

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

AIR FORCE MANUAL 34-137

7 APRIL 1995

Services



**AIR FORCE FITNESS AND SPORTS
OPERATIONS**

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This manual supplements AFI 34-137, *The Air Force Fitness and Sports Program*, by providing operations and procedural guidance for sports programs and fitness centers. Emphasis is placed on safety, daily maintenance, and facility layout.

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Chapter 1

OPERATIONS

1.1. Purpose. Air Force Fitness Centers (FC) directly contribute to readiness by enhancing the physical and mental fitness of military personnel. This is accomplished by providing a variety of fitness and sports programs that contribute to fitness and esprit de corps.

1.1.1. Fitness Mission Statement: Enhance readiness and performance by providing programs that promote total fitness, esprit de corps, and quality of life for the greatest number of Air Force people.

1.1.2. Fitness Vision Statement: Professional, certified staff offering customer-oriented programs in safe, clean, and well-equipped facilities.

1.2. Program Participation Priorities. Program participation priorities are prescribed in AFI 34-101, *Services Program and Patron Eligibility*. Active duty personnel have priority whenever a conflict exists.

1.2.1. Conflicts. Customer eligibility questions may arise in the center. Active duty military are priority one. For example, when a shortage of priority one participants exists in intramurals, other categories of participants may be considered. This is more prevalent overseas where intramural, extramural, and varsity play may rely on participation from all categories of eligible participants.

1.3. Hours of Operation. Hours of operations for FCs will vary depending on base requirements.

1.3.1. Mission. Understanding the mission of the base and its personnel is the main basis for planning. Customer demands, to include shift workers, will be the primary drivers when establishing hours of operation. CORPORATE PRISM survey data and hourly head counts provide information to justify increasing or reducing hours of operation. Other factors to consider are personnel, funding, programs, facilities, and patrons.

1.4. Volunteers. The use of volunteers is essential for effective programming. Individuals and groups from nearby communities, schools, colleges, family members, as well as off-duty military are excellent sources of volunteers. Don't use volunteers to perform duties that are recurring in nature and normally performed by the staff, but use volunteers to supplement the established work force. Treat volunteers as staff members, remembering that they look to the staff for guidance and leadership. Recognize volunteer efforts by nominating them for both local and Air Force levels awards. Develop effective training programs to maximize volunteer talents. Volunteer training must be documented and be as intensive as the regular fitness staffs.

1.4.1. Volunteer Forms. Two forms are used in documenting volunteer services. AF Form 2040, **Volunteer Personal Data**, may be used both as an application form and data card for each regular volunteer. Issue an AF Form 2041, **Recreation Volunteer Identification**, to each regular volunteer for identification or pass purposes only. If you need positive identification place a 1" by 1 1/2" photograph in the upper right corner of the card.

1.5. Continuity Folder. Maintaining accurate records is necessary to plan future programs. These records provide a history of the activity (financially and operationally). A continuity folder provides a comprehensive overview of the operation. Keep information on operations, finances, personnel, facili-

ties, equipment, and annual tour reports in this folder. The continuity folder eases the transition of incoming and outgoing personnel.

1.5.1. Operations. The operations section will contain the mission statement, operational instructions, policy letters, waivers, program information, brochures, handouts, calendars, copies of inspections, and the current Corporate Standards.

1.5.2. Finances. The finance section maintains a current list of nonappropriated fund (NAF) approved fees and charges, NAF and appropriated fund (APF) budgets, income and expense statements, APF fund allocations, and policy letters.

1.5.3. Personnel. The personnel section will contain a recall roster, job descriptions, copies of authorization letters, a copy of the unit manning document (UMD), a unit personnel management roster (UPMR), and Training and Education Automated Management System (TEAMS).

1.5.4. Facilities and Equipment. The facilities and equipment section will contain NAF property inventory; APF inventory (CA/CRL), work orders (AF Form 332, **Base Civil Engineer Work Request**) with current status; emergency work order log; an annual maintenance plan for equipment, facilities, and playing fields; and a copy of a listing of real property installed equipment (RPIE).

1.5.5. Marketing Plan. The marketing section will contain an annual marketing plan, annual sports calendar, annual special events calendar, and CORPORATE PRISM data.

1.6. Referral Systems. Support customers' fitness pursuits even when it's not possible to directly provide the program or service. There are four areas which must be addressed through referrals:

- **Information.** Fitness enthusiasts are always interested to know more about their favorite activity. Keep them enthusiastic by setting aside an area in the facility that has information devoted to fitness and sports.
- **Interest Groups.** Refer customers to individuals and local groups that share their interests. A bulletin board should be available for local activities.
- **Locations and Destinations.** Many customers already know what they want to do but need help in finding out where to go in the local area. Provide a source of maps, brochures, and/or city guides.
- **External Suppliers or Programs, Services, or Equipment.** Since it is not possible to provide everything customers want, help them find who can. (This will also help establish good relations with local establishments.) For example, if your program does not include personalized training, help customers locate someone who does.

1.7. Recreation Software. RecTrac! is the commercial software available for use by fitness centers to enhance customer service delivery and day to day operations. The software has the capability for facility reservations, league scheduling, pass management, activity registration, point-of-sale (POS) cash register/inventory, and accident reporting.

1.8. Control/Disposal of Body Fluids. Coordinate with the base Medical Group in developing a plan for control/disposal of bodily fluids, blood pools, and strained clothing in the event of an accident during contests.

Chapter 2

FITNESS PROGRAMS

2.1. Readiness. Fitness programs directly contribute to Air Force readiness. In order to support the Air Force mission effectively, fitness center staff (FCS) must be knowledgeable of preventive health, health maintenance, and weight management programs. Fitness staffs must also be familiar with the cycle ergometry program, maintenance of cycle ergometer facilities, and applicable conditioning.

2.2. Core Fitness and Sports Programs. Core fitness and sports programs contribute to cardiovascular fitness, strength conditioning, and flexibility, i.e., total fitness. As a minimum, the following fitness programs/equipment must be offered: cardiovascular equipment, strength conditioning equipment, aerobic classes, and walking and jogging programs. As a minimum, the following sports programs must be offered: softball, flag football, volleyball, and basketball.

2.3. Cycle Ergometry. The cycle ergometry program was implemented to estimate aerobic capacity; it provides an indication of a military member's level of fitness. The results provide commanders a tool to help determine the overall readiness of assigned military personnel. The program provides an estimate of an individual's aerobic capacity by collecting different heart rates resulting from the increase(s) of resistance over a short duration of time during a *submaximal* effort. Personnel must complete a personal information and health screening questionnaire prior to the assessment. The unit fitness program manager (UFPM) has complete control over the assessment and can stop or terminate the assessment whenever abnormalities occur. The Installation Fitness Program Trainer (IFPT) and/or Installation Fitness Program Administrator (IFPA) will be notified immediately of the reason an assessment was terminated. Military members scoring in the GET FIT or Fitness Enhancement (FITE) category are automatically entered in the appropriate conditioning program by his or her unit commander. GET FIT & FITE personnel are required to attend appropriate briefings prior to participating in their respective programs.

2.3.1. Conditioning Programs. The IFPT is responsible for the oversight and administration of installation rehabilitative programs as a result of the fitness assessment. (Refer to AFI 40-501, *The Air Force Fitness Program*.) Rehabilitative programs, (GET FIT and FITE), will be installation programs, not unit programs. Cardiovascular programs and aerobic exercises will be available for those in the rehabilitative programs. Active duty members participating in a mandatory rehabilitative program or in low impact aerobic classes will not be charged a fee.

