



DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
3000 MARINE CORPS PENTAGON
WASHINGTON DC 20350-3000

5215
AR
21 May 2025

MEMORANDUM FOR THE RECORD

From: Commandant of the Marine Corps
To: Distribution List

Subj: MARINE CORPS DIRECTIVES COMPLIANCE WITH EXECUTIVE ORDER 14168

Ref: (a) Executive Order (E.O.) 14168, "Defending Women from Gender Ideology Extremism and Restoring Biological Truth to the Federal Government," January 20, 2025
(b) United States Office of Personnel Management (OPM), Memorandum, "Initial Guidance Regarding President Trump's Executive Order *Defending Women*," January 29, 2025
(c) Marine Corps Order 1700.39, "Marine Corps Recreation Programs", March 21, 2016

1. In accordance with references (a) and (b), reference (c) has been reviewed and updated as necessary.

2. The required changes have been incorporated into reference (c) as an administrative update on the relevant pages:

a. Change the word "Gender" to "Sex" in enclosure (1), Chapter 1, paragraph 4c.

3. These changes are effective as of the date signed.

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By direction

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DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
3000 MARINE CORPS PENTAGON
WASHINGTON DC 20350-3000

MCO 1700.39
MF/MR
21 Mar 2016

MARINE CORPS ORDER 1700.39

From: Commandant of the Marine Corps
To: Distribution List

Subj: MARINE CORPS RECREATION PROGRAMS

Ref: (a) DoD Instruction 1015.10, "Military Morale, Welfare, and Recreation (MWR) Programs," July 6, 2009
(b) MCO P1700.27B
(c) DoD Directive 1020.1, "Nondiscrimination on the Basis of Handicap in Programs and Activities Assisted or Conducted by the Department of Defense," March 31, 1982
(d) Secretary of Defense Memorandum, "Access for People with Disabilities," October 31, 2008
(e) MCO 7010.20
(f) MCO 5200.24D
(g) MCO 7510.2E
(h) MCO 4066.18
(i) MCO 7010.19
(j) MCO 5100.30B
(k) MCO 5100.29B
(l) DoD Instruction 1402.5, "Background Checks on Individuals in DoD Child Care Services Programs," September 11, 2015
(m) MCO 5380.2
(n) SECNAV M-5214.1
(o) MCO 1700.30
(p) MCO 1700.22G
(q) DoD Instruction 4150.07, "DoD Pest Management Program," May 29, 2008
(r) MCO 5530.14A
(s) MCO 3570.1C
(t) 18 USC Chapter 44, "Firearms"
(u) ATF P5300.4 "Federal Firearms Regulations Reference Guide" September 2005
(v) MCO 3550.9
(w) MCO 3570.1C
(x) MCO 1710.23B
(y) SECNAVINST 5870.4A
(z) NAVMED P-5010-4
(aa) MCO 5100.8
(ab) SECNAV M-5210.1
(ac) United States Lifesaving Association Manual
(ad) Division 9 of Title 22, California Code of Regulations, Social Security
(ae) SECNAVINST 5100.17
(af) Title 21 Code of Federal Regulations, Part 210, "Food and Drugs," April 1, 2015

