LQ (Golf), LT (Free Standing Snack Bar), UA (Post Restaurant) and UC (Civilian Welfare).

c. The IMCOM BOS will be reviewed and updated on an annual basis or more frequently as situational requirements dictate or due to the addition of new programs and initiatives.

d. These standards supersede IMCOM policy memorandum subject: IMCOM G9, Family and Morale, Welfare and Recreation (MWR) Business Operating Standards (BOS) Update, dated 19 May 2014 and updated on 27 May 2015.

1-3. Applicability. This regulation applies to all IMCOM Directorates (IDs) and garrisons. Exceptions will be considered only under special local conditions and justified in writing through the appropriate IMCOM channels to the IMCOM G9, Chief, Recreation, and Business Programs.

1-4. References. Required and related publications are in appendix A.

1-5. Records Management.

a. Records created as a result of processes prescribed by this policy must be identified, maintained, and disposed of according to Army Regulation 25-400-2, The Army Records Information Management System, and Department of the Army Pamphlet 25-403, Guide to Recordkeeping in the Army.

b. Record titles and descriptions are available on the Army Records Information Management System website (<https://www.arims.army.mil>).

1-6. Supplementation. The proponent of this regulation is IMCOM G9 (Family and Morale, Welfare, and Recreation (FMWR)). Users are invited to send comments and suggested improvement on Department of the Army (DA) Form 2028 (Recommended

Changes to the Publications and Blank forms) directly to Commander, IMCOM (IMWR), 2405 Gun Shed Road, Joint Base San Antonio, Fort Sam Houston, TX 78234-1223.

Chapter 2 Responsibilities

2-1. Commanding General, IMCOM. Execute Installation Management Business Operating Standards (IMCOM BOS) ensuring that IMCOM G9 Business Operations deliver effective and efficient Family and Morale, Welfare, and Recreation business operations programs and services for our premier Army.

2-2. HQ, IMCOM G9 Director.

a. Oversee and provide guidance for the implementation, execution, and monitoring of the IMCOM Business Operating Standards (IMCOM BOS).

b. Properly coordinate all revisions and updates to IMCOM Regulation 215-1, IMCOM BOS with IDs, HQ IMCOM Staff Directorates, HQ IMCOM G9 Divisions, and Assistant Chief of Staff Installation Management (ACSIM).

c. Perform annual review, monitoring, and evaluation of the IMCOM business activities and program scorecard evaluations.

d. Provide funding and logistical support to conduct meetings of the Business Operations Working Group (BOWG) and supervise their effort to review, revise, maintain and implement the IMCOM BOS.

2-3. IMCOM Directorates.

a. Engage Senior Commanders (SCs), tenant units and garrison commanders (GCs) to support and become actively engaged in the implementation of the IMCOM BOS and the Performance Improvement Program (PIP).

b. Implement the IMCOM BOS at all garrison business activities.

c. Support the attendance of appropriate IMCOM Directorate (ID) and garrison personnel at BOWG meetings in order to review, revise, maintain, and implement the IMCOM BOS.

d. Provide ID level evaluation on IMCOM BOS implementation progress for each garrison and the ID overall.

e. Promote and support business fees and pricing for standard products, programs, and services.

f. Participate in central procurement enterprise and mandatory purchasing initiatives for all business activities.

g. Support on-site analysis and completion of scorecards and internal control checklists in accordance with (IAW) the provisions of the IMCOM BOS.

h. Provide direct assistance to garrison MWR and business activities in the planning and execution of the IMCOM BOS.

i. Forward requests for interpretation of this regulation to HQ, IMCOM G9, Business Operations at usarmy.jbsa.imcom-hq.mbx.g9-business-operations@mail.mil.

2-4. IMCOM Garrison Commanders (GCs) / Garrison Managers (GMs).

a. Implement and execute the requirements of the IMCOM BOS.

b. Support the attendance of appropriate garrison personnel at BOWG meetings in order to review, revise, maintain, and implement the IMCOM BOS.

c. Provide garrison level evaluation on the progress of implementation of the IMCOM BOS for each business activity and the garrison overall.

d. Require, support and implement business program fees and pricing for standard products, programs, and services.

e. Participate in central procurement enterprise and mandatory purchasing initiatives for all business activities.

f. Require completion of evaluations of garrison business activities IAW the IMCOM BOS score sheet and internal control checklist (appendixes C and D).

g. Engage SCs to support and become actively engaged in the implementation of the IMCOM BOS and the Performance Improvement Program (PIP).

h. Provide funding and support to Garrison MWR and business activities in the planning and execution of the IMCOM BOS.

i. Forward request for interpretation of this regulation to HQ, IMCOM G9, Business Operations thru IMCOM Directorate FMWR Functional Integrator and Business Programs Manager.

2-5. Garrison Directors of Family and Morale, Welfare and Recreation (DFMWRs).

a. Implement and execute the requirements of the IMCOM BOS.

b. Require the attendance of appropriate garrison personnel at BOWG meetings in order to review, revise, maintain, and implement the IMCOM BOS.

c. Evaluate and report, to the IMCOM Directorate FMWR Functional Integrator, the progress of implementation of the IMCOM BOS for each business activity and the garrison overall.

d. Require managers and business activities to implement IMCOM BOS fees and pricing for standard products, programs, and services.

e. Participate in central procurement enterprise and mandatory purchasing initiatives for all business activities.

f. Require completion of evaluations of garrison business activities and enterprise IAW the IMCOM BOS score sheet and internal control checklist (appendixes C and D).

g. Educate tenant units, managers, customers, and GCs on the benefits and requirements of the IMCOM BOS.

h. Provide funding and support to garrison MWR and business activities in the planning and execution of the IMCOM BOS.

i. Forward request for interpretation of this regulation to HQ, IMCOM G9, Business Operations thru IMCOM Directorate Functional Integrator and Business Programs Manager.

j. Work with the garrison provost marshal (PM) to develop reasonable access programs that allow authorized users easier access to our facilities.

2-6. Managers / Supervisors.

a. Implement and execute all requirements of the IMCOM BOS.

b. Attend the BOWG meetings when required in order to review, revise, maintain, and implement the IMCOM BOS.

c. Evaluate and report the progress of implementation of the IMCOM BOS for each business activity and the garrison overall.

d. Implement and maintain business operating standards' fees and pricing for standard products, programs, and services.

e. Participate in central procurement enterprise and mandatory purchasing initiatives for all business activities.

f. Require completion of evaluations of garrison business activities IAW the IMCOM BOS score sheet and internal control checklist (appendixes C and D).

g. Educate customers and employees on the benefits and requirements of the IMCOM BOS.

h. Forward requests for interpretation of this regulation to the garrison DFMWR.

Chapter 3 Business Operations

3-1. Introduction.

a. The overarching responsibility and focus of business managers is to develop, market, and professionally deliver products and services meeting the needs of Soldiers, Families and their community. This document is intended to provide managers with standards, guidance and benchmarks to ensure operations meet program goals, and increase program participation.

b. Business operations, with the exception of Category B bowling centers and remote and isolated facilities, are primarily funded from self-generated net revenue in combination with authorized appropriated fund support. The generated net revenue should be sufficient to cover operational expenses, program expansion, interior renovations and infrastructure reinvestment for which appropriated funds are not authorized or not available. Any additional income can be utilized in support of other Army Morale, Welfare and Recreation (MWR) operations and construction projects.

3-2. Overview.

a. Mission Statement. IMCOM G9 Business Operations delivers quality Family and Morale, Welfare, and Recreation (FMWR) business programs and services supporting the readiness and resilience of the All-Volunteer Army.

b. Vision Statement. A team of innovative business professionals committed to delivering effective, extraordinary business operations programs and services for our premier Army.

3-3. Performance Measures. The following performance measures are established to be the basis for business operation representation within the Army-wide performance measurement systems to ensure consistency. Individually, each measure only represents one part of an operation and may not indicate a significant issue. Components and benchmarks for MWR business operations are:

a. Growth (Market Share).

(1) Benchmark: Increase Net Revenue by 3% (Total Revenue less APF through the Uniform Funding and Management process).

(2) Measurement: Percentage change in Net Revenue between current year and previous year.

b. Customer Satisfaction.

(1) Benchmark: Each program receives a customer satisfaction rating of 90% or higher.

(2) Measurement: Customer satisfaction ratings are based on Integrated Customer Evaluation (ICE), Customer Management System (CMS) or a comparable guest feedback system.

3-4. Benchmarks.

a. Benchmarks allow management to compare their operation's business processes and performance metrics to that of a well-run operation. This snapshot helps identify potential areas of concern and supports continuous improvement.

b. Army benchmarks for each program are located in each individual program's section. They identify areas for improvement, but are not requirements. Each operation has unique situations that may warrant deviations from the benchmarks, however, the goal is to recognize these situations and take appropriate action.

3-5. New Business.

a. Marketing research is critical to develop a business plan when opening a facility/program or implementing a major program change. Full disclosure of market segments, competition, and market demands ensures a solid footing for planning and executing any operation. Business Program Managers should seek assistance from the Marketing Department when conducting full scale needs assessments.

b. Facilities must maximize net revenue generating opportunities, minimize internal Family and MWR and Army Air Force Exchange Service (AAFES) competition, enrich the quality of life for Soldiers and Families, and enhance esprit de corps. Existing agreements between Family and MWR and AAFES require that we assess the potential impact any new food and beverage operation will have on current AAFES and MWR operations. In appendix K is a sample needs assessment template that can be used or modified to complete this requirement. In appendix L is a sample Management Control Checklist for Nonappropriated Fund Projects.

c. Fiscal stewardship of limited resources is a responsibility of Business Program Managers. Business Program Managers must consider the Public Private Venture (PPV) program as a potential source of private expertise and capital when considering a

new business opportunity that market research supports and for which specialized expertise is not available in-house. A potential PPV project must be commercially viable to attract interest by industry and present win-win opportunities for private developers and the Army. Prime examples of businesses that can benefit from a public-private partnership include but are not limited to car washes, pet kennels, recreational lodging, renovation of existing facilities, and others. More information on PPVs is available at <http://www.mwrbrandcentral.com/bo/support/ppvs/>

3-6. Business and Action Plans.

a. All business operations will develop and implement comprehensive business and action plans. Business plans provide a comprehensive understanding on what is to be accomplished, while action plans provide a detailed plan on how it will be accomplished. The plans will be developed and maintained utilizing the business plan development website at [Business Plan Developer](#).

b. The business and action plans will be submitted as part of the annual budget review and approval process. Budgets without a corresponding current business plan, action plan, competitive pricing survey, and five year CPMC plan will not be approved.

c. Operations doing mid-year budget revisions should consider revising and resubmitting their existing business and action plans for approval.

d. Action plans should focus on programming to increase patronage, increase net revenue, and maintain/improve facilities and operations. They should be quantifiable, measureable, and actionable. Action plans are intended to be living documents and should be updated as tasks are completed. Inefficiencies should also be addressed. An action plan template is located at Appendix M.

e. Programs will develop and execute a minimum of two (2) new revenue producing ideas per year. Examples of new revenue producing ideas are:

(1) Bowling: 50/50 Promotion. During the summer (off season) months, customers may purchase a card allowing them to bowl 50 games for the cost of only 50 cents per game.