2.3.1.1. Fitness Improvement Training (GET FIT). GET FIT is a mandatory, supervised installation rehabilitative program five times per week for personnel who fall into the GET FIT category. The FC will provide the instructors (APF funded) for GET FIT aerobic classes. Instructors may be contracted, certified volunteers, or may be members of the fitness and sports staff. Participants in the GET FIT or FITE programs cannot lead or supervise the classes IAW AFI 40-501. Ensure the instructor is certified by a nationally recognized certification program such as that of the American Council on Exercise (ACE), American College of Sports (ACSM), Aerobics and Fitness Association of America (AFAA), or The Cooper Institute for Aerobics Research.

2.3.1.2. FITE. FITE is a mandatory rehabilitative program five times per week for personnel who fall into the FITE category. The FITE program provides appropriate counseling and allows members to follow a structured self-paced program. The IFPT assesses the members current fit-

ness level, and at the members request, assists the member in monitoring progress and redefining goals.

2.4. Intensity Level. The instructor determines the average condition level of the class by using the participants' cycle ergometry data. The level of workout intensity is based on the average condition of the class. The instructor should demonstrate low-to-moderate intensity modification to the routine which will increase or decrease heart rates. Heart rates should be monitored throughout the class to ensure training within the aerobic zone. It is the responsibility of the IFPT to ensure instructors are training at the appropriate intensity level.

2.4.1. Heart Rate Monitors. Heart rate monitors will be available for checkout. Priority usage is for GET FIT individuals, FITE individuals, and FC customers.

2.5. Facility and Equipment Requirements. Each cycle ergometer facility must have one assessment station for each 500 active duty Air Force members assigned, with a minimum of two stations. The assessment center must be quiet and climate controlled. The ideal temperature is between 68-70 degrees Fahrenheit. When the ambient temperature is over 70 degrees Fahrenheit, an oscillating fan for each station must be provided to circulate air over the subject during the assessment. Assessments are not conducted if the ambient air temperature in the room exceeds 75 degrees Fahrenheit. Partition each station to offer privacy and to be at least eighty square feet. Conversation must be limited to test instructions. The floor must be level to ensure accuracy of the ergometer and weight scale calibration. Each assessment station must have, as a minimum:

- One Monarch 818E Cycle Ergometer
- Two heart rate monitors
- As a minimum, one IBM 80486DX compatible computer with 8 MB RAM, SVGA color video display monitor, 120 megabytes or larger hard drive, dot matrix or better printer (laser printer would be preferred with computer set up on network system), the most current cycle ergometry software, MS-DOS 6.22 or higher
- One power strip with surge protection
- Partitions 7 feet or higher
- Borg's perceived exertion scale

Each assessment center must have, as a minimum:

- One metronome per station or one which is audible throughout the evaluation center (must be an actual metronome, not a taped recording)
- One weight scale and height measurement tape (metal preferred)
- Two one-gallon buckets per evaluation center. One for disinfectant solution and one for rinse water
- One thermometer or more as needed to monitor the temperature throughout the room

2.6. Cycle Ergometry Facility and Equipment Maintenance. This facility contains equipment necessary to administer cycle ergometry. The IFPT or designated person must perform maintenance on a daily basis or more frequently if required. An adequate supply of spare parts must be available. Maintenance requirements include:

- Calibrate ergometers semi-annually according to the directions in the owner's manual
- Wipe and adjust the chain with a lightly oiled cloth, and check the sprocket for excessive wear monthly. Remove accumulated dirt and oils

Daily, do the following:

- Check for rust and wipe the ergometer with a clean cloth and disinfectant after each use. Pay particular attention to the seats, the area of the ergometer directly underneath the rider's head and the handlebars.
- Check pedals to ensure they turn smoothly without excessive play. Toe straps are not permitted on pedals used for official evaluation.
- Inspect the seat, adjust, clean, and upholster when necessary.
- Mop tile floors and vacuum carpet. For the carpeted areas beneath the cycle, place a chair float (textured, hard plastic chair mat, NSN 7220-00-457-6054) to ensure a stable, level surface which can be wiped down daily with disinfectant solution.
- Dust the computer and monitor and wipe the computer desk with a clean cloth.
- Wash the heart rate transmitter belt in disinfectant solution and rinse thoroughly after each use. Ensure the transmitter is not attached to the belt when submerging in water. Rinse and air dry.
- Empty washing buckets and clean with a disinfectant solution.
- Empty trash receptacles.
- Vacuum reception/waiting room, and straighten reading materials.

Chapter 3

INTRAMURAL PROGRAMS

3.1. Intramural Programming. The intramural program phase is an important recreational program in the FC. This program encompasses the entire active duty population on an installation. Program effectiveness has a positive impact on unit esprit de corps as well as fitness and health. As a minimum, the following core sports programs must be offered: softball, basketball, volleyball, and flag football. To maximize participation, unit commanders, first sergeants, and sports advisory council representatives must be informed.

3.2. Planning. The fitness director (FD) appoints an intramural director and empowers the individual with the responsibility and authority to administer the program. The duties of the intramural director must include time to oversee the coordination phase of the program along with time to personally observe intramural contests. The intramural director must be available to visit with participants, evaluate officials, and ensure playing conditions satisfy safety and program standards. The intramural director or designated representative will be available to resolve any questions or conflicts that may arise during the course of play. Most intramural programs are seasonal and the calendar is usually kept along the same time frames as collegiate calendars. Geographical locations and weather conditions may affect the schedules for some sports.

3.3. Preseason. Prior to the beginning of each season, accomplish the following: coordinate with the sports advisory council, determine which squadrons and units will participate, develop practice schedules, conduct rules meetings for coaches and officials, contract for officials, develop by-laws, conduct pre-season safety inspection, and distribute final schedules.

3.3.1. Sports Advisory Council. Coordinate with the sports council or use letters of intent to determine squadron participation (see **Chapter 11**). Once squadrons/units are committed, play format is decided. The budget for each sport is based on historical data and anticipated future requirements.

3.3.2. Play Format. The number of teams/individuals and available funds determine the number of games played. Officiating, facility rental, and the cost of special participation fees (e.g., golf green fees, bowling fees) determine the expense of each game. Any unforeseen requirements or expenses should immediately be brought to the attention of the FD. To determine the number of games played, use the following formula:

- Double round robin - (number of teams/ individuals) multiply by the (number of teams/individuals) minus (1)
- Single round robin - divide the double round robin figure by 2
- Double elimination - (number of teams/individuals) multiplied by (2) minus (1). (Includes the "if" game.)
- Single elimination - (number of teams/individuals) minus (1)

3.3.3. Game Schedules. Once the number of games is determined, develop the schedule, keeping the following factors in mind:

- Holidays, exercises, down-days, recalls, etc
- Make-up days. Use Friday or Saturday as make-up days

- If the field is shared with other activities such as youth center sports, coordinate with these other users. Once the schedule is printed, distribute to all coaches and officials

3.3.4. Scheduling Officials. When personal service contract officials are used, the staff will schedule officials, including the scorers and/or timers.