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- (ag) Title 21 Code of Federal Regulations, Part 211, "Food and Drugs," April 1, 2015
- (ah) 15 USC Chapter 106, "Pool and Spa Safety"
- (ai) MCO 1500.52D
- (aj) 10 USC 2492, Nonappropriated Fund Instrumentalities: Contracts with Other Agencies and Instrumentalities to Provide and Obtain Goods and Services
- (ak) Title 33 Code of Federal Regulations, Part 175, "Navigation and Navigable Waters," current edition
- (al) MCO P5090.2A
- (am) AR 40-905/AFI 48-131/SECNAVINST 6401.1B, "Veterinary Health Services," September 29, 2006
- (an) MCO 5760.4C
- (ao) UFC 4-740-03 "Design: Navy and Marine Corps Outdoor Adventure Centers and Rental Centers"
- (ap) MCO P11240.106B
- (aq) National Fire Protection Association Standard 501C
- (ar) Consumer Product Safety Commission (CPSC), Publication #325 "Public Playground Safety Handbook," November 2010
- (as) American Society for Testing and Materials, (ASTM) F1487-11 "Standard Consumer Safety Performance Specifications for Playground Equipment for Public Use," current edition
- (at) American Society for Testing and Materials, (ASTM) F963 "Standard Consumer Safety Specification for Toy Safety," current edition
- (au) UFC 4-750-02N "Design: Outdoor Sports and Recreational Facilities"
- (av) DoD Instruction 4715.14, "Operational Range Assessments," November 30, 2005
- (aw) EPA-902-B-01-001, Environmental Protection Agency's Best Management Practices for Lead at Outdoor Shooting Ranges
- (ax) UFC 4-740-16, 25 May 2005, Design: Military Recreation Centers
- (ay) MCO 1754.9A
- (az) MCO 1700.36A
- (ba) MCO P5102.1B
- (bb) MCO 3500.27C
- (bc) SECNAVINST 1700.12A
- (bd) SECNAVINST 5211.5E

Report Required: Marine Corps Semper Fit and Recreation Critical Incident Final Report (NAVMC 11871 (11-12) (Report Control Symbol Exempt), Chap. 1, par. 20b

Encl: (1) Marine Corps Recreation Program Manual
(2) Core Competencies

1. Situation. To provide updated policy and standards for the safe and effective management of Marine Corps Recreation Programs and implement requirements identified in references (a) through (bd).

2. Mission. To issue policies governing the management, operation, and administration of Marine Corps Recreation Programs. This Order implements relevant Department of Defense (DoD), higher level authority, and other directives where appropriate.

3. Execution

a. Commander's Intent and Concept of Operations

(1) Commander's Intent. To ensure that individuals responsible for assisting authorized patrons with recreational programs and services are provided adequate guidance and information pertaining to policies, procedures, and responsibilities.

(2) Concept of Operations. Recreation programs impact the mission of the Marine Corps and support a total force in readiness. As such, these programs will be based on the identified needs of the individual community and in keeping with the Commandant's guidance. This will be achieved through administering a sustainable and comprehensive program, which serves to strengthen our communities and generates the necessary revenue to sustain and maintain recreation programs while providing direct support to its beneficiaries.

b. Subordinate Element Missions

(1) Deputy Commandant, Manpower and Reserve Affairs (DC M&RA). DC M&RA provides oversight for all issues pertaining to the Marine and Family Programs Division (MF) and the non-appropriated fund (NAF) Business and Support Services Division (MR).

(2) Marine and Family Programs Division (MF) and NAF Business and Support Services Division (MR) are the Headquarters Marine Corps Program sponsors for all Marine Corps Recreation Programs and provide support to the Semper Fit and Recreation Branch (MFS) and the Food, Hospitality, Entertainment, and Commercial Recreation Branch (MRK) that serve as the Marine Corps subject matter experts (SME) on issues pertaining to Marine Corps Recreation Programs and shall:

(a) Develop and provide guidance on all activities regarding Marine Corps Recreation Program policy.

(b) Coordinate recreation programs and services with major commands, Headquarters, United States (U.S.) Marine Corps (HQMC) staff agencies, higher headquarters, other DoD agencies and non-military agencies/entities, as required.

(c) Develop Marine Corps Recreation Program initiatives related to personnel, facilities and training.

(d) Conduct research and analysis to support programming decisions and budgets with both quantitative and qualitative data.

(e) Assess progress toward goals and objectives, as set forth in this policy.

(f) Develop and recommend program evaluation and effectiveness plans to support the overall program.

(g) Research, staff, and provide an appropriate response via chains of command for all issues submitted from the installations' Marine Corps Recreation Program to the DC M&RA (MF/MR).

(h) Develop branding concepts and marketing material for publicity.

(i) Advise installation MCCA activities to incorporate the use of commercial and community resources in support of their local recreation programs and services as appropriate.