(2) Golf: Pro-Superintendent Revenge. A specialized golf tournament conducted by the golf professional and superintendent for the Annual Green Fee patrons.

(3) Food and Beverage: Daily specials and menu changes provide an easy and manageable approach to attract old and new customers. This is a simple way to communicate with your customers to let them know that you are changing things and are keeping them in the loop. The suggested prices can be discounted or you can offer a buy one entrée and get the second entrée at 20% off. In house advertisement, social media and other available methods should be used to promote this program.

f. Facility reinvestment is a key component to keeping our infrastructure current with industry trends and to protecting our investment. Capital purchase and minor construction proposals require thorough and conclusive justification showing projected results in a positive return on investment, including increased net revenue, cost avoidance and/or improved guest services. While maintenance equipment will not have a positive return on investment, garrisons must thoroughly evaluate and develop a replacement schedule. The ROI template is located at appendix Q.

g. Managers will need to develop and implement a systematic approach to maintain and improve facility conditions, based on manufacturer's recommended maintenance plans and replacement schedule.

3-7. Professional Development.

a. Professional development information on career development and specific information concerning the CP-29, career field for installation management is located at <http://cpol.army.mil/library/train/catalog/>.

b. All business program personnel will have an individual development plan (IDP) that is updated annually using the automated form on the IMCOM Academy web site at <http://www.imcomacademy.com/ima/> or using the sample form available at appendix W.

c. Professional certification in a Business Program is a direct benefit to the garrison. It is the garrison's responsibility to ensure all managers attend the training and acquire certification. It is recommended that all managers and assistant managers acquire the program specific professional certifications, which are outlined in the program sections.

3-8. Labor and Personnel Management.

a. Every facility should have an employee recognition program which follows the guidelines outlined in the IMCOM Service Culture initiative at https://army.deps.mil/army/cmds/imcom_hq/SCI/SitePages/Home.aspx. Employee recognition program expenses must be included in the annual operating budget and accounted for in General Ledger Account Code (GLAC) 617.

b. Labor should be charged to the department code where the work was actually performed. In instances where employees work in multiple departments, use reasonable judgment to appropriately prorate the labor to the department codes that reflect where the work actually took place. In the case where an employee works 20 percent or less of his/her total hours in several different departments, the employee's total labor cost is not required to be prorated among the different departments.

c. Managers/supervisors, in coordination with their subordinate personnel, will develop annual individual performance objectives per AR 215-3, chapter 6. In addition, all personnel will receive a midyear review and an annual rating.

d. Staffing levels will be market driven and adjusted based on location, labor pool and facility size. Local region variances based on the cost of living, proven performance record, and the available labor pool must also be considered. Labor control represents an attempt to obtain maximum efficiency from all employees without compromising standards of operating performance. Labor cost is the largest expense in food, beverage and entertainment operations, but it is controllable. Labor cost control is a process by management to obtain a desired level of performance at an appropriate level of cost, and to maximize the efficiency of the labor force in a manner consistent with the established standards of quality and service. A labor cost forecasting model and key concepts can be found in appendix S-1. A labor model template is available at appendix S-2.

3-9. Competitive Pricing Strategy.

a. All business program activities will conduct an annual competitive price survey comparing at least three local operations. The standard IMCOM competitive survey is at appendix A-1. A competitive price survey template example is at appendix A-2. Management will analyze the local competition and determine which operations are their largest competitors for inclusion in the competitive price survey. These surveys are to be submitted with the annual operating budget and business plans.

b. Annual surveys of off-post commercial, municipal, and/or private enterprises will ensure prices are within 25 percent of the average prevailing off-base price for similar goods or services. Army Regulation 215-1 (para. 12-8, e.) provides more information. Business operations located on OCONUS garrisons should compare relevant on and off-post locations where possible. In the absence of local competition, similar activities/programs at other military service installations within the same local region should be used for the competitive set.

c. Significant increases in pricing structure may be needed to become compliant with AR 215-1. To address this, prices should be incrementally increased, on an annual or as needed basis, to meet the prescribed Net Income Before Depreciation (NIBD) standard.

d. Each garrison will establish a local pricing strategy by taking into consideration the annual price survey and the garrison's Capital Purchase Minor Construction (CPMC) /reinvestment strategy.

e. Operations using a three tier liquor system, will utilize the sales mix liquor pricing methodology (appendixes B-1 and B-2) to establish prices.

3-10. Operational Assessments.

a. As resources permit, the ID or IMCOM G9 Family and MWR Business Operations Team will conduct, every two years, on-site facility assessments using scorecards (Appendix C-1) and internal control checklists (Appendix D-1, D-2 and D-3).

b. Each garrison's Business Operations Chief will conduct an annual self-assessment of each of their facilities as part of the annual budget process. They will then upload the assessment into the business plan development website at [Business Plan Developer](#), as part of the annual budget submission.

c. Following each ID or IMCOM G9 Family and MWR and Recreation Business Operations Team assessment visit, a complete evaluation, including the scorecards and internal control checklists, will be submitted to the garrison DFMWR.

3-11. Staff Assistance Visits.

a. The overall purpose of the staff assistance visits (SAVs) is designed to assist business operations reach their potential, both financially and operationally. On-site visits and follow up support is designed to increase the value that Soldiers and Families realize from these businesses. The SAV team is made up of subject matter experts (SMEs) who will identify areas of opportunity, provide training and assist in the implementation of identified actions. SAVs to garrisons are primarily an IMCOM Directorate Office responsibility and the G9 Business Operations team supports the IMCOM Directorate. SAVs will be conducted at the request of the ID or garrison and the visit may be a coordinated effort of the ID and IMCOM G9. The SAV process is located at appendix F-1, a standard request form is at appendix F-2 and a SAV report format is at appendix F-3.

b. The primary focus of the visit will remain on the targeted activity; however, the other facilities will be addressed and included, where possible.

c. SAVs will be scheduled based on the following; identified via the HQ, IMCOM Organizational Inspection Program (OIP), identified via top ten losing activities listing, via individual program dashboard (e.g. golf), facilities in the Performance Improvement Program (PIP), at the direction of an ID, at the specific request of a GC, GM and/or SC.

d. Visit durations will be decided based on the scope of issues identified during the assessment stage and the speed at which training and actions are successfully accomplished.

e. A SAV may include a comprehensive marketing survey and needs assessment, competitive analysis and employee satisfaction survey. Additionally, an in depth departmentalized financial and operational analysis may be conducted.

3-12. Joint Services Prime Vendor Program.

a. The Joint Services Prime Vendor Program is designed to maximize aggregate buying power by combining all garrison purchasing volumes to negotiate lower prices. Through agreements with manufacturers and distributors, MWR participants are able to realize significant cost savings and purchase incentives. Originally directed as a policy requirement in 2007, eighty percent of all food purchases through prime vendor has

been successfully followed. As a matter of good business practices, program participants are encouraged to use the prime vendor for purchases to maximize savings and incentives to keep costs down and customer prices lower.

b. The Joint Services Prime Vendor Program will work with the Prime Vendor to monitor usage at the garrison level and encourage active participation within the program. As necessary, the Joint Services Prime Vendor Program will contact garrison and IMCOM Directorate personnel to assist with purchase and/or item issues through resolution.

3-13. Army Standard Automation Systems. All activities will make maximum use of Army Standard Automation Systems, RecTrac and GolfTrac. Use of these systems is mandatory. The use of FoodTrak and Caterease is a preferred option. However, installations currently using other point of sale (POS) systems are grandfathered if they receive IMCOM Information Technology Governing Board (ITGB) approval, and will still be utilized at the installations' expense. To reduce costs and ensure standardization, installations using other than Army Standard Automation Systems will develop a strategy to migrate to the Army Standard Automation Systems. All future POS systems obtained by installations will conform to the mandated systems as prescribed.

3-14. Requests for Exception to Policy for General Public Access to Category C Facilities.

a. Garrisons will submit the appropriate request paperwork, based on AR 215-1, table 7-1, through the following chain of command:

- (1) Garrison Commander
- (2) Director, IMCOM Directorate
- (3) HQ, IMCOM G9 Director
- (4) CG, IMCOM
- (5) Assistant Chief of Staff, Installation Management
- (6) Assistant Secretary of the Army (Manpower and Reserve Affairs)

b. The request memorandum from the GC should address/include the following:

(1) A statement of the adequacy of the facilities and that they are underutilized. This should include what percentage of the use is projected from the local population of the community/city/county? What percentage of use is projected from authorized patrons if the above cited civilian community is granted access? Why is there excess capacity (facilities overbuilt, partial base closure, decrement of Soldiers, lack of marketing plan to attract military or authorized patrons, hours of operation, types of programs, etc.)?

(2) Any written agreements from local government officials and other appropriate community leaders indicating they have no objections to the expanded use of military MWR programs, and there is no opposition from the local businesses or local government community; to include a statement from local businesses providing the

same service (e.g. local golf course) expressing no opposition. This should include responses from local elected officials such as the mayor(s) of the closest cities or municipalities, and from the corresponding chambers of commerce indicating no opposition from the local businesses or local government community and a written agreement from at least (1) one local competitor to expand access to general public. Your letter to each official should contain a listing of the specific activities that will be available to the patrons (e.g., golf, bowling, catering, food & beverage) and a very clear indication of the competitive details. You should mention the food, beverage, and merchandise sales would be restricted to onsite consumption. Remember that no bingo activity or program may be opened to the public. A copy of your letter should be enclosed in your submission packet.

(3) A statement explaining how it will be beneficial to military members/civilians in the community. This should address the benefit to the military installation, as well as the community. For example: "The surrounding communities offer limited opportunities. There is one facility in the city of XXX, about 8 miles from Fort XXX. The next nearest facility is 30 – 35 miles from Fort XXX. A facility on Fort XXX may be used for other events, such as ..." Military installation enhancement of community relations with the civilian community is another benefit. You may also include why the community would use the military facilities rather than the community's similar facilities, if any.

(4) A written statement is required from the SJA of your installation indicating SJA review of the packet and confirming there is no conflict with Federal, State, or local laws, or as applicable, international agreements.

