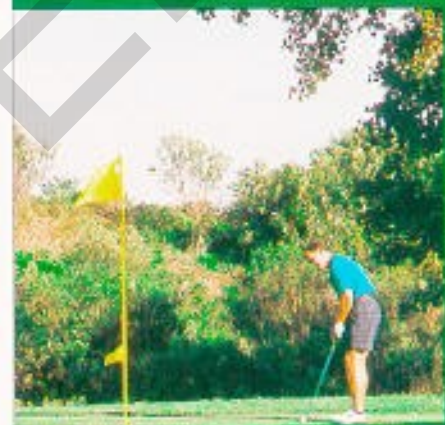


AIR COMBAT COMMAND GOLF COURSE STANDARDS AND FACILITIES GUIDE



doing good things for people

LETTER FROM THE COMMANDER



1

Constructive use of leisure-time pursuits enhances physical and mental well-being, as well as team building. Air Combat Command golf courses offer the unique opportunity for Air Force members and their families to improve their physical and mental wellness through active participation at our golf facilities.

Upgrading our facilities and programs will put Air Combat Command golf courses in a position to exceed our customers' expectations, maintain profitability, and meet command goals. Golf courses that are attractive, user-friendly, well designed, and offer quality programs elevate morale and contribute to esprit de corps.

This standards guide should be used as the stimulus for commanders and golf course managers to make this initiative a high priority. Use this guide to assist you in providing your customers with the world class facilities they deserve.

A handwritten signature in cursive script that reads "John M. Loh".

John M. Loh
General, USAF
Commander

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FIRST IMPRESSIONS



3

ACC Style

"Deliver quality products to all our customers. Strive for a culture of continuous improvement—make it better."

FIRST IMPRESSIONS - good ones - ensure the success of a golf course facility. A person's initial contact with the golf course and clubhouse is the first opportunity to establish a positive overall experience.

Parking areas that are well-maintained and organized, provide directions for cars, pedestrians and golf carts. Also, parking areas linked to the cart barn and clubhouse entrance allow easy pick-up and drop-off of golfing equipment. Attractive landscaping creates an inviting entrance area while enhancing the beauty and challenge of the golf course.

Golf Course facilities are a vital part of the community's recreation. Strong first impressions set the tone for the golfer's sport.



- Parking
- Landscaping
- Building Entry



1



Provide ample parking for peak patron volume.

PARKING

- Situate parking lot away from the front of the building. Ensure front of facility offers an attractive, landscaped view from the adjacent main streets.
- Properly stripe and mark parking spaces for handicapped customers.
- Use street curbs to mark parking; avoid using concrete bumper blocks.
- Provide a separate parking area for motorcycles and bicycles.
- Divide parking with landscaped islands and provide exterior lighting.
- Keep parking lot clean and litter free.



Plant evergreens with deciduous trees, providing year-round color.

BUILDING ENTRY

- Keep windows and glass doors clear, ensuring clutter is not visible to customers.
- Locate trash cans and cigarette waste containers near entry, keeping entrance clean.
- Place signs and address numbers in accordance with latest sign instructions.
- Keep sidewalks clean, maintained and edged.



Ensure building entry is attractive and inviting.

LANDSCAPING

- Provide attractive landscapes using low maintenance greenery.
- Enhance building entrance and walkways with landscaping.
- Use landscape screening, fencing or wall to hide undesirable features.



Provide golf shoe cleaners at building entrance.

CLUBHOUSE



7

ACC Quality

"A leadership commitment to an operating style which creates a working climate that promotes trust, teamwork and continuous improvement in all that we do."

The CLUBHOUSE provides specialty services for the golfer. The variety of these services provides total golfing support for the convenience of the players.

The close proximity of the locker rooms, pro shop, specialty rooms, snack bar and lounge to each other creates a functional, convenient clubhouse. Ask yourself these questions as you walk through the clubhouse. Are the locker rooms convenient to interior and exterior access? Does the pro shop provide quality merchandise and equipment? Are the snack bar and lounge areas comfortably furnished for both intimate and group gatherings? If you answered "yes" to these questions, you're well on your way to a successful golf clubhouse.