(j) Encourage and support the collaborative efforts of the Marine Corps Recreation Programs with both Marine and Family Programs Division and NAF Business and Support Services Division.

(k) Ensure the development and delivery of recreation programs that supports and encourages a force in readiness and will augment efforts to minimize health related stress.

(l) Ensure that NAF civilian employees are encouraged to pursue healthy lifestyles by promoting participation in Marine Corps Recreation Programs.

(m) Respond to NAF civilian employee inquiries and provide advice and guidance via the normal chain of command with respect to civilian personnel policies and issues related to Marine Corps Recreation Programs.

(n) Evaluate and support the Marine Corps Recreation Programs to ensure the applicable requirements of quality assurance, inspections, managers' internal control program, and credentialing and certification are met.

(3) Manpower, Plans and Policy Division (MP) shall:

(a) Ensure that DoD civilian employees are encouraged to pursue healthy lifestyles by promoting participation in Marine Corps Recreation Programs.

(b) Respond to DoD civilian employee inquiries and provide advice and guidance via the normal chain of command with respect to civilian personnel policies and issues related to Marine Corps Recreation Programs.

(4) Deputy Commandant, Installations and Logistics (I&L) shall:

(a) Provide a point of contact to liaise with U.S. Marine Corps (HQMC) Recreation program managers related to the operation, sustainment, restoration, and modernization of Marine Corps existing recreational facilities, open spaces and proposed new facilities.

(b) Notify U.S. Marine Corps HQMC Recreation program managers of proposed Military construction (MILCON) or facility sustainment, restoration and modernization (FSRM) installation projects for advice and counsel.

(5) Office of U.S. Marine Corps Communication (OUSMCC) shall:

(a) Coordinate with MFS/MRK to ensure key Marine Corps Recreation Program themes, activities, special events, and updates are incorporated into the annual public affairs plan.

(b) Disseminate information on key Marine Corps Recreation Program themes, activities, special events, and updates through Marine Corps

News Service (MCNEWS), Marines Magazine, Marine Link, civilian media outlets, and other means, as appropriate.

(c) Coordinate with MFS/MRK to obtain information and/or provide a SME as spokesperson when responding to civilian media inquiries pertaining to Marine Corps Recreation Programs.

(d) Coordinate with command public affairs officers to ensure information on the Marine Corps-wide recreation program themes, initiatives, programs and updates are provided for incorporation into the local command information effort.

(6) Commanders, Marine Corps Forces Command; Marine Corps Forces, Pacific; Marine Corps Forces, Atlantic; Marine Corps Installations Command; Marine Corps Forces, Reserves; and Commanding Generals, Marine Corps Combat Development Command, Marine Corps Logistics Command and Marine Corps Recruiting Command shall:

(a) Review, prioritize and consolidate program objective memorandum (POM) requirements to include personnel, equipment, inventory replacement, supplies, and staff training for Recreation and Community Support programs (Marine and Unit Recreation, Community Recreation, Deployment Support, and Commercial Recreation).

(b) Ensure Marine Corps Recreation Programs are included in the initial planning stages of a mobilization and contingency planning process.

(7) Installation Commanders shall:

(a) Provide support to Marine Corps Recreation Programs aboard their installations.

(b) Allot time during "Welcome Aboard" briefs to point out Marine Corps Recreation Program capabilities aboard the Base.

(c) Ensure Marine Corps Recreation Program themes, activities, events and updates are incorporated into public affairs planning and products.

(8) Commanding Officers (at all levels: Battalion/Squadron, Recruiting Stations, and I&I Staff) shall:

(a) Be familiar with Marine Corps Recreation Programs and tools to enhance operational readiness and resiliency through encouragement, education and support of healthy lifestyles.

(b) Sponsor and/or participate in local activities that enhance and encourage physical fitness and healthy lifestyles in support of the Marine Corps Recreation Programs.

(c) Utilize local Marine Corps Recreation SME to the fullest extent possible in carrying out recreational activities and alternative physical training at the unit level.