3-15. Excellence in Management Awards.

a. IMCOM G9 (Family and MWR), Business Operations has annually recognized excellence in management of business operations since 1976. All GCs can nominate selected managers to compete for the James A. Carroll, Jr. (JAC) or Excellence in Management (EIM) awards. Armed Forces Recreation Center General Managers (GM) may nominate events for the Best in Class Award (BIC) for Armed Forces Recreation Centers (AFRCs).

b. Not later than (NLT) the last working day of January each year, nomination packets (available in appendixes V-1 through V-7) for deserving Family and MWR managers that meet the award criteria must be received by HQ IMCOM G9, Business Operations at usarmy.jbsa.imcom-hq.mbx.g9-business-operations@mail.mil.

3-16. Advertising. Installations refer to DoDI 1015.10, enclosure 12, advertising, paragraph 2, procedures, subparagraph c (5) for details on advertising for installation MWR activities.

3-17. Remote and Isolated Installation Criteria. The definition of remote and isolated, as it applies to programs in business operations, is outlined in AR 215-1, chapter 5-4.

a. The primary criterion for requesting remote and isolated designation is that the garrison has category C MWR programs and is unable to maintain financial self-sustainment of these programs. Category C MWR programs (includes exchanges and excludes golf courses grounds maintenance) will then be granted an exception to APF funding policy, allowing them to receive APF operating support on the same basis as category B MWR programs.

b. Garrisons must submit the following documentation:

(1) Installation information. The following installation information is required:

(a) Garrison and location.

(b) City/state/country.

(c) Continental United States (CONUS)/OCONUS.

(d) IMCOM Region area.

(e) Tour length (12, 24, 36 months).

(i) Accompanied.

(ii) Unaccompanied.

(iii) Student.

(f) Installation population.

(i) Military.

(ii) Civilian.

(iii) Family members.

(iv) Total.

(2) Financial capability and performance.

(a) List all current category A and B MWR programs, with both APF and NAF expenses for current year and three (3) prior years.

(b) Provide a balance sheet for NAF expenditures for the current year and three (3) prior years.

(c) Provide an income/loss statement for category C MWR programs for the current year and three (3) prior years.

(d) Include a capital improvement plan to include equipment, construction, and NAF major construction for the current year and three (3) prior years.

(3) Assistance provided. Provide the degree of assistance provided from the IMCOM Directorate or HQ IMCOM. Assistance includes monetary or staff visits, to include dates, amounts, projects, and results.

(4) Management review and support. Explain how category C programs are managed to meet community needs within local constraints. For example—

(a) Adequately capitalized.

(b) Impacting the garrison MWR operating entity.

(c) Not overbuilt for military community needs.

(5) Alternative category C programs. List installations and/or local communities with distances from subject installation/site. Explain applicable problems such as—

(a) Cost prohibitive (high cost/tourist area).

(b) Language/cultural barrier.

(c) Extreme year-round or seasonal environmental conditions exist that would prevent off-base recreation.

(d) Distance problems.

(e) Security restrictions or conditions that would seriously impact use of on-base or off-base category C MWR-type programs.

c. Additionally, garrisons will document and explain any extenuating circumstances that seriously hinder the operation of the garrison's category C MWR programs, to include where applicable—

(1) Geographic separation. Installations or sites with fewer than 3,000 active duty military personnel assigned that are at least 30 minutes commuting time (during normal driving conditions) from a civilian community or other military installation that has three or more different category C-type programs, with one or more being a bowling center, golf course, or marina.

(2) Customer fluctuation. Population fluctuates because of significant temporary increase or decrease in personnel assigned for training or other temporary purposes.

(3) Environmental factors. Some environmental factors will prevent category C MWR programs from being profitable, such as—

(a) Currency fluctuation.

(b) Logistic support.

(c) Personnel (local labor issues).

(d) Security (special security conditions that seriously impact use of on-base or off-base category C MWR-type programs).

(e) Short tour location (fewer than 36 months accompanied; fewer than 24 months unaccompanied; reason installation is designated as short tour).

d. Garrisons may submit documentation requesting remote status, which requires OSD approval, through their IMCOM Directorate and IMCOM HQ, G9.

e. Garrison commanders at locations currently designated as remote and isolated will continually review the justification for remoteness. When circumstances change substantially and the criteria for their remote designation are not met, garrison commanders will advise IMCOM HQ, G9 of the change and request deletion from the remote designation listing.

Chapter 4

MWR Business Program Specifics

4-1. Clubs, Food, Beverage and Entertainment. The Clubs, Food, Beverage and Entertainment programs includes program codes KA, KE, KF, KG, KL, KM, LE, LQ and LT. The responsibility and focus of Clubs, Food, Beverage and Entertainment programs is to develop, market, and provide food and beverage products and services that meet the desires of the customers. IMCOM G9 Business Operations will operate food and beverage activities that represent leading commercial industry trends by properly positioning the business activity. Where market conditions warrant, we will explore new business activity models through Name Brand Casual Dining restaurants.

a. Healthy Army Communities (HAC).

(1) Managers should be aware of the Army's Healthy Army Communities (HAC) and Performance Triad. Appendix T-1 provides information on the HAC and Performance Triad. Appendix T-2 provides information about the Military Nutritional Environment Assessment Tool (m-NEAT).

(2) All FMWR food and beverage operations to include those in golf, bowling and other food and beverage locations, including Java Cafés, will have a minimum of 25% healthy menu items.

(3) IMCOM G9 is collaborating with the U.S. Army Medical Command (MEDCOM) and other Healthy Army Communities (HAC) initiative stakeholders in order to integrate healthier food options into Army communities.

(4) All menus will incorporate a mixture of entrees (dairy and milk alternatives, fruits and vegetables, nuts and seeds and snacks and beverages) in order to meet the overall healthy menu items 25% standard.

(5) Examples of menu items include entrée recipes, snacks, nuts, juice and other beverages. More details and other ideas are located at <http://www.mwrbrandcentral.com/bo/> for assistance in implementation.

(6) The 25% standard will be reviewed and updated by HQ, IMCOM G9, Business Operations, in conjunction with IMCOM Directorates (IDs) Business Operations personnel, on an annual basis, or more frequently, as situational requirements dictate.

(7) Recommended changes or exceptions to these standards may be requested, with proper justification, through the IDs to HQ, IMCOM G9, Business Operations.

b. Bar Operations.

(1) This bar operations' guidance applies to all Family and MWR activities that sell alcohol.

(2) When alcoholic beverage sales exceed 25 percent of total snack bar sales, all alcohol sales must be accounted for in the Regular Bar Department (01). The department includes all associated costs, expenses, labor, equipment, and necessary inventory to support regular bar operations.

(3) The standard pour for distilled spirits is one and a half (1.5) ounces or the use of miniatures, where appropriate. No more than two ounces will be used to build any one drink or cocktail. If the requested cocktail is not programmed into the POS System with an associated recipe, it must be built using the keys on the register; ringing in the individual brands of liquor/liqueur poured. A half-ounce key will be programmed into POS systems to properly total the sale.

(4) CONUS operations selling distilled spirits should establish a two or three tier liquor system based on market demand. Liquor falls into three categories: Well, Call and Premium. When utilizing a two tier liquor system, recommend Well and Call brands. Operations where customer and market demand supports a three tier; recommend Well, Call and Premium. A list of liquor tier brand examples is at appendix N. This does not apply to Outside the Continental United States (OCONUS) operations.

(5) Activities should purchase distilled spirits/products from their local AAFES Class VI, where available per the AAFES-IMCOM memorandum of agreement at paragraph 12, section d (1) appendix X. Wholesale sales to Family and MWR operations will be at the same cost as charged the installation Class VI store, i.e., landed cost (that charged to the store including purchase order price, adjusted for vendor and invoice discounts, plus costs incurred to bring goods to the point of sale). No additional transportation, warehousing, distribution, or handling charges will be assessed. The Army will be notified if exception conditions arise. Specialty items not readily available through the Class VI are exempt from this requirement. Any incidences of non-compliance with the above stated memorandum is reported through your garrison chain of command to the IMCOM Directorate and on to IMCOM HQ, G9.

c. Catering Operations.

(1) A catered event is an event where a food establishment serves food with wait staff at dining tables or sets up a self-serve buffet. The food may be prepared on site, i.e., made completely at the event, or the caterer may choose to bring prepared food and put the finishing touches on once it arrives. An example of a catered event client contact report is at appendix R.

(2) Locations with catering operations that contribute 25% or more of total food or bar sales from any type of catering function and/or private parties must establish, budget for, and report catering income and expenses separately in Department Code 03 for Private Party Bar and Department Code 13 for Private Party Food [DFAS-IN Regulation 37-1, Chapter 32, paragraph 321206].

(3) All catering reservation requests must be followed by a signed contract and an applicable deposit within 72 hours of making the reservation.

(4) All catering events require a contract. Event contracts will be produced by RecTrac, GolfTrac, Caterease or controlled pre-numbered and preprinted contracts.

(5) Contracts will reserve the right for management to reassign the event to a smaller room if the number of expected guests decreases below an established minimum.

(6) The customer signing the contract is responsible for the event and is the only person authorized to make changes to the contract.

(7) Deposits are required for all non-official events:

(a) A deposit is an advance on services to be rendered. If the service is not rendered the return deposit policy in table 4-1 (below), should be followed. A deposit obligates the receiving facility to provide goods and services for the contractual dates and times.

(b) Events that are paid for with appropriated fund (APF) dollars or that are specifically designated by law are classified as an official event.

(c) A letter of intent from the sponsoring organization will replace the deposit requirement for official events.

(8) The following is an example of an event refund and cancellation policy, which must be added to all catering contracts:

Table 4-1. Event Refund and Cancellation Policy Example

Days Prior to Function Date	Percentage of Deposit Refunded
90 days	100%
60 days	50%
30 days	25%
Less than 30 days	0%

(9) Catering operations may establish a method for providing variable pricing (see examples at appendix G) based on the day of week. The intent of this pricing scheme is to be flexible with business on historically “slow” days of the week. Example: Food and Beverage minimums are greater for a Friday or Saturday, as compared to a Tuesday or Wednesday evening. Thus pricing may be adjusted to accommodate an event held on a “slow” day without setting up different menus and pricing.

(10) Examples of catering general rules and deposits/cancellations are in appendixes O and P.

(11) Application of room fees and waivers is a local decision and must be in accordance with Department of Defense (DoDI) 1015.15, paragraph 6.2.4.1 and Army Regulation (AR) 215-1, paragraph 5-14i and 12-8”, (see table 4-2).