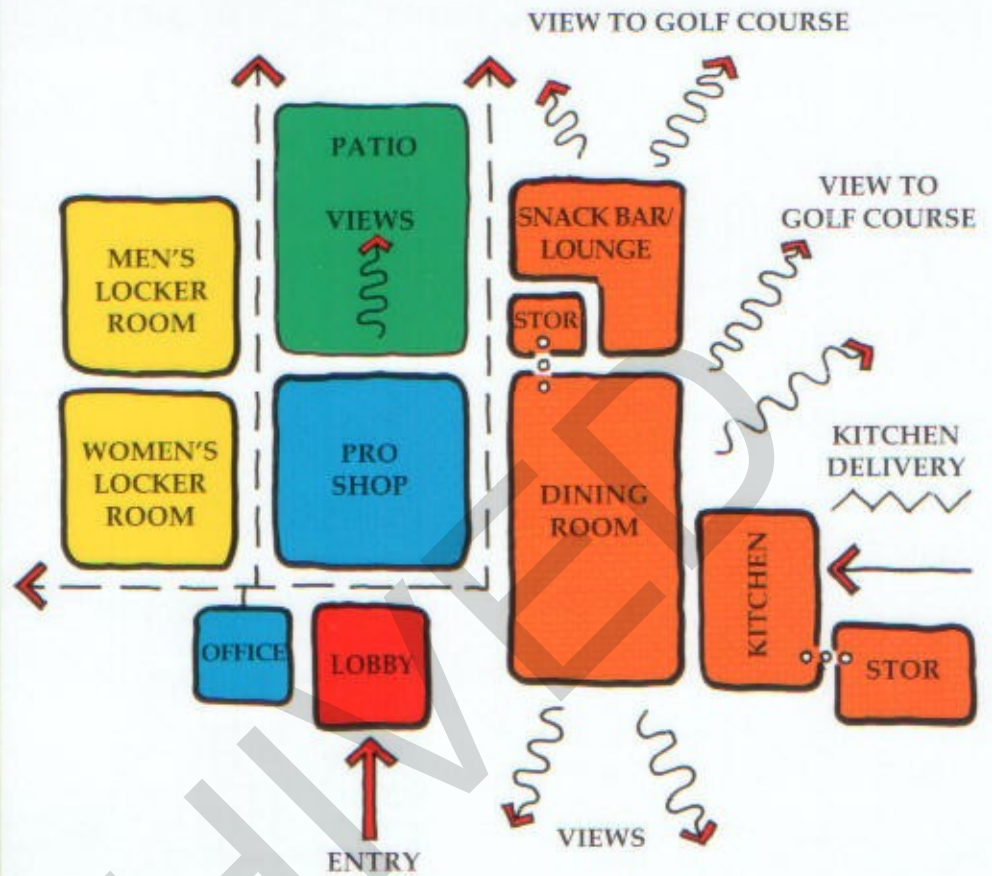
The golf course is enhanced by an organized clubhouse. A strong union of function and aesthetics completes a successful clubhouse.



- Functional Diagram
- Locker Rooms
- Pro Shop
- Specialty Rooms
- Patio
- Snack Bar
- Kitchen
- Lounge



2



FUNCTIONAL DIAGRAM

- Create a visible and prominent lobby entrance to the building.
- Provide access to pro shop from lobby.
- Locate locker rooms away from formal entrance for more privacy.
- Place locker rooms near building exits whenever possible.
- Locate snack bar and dining room near lobby.
- Maximize views of golf course from snack bar/lounge and dining room.
- Locate kitchen near serving areas.
- Design delivery and service areas with direct entrance to kitchen and away from public entrances.



Provide comfortable, low maintenance seating in locker area.



Provide amenities such as hair dryers, liquid soap, and scales for patrons.

LOCKER ROOMS

- Provide ample space for traffic flow.
- Install carpet in changing and locker areas; tile floor and walls in shower and rest room areas.
- Provide sufficient number of toilets and showers; separate from changing and locker area.
- Equip well-lit mirrored vanity area with sinks and sufficient number of electrical outlets.
- Locate drinking fountain in locker room.
- Allow adequate ventilation and climate control to prevent moisture and steam from building in locker room.
- Supply sufficient number of lockers for both daily and permanent use.
- Provide a minimum lighting level of 20 foot-candles for locker room and 30 foot-candles around mirror at vanity.



Locate benches in changing and locker areas.



Display clubs and accessories neatly.

PRO SHOP

- Provide neat and organized display racks.
- Use appropriate and professional signs.
- Provide changing areas for customers to try on clothes.