3.3.5. By-laws. By-laws are developed by the FCS in coordination with the sports advisory council. By-laws are local rules that supplement the normal, prescribed playing rules. By-laws deal with postponements, make-up days, protests, composition of the protest committee, ejections and disqualifications, uniform requirements, eligibility, awards, minimum notification of cancellation times, and any other pertinent aspects not covered in the game rules.

3.3.6. Equipment. This includes the uniforms for the participants (if supplied by the FC), and playing equipment (bats, balls, etc.).

3.3.6.1. Jerseys. Although some of the squadrons may purchase their own uniforms, the FC provides jerseys or bibs for the intramural volleyball, basketball, soccer, and flag football programs. Enough sets should be available to issue clean jerseys to each player for all games scheduled. Purchase quality jerseys; a recommended type is a mesh tank top, reversible with numbers on both sides. Purchase the following number of jerseys/bibs for each set:

- Volleyball - 12
- Basketball - 15
- Flag football - 20
- Soccer - 15

For bibs, one size fits all for most sports. For jerseys, each set should include sizes ranging from small to XX large. Sign jerseys out to each team coach before the game on a hand receipt and collect immediately following each game. Wash the jerseys/bibs immediately after use to extend the life of the material. Strict control must be exercised in order to prevent loss of these jerseys and bibs.

3.3.6.2. Softball Equipment. Each softball kit, consists of a carrying bag (i.e., duffel bag), four bats ranging from 30" to 36", scorebook, catcher's mitt, first baseman's mitt, four fielders' gloves, catcher's mask, four practice balls, a chest protector, and mask with a throat protector. Issue these kits on a hand receipt to the coaches.

3.3.6.3. Game Balls. Issue two softballs per game to the scorer. Issue one basketball, two footballs, two volleyballs, two soccer balls, to the game officials. Issue three tennis balls per match to the players. Issue two shuttlecocks per match to badminton players. Officials will return game balls to the FC.

3.3.6.4. Other Equipment. For flag football, the FCS must collect down markers and flags and return them to the storage facility.

3.4. Preseason Tournament. When resources permit, conduct a preseason tournament prior to the start of the regular season. This gives participants and officials a chance to prepare for the regular season. Include the expense for this tournament in the APF budget. Typical expenses include officials' fees and awards.

3.5. Regular Season. Conduct a coaches and officials meeting at the conclusion of the preseason tournament to resolve any problems and to confirm the regular season schedule.

3.5.1. Intramural Folder. The intramural director must brief all members of the staff (including part-time) on the schedule, by-laws, location of administrative folders, and any other pertinent facts. Create an intramural folder for each active sport and include up-to-date schedules, a copy of the by-laws, points of contact, phone numbers for all coaches/assistant coaches, first sergeants, and sports advisory representatives. These folders must be available to the entire staff at all times. At the completion of each sport season, consolidate the contents of this folder. Include all financial expenditures and other pertinent facts. This information will serve as historical data to help determine the requirements for the next season.

3.6. Extramural Program. This program is an extension of the intramural program and should be conducted when a demand exists. This program is recreational in nature and usually includes DoD civilians and family members. The same administrative principles applicable to the intramural program apply to the extramural program. The same planning and execution guidance applies since this program also includes military participation.

Chapter 4

VARSIITY PROGRAMS

4.1. Varsity Objectives. The varsity program exists to provide skilled athletes an opportunity to compete at a level higher than intramurals. Due to the lack of on-base competition, varsity teams often participate in local city leagues. Many athletes use this program to hone their skills and progress to higher levels of competition such as Air Force Training Camps, Armed Forces Championships, Nationals, Pan American Games, and World and Olympic competitions, which is encouraged by the Air Force. Support to varsity programs may include the purchase of uniforms, scheduling games with local teams or colleges, and paying entry fees for local leagues or tournaments. If competition is located out-of-town, transportation support is authorized, entry fees can be paid with NAFs, and a personal maintenance allowance (similar to per diem) may be allocated. Availability of funding will determine payment of these expenses. For away games, varsity staff will arrange for transportation, lodging if needed, confirm game times, process duty releases/permissive TDY orders, process entry/game fees, and provide the uniforms and applicable playing equipment. Hosting requirements for varsity events require careful coordination.

4.2. Hosting Tournaments. Hosting requirements for tournaments are extensive (see **Attachment 2** for hosting checklist) and should include accurate records, after-action reports written for historical purposes, and documentation of unexpected problems that require resolution. Ensure financial records are accurate and all accounts are closed with the resource management flight (RMF). Insert the after-action report and other pertinent data in the continuity folder.

4.2.1. MAJCOM/Air Force Training Camps/Armed Forces Championships/Tournaments.

The guidelines in paragraph **4.2.** above are generic guidelines for all tournaments whether local, varsity, MAJCOM, Air Force, Armed Forces or an open invitational tournament. When hosting MAJCOM, Air Force Training Camps, and Armed Forces Championships, there are additional requirements such as coordinating, announcing the host site, and funding arrangements as outlined in **Attachment 2.**

4.2.1.1. Coordination. The decision to host major tournaments must be based on a commitment from all base agencies whose support is required. Approval, in writing, to include base support requirements must be obtained from the installation commander. The host project officer must conduct a meeting with representatives from base engineers, transportation, hospital, security police, services, public affairs, and protocol and any other agencies providing support. Identify exact requirements and ensure everyone involved understands the support required.

4.2.1.2. Selection of Host Site. The scheduling authority (HQ AFSVA) announces the selections of hosting sites approximately one year prior to the event. This gives selected hosts ample time to prepare for the event. Advance planning and coordination is necessary.

4.2.1.3. Funding Arrangements. A budget allocation to host events will be provided to the host base outlining the authorized expenditures. Close coordination must be maintained among the host project officer, the Resource Management Flight Chief (RMFC), and the MAJCOM or HQ AFSVA project officer. Authorized expenditures usually include funds for an icebreaker, officials, lodging, equipment/supplies, refreshments (e.g., fruit, juice), and personnel expenses for higher levels of competition.

4.3. Unforeseen Events. Host staff must be prepared to face unforeseen problems such as breakdowns in transportation, inclement weather, sick officials or participants, incorrect orders, incorrect transportation tickets, recalls, emergency leaves, etc.

Chapter 5

TOWEL AND LOCKER SERVICE

5.1. Towel Service. Towel service is part of the FC's basic customer service package and will be provided at all locations. Implement proper controls to maximize the investment and provide an efficient, customer-oriented towel service.

5.1.1. Towel Issue. Towels are an authorized APF expenditure. Develop an in-house, laminated card to use for towel exchange and equipment issue. This is a no fee service. Don't charge customers nuisance fees, e.g., daily locker, towel, or lock rental.

5.1.2. Inventory. The FD must determine the average number of towels used daily and keep three times the daily use number in inventory to accommodate TDY personnel and unforeseen requirements. If a laundry service is used, additional towels should be required to cover weekends and holidays.

5.1.3. Standard Towel. Purchase standard towels through the supply system.

- Towel, bath. 24"X48", Terry cloth, White, Non-disposable, NSN 7210-01-286-0983
- Towel, hand. 17"X17", Cotton, White, Non-disposable, NSN 7210-00-989-6717

5.2. Lockers. If a locker program exists, the FD assigns a member of the staff to administer the program. This individual is responsible for locker purchase, replacement, maintenance, and the reservation system. Facilities may include three systems of lockers:

- Permanent. Based on customer demand, assign lockers for permanent checkout. The assignment of permanent lockers must be on a first-come, first-serve basis. Strictly adhere to the waiting list and have written procedures for locker assignments.
- Daily Use. Based on customer demand, designate up to 10% of available lockers for daily use. Check daily use lockers prior to opening the facility for cleanliness, maintenance requirements, and unauthorized locks. If an unauthorized lock is discovered, attempt to contact the customer prior to removing the lock. When the customer cannot be identified or located, remove the lock and keep the contents in a secure area until claimed or properly disposed. Turn over unclaimed items after five days to the security police.
- Senior Officer/Distinguished Visitor (DV). Designate a limited number of lockers for senior officers, commanders, and others as determined locally.