Table 4-2. Catering Standard Room Fees

<p>Service Charge (Catering) applied to food and beverage purchases. Army Regulation 215-1, Appendix C-2b. Definition - Service charge. A percentage of the total charge for food and beverages automatically added to each customer’s bill and subsequently distributed by the employing Non-appropriated Fund Instrumentality/entity to all eligible employees. It differs from a tip in that the charge is automatic and not a customer option. Service charge distributions to employees are considered cash wages for which the employing Non-appropriated Fund Instrumentality /entity is liable for withholding and Federal Insurance Contribution Act taxes.</p>	<p>Service charges and waivers is a local decision and must be in accordance with DoDI 1015.15, paragraph 6.2.4.1 and AR 215-1, paragraph 5-14i and 12-8.</p>
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Catered Room Fees	Room fees and waivers is a local decision and must be in accordance references DoDI 1015.15, paragraph 6.2.4.1 and AR 215-1, paragraph 5-14i and 12-8.
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Table 4-2. Catering Standard Room Fees Continued

d. Managers and assistant managers are encouraged to obtain one or more of the following certifications:

(1) National Restaurant Association’s Foodservice Management Professional Certification.

(2) International Military Community Executives Association Certified Military Community Executive.

(3) Executive Chef: American Culinary Federation’s Certified Executive Chef.

e. Food and Beverage benchmarks are in table 4-3.

Table 4-3. Food and Beverage Benchmark

Area	Family and MWR Food & Beverages All	F&B Industry	Bar	Dining Room	Catering
Labor	42%	Payroll 30-35% Catering Payroll 30% Benefits 5-6%	x	x	x
COGS	35%	Food 28-36% Food Catering 22-28% Liquor 18-20% Bottled Beer 24-28% Draft Beer 15-18%	28%	38%	28%

		Wine 35-45%			
OOE	15%	4%	10%	12%	10%
Prime Vendor Usage	80%	X	x	x	x
NIBD	8%	5-10%	x	x	x

Table 4-3. Food and Beverage Benchmarks Continued

Note: Benchmark sources are: US Census Bureau's Business Expenditure Survey, Baker Tilly Restaurant Benchmarks and National Restaurant Association 2012 Table Service Restaurant Trends. A benchmark is a standard by which something can be measured or judged.

f. Food and beverage labor and NIBD standards are as follows in tables 4-4 and 4-5:

Table 4-4. Food and Beverage Labor Standards

Program	Code	Standard (Less than or Equal To)
Food, Beverage and Entertainment	KM	42%
Branded Restaurants	KL	42%
Branded – Java Cafes	KL	35%
Community Club	KG	42%
Officers' Club	KE	42%
Free Standing Snack Bars	LT	35%

Note: The labor standards were derived from a combination of industry standard and current performance. Industry standards were based off a 2012 study conducted by the National Restaurant Association which found that the average labor cost percentage within the food and beverage realm is approximately 1/3 of revenue or 33.3%.

Table 4-5. Food and Beverage NIBD Standards

Program	Standard
Remote and Isolated Clubs, Food, Beverage and Entertainment	8% - NIBD plus Authorized GL not received.
Category C Clubs, Food, Beverage and Entertainment	8% - NIBD.

g. Food and beverage personnel guidelines are as follows in Table 4-6:

Table 4-6. Food and Beverage Personnel Guidelines

Staff/Positions	Small Operation Less than \$500,000 in Annual Net Revenue	Mid-Sized Operation \$500,000 to \$1.5M in Annual Net Revenue	Large Operation Over \$1.5M in Annual Net Revenue	Department
General Manager	RFT	RFT	RFT	G1, GL, 25, 26
Assistant Manager	X	RFT	RFT	G1, GL, 25, 26
Catering Manager	X	RFT	RFT	11,13, 25
Operations Assistant	X	X	X	G1,GL,11,13, 25, 26
Admin Assistant	X	X	X	G1, GL, 25, 26
Caterer	X	X	X	11, 13, 25
Night Manager	X	X	X	G1,GL,11,13, 25, 26
Lead Wait	X	X	RPT	11
Chef	RFT	RFT	RFT	11, 13
Lead Cook	X	X	RPT	11,13
Lead Custodial	X	X	RPT	G1, GL, 25, 26
Custodial	X	X	X	11, 13, 25, 26
Food and Beverage Attendants	X	X	X	11,13, 25, 26
Wait staff	X	X	X	11, 13, 25
Banquet Captain	X	X	X	13
Bartender	X	X	X	01, 03, 25
Bar Manager	X	X	X	01, 03, 25
Food Service Workers	X	X	X	11,13, 25, 26
Food and Beverage Manager	X	X	RPT	G1, 11, 13, 25, 26
Maintenance Lead	X	RPT	RPT	G1, GL, 25, 26
Maintenance Staff	X	X	X	G1, GL, 25, 26
Supply Clerk	X	X	X	11, 13, 25, 26
Cashier	X	X	X	11, 13, 25, 26

RFT = Regular Full Time RPT = Regular Part Time
X = If business warrants, these positions will be filled with flex employees. In some circumstances, limited positions listed may be filled with RPT or RFT employees.
Note: The number and type of food and beverage positions should be determined by the food and beverage volume.

4-2. Bowling Centers. The Bowling Program includes program codes KA (CAT B) and LE (CAT C). Bowling must provide a variety of products to attract both casual and repetitive bowlers. Bowling Center Managers must develop a culture focused on creating programs and maximizing participation in activities offered at the centers. Bowling is packaged as a valued entertainment option.

a. All centers must be members of Bowling Proprietors Association of America (BPAA).

b. On an annual basis, IDs will designate a minimum of one subject matter expert (SME) from the garrison bowling program staff to supplement ID program oversight and assistance capability. Selected garrison SMEs will be United States Bowling Congress Bronze or Silver level Certified Coaches from activities with proven histories of financial profitability, attainment of Army benchmarks and standards in operations, and high levels of bowling center conditions.

c. All bowling centers must have learn-to-bowl and coaching programs; such as the Army's Youth Bowling Education (Bowlopolis), United States Bowling Congress, Dick Ritger, Bob Rea, Bowling Proprietors Association of America and other recognized bowling education programs to attract new bowlers from all demographics and encourage repeat business.

d. Low bowling participation or usage rates during specific times of day is a common challenge. Each bowling business day should be divided into specific day-parts (times of the day, 0900-1100, 1100-1400, 1400-1700, etc.). Day parts may vary depending on the day. Identify and develop a marketing plan targeting demographic groups available during each day part. Some demographic groups available for weekday mornings or afternoons are Child and Youth Services, schools, Wounded Warriors, Special Olympics, Veterans or retirees. Offer bowling and food and beverage packages designed with their interests and needs in mind. An action plan to bring these groups to the center during low participation day parts should be included in the bowling center's annual business plan.

e. Specific manufacturer's maintenance and replacement plans, including daily, weekly, monthly, quarterly, and yearly schedules for all bowling equipment will be kept on-site and maintained by the manager and the mechanic. Yearly and five-year Capital Purchase and Minor Construction (CPMC) schedules will be included in the center's business plan. Bowling lanes will be maintained in accordance with United States Bowling Congress' certification standards.

f. Participation is a key indicator in measuring if the Bowling Program activity is delivering the products and services to meet the customer demand. Activities shall identify their participation benchmark as part of their annual business plan. Actual performance against targeted benchmarks will be reported quarterly in IMCOM G9

Business Operations Bowling SharePoint site [LINK] (example report form is located at Appendix I).

g. Bowling participation benchmark is as follows in table 4-7:

Table 4-7. Bowling Participation Benchmark

Measurement	Equation	Benchmark
Lines per Lane Day (LLD)	$\frac{\text{Total Lines Played}}{\text{Total Lanes in Center} / \text{Total \# of Days Open}}$	17

h. Bowling Center personnel guidelines are as follows in table 4-8 below.

Table 4-8. Bowling Personnel Guidelines

Staff / Positions	KA (16 lanes or less)	LE Medium (18-24 lanes)	LE Large (26-52 lanes)	Department
Operations Staff				
General Manager	RFT	RFT	RFT	G1, GL
Assistant Manager	X	RPT	RPT	G1, GL
Administrative Assistant	X	X	RPT	G1, GL
Night Manager	X	RPT	RPT	G1, GL
Recreation Assistant	X	X	X	45
Recreation Aide	X	X	X	45
Maintenance Staff				
*Lead Equipment Service	RPT/RFT	RPT/RFT	RPT/RFT	88
Asst Equipment Service	X	X	X	88
Lead Lane Attendant	X	X	X	45
Asst Lane Attendant	X	X	X	45
Lead Custodial	X	X	X	G1, GL
Asst Custodial	X	X	X	G1, GL
Pro Shop Staff				
Pro Shop Manager	X	X	X	39
Recreation Aide	X	X	X	39
Ball Driller	X	X	X	39
**Food and Beverage Staff				
Manager	RPT	RFT	RFT	11,14,26

Food Service Worker	X	X	X	11,14,26
Bartender	X	X	X	1, 25

Table 4-8. Bowling Personnel Guidelines Continued

RFT = Regular Full-time RPT = Regular Part-time

X = If business warrants, these positions will be filled with flex employees

Note: The number and type of food and beverage positions should be determined by the food and beverage volume.

*In lieu of equipment service positions, maintenance contracts should be considered, where available, to reduce labor cost and eliminate parts inventories

**Subject to Theme Operations policies vs. local operations

Centers will adjust staffs to meet the labor benchmark based on location, labor market and center size. Actual staffing should be market driven and produce budgets based on achieving NIBD standards.

i. Bowling benchmarks are as follows in table 4-9 below.

Table 4-9. Bowling Benchmarks

Bowling Benchmarks	
Average Lineage Revenue per Line Bowled	\$2.25
Lines per Lane per Day	17
Pro Shop Cost of Goods Sold Percentage	75%
Pro Shop Inventory Turnover per Year	2
Pro shop Inventory Levels	50% of previous year's sales

j. Bowling Proprietors' Association of America (BPAA) "Leadership and Operations Management" Certification is required for all Bowling Center Managers. Bowling Center Managers are required to register through (www.bowlinguniversity.net) to complete the 32 courses as well as all four (4) capstone assignments. Certifications must be acquired in (1) Marketing and Sales Management, (2) Food and Beverage Management and (3) Facility Maintenance Management before starting on the final tract, (4) Leadership and Operations Management. All training courses will be tracked through the BPAA and reported to the IMCOM G9 Bowling Program Manager monthly. Managers who have obtained Level II certification through the G9 Family and MWR Bowling Managers' Certification Program will be exempt from the current program. All Managers, including Level II Certified, are highly encouraged to start working toward the BPAA's Leadership and Operations Management Certification.

k. Minimum standard bowling fees are as follows in table 4-10:

Table 4-10. Minimum Standard Bowling Fees

Activity	Minimum Fee
Open Bowling	\$2.75
Adult Leagues and Tournaments	\$2.75
Youth Leagues	\$2.25
Military Intramural Leagues	\$2.25
Rental Shoes	\$2.75

Note: Utilize local competitive price surveys and analysis to determine fee, meet customer needs and stay competitive in the local market. Request exception to policy if necessary.

l. Bowling center labor and NIBD standards are shown in tables 4-11 and 4-12:

(1) Category B bowling and remote and isolated operations will calculate their labor % as follows:

$$\text{Labor \%} = \frac{\text{Labor} - \text{Authorized GL}}{\text{Net Revenue}}$$

Table 4-11. Bowling Center Labor Standards

Program	Code	Standard (Less than or Equal To)
Bowling (Cat B)	KA	50%
Bowling (Cat C)	LE	50%

Table 4-12. Bowling Center NIBD Standards

NIBD Standards	
Program	Standard
Category B Bowling	3% - NIBD plus Authorized GL not received
Remote and Isolated Bowling	12% - NIBD plus Authorized GL not received
Category C Bowling	12% - NIBD

m. Bowling center operations should utilize the prime vendor program for at least 80% of food purchases.

n. Pro Shop. A full-service successful pro shop can be a lineage multiplier and net revenue generator. Pro shops in many centers no longer generate sufficient net revenues to warrant continued operations. Centers need to review current operations to determine whether the operation can support a pro shop. For many centers, an inventory of bowling aids and accessories sold over the reception counter is sufficient to support the center's clientele. Whether full-service or aids and accessories, merchandise and services should reflect current market trends.