Keep inventory storage neat, clean and efficiently laid out.



Properly display and mark clothing by price and size.



Provide color coordinated, moveable lounge furniture for a variety of gatherings.

SPECIALTY ROOMS

- Provide special room or areas for receptions, banquets and awards ceremonies.
- Use tables and seating that can be easily stored. Provide storage.
- Use durable, low maintenance upholstery.
- Locate room near snack bar or kitchen.
- Promote use of room for meetings, tournament headquarters, going-away parties, reunions, and other occasions.

PATIO

- Provide weather-resistant outdoor furniture groupings.
- Install durable paving materials such as exposed aggregate concrete or brick pavers to prevent damage by golfers' spiked shoes.
- Advertise use of the patio for tournament award celebrations, catering, cook-outs, and other functions.



Landscape for privacy, aesthetics, and climate considerations.



SNACK BAR

- Organize serving area, keeping it neat and appealing to the eye.
- Organize equipment layout with proper flow for food service and logical placement of cash register.
- Design customer serving line to flow from cashier, drinks and condiments, to food pick-up.
- Design snack bar to serve a variety of functions and services including cafeteria-style dining, awards ceremonies, and catering.
- Display menu that can be updated to remain current with new menu items.

Provide a customer seating area with proper lighting, adequate seating, and low maintenance tables.



Provide serving line with durable customer counter and easy-to-read professional menu.



Keep food preparation area neat, well maintained, and organized for a proper flow.

KITCHEN

- Shield cooking and preparation areas from customer's view.
- Identify employees with distinctive uniforms.
- Use small-scale commercial grade equipment in kitchen. Use professional kitchen design consultant.
- Design kitchen and service counter to facilitate supply storage, food preparation, beverage service and trash removal.
- Provide kitchen with microphone and public address system.



Provide a neat, clean and efficiently organized inventory storage, with a lockable area for high value items.

LOUNGE

- Furnish seating areas for conversation and light fare.
- Install low maintenance furniture, type II vinyl wallcovering, and spike proof carpeting.
- Install adjustable audio and lighting systems.
- Use a color scheme for the furnishings, wall coverings, and carpeting to complement course theme.
- Add decorations and displays that enhance the course/base theme.

Provide bar with comfortable stools and ample serving area for peak customer use.



CUSTOMER RELATIONS

15



ACC Style

*"...creating a working climate that inspires trust,
teamwork, quality and pride."*

ADMINISTRATION

- Provide bulletin boards and marker boards.
- Allow adequate storage space.
- Install central telephone system for staff areas.



Keep work areas and computer stations neat, clean and organized.



Locate manager's office away from distractions.



EMPLOYEE STANDARDS

- Identify employees with distinctive and appropriate uniforms.
- Keep display counter neat, clean, and accessible to customers.
- Ensure sales counter is located away from traffic flow.
- Train sales clerks to be knowledgeable in product lines, customer relations, and suggestive sales techniques.
- Plan and implement an organized, documented customer service training program for all employees.
- Develop an employee incentive program that rewards exemplary customer service.

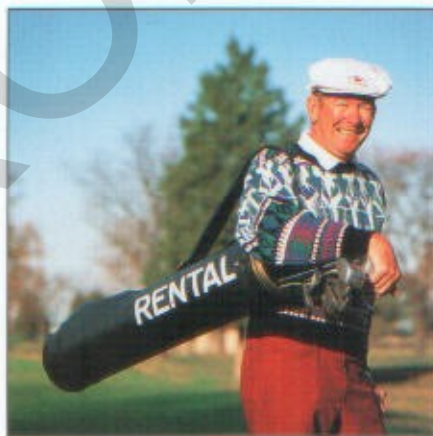
Employ friendly and courteous personnel who are properly trained.

- Administration
- Employee Standards
- Customer Services

Customer Relations are crucial to the success of the clubhouse. The services outlined below will enhance the golfer's leisure time.

A resourceful administrative staff is necessary in the daily operation of the golf course facilities. Friendly, courteous and properly trained personnel assist the golfers. Customer services such as golf lessons, equipment rental and storage, and organization of tournaments give the golfer a variety of quality benefits.

High caliber customer relations provide a valuable service to the golfer. These services aid in the profitability and enjoyment of the golf course.