(d) Utilize discretionary unit funds for directed unit recreation activities that encourage unit cohesion through Marine Corps Recreation Programs.

(e) Include Marine Corps Recreation Program compliance and evaluation as part of the command inspection program.

(f) Ensure command orientation programs include information on where to obtain Marine Corps Recreation Program assistance and resources.

(g) Promote leadership practices that reduce job related stress through programs that enhance a condition of mental alertness, resiliency and physical well-being among members of their command.

(h) Ensure the existence of a work environment conducive to improving and protecting health.

(i) Provide an environment that promotes appropriate referrals to resources for counseling and supportive services.

(9) Installation Marine Corps Community Services (MCCS) Directors shall:

(a) Support Marine Corps Recreation Programs utilizing local MCCS resources and any other installation resources available.

(b) Ensure infrastructure requirements for Marine Corps Recreation Programs are included in installation facility master plans and POM submissions.

(c) Develop budget requirements relative to the POM for Marine Corps Recreation Programs. These requirements will be submitted to the major commands for review and prioritization prior to consolidation and submission to DC M&RA (MF/MR).

(d) Support appropriate displays, programs and events for alcohol and tobacco de-glamorization and other awareness campaigns.

(e) In accordance with reference (a), ensure Marine Corps Recreation Program's framework for strategic and business planning is developed, designed, and funded to support all mission sustaining, community support, and revenue generating programs which are referred to as Category A, B and C, respectively.

(f) Ensure appropriate risk management and occupational safety programs are implemented to reduce the potential for mishaps and occupational illnesses.

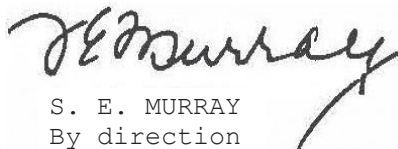
4. Administration and Logistics. Recommendations concerning the contents of this Order may be forwarded to DC M&RA via the appropriate chain of command.

a. Records created as a result of this Order shall be managed according to National Archives and Records Administration approved dispositions per reference (ab) to ensure proper maintenance, use, accessibility and preservation, regardless of format or medium.

b. The generation, collection, or distribution of Personally Identifiable Information (PII), and management of privacy sensitive information shall be in accordance with the Privacy Act of 1974, as amended, per reference (bd). Any unauthorized review, use, disclosure, or distribution is prohibited.

5. Command and Signal

- a. Command. This Order is applicable to the Marine Corps Total Force.
- b. Signal. This Order is effective date signed.


S. E. MURRAY
By direction

DISTRIBUTION: PCN 10202322100

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Chapter 1

Introduction and Overview of Marine Corps Recreation Programs

1. General. Small unit leadership, unit cohesion, an expeditionary mindset, education, the spirit of innovation and fidelity form the foundation of our Corps. In keeping with the expeditionary posture of the 21st Century Marine, Marine Corps Recreation Programs are designed to embrace the warrior mentality while fostering an environment which promotes resiliency. Marine Corps Recreation Programs directly impact combat readiness and assist the commander in preventing unhealthy situations before they develop into serious problems. They serve as prevention resources to those behaviors which negatively impact the mission readiness of our Marines, our commands, and the readiness of our families. Marine Corps Community Services (MCCS) Recreation Programs include, but are not limited to: skills development, outdoor, community, commercial, and Marine/unit activities that are conducive to fostering healthy lifestyles.

2. Background. Marine Corps leadership is focused on "Institutionalizing Resiliency". This is accomplished by providing the best tools and resources available to Marines and their leaders so they can better cope with the challenges of combat and the rigors of this lifestyle in both deployed and in-garrison environments. The resiliency effort, known as "Marine Total Fitness," is an installation/community, unit/family based effort, focusing on four domains; physical, psychological, social, and spiritual. These four domains, or pillars, are not distinct, but rather mutually dependent and require support from the installation/community and the unit/family. MCCS programs provide access and availability to quality facilities and support programs, as well as resources and benefits that provide a quality standard of living, maintain mission readiness, enhance productivity, and foster resiliency. As a component of MCCS, Marine Corps Recreation Programs directly promotes esprit de corps and provides for the physical, cultural, and social needs; general well-being; quality of life (QOL), and home town community support of Service members and families. Marine Corps Recreation Programs seek to enable the regeneration of warfighters through customer-driven programs. With a constant forward focus, Marine Corps Recreation Programs will keep the faith with our Marines and families.