(1) Inventory and sales-mix reports should be reviewed regularly to identify low or no demand items. Sales should be held at regularly scheduled intervals throughout the year to move old or hard to sell merchandise.

(2) Special orders are the preferred method of providing bowling balls for our patrons. This quick turnaround effectively makes the vendor the pro shop warehouse.

(3) To include a pro shop in a new construction project, the business plan for the pro shop will be included as part of the project validation assessment process.

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 one appropriately credentialed NF-4 or 5 level golf professional and one appropriately credentialed NF-4 or 5 level 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 the 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 will include the G9 Golf Program Manager (PM) in the hiring process. The 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) Garrison will provide Golf Working Group qualified applicants for review.

(3) Working group to provide two members for the panel and subsequent interviews, one from a Garrison and one from HQ, IMCOM G9, Golf. ID BOD may also participate based on availability.

b. Build the Bench Program: PGA allows as many as two apprentices for each 9-holes. Industry practice utilizes apprentices for all phases of the operation to include player development; with this, apprentices have buy-in with the operation and provide a strong bench. Industry studies show positive player retention and benefits of greater customer interaction with golf professionals.

c. Garrisons will promote the hiring of PGA apprentices, NAF-3 level. Golf PM will add standard PD in FASCLASS. Allow for lower starting wage as incentives will be included, such as: lessons, playing and performance awards.

d. 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 and to assist in the professional development, promotion and sustainment of the enterprise. ID and Garrison BODs will be included in all correspondence to Garrison Golf Managers.

e. 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 IMCOM Directorate will have a minimum of one SME.

f. 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 in any manner.

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

g. 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.

h. 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 equate to 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.

i. 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.

j. 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.

k. Installation Management Command G9, in coordination with IMCOM Directorate 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. Garrisons will work through the IDs to eliminate quid pro quo volunteer programs and golf course volunteers will abide by Army Regulation 608-1.

l. 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 monthly in the IMCOM G9 Business Operations Golf SharePoint site (example report form is located at Appendix H).

m. CONUS courses without approved public access will submit expanded patronage requests annually (by the end of the FY) based on excess player capacity IAW Army Regulation 215-1, Chapter 7.

n. CONUS courses with limited public access approval actions dated prior to FY13 must submit a request to expand patronage access beyond current limits based on excess capacity IAW Army Regulation 215-1, Chapter 7.

o. 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.

(4) Golf Course set-up: Keep it easy/fun, play it forward, shorter holes, especially par 3s – increase pace of play.

p. 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 (5 years). Plans for replacement should be submitted as part of the CPMC and 5-year plan. Each golf course will provide their ID FMWR Integrator the current status of the golf cart fleet on an annual basis to include number of carts and purchase year, with projected replacement year. The intent is that the IDs replace the garrison's carts in their entirety, based on the 5 year life cycle. The G9 Golf Program, G9 Financial Management and NAF Contracting will support the ID execution of the cart fleets with the enterprise Capital Purchase and Minor Construction (CPMC) program.

(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, and golf courses maintenance supplies).

(4) Consolidated Turf Maintenance Equipment indefinite delivery/indefinite quantity (IDIQ) contract.

(5) Audubon International Society: Membership will provide a resource to develop and initiate practices dedicated to resource conservation. These practices are to be included in your annual garrison Business Plan.

(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 and GCSAA Superintendents' Certification Requirements.

(7) Rental Club Program: IDIQ contract to provide at a minimum of 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 are 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. The 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 Department of Defense (DoD) Form 1391s that address discrepancies outlined in the golf course assessments by the contractor, 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.

q. Golf course strategic plan standards are as follows in table 4-13:

Table 4-13. Golf Strategic Plan Standards

Standard	Metric
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 as part of CPMC and 5-year plan
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
Golf Instructor	PGA/LPGA Class "A" Member in good standing
Approved fee structure	Implemented
Player development program	Monthly - 4/season
Golf clinics	Monthly – 6/season
Equipment demo days	4 vendors per season

Table 4-13. Golf Strategic Plan Standards Continued

r. Golf personnel guidelines are as follows (FTE - Maximums) in table 4-14:

Table 4-14. Golf Personnel Guidelines

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)	88

Assistant Superintendent (GCSAA)		X* (FTE)	X (FTE)	X (FTE)	88
Mechanic	X (FTE)	X* (FTE)	X* (FTE)	X* (FTE)	88
Irrigation	*	*	X*	X*	88
Spray Technician	*	*	X*	X*	88
Operators	3X* (FTE)	4X (FTE)	5X (FTE)	5X (FTE)	88
Laborers	4X	4X	5X	6X	88
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 Note: The number and type of food and beverage positions should be determined by the food and beverage volume.					

Table 4-14. Golf Personnel Guidelines Continued

s. Golf participation benchmarks are as follows in table 4-15:

Table 4-15. Golf Participation Standards

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

t. Golf benchmarks are as follows in table 4-16:

Table 4-16. Golf Benchmarks

Total Other Operating Expense Percentage	20%
Pro Shop Cost of Goods Sold Percentage	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
Annual Driving Range Revenue per Round	\$2.75
Annual Golf Cart Revenue per Round Percentage	75%

Table 4-16. Golf Benchmarks Continued

u. 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 II PGA training & I and Superintendents Courses meet this requirement.

v. 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.

w. In order to ensure professional golf instruction, meeting all swing fundamentals, for all levels of patrons at all Army golf courses, the below standard will apply to all those who are providing golf instruction:

(1) PGA/LPGA Class "A" Member in good standing

(2) Only those possessing the above credentials will meet the requirement for all instruction contract awards. Those activities with a PGA Class "A" Member as the Golf Manager or General Manager may allow their full time assistants enrolled in the PGA Apprentice Program to provide instruction under their supervision and guidance.

x. Minimum standard golf fees are as follows in table 4-17:

Table 4-17. 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)
E1-E5 Active Duty Enlisted Youth (17&under)	\$8	\$13	\$390	\$625	\$8	\$14	\$3	\$5
All Remaining Authorized Users	\$13	\$22	\$660	\$1,050	\$8	\$14	\$3	\$5
Guest/Public	\$19	\$30	\$900	\$1,450	\$8	\$14	\$3	\$5
Reciprocal	50%	50%	N/A	N/A	\$8	\$14		

(1) Notes on the minimum standard golf fees:

(a) Previous Fee Structure was implemented 1 October 2013.

(b) New fee structure reduces amount of tiers from four to three, reducing material weakness.

(c) Provides nominal fee increases across the board.

(d) All category fees are listed as "MINIMUMS".

(e) All U.S. Military Services' 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.

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

y. Range Balls:

(1) Same fees for all authorized patrons.

(2) Written procedures involving two employees to remove cash/tokens.

(3) Inventory tokens as cash to cash drawers and safe; Form 4082.

z. Cart Fees: Charged on a shared basis.

aa. Tee Time Priorities:

(1) Active Duty (1st)

(2) Annual Green Fee Patrons (2nd)

(3) All other Daily Authorized (3rd)

(4) Guest Daily (last)

bb. Tournaments:

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

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

(3) All applications are in numbered sequence; create separate file for each

request.

(4) POS receipt to include final itemized counts of players with green fee/cart fee/range fee and gift certificates as appropriate in file.

(5) Maintain file (minimum 3 years)

cc. Annual Green Fees - Application process requires:

(1) Hard copy of application for each patron; create separate file.

(2) Patron information enter in household-RECTRAC.

(3) Copy of proof of appropriate fee level in file.

(4) Copy of POS receipt of payment in file.

(5) Maintain file (minimum 3 years).

(6) Annual Green Fee Patrons receive 50% discount on tournament green fees.

dd. Rain Check Procedures - (Written eligibility policy in place at activity):

(1) All rain checks are in numbered sequence.

(2) All rain checks are controlled in the safe.

(3) All rain checks are issued to specific patron by name and/or number via log or POS.

(4) All rain checks have no cash value (\$0); may only be redeemed by original patron.

(5) All rain checks have expiration date not to exceed 1 year from issuance date.

ee. Golf labor and NIBD standards are in tables 4-18 and 4-19.

(1) All activities will utilize labor model and labor chart based on hours of operation and budgeted rounds.

(2) Program minimum staffing levels to establish par number of hours and benefited employee requirements.

Table 4-18. Golf Labor Standards

Program	Code	Standard (Less than or Equal To)
Golf	LQ	50%

Table 4-19. Golf NIBD Standards

Program Size as determined by annual total net revenue	Standard
Over \$1.2M	12%
\$800K to \$1.2M	8%
Under \$800K	4%
Korea, Japan and Europe (any amount)	18%

* Note – NIBD for golf courses on remote and isolated installations includes NIBD plus authorized GL not received.

ff. Golf course operations should 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. Authorized participants/bonfide guests and the process to accept winnings are outlined in AR 215-1, Chapter 8-12.

c. United States taxpayers, winning single bingo prizes of \$1,200 or more, have Internal Revenue Service tax recordation, reporting, and withholding requirements. Non-United States taxpayers located within the United States have differing

requirements. See Army Regulation 215-1 or your local Judge Advocate General office for specific guidance.

d. Contractors/Vendors are prohibited from receiving a percentage of sales, gross profits, net income, or any similar sharing. No such arrangements may be made for any Army bingo operation whether the game is on paper (pricing may not be related to the value of the card sold) or electronic equipment. Paper or electronic units must be purchased, or obtained under a rental/lease agreement.

e. If electronic equipment is obtained, ensure that the right numbers of machines are procured. Too many machines may negatively impact Morale, Welfare and Recreation earnings and too few may affect customer satisfaction.

f. 24-Number Bingo, also known as Quick Shot bingo, Bonanza bingo, or other names, is available in paper or electronic versions. They are offered as separate units or as part of a regular session electronic bingo unit. 24-Number Bingo is authorized for play in Army Morale, Welfare and Recreation activities.