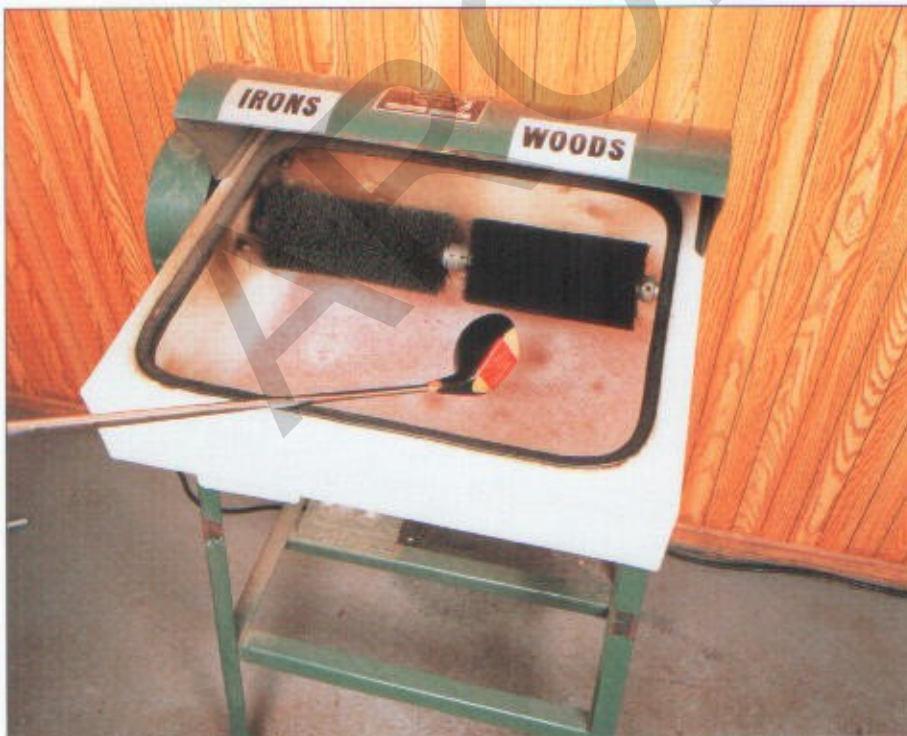
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CUSTOMER SERVICES

- Provide golf lessons from qualified golf instructor.
- Ensure staff is available and trained to organize golf tournaments.
- Provide secured area for golf club storage.
- Stock and display color-coordinated clothing sets to stimulate multiple sales potential.
- Include clothing sets, displaying golf course logos and Air Force/Services themes, to create additional sales opportunities.
- To support customer needs and garner repeat business, display signs advertising special order services.