5.3. Locker Types. There are two types of lockers authorized on TA 410:

- Double tier 3-wide. Metal gray, Manufacturer PN AA-L-486, NSN 7125-00-298-1926
- Full length locker. Metal gray, Manufacturer PN AA-L-00486, NSN 7125-00-680-2764

5.3.1. Quantities. Conduct an hourly head count to determine utilization numbers. The FD determines the number of lockers needed based on customer demand. When space does not permit the use of full length lockers, purchase the three-wide, double tier type.

5.4. Maintenance. All lockers require maintenance. Inspect the lockers weekly for proper operation. Dust the tops of all lockers and clean the inside of daily use lockers on a daily basis. Make repairs when discovered to prevent further deterioration.

5.5. Abuse. Staff members should frequently walk through locker rooms to reduce incidents of locker vandalism.

Chapter 6

MARKETING/PROMOTION

6.1. Marketing. The Air Force survey program, CORPORATE PRISM, assists in identifying customer needs. The data provides an extensive database to develop effective programs. Use this information in the development of annual events and to design programs based on customer needs. FDs should work with the Services squadron marketing staff to access the database.

6.2. Promotion. Promotion is part of the marketing mix and has five elements: advertising, publicity, personal contact, incentives, and internalizing. The FD must ensure programs and activities are effectively promoted.

6.2.1. Advertising. Advertising is any form of non-personal promotion that is usually paid for and that identifies you as the originator. This includes ads, posters, flyers, and radio and television spots. Place ads in the base newspaper and various bulletins. Flyers are produced professionally by the squadron's marketing and publicity staff. Display in all Services activities as well as other frequently visited base activities such as the base exchange, commissary, hospital, post office, etc.

- Some installations in United States Air Forces in Europe (USAFE) and Pacific Air Forces (PACAF) have access to Armed Forces Radio and Television Service (AFRTS) which offer excellent opportunities to advertise. The squadron's marketing and publicity staff processes the requests.

6.2.2. Publicity. Publicity differs from advertising in that it does not identify you as the originator. A paid ad in the base newspaper is a form of advertising. A staff reporter writing a review of a program is a form of publicity. Advertising is better for informing the public about upcoming events, while favorable publicity helps to generate a good image because the endorsement comes from a third party. Work with your unit public affairs representative to use both techniques.

6.2.3. Personal Contact. Personal contact is the most effective method of promotion, although it reaches fewer people. A personal presentation about a program carries more impact than an ad in the paper. Use this method to brief first sergeants, commanders, and attendees at commanders' call.

6.2.3.1. Internalizing. One of the most overlooked roles of effective promotion is to inform and support our own Services personnel. Direct your promotion efforts toward other Services employees and ensure all FCS are fully briefed on upcoming programs.

6.3. Incentives. Promotional and advertising efforts are results-oriented. Each effort is designed to achieve a specific or a combination of goals such as increased awareness, participation, membership, demand, or sales. Successfully accomplished marketing and promotional goals will contribute significantly to the overall success of FC operations.

Chapter 7

TRAINING

7.1. Staff Training. A comprehensive on-going training program is key to the successful operation of a FC. Training must address all elements of operations. Directors and supervisors must maintain accurate personnel training records. They must also develop training plans for each employee. Include the elements at Attachment 6 in employee training plans. TEAMS is mandatory for documenting the education and training of Services personnel.

7.2. Training Sources. Many training requirements are met through attendance at professional courses and seminars. Directors should schedule FCS to attend these courses at every opportunity. Available sources of professional training include: Air Education and Training Command (AETC) Fitness Specialist Course, AFSVA Fitness Director Workshop, AFSVA 7-Level Services Supervisor Seminar, AETC Cycle Ergometry Course, and AFSVA Activity Managers' Course. Advanced education and training should be offered for staff members where specialized skills are required to accomplish the mission, e.g., aerobic class instructors and health/fitness instructor for the IFPT. Civilian professional education and certification courses through ACSM, ACE, AFAA, or The Cooper Institute for Aerobics Research are invaluable sources for additional training.

7.3. Officials. Contracting for qualified officials is not always possible. In the event this option is not available, the FD is responsible for recruiting and training officials. While officiating is not one of the primary duties or required qualifications, the FCS is encouraged to become familiar with the duties of an official. Good officiating contributes to the quality of the sports program. Qualities of a good official include fairness, courage, sound judgment, courtesy, common sense, knowledge of the rules, and physical fitness.

7.4. Other Training and Experience. It is very difficult to teach officials judgment. There is no substitute for experience. Rules knowledge and mechanics can be taught and applied correctly through study, observation and training. New officials can volunteer their time in the youth sports program to obtain experience. All officials should receive evaluations and feedback on a regular basis. The commissioner or FCS should evaluate officials periodically. Conduct weekly officials' meetings to discuss unusual situations and review rules and mechanics.

7.5. Rules Knowledge. FCS members placed in a training situation must study the rules in depth. Rules and case books are available from the respective sports organizations, the National Collegiate Athletic Association (NCAA) sports library, or base library.

7.6. Composition. The following are the minimum number of officials for the respective sports. Additional officials may be used, however, current funding situations require the highest level of stewardship when administering the program.

- Basketball Intramural -2 referees/1 scorer/ timer = 3 total
 - Varsity - 2 referees/1 scorer/1 timer = 4 total
 - Extramural - 2 referees/1 scorer/timer = 3 total
- Softball Intramural -1 umpires/1 scorer (volunteer) = 1 total

- Varsity- 2 umpires/1 scorer = 3 total
- Extramural - 1 umpire/1 scorer (volunteer) = 1 total
- Volleyball Intramural -1 referee/1 scorer (volunteer) = 1 total
 - Varsity -1 referee/1 umpire/1 scorer = 3 total
 - Extramural - 1 referee/1 scorer (volunteer) = 1 total
- Soccer Intramural -1 referee/2 lines persons (When league rules call for less than 9 players per team, no lines persons are required.)
 - Varsity - referee/2 lines persons.
- Flag Football Intramural - 4 referees/teams provide downs keeper.
 - Varsity - 5 referees/1 downs keeper.

7.7. Officials' Fees. Officials' fees vary in different parts of the country, as well as in overseas areas. The negotiation of officiating fees is frequently a controversial issue. To resolve the issue, survey local associations, to include local off-base leagues, and determine an equitable pay scale from the results of the survey.

Chapter 8

MAINTENANCE & HOUSEKEEPING

8.1. Cleaning and Appearance. These are important components that influence the success of FC operations. Certain areas command more frequent attention than other areas. Rest rooms, showers, saunas, steam rooms, spas, and locker rooms require constant inspections, especially during peak hours. All FCs will have APF janitorial support. The FD must work with the chain of command to obtain the highest level of APF custodial support.