3. Description

a. This Order is designed to supplement reference (b). Marine Corps Recreation Programs transcend divisional lines within MCCS. As such, the operational policies held within this document are applicable to all Marine Corps Recreation Programs. This policy applies to the following programs:

(1) Arts and Crafts Skills Development.

(2) Aquatics (Swimming Pools, Guarded Open Water [Beaches], Water Play Areas and Interactive Fountains, and Self-Contained Underwater Breathing Apparatus [SCUBA]).

(3) Auto Skills Development.

(4) Boating and Marinas.

(5) Bowling.

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- (6) Camping (Primitive, Tent, and Recreation Vehicles [RV]).
- (7) Community Centers.
- (8) Community and Family Programs.
- (9) Entertainment and Special Events.
- (10) Directed Outdoor Recreation
- (11) Fishing and Hunting.
- (12) Golf.
- (13) Horseback Riding and Stables.
- (14) Indoor Shooting.
- (15) Leisure Travel and Information, Tickets, and Tours (ITT).
- (16) Outdoor Recreation Equipment Checkout and Rental.
- (17) Parks, Picnic Areas, and Playgrounds.
- (18) Recreation Centers (Military Personnel).
- (19) Recreational Shooting (Archery, Skeet/Trap, and Paintball).
- (20) Skate Parks.
- (21) Theater Programs (Motion Picture, Encrypted DVD).
- (22) Unit Recreation & Deployment Support.
- (23) Vehicle Storage.

b. In accordance with reference (a) this Order assigns responsibilities and prescribes procedures for operating these programs.

4. Policy

a. The establishment of standardized recreation policies is integral to the Marine Corps Recreation Programs to achieve maximum capabilities in order to provide quality services. Installation Commanders are responsible for directly supporting Marine Corps Recreation Programs that are designed to meet the needs and interests of the maximum number of authorized patrons.

b. The Assistant Chief of Staff (AC/S) or Director M CCS, hereafter referred to as the M CCS Director and their subordinate staff are responsible for implementing and operating Marine Corps Recreation Programs at the installation level. Marine Corps Recreation Programs shall be provided through either direct operations or indirect operations (contract).

c. Recreation facilities and programs are intended for the use by all authorized patrons. In those instances where a requirement exists for physically separated facilities, based upon rank/grade or **sex**, Commanders

shall ensure that an equal quality and proportional quantity of these facilities are provided to all authorized patrons.

d. Sound business practices shall be used in managing all Marine Corps Recreation Programs. Public and commercial recreation resources in the nearby civilian community shall be considered when evaluating patron's recreational needs before establishing new or continuing to operate existing recreation activities.

e. Chapters two through 27 address all of the above mentioned recreation programs, these chapters shall not be used without the content of chapter one.

5. Purpose. In keeping with references (a) and (b), adequate Marine Corps Recreation Programs are essential to the effective functioning of the Marine Corps. Installation Commanders and Commanding Officers shall devote necessary attention and authorized resources to ensure effective and adequate recreation programs are available. A well-rounded recreation program contributes to the following:

a. Provides leisure opportunities that contribute to the readiness, retention, social, physical, educational, cultural, unit and community cohesion and esprit de corps, general well-being and QOL of the Marines and their families.

b. Promotes and maintains the mental and physical well-being of Marines and their family members.

c. Encourages Marines to use their leisure time constructively by participating in programs that help to develop and maintain motivation, talent, and skills that contribute to their ability to perform duties as service members and as responsible citizens.

d. Aids in recruitment and retention by making the Marine Corps an attractive career opportunity.

e. Assists Marines in their adjustment from civilian life to a military environment upon entry into the military service.

f. Assists in providing a community support environment to family members of Marines, particularly in the absence of military sponsors while on unaccompanied tours, or in deployed environments.