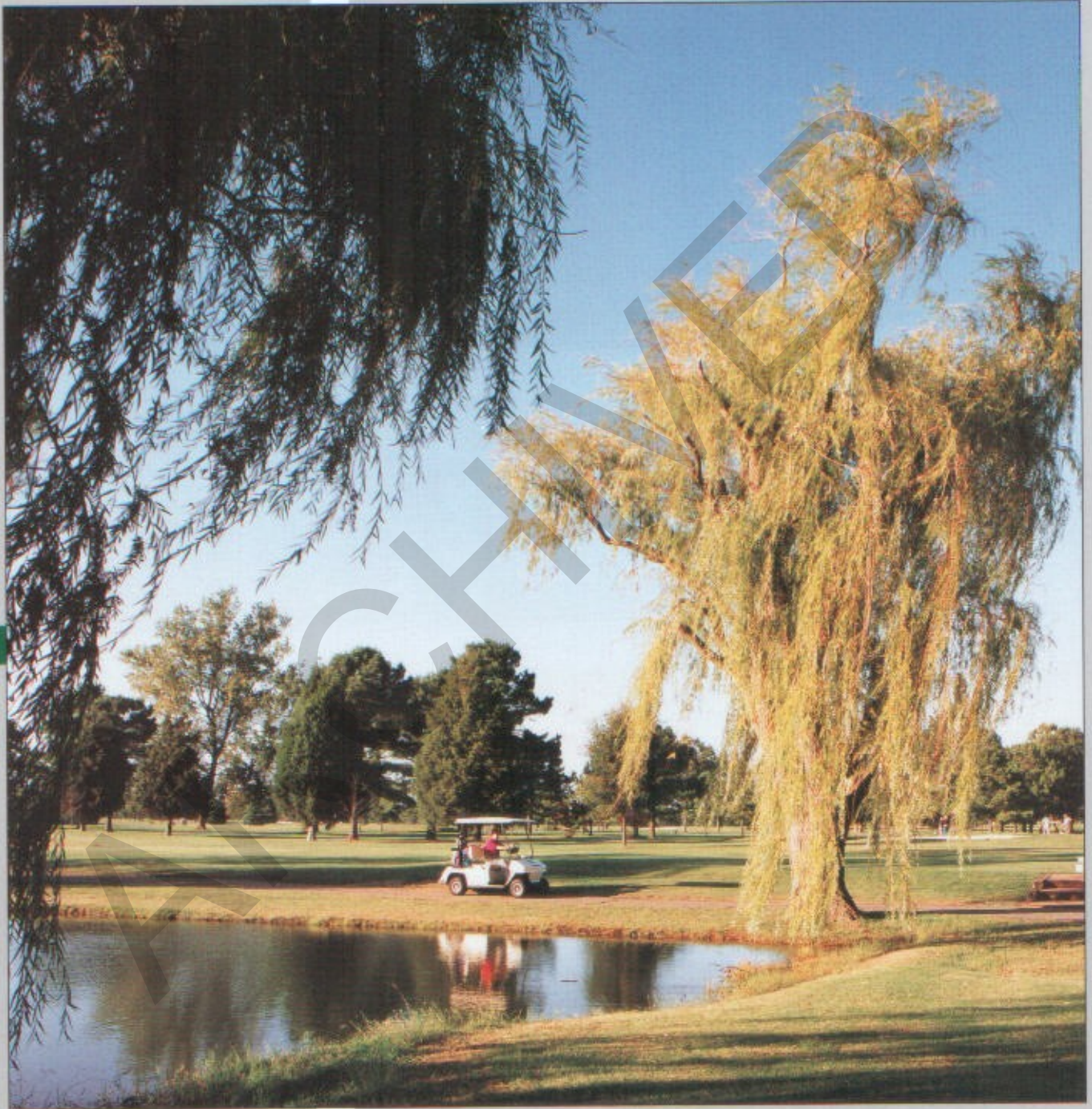
Provide club and equipment rentals.



Offer club refurbishing and cleaning services.

GOLF COURSE

19



ACC Style

"Give everyone a stake in the mission and its outcome."

The golf course offers a primary source of physical recreation. A well-planned golf course enhances the golfer's game.

A well-groomed putting green, driving range and golf course provide the golfer with the key components of the game and allow for further strengthening of skills. The starting area should be convenient to the golfers and easy to identify. Course buildings for the convenience of the players include shelters, half-way house, and rest areas.

Recreational pursuits such as golfing contribute to the well-being of Air Force members and their families.



- Putting Green
- Driving Range
- Starting Area
- Course
- Course Buildings



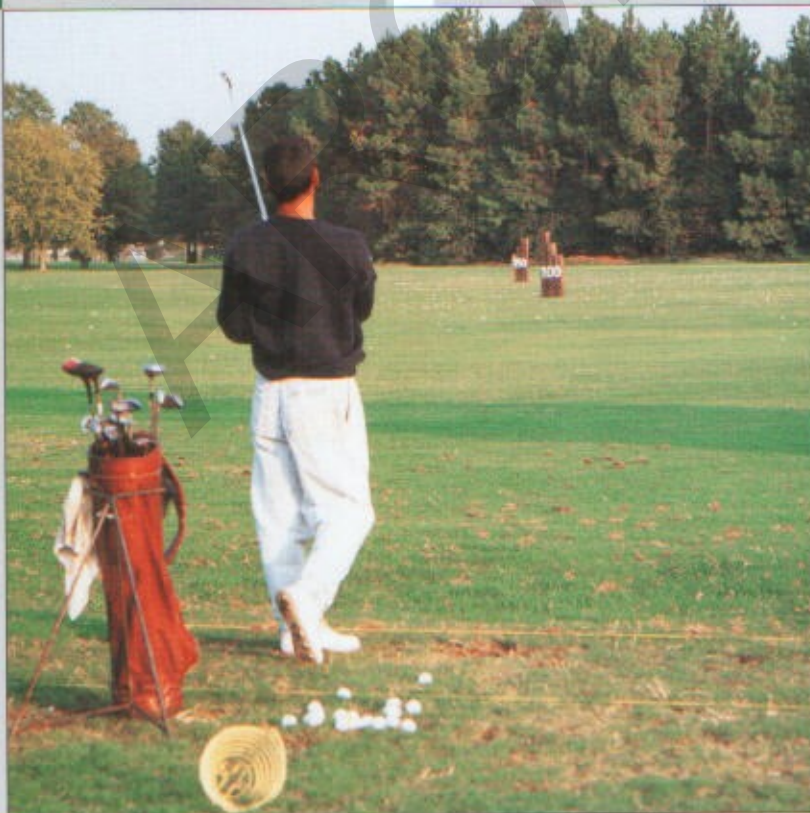
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PUTTING GREEN