8.2. Wet Areas:

8.2.1. Saunas, Steam Rooms, Spas. Temperature control and regular cleaning are essential for well maintained saunas, steam rooms and spas.

8.2.1.1. Temperature. Use the following guidelines to ensure temperatures are set correctly:

- Sauna: 170-180 degrees Fahrenheit, 5% relative humidity
- Steam room: 100-110 degrees Fahrenheit, 100% relative humidity
- Whirlpool: 102-105 degrees Fahrenheit

8.2.2. Maintenance. Clean sauna benches and floors daily with a mild cleaning/disinfecting solution. Carefully hose off benches and floors to remove all chemical residue. Disinfect steam rooms daily to guard against the growth of harmful microorganisms. Whirlpools also require weekly draining and disinfecting to kill bacteria or microorganisms (more frequently if heavily used).

8.2.3. Chemicals. The FCS must monitor the water chemistry levels of the whirlpool and other water therapy areas a minimum of twice daily. The conditions must be in accordance with the following environmental codes:

- pH: 7.2 - 7.6
- Chlorine: 1.0-3.0 parts per million
- Bromine: 1.0-3.0 parts per million
- Alkalinity: 80-200 parts per million

8.2.4. Restricted Use. Do not permit individuals at high risk (pregnant women, individuals who take prescription medicine or use alcohol, and individuals with elevated blood pressure, diabetes, or heart disease) to use the sauna, steam room, or whirlpool unless authorized by a physician. Post signs containing this information.

8.3. Exercise Rooms and Court Floors. Exercise rooms are used to conduct a variety of exercise and martial arts classes. Keep the exercise area and all equipment clean and ready for use by disinfecting daily. FCS must pay particular attention to the maintenance of court floors as they require special care. The condition of the floor is an important factor in the user's performance. Careful maintenance procedures ensure longer life. Exercise room and court floors are usually made of wood or synthetic material. Depending on the type, floors require specialized cleaning materials and procedures to maintain finishes and floor integrity.

8.3.1. Wood Floors. Wood is one of the most common surfaces used in FCs. Regardless of the type of wood used or the method of construction, maintenance of wood floors is generally the same. Standing water can cause a wood floor to warp, and the resulting damage is permanent and costly to repair. Water also creates a safety hazard.

- Daily, inspect the floor for standing water, especially around air-conditioning vents and windows. Take corrective action to stop leaks.
- Daily, look for debris and trash on the floor and under bleachers, particularly chewing gum, which must be carefully removed with an appropriate tool.
- Daily, damp mop to pick up perspiration salts and oils. Use a mild cleaning solution when damp mopping. Rinse the mop frequently and wring as dry as possible before continuing to mop. Change mop solution after completing 500 square feet. Water should evaporate within a few seconds. Keep customers off the floor until it is completely dry. Dry mop the floor using a dust mop and a dust catching spray. When the mop is full, clean the mop by shaking or combing out the dust and debris. There are two kinds of dusting sprays, oil and water based. When using oil based, spray it on the dust mop the day before to allow some of the moisture to evaporate. If the spray is water based, spray it on the mop just prior to use.

8.3.1.1. Refinishing. To maintain a wood floor in top condition, it is necessary to refinish the top layer of polyurethane on the floor annually. This can be contracted or accomplished by Civil Engineering.

8.3.2. Synthetic Floor. Synthetic floors don't require a special covering to protect them from normal traffic. They are more resistant to wear and usually don't need a yearly face lift. Follow the manufacturer's directions and use only recommended cleaning products and equipment. Don't deviate from cleaning methods or substitute cleaning products not recommended by the manufacturer. Don't use an oil based dusting spray on synthetic floors or they will become extremely slippery.

8.4. Cardiovascular and Weight Equipment Area. Contact the FD to ascertain which equipment is covered under a maintenance contract. Adhere to the contract terms to maintain warranties. Daily sanitation of weight room equipment consists of cleaning the seats, pads, and frames of machines and benches with a disinfecting solution to remove perspiration and body oils left by customers. Residual perspiration is probably one of the fitness and sports center's most overlooked sanitation problems. Perspiration salts corrode metal parts and deteriorate pad coverings. Encourage customers to clean equipment after each use to provide a clean surface for the next user. Several times a day, clean the seats and pads that come into direct contact with lifters. On a daily basis, make a general inspection for loose bolts and screws, torn padding, and rusting areas. If discrepancies are noted, initiate action to repair the equipment. Inspect free weights for defects or damage. When possible, remove broken equipment from the area. If the equipment cannot be removed, place a prefabricated professionally designed "Out of Order" sign on the machine. Have several "Out of Order" signs with sections to indicate the date the machine was placed out of service and the anticipated date the equipment will be back in service. Hand written signs are prohibited except as an interim emergency measure.

8.4.1. Free Weight Maintenance. When applicable, check daily the tightness of the bolts on preset barbells and dumbbells. Daily, inspect dumbbells for damage to the weld and check the bolts on the fixed equipment such as squat rack, leg press, and all benches to ensure they are secure. Monthly, clean dumbbells and barbells with steel wool to remove **corrosion**.

8.4.2. Weight Machine Maintenance. Weight machines require routine maintenance. There are several brands of machines in FCs. Refer to the manufacturer's manual for recommended maintenance requirements. Ensure daily, weekly, and monthly maintenance schedules are strictly followed and documented.

8.4.2.1. Exposed Moving Parts. Inspect the cams, chains, and sprockets for proper alignment and abnormal wear. In accordance with the manufacturer's recommendation, clean exposed moving parts to remove dust and apply proper lubrication. Ensure they are free of rust.

8.4.2.2. Enclosed Moving Parts. On a monthly basis, remove covers to inspect all chains, cables, sprockets, and pulleys. Some equipment under contract must remain sealed. Contact the specific company for maintenance. Clean and lubricate moving parts in accordance with manufacturer's recommendation.

8.4.2.3. Cables and Belts. Cables, belts, and connectors must be inspected carefully for fraying and wear. Cables fray and wear around the pulleys and where attached to the equipment. When cables are encased in plastic; inspect the plastic casing for wear. If cables are not encased, lubricate the cables to reduce friction. Replace frayed belts immediately to prevent damage to machines and injury to customers.

8.4.3. Cardiovascular Equipment Maintenance. Cardiovascular machines require routine maintenance. There are several types of machines currently in FCs. Refer to manufacturer's manual for recommended maintenance requirements.

8.4.3.1. Stationary Cycles. Pedal cycle to inspect for smooth rotation. Inspect toe straps for cracking and tearing. Ensure the toe straps are securely attached to the pedals. Quarterly, turn stationary cycles over and vacuum interior. Lubricate **Step Machines.** Monthly, remove covers on step machines and clean moving parts according according to manufacturer's specifications. Inspect for and remove rust, treat accordingly to prevent further corrosion.

8.4.3.2. to manufacturer's recommendations. Daily, inspect visible moving parts for abnormal wear, rust, and damage. Pay particular attention to the non-skid surface on steps.

8.4.3.3. Rowing Machines. Daily, inspect the seat and rowing mechanism for smooth movement. Monthly, remove covers and inspect chains, sprockets, and other moving parts. Clean and lubricate the rowing machine following the manufacturer's recommendations.

8.4.3.4. Treadmills. Daily, inspect treadmills for smooth, constant pace. Monthly, remove covers and inspect the speed control mechanism, running boards, belts, and other moving parts. Clean and lubricate following manufacturer's recommendations.