(1) 24-Number bingo equipment for non-session activities must comply with Army approved 24-Number Bingo rules. The G9 Bingo Program Manager will provide recommended sources upon request.

(2) Players may not obtain multiple units to avoid the maximum value/price restrictions.

(3) All current operating policies are written in the SOP template located at Appendix E for Garrison use.

(4) Local Standard Operating Procedures must include credits for 24-Number Bingo and have \$100 cap per unit transaction. Re-load the machine to no more than \$200; however, there is no limit as to how much a customer plays per night.

g. 24-Number Bingo.

(1) 24-Number Bingo cards may be purchased at anytime during the game period (day, week, etc.). Duration of the game should be based on frequency of the regular bingo session or best business practices.

(2) All 24-Number games on a garrison will cost the same; offer the same prizes, and the same bingo patterns for a win when using one vendor. Those garrisons having more than one vendor will ensure same cost, same prizes, and same bingo patterns for win per vendor.

(3) 24 balls are drawn from an approved traditional bingo blower - 5 "B"s, 5 "I"s, 4 "N"s, 5 "G"s and 5 "O"s. Numbers are drawn by a caller in the presence of, and witnessed by bingo staff and, if available, bingo players. The recordation sheet for

numbers drawn is dated and signed by the drawing witnesses. The numbers are posted to an official 24-Number Bingo board with dates and times inclusive of the game period. Manager will sign the board or otherwise verify its accuracy. All copies of the board will include the first and last date and time that cards may be purchased for the game.

(4) A list of winning bingo patterns and prizes will be clearly posted at all points of sale of 24-Number Bingo cards. Winning bingo patterns for both electronic and paper games must be the same. Cards will be traditional bingo (5x5) styled cards. For electronic units, the display of spinning reels or any alternative electronic display related to the bingo game is prohibited. This does not prohibit entertainment only displays that are not connected to the game.

(5) Garrison must determine the accounting treatment for 24-Number Bingo if offered in different MWR locations on the garrison by selecting one of the following and advising the vendor(s):

(a) Consolidated Game. Card sales and redemptions will be recorded at the location of sale. At the conclusion of each 24-Number Bingo game the bingo prize payouts and gross profit for each selling activity will be adjusted to reflect a proportionate share for the game based on the number of cards sold at each location. Sales, costs, payouts and other bingo expenses will only be listed in the bingo GLAC. For control purposes, this is the recommended option. A Garrison Bingo Manager will be responsible for all games on the installation no matter where they are played.

(b) Multiple Games. If for business reasons (size of program, control, etc.) it is impractical to offer a consolidated game, different 24-Number Bingo sessions may be offered in different MWR facilities. All games however, must offer identical game patterns, costs, and prizes. If this option is chosen, a separate drawing for each game is required, sales and earnings are posted only to the selling activity, and all rules herein will apply to each game. A Garrison Bingo Manager will be responsible for all games on the installation no matter where they are played. Bonus Rounds are permitted if you can play them on paper, win coins or credits for additional games to play.

(6) All game cards will be serial numbered. Sealed paper cards will have the number printed on each card. Each electronic card will have a unique number such that if later retrieval of the card is necessary to verify a win, it may be retrieved. Electronic card numbers should be hidden from customer view during play. If electronic units are used, paper bingo must be available, playing the same game with the same prizes.

h. Card Prices for 24-Number Bingo.

(1) Card prices for paper or electronic games will be identical and the maximum card price will be \$1.00.

(2) Recommended card prices, if four price points are selected, are: 25 cents, 50 cents, 75 cents, and \$1.00.

(3) No more than four price points will be used, and bingo prizes must be proportionate to the price of the card. For example, for a two price point game offering a \$1 and a 50 cent card, if the bingo prize is \$10 for a certain pattern on the \$1 card, the 50 cent bingo card prize must be \$5 - half the amount of the \$10 prize. Manager may elect to reduce the number of prize points, or substitute other card prices so long as no more than 4 price points and a maximum for \$1 is used. A single paper card may be used even if there are four price points on the electronic version. The single paper card will be priced at the same price as the highest priced card on the electronic version of the game.

i. Bingo Prizes and Patterns for 24-Number Bingo.

(1) The maximum prize will be \$6,000. Machines will also be capable of being set for a maximum prize of \$2,000 and \$1,000 (with corresponding adjustments to the other winning patterns and prizes). Jackpot games or bonus rounds may be provided if the vendor provides the written procedures to play the same game on the paper cards. Any additional balls needed for these rounds must be drawn at the time of the original drawing. Use of a Random Number Generator (RNG) is not allowed under any circumstances.

(2) Payout percent will be based on vendor provided calculated payout percentage of 80% to 97%. Garrison Bingo Manager will determine patterns that work well for the desired NIBD.

(3) The contractor will provide two bingo prize pattern sheets annotated with the estimated overall payout and return (percentage of wins, number of wins, revenue and prize payouts) and the same information for each individual winning pattern listed. One pattern will provide for a greater number of wins in the lower value range and the second will provide for more prizes in the middle range. If managers elect a maximum prize of less than \$6,000, the vendor will provide the prize pattern sheets for the managers' selection.

(4) If the activity or garrison already uses a pattern and decides to continue to use it, the activity will provide that pattern and prizes to the vendor 20 days prior to install. If the estimated prize payout is outside the required range, the vendor will adjust prizes and or games to match as closely as possible the provided game.

(5) At least quarterly, the vendor will offer updated bingo prize pattern sheets that maintain the percentages but allows the promotion of "new game patterns". It is an IDIQ requirement to which they are held accountable.

j. A player's skill in marking paper cards determines the amount of time it takes to play each game. As electronic 24-Number Bingo units are aides to playing 24-Number

Bingo and not intended to speed up play to where the entertainment value is removed. Units will be programmed by the contractor to a minimum time standard as follows:

(1) If the unit has player adjustable settings, the default speed will be 15 seconds for 1 to 4 cards. Experienced customers may adjust the play speed to a maximum speed of 7 seconds for 1 to 4 cards.

(2) If the unit does not have player adjustable settings, the default play setting will be 10 seconds for 1 to 4 cards. The clock starts when the customer hits the "Start" button and the screen starts dropping or revealing (the pre-called) balls or the cards are being marked or otherwise unveiled. The clock stops when all cards are electronically marked or revealed and the customer is notified of the results.

k. Purchase of electronic cards for 24-Number Bingo by customers will be done in the same manner paper cards are purchased - players may choose to purchase as many cards as they desire (subject to paragraph "l") and may play one or more cards at a time. If an electronic 24-Number Bingo unit is used by a customer, no more than 9 faces may be played at a time.

l. Minimum Player Contact.

(1) To ensure the minimum player contact is maintained, the vendor will program the equipment to, at a minimum, require the player to:

(a) Touch the screen/unit to start play (have the cards appear).

(b) Touch the screen/unit to start a game (ball numbers appear and/or cards begin being covered). Pressing "enter" or similar for each number called or displayed, is not required.

(c) Touch the screen/unit to claim a bingo. If no win, the screen touch may take the player to (1)(a) above.

(2) The electronic unit may NOT automatically start the next game.

(3) Bingo prizes may accumulate electronically until the player completes their bingo session.

m. The Garrison will set the maximum number of cards/value players may purchase per session based on local conditions. The maximum limit per session will be \$100 (regardless of the price of individual cards). When customers complete a session, they may turn the unit in and begin another session if they desire.

n. Electronic card series numbers should not duplicate the paper card series numbers used by the installation, to avoid having duplicate cards in play. In cases where the programming of the unit is such that it generates random cards of all possible

cards (not therefore able to exclude a defined series) then this rule is waived. Vendors will disclose the series and programming used, and the garrison will provide the Vendors with the series they use for paper.

o. Neither vendors nor garrison personnel have to authority to change this Operating Policy. Requests for exception should be sent through the IMCOM Directorate, to IMCOM G9 Business Operations Program Manager for review and approval.

p. Speed Bingo - Red Eye, Lighting (Quick Wins) is a traditional game where the caller draws numbers from a traditional bingo blower, calls out the drawn ball, and most times omits the letter on the ball. The usual win pattern is any single bingo. Experienced callers can call one number every two or three seconds. This produces games lasting less than a minute which provides excitement to the bingo program.

(1) Speed Bingo can be played a limited number of games, for a limited time period, as part of the regular bingo program. This can be done during warm-up, intermission, or as end of session special games. Prizes may be fixed or pari-mutuel.

(2) Speed Bingo is authorized for play in Army Morale, Welfare and Recreation bingo programs on paper or electronic version, as a separate unit or as part of a regular traditional electronic bingo unit. The speed of calls must be set to accommodate both paper and electronic players.

(3) Speed Bingo may be played as its own session (any period of time not during a regular session, where Speed Bingo is the predominate game offered) as follows:

(a) When electronic units are used, pari-mutuel prizes are authorized. Sessions should run for between 10 minutes and 30 minutes. Multiple sessions are authorized.

(b) The speed of call and the verification process determines the number of games per session.

(c) The maximum should apply to the number of cards (faces) that can be played on an electronic unit for a Speed Bingo game.

q. Speed Bingo Operating Policy

(1) Card sales, program, prizes, and operational aspects will be the same as with other traditional bingo games.

(2) All game cards (paper or electronic) will have unique serial numbers and must be retrievable at a later date if it is necessary to verify a win. Vendors may not receive a percentage of card sales, winnings, payouts, gross profits, etc. Electronic units (and supporting equipment and software) may be rented/leased by the bingo program on per use or per time period basis, or purchased.

(3) Card prices will be established by the manager. To maximize participation by authorized patrons, the price of each card should be as low as possible. As with traditional bingo, the manager will require the purchase of at least one card per game for each game. Managers will also establish a maximum number of cards that a customer can purchase for each game. Customers desiring to purchase additional cards (above their pre-purchased cards) may do so (prior to the start of each game) so long as the total number of cards played by the player for each game does not exceed the maximum number established.

(4) A player's skill in marking paper cards determines the number of cards a paper player can play for each speed bingo game. For electronic units played at the same time as paper, managers should limit electronic card purchases to a number not more than 2 or 3 times that what a skilled paper player can play. As paper card speed bingo games are traditionally 50/50 games, this pricing may continue for speed bingo occurring during regular bingo.