6. Scope

a. This Order provides standardized direction and guidance on all Marine Corps Recreation Programs to assist Commanders in creating an atmosphere that helps to maximize individual performance, encourage healthy lifestyles and improve the overall QOL for Marines and their families. Recreation programs play a strategic role in the Marine Corps Recreation Program objectives which result in increased productivity, reduced medical costs, greater military readiness and resiliency.

b. Marine Corps Recreation Programs and staff play a vital role in prevention and impact the welfare of our Marine Corps communities. Recreation professionals, create connecting points, which socially brings our community together. Recreation facilities, programs, places and spaces provide a

conduit in which people can meet each other, share resources, be exposed to community resources, are encouraged to live actively and most important, help to reduce the stress and rigors associated with the mission and lifestyle of the Marine Corps.

c. This Order has been grouped based on "like competencies" within the areas of recreation. Combining these "like competencies" provides for increased opportunities for integrated programming across the MCCS organization as a whole. Four categories have been established: Commercial Recreation and Tourism, Community Recreation and Skills Development, Outdoor Recreation, and Marine and Unit Recreation. Each category is defined below:

(1) Commercial Recreation and Tourism. Commercial Recreation and Tourism incorporates all aspects of commercial recreation capabilities which facilitate generating revenue from authorized patrons. Programming focus should be on providing both entertainment opportunities and instructional activities. The target population encompasses the individual, the unit and the military community where programming may cross the community as a whole or specific programming for individuals or units. The types of programs included in this category are: bowling, golf, leisure travel and information, tickets and tours, motion picture programs, SCUBA, vehicle storage, recreational shooting, indoor shooting ranges, entertainment and special events, and the pursuit of other revenue generating opportunities including, but not limited to water parks or family entertainment centers.

(2) Community Recreation and Skills Development. This category incorporates all aspects of recreation programming and activities targeted to all authorized patrons. These programs provide recreational activities and services to meet the leisure needs of the military community and promote/enhance social interaction, life skills, personal growth and development, wellness, morale, competitiveness, and camaraderie. When in the best interest of MCCS, integrated programming lends itself to cooperative relationships with other MCCS programs, and contractual or other authorized agreements with on-base organizations (e.g., schools and private organizations). Existing programs may be adapted to meet new market segments and/or combined for large events. The types of programs included in this category are: arts and crafts, auto skills, entertainment, swimming pools, guarded open water, water play areas and interactive fountains, community centers, community and family programs, non-facility based programs, and similar programs.

(3) Outdoor Recreation. Outdoor Recreation incorporates all aspects of recreational activities which take place outdoors and provides for improved recreational programming capabilities for authorized patrons. The types of programs included in this category include: camping (primitive and RV parks), directed outdoor recreation activities, boating and marinas, outdoor recreation equipment checkout and rental, horseback riding and stables, fishing and hunting, parks, trails, pavilions, playgrounds, recreational programming and skills development, and similar programs.

(4) Marine and Unit Recreation. The term "Marine and Unit Recreation" is defined as the recreational activities and services, provided by MCCS programs that are targeted to the active duty service member and to units directly. These recreational activities may be provided at the installation level, during training exercises, and/or during deployments. Marine and unit recreation activities aid in maintaining mission readiness, improving unit teamwork and cohesion, and building esprit de corps. These

activities may be provided by any MCCS program; however, those that directly target this audience include: recreation centers, SMP, deployment support Morale, Welfare, and Recreation (MWR) type, and unit recreation programming (both facility and non-facility based).