8.4.3.5. Ski Machines. Daily, inspect cables, handles, and skis for abnormal wear. Weekly, inspect all moving parts to ensure proper operation. Monthly, dust and lubricate according to manufacturer's recommendation.

8.4.3.6. Upper Body Ergometers. Daily, inspect exterior moving parts for proper functioning and abnormal wear. Monthly, remove covers to inspect, clean, and lubricate moving parts in accordance with manufacturer's recommendations.

8.5. Locker Rooms. Locker rooms require continuous monitoring to maintain the highest degree of health and sanitation standards. Fitness directors must document and adhere to the following daily cleaning procedures:

- Clean locker rooms after morning, afternoon, and evening peak periods; more frequently if required
- Clean mirrors
- Scrub shower walls and floors
- Ensure drains flow freely
- Check and clean shower heads
- Clean the sinks and toilets, and mop tile floors with a cleaning/disinfecting solution, daily
- Restock supplies such as soap, shampoo, and toilet paper, daily or as needed
- Vacuum any carpeted areas and wipe down benches and lockers, three times daily (prior to opening, just after lunch, and in the evening)
- Empty trash receptacles, daily or as needed
- Check lockers for articles left behind
- Ensure the interior of daily use lockers and the exterior topside surfaces of all lockers are dust free
- Dust ceiling vents and check for rust
- Place towels in the proper receptacles

8.6. Cycle Ergometry Room. The maintenance procedures which apply to aerobic cycles apply to cycle ergometers. Refer to **8.4.3**. paragraph 8.4.3 under Cardiovascular Equipment.

8.7. Storage Rooms. Storage rooms must be well organized, clean, have sufficient air circulation, and adequate lighting. Maintain as follows:

- Daily, straighten supplies and ensure hanging items are properly spaced
- Weekly, dust shelves, equipment, supplies, vacuum, sweep
- Monthly, check and clean air vents

8.8. Laundry Rooms. The laundry room must contain a table, detergent storage area, trash receptacle(s), laundry basket(s), and commercial washer(s) and dryer(s). The washer and dryer can be obtained through the supply system: Washer, 50 lb. capacity, open end type, NSN 3510-00-926-3764, PN MIL-W-43001. Dryer, tumbler, gas, commercial NSN 3510-00-474-5945, PN 00-W-860. Dryer, tumbler, electric NSN 3510-01-279-6293, PN 50ADE. Daily, accomplish the following:

- Sweep or vacuum floors
- Clean lint traps (washer and dryer)
- Wipe machines with disinfecting solution and clean cloth
- Inspect visible electrical wiring, and promptly request maintenance if found defective
- Check to ensure all vents and ducts are clean
- Clean sink (s) and table (s)

8.9. Bleachers. Properly maintained bleachers will reduce potential hazards for your customers.

8.9.1. Extended Bleachers:

- Inspect underneath for loose bolts or cracked support braces
- Inspect locking mechanism on bleachers
- Inspect bolts that secure the bleachers to the wall or floor
- Portable bleachers when extended should be immobilized during use
- Dust bleachers prior to use and before closing

8.10. Courts. Racquetball, squash, volleyball, and basketball courts require general cleaning and maintenance. Refer to section 8.3 for details. Weekly, clean the court walls by using a long handled mop and all purpose cleaner to remove ball marks. If the marks are beyond reach, use scaffolding or a ladder to continue cleaning.

8.11. Lobby. The lobby must present a professional first impression to the customer. Furniture must be well maintained, match existing decor and be neatly arranged. After peak periods, vacuum carpet and/or sweep and mop tile. During inclement weather, increase the frequency of cleaning floors and carpet to prevent tracking of moisture and debris into other areas of the facility.

8.11.1. Exterior. The exterior must present a good first impression to the customer. Daily, check exterior lightning, replace bulbs if necessary, clean entrance mats. Ensure one trash receptacle and one butt can are placed near the entrance, one on each side of the door. Trash receptacles and butt cans must be emptied daily, or as required; wash weekly. Weekly, mow and edge the grass. Monthly, trim bushes as needed.

8.12. Outdoor Maintenance. The FCS is responsible for the upkeep and maintenance of all outdoor facilities. This function can be contracted or performed in-house. Certain tasks may be performed by the base engineers such as grass cutting, application of insecticides, herbicides, and fertilizers. Safety is a major concern when maintenance is performed on outdoor facilities. Ensure that proper equipment and tools used for outdoor maintenance are in good repair.

8.12.1. Softball Fields. A pre-season and post-season inspection must be performed by representatives from safety, base civil engineers (BCEs), and Military Public Health. The variety of participants who use these facilities range from children to adults. Safe field conditions are of the utmost importance.

8.12.1.1. Outfield. The BCE should provide support with the following: fertilizing, cutting, seeding, aerating, and applying insecticides and herbicides to the fields. Optimal times to complete these actions are based on weather, environmental conditions and requirements. Fill holes on a daily basis, mow the grass weekly, or twice weekly if required.

8.12.1.2. Infield. The FD must conduct a survey of fields in the local area and then decide on the composition of the infield. Important factors to consider are costs, weather, compactness, and drainage. Infield options include dirt, clay, sand, and silt. Proper maintenance of the infield enhances playability and safety. The following items must be accomplished on a daily basis during the season:

- Dragging. Dragging must be accomplished each day the field is used. Remove and inspect bases and plug receptacles prior to dragging. Fill depressions at the batters' boxes, sliding areas at the bases and the pitcher's mound. Since the field is sloped towards the outfield, accomplish initial dragging from infield to outfield in a circular direction,

starting at the pitcher's mound. On alternate days drag from the outfield to the center of the infield in order to replace the materials to its original position and maintain the slope (this may have to be accomplished more than once). Ensure that a lip isn't formed where the infield meets the outfield. Don't add dirt to level this area as this will create a lip which becomes a safety hazard for the fielders and prevents proper drainage.

- **Batters' Boxes.** The use of buried ground support devices will prevent batters from creating large and deep depressions, therefore requiring only minor maintenance. If such devices are not used, fill these holes each time maintenance is performed. The filler should come from the area directly surrounding the batters' boxes. Use additional material as a last resort. Once completed, the batter's boxes should be lightly watered and packed. Inspect home plate to ensure that it is level and that the corners are flat.
- **Dugouts.** Daily, sweep dugout floors and empty trash receptacles. If dugouts are below ground level, ensure proper drainage. Above ground dugouts are required to be enclosed. Weekly, inspect roofs, roof supports, and benches for structural stability. If the supports are made of metal, ensure proper grounding.
- **Fences.** Daily inspect all fences and repair as needed. Ensure fences are installed with posts on the outside of the playing area and the sharp prongs toward the ground. Outfield fences must have three signs (left, center, and right field) indicating the distance from home plate. Foul poles must be painted white.
- **Scorer's Booth.** Daily sweep and empty trash receptacles. Inspect for structural stability and proper grounding when metal is used. Inspect electrical connections for scoreboard, lights, etc. Maintain a bench stock of replacement scoreboard light bulbs. Scoreboard wiring must be checked, cleaned, and covered with plastic or canvas as part of post season maintenance. Scoreboard control mechanisms must also be checked, cleaned, repaired if necessary, and securely stored.
- **Field Lights.** Inspect field lights as part of the pre-season process. Daily, inspect lights and have base engineers accomplish repairs. The FCS will not attempt self-help repair of lights due to the high voltage. Daily, field maintenance staff must check the protective padding on light poles located inside the fences.
- **Field Marking.** Field marking diagrams with dimensions are depicted in softball and baseball rule books. Use string as a guide when marking fields. Construct a template in the form of a batter's box to facilitate marking the area. Use only approved field marking material.