- Locate near starting area and first hole.
- Follow golf course mowing and fertilization schedule.
- Include putting green in the golf course irrigation system.
- Consider putting green location when designing club layout to maximize views.
- Provide golf bag drop-off and cart parking area near putting green.



Clearly mark holes with flag sticks.



DRIVING RANGE

- Provide an open area away from golf course, yet convenient to starting area.
- Provide each customer with ample practice balls.
- Provide equipment to collect practice balls on predetermined schedule.
- Clearly mark driving range with proper signs to distinguish from course.
- Screen from golf course to ensure safety.
- Include in golf course maintenance program.

Use signs to clearly and accurately mark yardage.



Provide a convenient and secure area for golf bags.

STARTING AREA

- Provide adequate area for golf carts and golfers.
- Provide neat and clean scoreboard for tournament play.
- Furnish racks for golf bags.
- Supply scorecards, pencils and golf course regulations to players.
- Clearly display all pertinent information including greens fees, course hours, cart rental fees, and upcoming course events.



Use signs to promote proper golf etiquette and repair procedures.



Provide amenities at tees.



Provide well-marked tees.

COURSE

- Develop well-designed courses that maximize area availability and natural site features.
- Provide hole identification signs, ball washers, benches, and trash receptacles at all tees.
- Develop seasonal planting schedules and provide an attractive, drought-resistant, indigenous landscape.
- Keep fairways, tees and greens properly mowed.
- Provide well maintained sand traps with proper amount of sand, and pre-positioned rakes.
- Design well-marked cart paths along the course.
- Provide signs to properly mark water hazards.



Keep fairways well maintained.



Maintain clean water hazards free of algae.



Clearly mark "out of bounds."



Provide clear directional signs for carts.

Keep greens well maintained, emphasizing proper grass height and attractive hole flags.



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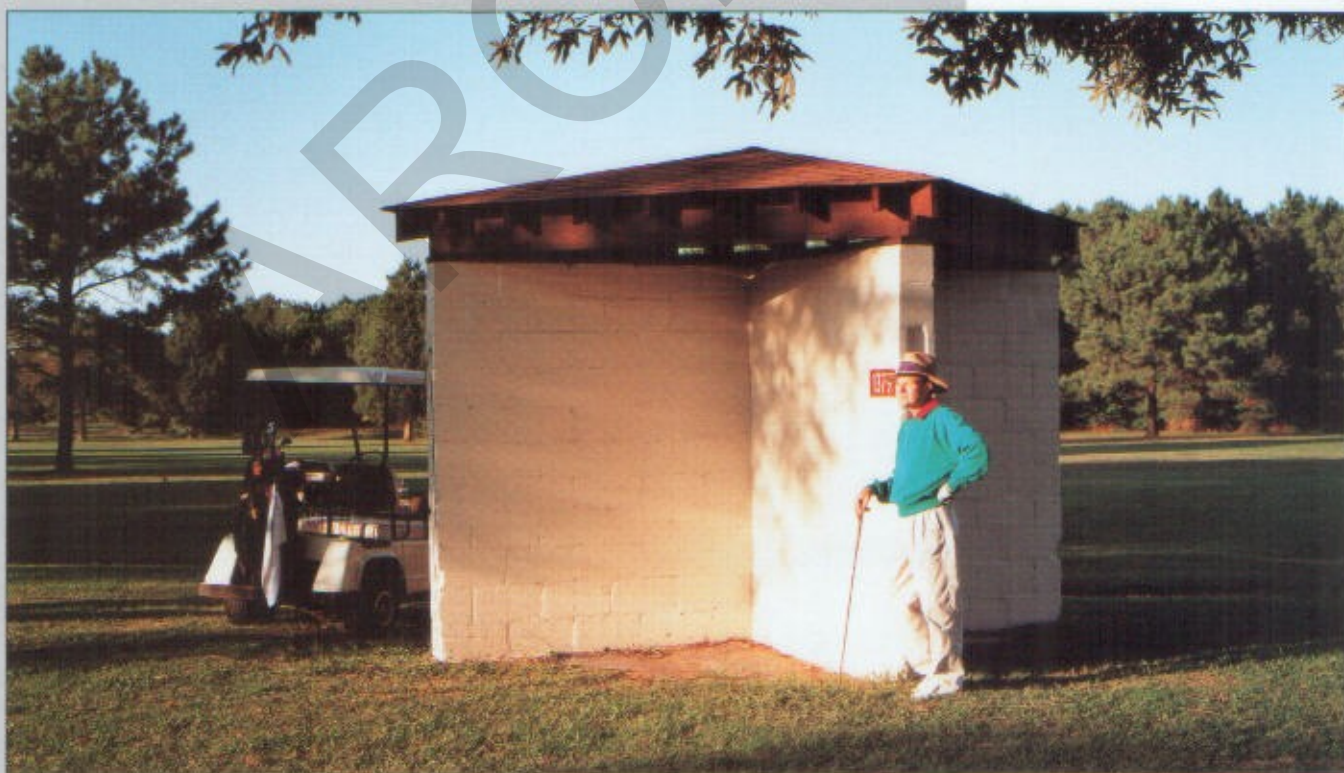