7. Long-Range Program and Business Planning. Successful recreation programs are those created within a standardized framework with a comprehensive approach to program development and business planning. The capability of each recreation program with respect to business planning shall focus on sustainability, operational and service delivery excellence and be customer and outcome focused. Each Marine Corps Recreation Program shall align with Headquarter Marine Corps guidance and strategic plan and shall develop and implement long-range program and business plans.

a. Long-Range Program Plans. Aligns with Marine Corps Headquarter guidance and strategic plans, long-range planning shall be reviewed and revamped every three to five years. The standardized framework for recreation programs shall contain a vision, mission, values, strategies, goals and objectives (both short-term and long-term) with specific identifiable and measurable outcomes, action steps, and evaluation methodology.

(1) Vision. The vision statement shall clearly depict what the customer, patron or community finds important about the program and identifies key future aspects of the program. Where does the program want to be and where does the program want to go within the next three to five years?

(2) Mission. The mission statement shall outline the program's fundamental purpose, the capabilities provided to the customer, why the program exists and provide a road map for how the program will achieve its vision.

(3) Values. Values are qualities that represent the program's highest priorities and beliefs. The values shall describe in detail how the program is valued by leadership, patrons, and the community; and the established relationships between the community, customers, employees and partnerships created and involved with the activity.

(4) Strategies. Strategies shall consist of approaches or sets of actions or activities needed to achieve the goals and objectives identified based on the below.

(5) Goals and Objectives. Goals and objectives shall express desired outcomes and focus on the program's mission. The process to achieve goals and objectives shall be measurable. Goals for the program shall express what the program wants to accomplish, and are generally more comprehensive and far-reaching than objectives, which relate to expectations and requirements and cover program growth, offerings, customer satisfaction and market segments desired.

b. Business Plans. The business plan focuses on actions necessary to generate income for a specific Marine Corps Recreation Program, resale activity or food and beverage operation. This applies to each Marine Corps Recreation Program. The business plan shall include information about the program's activities/trips/instruction, services offered, resale activities, food and beverage operations, competitive market environment, and revenue

assumptions. Business plans shall be developed, written, updated annually, and contain, some or all of the following sections:

- (1) Executive Summary
 - (a) Long-Range plan (defined above).
 - (b) Keys to success.
- (2) Organizational Summary
 - (a) Description of program.
 - (b) Description of facilities.
 - (c) Financial History of program.
- (3) Activities and Services
 - (a) Description of all activities and services.
 - (b) Resale activities.
 - (c) Food and beverage.
 - (d) Customer service standards.
 - (e) Internal and external marketing plan.
- (4) Market Analysis Summary
 - (a) Market segmentation (targeted customer base).
 - (b) Target market segment strategy (how to reach target market).
 - (c) Industry comparable analysis.
- (5) Strengths, weaknesses, opportunities, and threats (SWOT) analysis.
- (6) Strategy and Implementation Summary
 - (a) Pricing strategy.
 - (b) Promotion strategy.
 - (c) Sales strategy.
 - (d) Strategic partnerships.
 - (e) Annual calendar of events.
- (7) Web Plan Summary
 - (a) Website marketing strategy.
 - (b) Social networking site(s).

(8) Management Summary

(a) Organizational chart and structure.

(b) Management program team.

(c) Personnel plan.

(9) Financial Plan

(a) Three year profit/loss operating forecast.

(b) Break even analysis.

(c) Long-Term capital improvement (ten year) planning.

(10) Procurement Plan. To identify requirements, including but not limited to contracting or purchasing of: indirect operations, support services, renovations or facility improvements, fixed assets, equipment, or supplies to support the program operations.