8.12.2. Soccer Fields. The BCE should permanently locate and mark the corner points and midpoint of the goal arc. FCS must develop a maintenance schedule to determine frequency of cutting, support may also be obtained from the BCE. In the off-season, recondition areas immediately in front of the goals: fill holes, level, and re-seed.

8.12.3. Flag Football Fields. Flag football fields are frequently marked on soccer fields or on softball outfields. If a softball field is used, ensure the corners of the end zone are not too close to the fence. Maintenance is accomplished following the softball and soccer field guidelines. If softball fields double as flag football fields, the playing surface may become too compact leading to deterioration. Perform additional maintenance, such as aerating, and also rotate use of the fields.

8.12.4. Running Tracks. There are various types of running tracks. Consult manufacturer's guidelines for specific maintenance requirements. Two surfaces common in the Air Force program are tartan and cinder.

- Tartan Surface. These tracks are low maintenance. FCS must periodically inspect the entire track for damage. The earlier the damage is detected and repaired, the longer the life expectancy. Repairs must be accomplished by qualified technicians, coordinate repairs with BCEs. Preventive maintenance is required to prolong the integrity of the surface.
- Cinder Surfaces. Annually, grade, roll, and drag the track. Since grading requires heavy machinery, coordinate with BCEs. Daily, repair and inspect the track for holes or major undulations caused by inclement weather. Weekly, drag the track and add cinder as needed, particularly in the inside lanes.

8.12.5. Tennis Courts. Tennis court surfaces consist of clay, grass, and hard court. Hard court surfaces include concrete or asphalt. Consult qualified personnel for guidance maintaining hard court surfaces. Annually, inspect/repair/replace court signs, court numbers and playing rules. Monthly, thoroughly inspect surfaces to detect cracks or erosion and coordinate repairs with BCEs. Conduct pre- and post-season inspections and initiate appropriate action. Replace or repair nets and windcreens as required. Sweep, vacuum or rinse surface, and empty trash receptacles daily. Inspect and repair fences, windcreens, and nets. Inspect and adjust nets and center straps. Report inoperative lights to BCEs.

8.13. Annual Maintenance Plans. Develop an annual maintenance plan with thorough checklists for each facility. The plan prescribes maintenance requirements for all equipment, buildings, and other facilities. Included in the plan are time-lines to accomplish required tasks. Chart and document tasks once completed. The plan also describes recurring problems with possible solutions. In addition, the annual plan is useful for developing budgets for maintenance for requirements.

Chapter 9

RESERVATION SYSTEMS

9.1. Reservations. Reservation systems for tennis courts, racquetball courts, and playing fields must be equitable to all patrons IAW eligibility criteria. The military support flight chief and FD must evaluate complaints and/or recommendations concerning reservation procedures. Base the reservation system for courts and fields on demand, facility availability, and daily usage. Ensure clear written guidance is publicized concerning reservation procedures and priorities.

Chapter 10

RESOURCE MANAGEMENT

10.1. Funding. FCS will become directly involved in the collection, protection, and control of funds, and must follow established procedures for the protection of resources.

10.2. Resale Operations. AAFES is the primary source of resale merchandise and services for military personnel, family members and other authorized customers. Services activities may engage in resale activities when it has been determined that AAFES cannot meet the particular resale requirements in a responsive manner, and the items of merchandise and types of services offered are directly related to the purpose and function of the Services activity. FC resale items usually consist of sundry items such as racquetballs, eyeglass holders, wrist bands, headbands, and refreshments. The resale operation is intended to improve customer service, therefore, resale inventories must not be expanded to include merchandise not directly related to the function of the activity.

10.3. Funds Protection. Resources must be protected in accordance with AFI 34-202, *Protection of Assets*, and local resource protection plans. Establish written procedures for the handling and safeguarding of resources.

10.4. Budgets. Budgets are financial plans. Proper and timely planning, and valid historical data are essential factors in the budgeting process. Begin the budget process several months prior to the beginning of the fiscal year. Coordinate with the RMFC and Resource Advisor. Accumulate data to support past operating expenses. At a minimum, consider the following factors:

- The types of authorized support: Category A-Mission essential programs are authorized 100% APF support, e.g., intramural sports, fitness programs, mandatory conditioning programs. Category B - Community support programs are authorized 50% APF and 50% NAF support, e.g., varsity sports. Category C - Business activities are fully funded with NAFs (direct support), e.g., resale operation.
- Historical data
- Mission changes
- Program improvements
- Replacement of furniture, fixtures, and equipment
- Hosting special events or higher level competition
- Training funds required for higher level competition, seminars, conferences, and other professional meetings
- Personnel cost increase

10.5. Approval Authority. NAF budgets are reviewed by the NAF council and approved by the installation commander. The installation commander also approves the APF budget.

10.6. APF Sources. There are three major sources of APFs available to Services during the fiscal year. Refer to AFI 65-601, Volume 1, *Budget Guidance and Procedures*, for information concerning APF support.

10.7. Procurement. Basic knowledge of the supply system and the procurement process is important. Refer to AFI 34-204, *Air Force Services Logistics Support Program*, for information concerning procurement.

10.8. Controlling Equipment and Supplies. The control of equipment and supply items is essential. Authorized equipment items are printed on a computer listing known as the custodian authorization/custodian receipt listing (CA/CRL). The FD or appointed custodian must sign and keep a copy of the listing readily available. Refer to AFI 34-204 for additional information concerning the CA/CRL.

10.9. Conducting Inventories. APF equipment inventories must be accomplished annually or upon the change of equipment custodians. The incoming custodian must personally verify each item on the account before accepting responsibility. Inventory discrepancies must be reported immediately. If a shortage is discovered during the inventory, ensure the previous custodian initiates a report of survey. *Do not* sign the CA/CRL until a report of survey is initiated. This will prevent unjust liability. This is also a good opportunity to make sure all items are properly marked as most activities carry similar APF and NAF items in their inventory.

10.10. Excess and Surplus Supply. The DRMO is the primary redistribution outlet for excess Air Force property. DRMO is an excellent source for additional vehicles and expendable supplies and equipment. The Services logistics chief can request an excess listing from the supply chief. Notices of available property are distributed by brochures, flyers, General Services Administration (GSA) regional catalogues, and GSA bulletins. A personal screening of available property should be performed. Frequently, conduct a screening of the property in person. These items are not placed on the property listing.

Chapter 11

SPORTS ADVISORY COUNCIL

11.1. Purpose. This mandatory council serves as an advisory body to the FCS. An active Sports Advisory Council (SAC) can increase participation in the intramural and extramural programs.

11.2. Council Structure. The council is comprised of representatives from squadrons/units, safety, base engineers, and public affairs. Each squadron commander will appoint a primary and alternate Sports Officer/NCO to serve as members of the council. The chief, military support flight, and FD serve as non-voting advisors. (See Atch 7 for duties of the chairperson and committees.) The advisory council provides advice to the FD, military support flight chief and Services commander.

11.3. Meetings. The chair, appointed in writing by the Support Group commander, will conduct, at a minimum, quarterly meetings. The FD will schedule and coordinate the meeting.