(5) Prizes from electronic Speed Bingo (non pari-mutuel) will be established by the manager, using traditional methods of calculating bingo prizes such as considering the estimated or actual participation (cards purchased) in each game. A bonus prize may be adopted for each game if additional cards are purchased beyond the pre-purchased amount. Managers should determine procedures for implementing bonus prizes. Management should use a flat rate rather than a percentage of the extra bingo cards purchased. This can be accomplished by using a tiered method of prizes, similar to other bingo games or operations that have a certain prize level if a certain number of people attend and a lower prize if less than that threshold is reached. Example: for every additional 10 cards played beyond the pre-purchased cards, the bonus prize increases by \$1.75 (70% of the \$2.50 gross from 10 cards sold at 25 cents each). Any calculation that is consistent with the budget and operational guidance for bingo is acceptable. The bonus prize may be determined for each game and may be different for each game. It must be announced prior to the start of each game. A traditional "winner take all" game, may also be offered at least once in each short session, and not more than twice in a longer session.

(6) Electronic Speed Bingo Session prizes should be based on an average estimated prize payout of 65% to 85% of the gross amount of cards purchased. It may go to an average of 60% per session, if required by operational needs. Consider the 15% NIBD benchmark when estimating prizes.

(a) To ensure the minimum player contact is maintained, the vendor will program the equipment to, at a minimum, require the player to:

- (1) Touch the screen/unit to start the session.
- (2) Touch the screen/unit to call up cards purchased.
- (3) Touch the screen/unit to daub each number called. Screen/unit can be designed

for the player to enter each number called by use of a numeric keypad, a single “daub the number called” button, or any other method that requires the customer to mark the card for each number. Automatic daubing is not authorized.

(4) Managers may authorize a “catch-up” button to be used. A catch-up button is one that will mark all previous called numbers for the current game. This will allow newer players the opportunity to ensure they do not miss entering a number.

(5) Touch the screen/unit to register a bingo win.

(6) Bingo prizes may accumulate electronically until the player completes their bingo session.

(7) Players may purchase additional cards before a session/game begins, up to the limit specified above.

r. Optional Bingo Event Cards are recent, commercial offerings designed to look like pull tabs. Pull tabs and similar games are specifically prohibited by Army Regulation 215-1. However, some bingo event cards are manufactured and played in certain manners that are not pull tabs and are authorized for use. To ensure only approved cards are used, Bingo Event Cards (BEC) must comply with the operating policies listed below.

s. Bingo Event Cards (BEC) will be played as a regular bingo game during session bingo and are designed for a speedier game of bingo in that they have a single bingo number (appropriate to the bingo letter) under each bingo letter. The inclusion of a single free space at the normal expected distribution (not more than 1 BEC with a single free space in the “N” position in every 5 cards) is authorized. A free space is not required.

(1) BEC’s will not have a predetermined prize printed on the card; BEC cards/sets will not have predetermined winning cards; and game play will not be dependent on a certain number of cards being sold.

(2) Game must be played when a regular bingo occurs (not in a lottery format) and will not include progressive games.

(3) BEC’s will NOT be played electronically. These cards may only be used as paper games.

(4) Game must be played as a fixed prized game unless played under an authorized variation below. As with any other bingo game, managers must estimate the number of cards to be sold (per time played) and offer the prize whether or not enough cards are sold to cover the prize cost.

(5) Each BEC will have a series/serial number on the outside of each card to ensure appropriate inventory controls for issuance, confirmation of wins, returns to stock.

(6) BEC cards need to be available in appropriate sequences and/or colors/style to allow for BEC games to be played multiple times during the bingo session. Permutation information must be provided by the vendor along with estimated win calculations.

(7) BEC cards may be tear open, tab removal, or other types that comply with the guidance provided herein. BEC's must be obtained from an approved BPA from which the BCE's have been approved by the IMCOM Directorate and IMCOM G9 Business Operations Program Manager.

(8) Authorized variations are:

(a) BEC cards, instead of a row of numbers per above, may include a column of numbers appropriate to a bingo letter – such as a BEC card may include a single Column B with 5 “B” appropriate numbers (1-15). Another series may include the Column “I” with 5 “I” appropriate numbers (15-30). This would continue for the “G” and “O” columns. The “N” column would have 4 numbers with the free space in the center.

(b) BEC's may be used under the rules above as a “play along” game. Players are playing two different bingo games at the same time and can bingo on either or both.

(c) BEC's used in 50/50 type game prizes (instead of fixed prizes) are authorized if the game is used in the traditional periods for 50/50 type games, such as warm up games, intermission games, or closing games. This authority does not extend to operating an independent session with BEC's.

t. Future standardization efforts to reduce operating costs, improve performance and ensure that internal controls are fully functional within bingo operations include:

(1) Mandatory use of electronic inventory and sales controls which utilize electronic reports available thru vendors (i.e. eQube Technologies Reports, Video King OMNI Reports) or the bingo POS of choice.

(2) Standard and routine inspection of bingo operations to ensure compliance with internal controls, in an attempt to avoid future losses.

(3) Training Manual.

(4) All bingo paper has full numeric inventory control.

(5) Contract for session equipment also determines services requirements.

u. Bingo benchmarks are as follows in table 4-20:

Table 4-20. Bingo Benchmarks

Total Operation Labor Cost	7.5%
Total Other Operating Cost	5.5%
Session Prize Payout	72%
NIBD	15%
24-number Prize Payout	Vendor calculated payout % of at least 80%

v. Bingo personnel guidelines are as follows in table 4-21:

Table 4-21. Bingo Personnel Guidelines

Staff / Positions	Stand Alone Bingo Operations	Department
Operations Staff		
General Manager	RFT	E1
Assistant Manager	RPT	E1
Operations Assistant	RPT	E1
Recreation Assistant - Caller	X	E1
Recreation Aide – Runner	2X	E1
Lead Cashier	X	E1
Cashier – Checker	X	E1
Security Guard	X	E1
Maintenance Staff		
Lead Custodial	X	E1
Assistant Custodial	X	E1
Food and Beverage Staff		
Manager	RPT	E1
Food Service Worker	2X	E1
Bartender	X	E1
RFT = Regular Full Time RPT = Regular Part Time X = If business warrants, these positions will be filled with Flex employees		

4-5 Post Restaurants.

a. Post Restaurant Funds are program code UA. The responsibility and focus of this program is to develop, market and provide food and beverage products and services that meet the desires of the customer while providing net income to support the Post Restaurant Fund's capital reinvestment needs and fund a well rounded Civilian Welfare Fund program. In addition, managers should be aware of the Army's Healthy Communities (HAC) and Performance Triad. See appendix T-1 for information on the HAC and Performance Triad. These services can be provided directly with non appropriated fund employees or via a contractor. G9 Business Operations will operate food and beverage activities that represent leading commercial industry trends. The minimum Net Income Before Depreciation for Post Restaurant Fund's is 8% of total direct food service. Income from concessionaires or other operations including Vending BPA agreements, interest income and Bingo will not be included in the determination of the 8% standard. Administrative expenses will be allocated IAW GAAP to all revenue centers in order to compute the standard.

b. Fully contracted Post Restaurant Fund operations will not utilize a Regular Full Time (RFT) Non-appropriated Fund employee or equivalent for the restaurant officer/manager, custodian or Contract Officer Representative (COR) positions. Total labor hours allocated to the Post Restaurant Fund will not exceed 20 per week from all sources.

c. The dividend distribution policy will remain at a maximum of 50% of Net Income Before Depreciation for Post Restaurant Funds that own fixed assets and 95% for those that do not. The Business Operations, Army Civilian Welfare Fund will continue to receive 5% of each Post Restaurant Fund's Net Income Before Depreciation. All special dividends will be identified in the Strategic Plan, Annual Operating Budget and cash flow budget. All special dividends of any amount must be approved by G9 Business Operations, Army Civilian Welfare Fund.

d. Installation MWR Fund overhead services provided to Civilian Morale, Welfare and Recreation funds: When the Installation MWR Fund provides support services to civilian funds, the cost may be equitably apportioned to Post Restaurant Funds or Civilian Welfare Funds. Any charges of Installation MWR Fund administrative/overhead costs are to be negotiated between Installation MWR Fund and the Civilian Funds on the installation (agreed upon as to which and how much of the overhead program services will support civilian funds). Also, Civilian Funds may provide services to the Installation MWR Fund when it is determined that it is most efficient to do so. The support agreement is to be documented in a Memorandum Of Agreement and approved by the Army Civilian Welfare Fund. The Memorandum Of Agreement will list the services provided and the charging methods used. Any cost allocation is to reflect services necessary and work actually performed. The Installation MWR Fund expenses charged to Civilian Funds are not to include Department Code GL – Appropriated Fund Support (Normal Operations).

e. Maximum charges for overhead support will be based on actual expenses incurred to provide these services. In no case will the charges for support or services

provided to Civilian Morale, Welfare and Recreation Funds be more than the Post Restaurant Fund's or Civilian Welfare Fund's proportionate share of the total of all expenses of the Installation MWR Fund and Civilian Funds combined (not including the expenses of the overhead programs to be allocated nor any Department Code GL – Appropriated Fund Support (Normal Operations). The shared and overhead cost allocations should be reviewed and reconciled to actual expenses incurred twice each fiscal year, and if necessary, adjusted to ensure that they are appropriate.

f. To offset anticipated increases in labor and food costs, price adjustments and menu adjustments must occur quarterly.

g. Benchmarks allow management to compare their operation's business processes and performance metrics to that of a well run operation. This snapshot helps identify potential areas of concern and supports continuous improvement. Table 4-22, below, provides the Army Post Restaurant Fund food and beverage benchmarks. They identify areas for improvement, but are not requirements. Each operation has unique situations that may warrant deviations from the benchmarks, however, the goal is to recognize these situations and take appropriate action.

Table 4-22. Post Restaurant Fund Food and Beverage Benchmarks

Area	Overall	Catering	Snack Bar	Cafeteria	Vending	Mobile Canteen
Labor	40%	40%	35%	40%	25%	40%
COGS	38%	35%	35%	38%	50%	45%
OOE	12%	12%	10%	10%	10%	10%
NIBD	8%	13%	15%	8%	15%	15%

h. Post Restaurant Fund labor and NIBD standards are as follows in tables 4-23 and 4-24:

Table 4-23. Post Restaurant Fund Labor Standards

Program	Code	Standard (Less than or Equal To)
Post Restaurant Fund Cafeteria	11	40%
Post Restaurant Fund Catering	13	35%
Post Restaurant Fund Snack Bar	14	35%
Post Restaurant Fund Mobile Truck	16	40%
Post Restaurant Fund Vending	C1	25%

Table 4-24. Post Restaurant Fund NIBD Standard

Program	Standard
Post Restaurant Fund	8% - NIBD, by department with fully burdened G1 labor expense.

i. Post restaurant operations should utilize the prime vendor program for at least 80% of food purchases.

j. Post restaurant personnel guidelines are as follows in table 4-25:

Table 4-25. Post Restaurant Personnel Guidelines

Staff/Positions	Small Operation Less than \$500,000 in Annual Net Revenue	Mid Sized Operation \$500,000 to \$1.5 Mil in Annual Net Revenue	Large Operation Over \$1.5 Mil in Annual Net Revenue	Department
General Manager	RFT	RFT	RFT	G1
Assistant Manager	X	X	RPT	G1
Operations Assistant	X	X	X	G1
Admin Assistant	X	X	X	G1
Chef	X	RFT	RFT	11
Lead Cook	X	X	RPT	11
Food Service Workers	X	X	X	11,14,16
Cashier	X	X	X	11,14,16
RFT = Regular Full Time RPT = Regular Part Time X = If business warrants, these positions will be filled with flex employees. In some circumstances, limited positions listed may be filled with RPT or RFT employees.				