Provide sand-trap rakes.

Strategically locate halfway house adjacent to ninth and tenth holes when clubhouse is at first hole.

COURSE BUILDINGS

- Build a sheltered area for carts and golf bags.
- Place golf shoe cleaners at building entrance.
- Provide clean rest rooms for men and women.
- Provide a snack bar or vending machines with seating area available.
- Install durable flooring materials, such as an abrasive ceramic tile and a spike-proof, high density cut pile carpet to prevent damage by golfers' spiked shoes.
- Construct an easily maintained building exterior.
- Construct shelter to protect golfers from inclement weather.
- Provide grounded lightning rod for safety.
- Locate conveniently throughout golf course, yet away from fairway play.



Design low maintenance shelters.

MAINTENANCE

27



ACC Style

"Set goals. Measure progress. Reward performance."

- Service and Repair
- Golf Cart Barn
- Course Maintenance Building

Facility maintenance is necessary to a well-functioning golf course operation. Maintenance activities include the service and repair of both the mechanical equipment and the course itself.

A total maintenance facility requires a golf cart barn and course maintenance building. The golf cart barn stores carts and equipment to keep them in proper running order. The course maintenance building is the origination point for course upkeep and grooming activities. It houses equipment and supplies for sustaining the course. Moreover, the equipment itself - irrigation equipment, hand tools, mowers, aerators, and so forth - must stay in good working order. The maintenance building is where all critical maintenance activities occur.

Proper facility and course maintenance are essential to an efficient and organized golf course facility. Well-designed maintenance facilities will allow personnel to keep greens and fairways in top-notch condition.





Maintain a clean and landscaped exterior.

SERVICE AND REPAIR

- Develop and implement a replacement program for carts.
- Properly identify battery chargers and gas fueling areas with all safety markings.
- Keep proper maintenance documents and operating instructions on all carts.



Keep carts well maintained.

GOLF CART BARN

- Keep barn properly organized and well ventilated.
- Ensure barn is easily accessible to golfers and starters area.
- Provide employee area with locker rooms and rest rooms.
- Provide separate area for cleaning carts.



Maintain equipment properly.

COURSE MAINTENANCE BUILDING

- Develop and use an equipment replacement plan.
- Document employee training and certification.
- Follow command agronomist plans and recommendations.
- Post OSHA safety standards in conspicuous locations.
- Keep all pesticides and herbicides in proper storage areas with all safety precautions plainly marked.
- Post warning signs as necessary.
- Provide equipment cleaning area, with proper drainage, separate from course and other facilities.



Keep equipment clean and stored in protective area.

ACC
SERVICES
doing good things for people



Prepared by
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