11.4. Agendas. The FD prepares an agenda for the meeting and provides a copy to each member of the council in advance.

11.5. Minutes. The FD ensures administrative support to record and prepare the minutes for signature of the chair is available. The Services squadron commander forwards the minutes to the support group commander for approval. Minutes must accurately reflect all committee actions and include sufficient detail to permit a meaningful review by senior leadership. The advisory committee minutes are historical records of the sports section and includes:

- Attendance/non-attendance.
- Statement that the minutes of the previous meeting were reviewed. The paragraph should note that the minutes were approved as read or should list the corrections needed.
- A paragraph stating the discussion of old business.
- A paragraph on all new business.
- Motions are summarized in one paragraph to facilitate review by the Services squadron commander. The motion must always reference the paragraph where full discussion is recorded.
- Open/closed items.

Chapter 12

FACILITY DESIGN

12.1. Facility Design. Reference AFPD 32-80, *Facility Design and Construction* for information concerning facility design.

STEVAN B. RICHARDS, Colonel, USAF
Director of Services

Attachment 1**GLOSSARY OF REFERENCES, ABBREVIATIONS, ACRONYMS, AND TERMS*****References***

AFPD 32-80, *Facility Design and Construction*

AFI 34-101, *Services Program and Patron Eligibility*

AFI 34-107, *Air Force Fitness & Sports Program*

AFI 34-202, *Protection of Assets*

AFI 40-501, *The Air Force Fitness Program*

Abbreviations and Acronyms

AAFES—Army & Air Force Exchange Service

ACE—American Council on Exercise

ACSM—American College of Sports Medicine

AETC—Air Education and Training Command

AFAA—Aerobics and Fitness Association of America

AFI—Air Force Instruction

AFMAN—Air Force Manual

AFMWRF—Air Force Morale, Welfare, and Recreation Fund

AFRTS—Armed Forces Radio and Television Service

AFPD—Air Force Policy Directive

AFSCS—Armed Forces Sports Committee Secretariat

APF—Appropriated Fund

BCE—Base Civil Engineer

CA/CRL—Custodian Authorization/Custodian Receipt Listing

CPR—Cardiopulmonary Resuscitation

DoD—Department of Defense

DPU—Demand Procession Unit

DRMO—Defense Reutilization and Marketing Office

DV—Distinguished Visitor

EMS—Equipment Management System

FC—Fitness Center

FCS—Fitness Center Staff

FD—Fitness Director

FITE—Fitness Enhancement, self-paced rehabilitative program

GSA—General Services Administration

HQ AFSVA/CC—Headquarters Air Force Services Agency, Commander

HQ AFSVA/SVF —Headquarters Air Force Services Agency, Directorate of Financial Management and Comptroller

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

HQ AFSVA/SVPAF—Headquarters Air Force Services Agency, Fitness and Sports Branch

IFPA—Installation Fitness Program Administrator

IFPT—Installation Fitness Program Trainer

IAW—In Accordance With

MAJCOM—Major Command

MB—Megabyte

MWR—Morale, Welfare, and Recreation

NAF—Nonappropriated Fund

NCAA—National Collegiate Athletic Association

NCO—Noncommissioned Officer

NSN—National Stock Number

PACAF—Pacific Air Forces

PMEL—Precision Measurement Equipment Laboratory

PN—Part Number

POS—Point of Sale

RAM—Random Access Memory

RMF—Resource Management Flight

RMFC—Resource Management Flight Chief

RPIE—Real Property Installed Equipment

SAC—Sports Advisory Council

SATP—Services Automated Training Program

SVGA—Super Video Graphic Array

TDY—Temporary Duty

TEAMS—Training Education Automated Management System

UFPM—Unit Fitness Program Manager

UMD—Unit Manning Document

UPMR—Unit Personnel Management Roster

USAFE—United States Air Forces in Europe

Terms

CORPORATE PRISM—The name of the Air Force Services Market Survey.

GET FIT—The mandatory supervised rehabilitative program for Air Force Fitness (GET FIT) and Weight Management (Phase I) Program enrollees

MS-DOS—A standard, single-user operating system of IBM (International BusinessMachines) and IBM-compatible computers that runs the microprocessor

Attachment 2

VARSITY SPORTS HOST BASE CHECKLIST

Overprint listed information on AF Form 2519, **All Purpose Checklist**.

DATE		YES	NO
ITEM			
Start planning 3 months in advance.			
Coordinated plans with commanders.			
Order awards.			
Notify public affairs.			
Notify security police.			
Notify officials' association to schedule personnel.			
Identify manpower schedules.			
Inform engineer of requirements.			
Is the Resource Management Flight Chief in the planning process?			
Assign a crew to prepare and clean facilities.			
Assign a staff member to meet the incoming teams/participants at the main gate.			
Have scoreboard(s), lights, sound system, clocks, etc. checked.			
Identify locker room facilities.			
Reserve lodging for visiting teams.			
Arrange transportation.			
Notify dining facility of increase in personnel.			
Invite a VIP for opening and closing ceremonies.			
Invite a chaplain to do the invocation.			
Invite the Honor Guard.			
Contact hospital/clinic.			
Recruit volunteers.			
Develop inclement weather plan.			
Arrange publicity.			
Arrange to pay officials.			
Prepare team benches			
Check playing nets.			
Check and clean bleachers.			

- Arrange to prepare orders on weekend.
- Assign a staff member to handle the extra laundry.
- Make backup equipment available.
- Check national anthem tape and back-up.
- Arrange for refreshments as appropriate.
- Obtain extra trash receptacles.

Attachment 3**TRAINING SUBJECTS****Financial**

- Cash handling
- Ethics
- Resource protection
- Budget process
- Monthly financial statement
- Inventory control
- Petty cash administration
- Procurement
- Funding sources
- Authorized categories of support

Operations

- Opening and closing procedures
- Program development
- Continuity and self-inspection folders
- Facility maintenance
- Bomb threats
- Anti-robbery
- Communication security
- Equipment maintenance
- Customer service
- **CPR.** Required for all employees, full and part time, volunteers, and contractors. Certification is good for one year to two years depending on the certifying organization. Refresher courses must be attended in order to maintain certification.
- Air Force fitness and sports program
- Contract services, e.g., officials, instructors
- Publicity/Marketing

Attachment 4**SPORTS ADVISORY COUNCIL RESPONSIBILITIES**

- The Chief, Military Support Flight, and Fitness & Sports Director will serve as non-voting advisors.
- The Fitness Director ensures administrative support for the minutes of meetings and recording minutes.
- The Services Squadron Commander requests approval from the Support Group Commander to take action on the advisory committee minutes.
- The Support Group Commander appoints the Chairperson.
- The Chair appoints a vice-chair.
 - The chair selects council members to serve as chairs of various subcommittees.
 - The subcommittee chairs have authority to select members for their committees from the membership of the sports advisory council and the base-at-large.
- The Program and Evaluation Subcommittee assists the FD in planning and evaluating the base sports program.
- The Judiciary Subcommittee makes recommendations to the Services squadron commander concerning disqualification or suspension of organizations or individuals from participation in the base intramural program. It also organizes protest boards (three to five members) to resolve any problems related to the various sports competitions included in the intramural program.
- The Promotion and Publicity Subcommittee assists the FD in developing and implementing a publicity and promotion program designed to inform base personnel.