4-6 Civilian Welfare Funds.

a. Civilian Welfare Funds are program code UC. Civilian Welfare Funds have the dual mission of financially supporting and managing recreational and welfare activities for civilian employees and other authorized patrons. The bulk of Civilian Welfare Funds financial support is from Post Restaurant Fund dividends.

b. Civilian Welfare Funds business operations must be self-sufficient. Operational fees and charges will be sufficient to meet continuing operational expenses, capital requirements and capital improvements. Civilian Welfare Funds business operations include, but are not limited to, the following: Bowling Centers, Cabins, Recreation Lodges and Pavilions, Rod and Gun Clubs, Flying Clubs, Fitness Centers, Golf Courses

and Driving Ranges. These Civilian Welfare Fund business activities operations are not authorized to be subsidized by Post Restaurant Fund dividends.

c. Civilian Welfare Funds are authorized to expend no more than 25% of the fund's total revenue on Non-appropriated Fund employee salaries.

d. All Civilian Welfare Funds will budget for break-even posture.

e. Civilian Welfare Funds with large cash balances should program special, non-recurring events in order to reduce unnecessary cash balances and provide additional programming to the workforce. The funding of CPMC projects is another authorized use of cash in excess to normal needs.

f. Civilian Welfare Funds must survey the workforce in order to effectively develop and administer programming that will best meet the needs of the installation's civilian employees.

g. Civilian Welfare Funds NIBD standards are as follows in table 4-26:

Table 4-26. Civilian Welfare Funds NIBD Standards

Program	Standard
Civilian Welfare Fund	Actual NIBD% is 0 to 3% below or above Budgeted revenue amount.

**Chapter 5
Performance Improvement Program**

5-1. Reporting Process.

a. HQ, IMCOM G9 will collect, consolidate, and analyze financial performance information and develop a consolidated report listing every activity and location of business operations that have a negative NIBD. Note: NIBD for Category B Bowling activities and Remote/Isolated Category C Bowling, Golf and Food, Beverage and Entertainment activities will include NIBD plus authorized GL not received.

b. At the same time, HQ, IMCOM G9 will notify the HQ, IMCOM command group, the IMCOM Directorates and garrisons when an activity is reported on the Business Operations PIP list.

c. IMCOM Directorates will notify commanders that the activity identified on the PIP list is under review and take steps to implement the required actions IAW this guidance.

d. Directors of Family and Morale, Welfare and Recreation will ensure business activities that are not meeting financial standards implement appropriate actions and procedures IAW with this guidance.

e. Managers will execute improvement plans, implement cost savings and service improvement initiatives, and ensure all business activities meet required financial standards.

5-2. Reporting Requirement. All reports are submitted through IMCOM command channels at the 2nd and 4th quarter financial reporting periods. Monthly reports are required on specific locations that are chronic (more than two reporting periods) losing activities.

5-3. Performance Improvement Program Guidance.

a. The purpose of the PIP guidance is to provide assistance to all US Army IMCOM garrison personnel on Business Operations Performance Improvement Program.

b. This guidance applies to all IMCOM Directorates and Garrisons.

c. IMCOM is committed to effective and efficient management of all Business Operations.

(1) The IMCOM Annual Command Guidance – FY18 memorandum, dtd. 14 Aug 17 discusses responsibilities of operating in a resource constrained environment. It is necessary to apply sound stewardship principles to our resources. The main objective to meet this goal is to apply best business practices to meet established non appropriated funds (NAF) operations financial performance objectives.

(2) Business Operations' activities are not mission essential, but offer desirable social and recreational opportunities for eligible patrons. Operations are funded through self-generated net revenue with limited appropriated funds, and income is utilized to maintain infrastructure, expand programs, renovations and new construction. Operations that are unable to achieve profitability will change their mode of operation or close. The Business Operations Performance Improvement Program is a systematic approach to ensure losing business operations become profitable, or receive an exception based on well-defined rules. This memorandum sets the procedures, timelines, responsibilities, and well-defined rules for the program.

5-4. Procedures.

a. Business activities and operations are placed in the program when they have a negative NIBD, based on an annual fiscal year review. Reviews will occur at the end of the 4th quarter of each year. Operations will be placed in the program notified in writing from HQ, IMCOM G9 within approximately 30 days following the annual review. Garrisons with three or more operations in the PIP are required to conduct a garrison-

wide assessment, and submit a garrison level recovery plan to the IMCOM Directorate Director for review and approval. Operations in the program will remain for a minimum of two fiscal years, and removed only on approval of the HQ, IMCOM Commanding General, based on profitability over the cumulative two fiscal year time period, closure, or permanent waiver. Facilities are required to submit business plans, reduce losses, meet standards, or close unless specifically authorized by HQ, IMCOM to continue operations under a waiver.

b. Operations will develop a Strategic Business and Action Plan (see appendix U) in a standard format. Operations will be judged, based on their Strategic Business and Action Plans, so it is important that plans are prepared for completeness, understanding of their markets, and especially their action plan for resolving operational problems. All plans must answer these basic questions:

(1) Is there a sufficient market here to sustain a profitable Business Operation?

(2) Are there any staffing issues that would prevent this operation from being profitable?

(3) Is the physical plant sufficient to meet the increased demand in order to meet profitability standards?

(4) Can the operation be successful under the current mode of operation?

(5) If done properly without impediments, how long should the transformation take to break-even? Meet profitability standards?

(6) What are the external factors that contribute to the operations current failing performance?

(7) Include a 5 year historical trend chart including basic financials (labor, OOE, CoGS, NIBD, etc.) to review impact (if any) on performance.

c. It is imperative that these plans include a strong market analysis, competitive analysis, and comprehensive action plan that include objectives, actions, responsibilities, due dates, training, and identify any potential roadblocks. The competitive analysis must include a review of both internal and external competition, to include operations run by MWR, AAFES, Troop Dining Facilities, and off-base commercial operations. The competitive analysis will address each aspect of the operation (i.e. food service, retail and program services). All of these facilities are competing for the same market. If the market cannot support all of these programs, then the unprofitable operations will be closed.

d. Plans will be approved by the Garrison Commander and submitted to their respective IMCOM Directorate office. The IMCOM Directorate Director will develop operational recommendations and approve all plans either by memorandum or

executive summary for submission to the IMCOM Commanding General, by the end of the quarter in which notification is received.

e. IMCOM Directorates will review the implementation of the strategic action plan quarterly, and submit review to HQ IMCOM quarterly. IMCOM Directorate and garrisons will adjust plans as necessary to achieve profitability. Garrisons will have two fiscal years to show significant improvement, IAW an approved strategic action plan. If improvement is on course, the IMCOM Directorate Director will recommend to the IMCOM Commanding General to extend implementation of the action plan beyond two fiscal years or grant a waiver. If recovery does not seem likely, the IMCOM Directorate Director will recommend the IMCOM Commanding General to close, consolidate, or approve a permanent waiver to continue operating a losing operation.

f. Capital Projects and Minor Construction (CPMC): Existing CPMC guidance remains in effect for operations in Business Operations Performance Improvement Program status. The IMCOM Directorates will review CPMC proposals from operations on the PIP list to ensure adherence with the approved business plans, ensuring realistic chances for accomplishing return on investment. Activities are required to submit a business case analysis for all CPMC projects. This analysis must show in detail how the project fits into the strategic plan, financial impact on the program, and return on investment. Projects that do not have a significant impact on improving Net Income Before Depreciation, and directly affect the implementation of an approved action, will be disapproved.

g. Waivers will be based on specific circumstances and re-certified annually. Waivers may be submitted for remote/isolated operations where no other services are available; temporary losses due to significant deployments; or operations that support a net revenue generator (i.e., club loses money, but supports the ARMP program). Historical data and other services, both on and off the garrison, will be determining factors in granting waivers. Operations will still be required to submit plans and be monitored by the IMCOM Directorate and IMCOM G9. The IMCOM Commanding General will approve an acceptable loss.

h. Operations that re-opened after construction or renovation and new operations that opened during the PIP annual fiscal review need not submit a request for waiver through the IMCOM Directorate Director to the IMCOM Commanding General. Review of these operations will be deferred until after they have been in operation for a full fiscal year. This exception will enable these operations to recoup losses associated with opening a new business or reopening under a new business model.

i. The goal is forthright: Leaders and employees throughout IMCOM must be committed to improving management of business operations, and only operate customer-driven programs where the market is sufficient to support profitable operations. Management professionals at all levels must understand and embrace the goal of providing sound stewardship of resources, and apply best business practices to meet NAF operations financial performance objectives.

Appendix A References

- a. Department of Defense Instruction, 1015.10, Military Morale, Welfare, and Recreation Programs, July 2009.
- b. Department of Defense Instruction, 1015.15, Establishment, Management, and Control of Nonappropriated Fund Instrumentalities and Financial Management of Supporting Resources, October 2007, Incorporating Administrative Change 1, March 2008.
- c. DFAS-IN Regulation 37-1, Chapter 32, paragraph 321206 (Department Code 03 for Private Party Bar and Department Code 13 for Private Party Food).
- d. Army Regulation 215-1, Military Morale, Welfare and Recreation Programs and Nonappropriated Fund Instrumentalities, September 2010.
- e. Army Regulation 215-3, Nonappropriated Fund Personnel Policy, August 2003.
- f. Tri-Service Food Code, April 2014.
- g. DFAS-IN Regulation 37-1, Finance and Accounting, September 2009.
- h. Army Regulation, 210-14, Installation Status Report Program, July 2012.
- i. Army Regulation, 11-2, Managers' Internal Control Program, March 2012.
- j. IMCOM policy memorandum subject: IMCOM G9, Family and Morale, Welfare and Recreation (MWR) Business Operating Standards (IMCOM BOS) Update, dated 19 May 2014 and 27 May 2015.
- k. Army Regulation 215-4, Nonappropriated Fund Contracting, July 2008.
- l. Army Regulation 215-8, Army and Air Force Exchange Operations, October 2012.