8. Community Connectedness. Taking care of our own means we are taking care of our individual communities. This demands a closer look at the dynamics and unique qualities of Marine Corps communities or designated locations. To support building stronger more resilient communities, a Community Connectedness Model has been developed to provide focus and strengthen Marine Corps Recreation Program's role in social resiliency. To work towards this end, it's important to first understand what is meant by Community Connectedness. Community connectedness is defined as the degree to which a person or group is socially close, interrelated, or shares resources with other persons or groups. The benefits are far reaching. They increase the sense of belonging, physical activity, family connectedness, unit cohesion, non-prejudicial access to helping resources, overall health and well-being encourages positive social influences, self-esteem, resiliency, social bonding, peer support, and so much more. There are three specific categories to the Community Connectedness Model. Figure 1-1 below depicts the three categories which include:



Figure 1-1.--Community Connectedness Model

9. Recreation Inclusion. MCCS is committed to providing recreation programs that support the needs of all patrons. As required by reference (c), nondiscrimination on the basis of handicap in programs and activities assisted or conducted by the Department of Defense. MCCS Recreation Programs shall make reasonable accommodations to their local policies and practices to accommodate patrons with disabilities into their programs. No qualified individual with a disability shall, on the basis of disability, be excluded from participation in or be denied the benefits of Marine Corps Recreation Program services or activities of a public entity, or be subjected to discrimination by recreation programs or staff.

a. Inclusion is an attitude and a philosophy that welcomes and supports all eligible patrons. It is a belief in every person's inherent right to participate fully in society. Inclusion conveys the idea that we appreciate each person, as an individual, and value their skills and abilities while being offered the opportunity to participate with others. Inclusive programs support communities where patrons with and without disabilities live, learn, and recreate together. The goal of inclusion in Marine Corps Recreation Programs is to support the participation of all patrons in activities and programs. Patrons with disabilities are respected as contributing members and participate in all aspects of Marine Corps Recreation Programs.

b. All Marine Corps Recreation Program marketing materials shall include the following welcoming statement, "Authorized patrons of ALL abilities are welcomed. Please contact program staff if reasonable accommodations are necessary." Marketing materials shall also represent our diverse population. When including individuals with disabilities, the pictures shall be up-to-date and tasteful.

c. MCCS staff shall adhere to the following guidelines provided below with respect to requests for accommodation based on a disability and

installation commanders shall also make every effort to support such requests.

d. An accommodation or modification is reasonable when it does not: 1) result in a fundamental alteration in the nature of the activity; 2) place an undue administrative burden on the program; or 3) place an undue financial burden on the program. The three legally defined categories of undue burden are listed in paragraph 9i of this chapter.

e. To ensure appropriate reasonable accommodation, staff must first determine essential eligibility. Essential eligibility means the patron meets the requirements of the activity or event. Requirements may include: age limits, fee requirements, registration deadlines and activity capacity. There may be other essential eligibility requirements depending on the activity to be utilized.

f. All registration forms for Marine Corps Recreation Programs shall include, at a minimum "____ Check here if you require reasonable accommodation to effectively participate. Please contact program staff a minimum of two weeks prior to the start of the activity to discuss needs." Staff shall also contact a patron immediately upon learning, through registration and/or observation that a reasonable modification may be needed. Staff shall encourage patrons in need of a reasonable accommodation to notify the recreation program manager at least two weeks in advance of using a recreation facility, class or activity (collectively referred to as program). Notice allows the program time to evaluate and make all reasonable accommodation in the event of logistical difficulties in obtaining certain services for individuals who can meet essential eligibility requirements.

g. Any cost that may result from granting a reasonable accommodation shall not be charged to the patron at any time. Such costs may include, but are not limited to the following:

(1) Staff and Volunteers. Provide trained employees or trained volunteers to assist the participant. The individuals shall have additional training on disability awareness, program adaptation, behavior management, and related issues. For example, these individuals maybe from other program areas, contractors or volunteers.

(2) Auxiliary Aids or Services. This includes, but not limited to, sign language interpreters, note takers, making available assistive listening services, audio recordings and large print materials.

(3) Changes to Rules and Policies. When a rule can be changed without resulting in a fundamental alteration of the activity or service, or alternative of a fire and safety code, it shall be changed for the patron with a disability (i.e., allowing a wheelchair tennis player to have two bounces rather than the one allowed for able-bodied players).

(4) Use of Adaptive Equipment. Providing and/or purchasing adaptive equipment is a type of reasonable accommodation, as long as it is not an undue burden (see 9.j for the definition of undue burden), or is personalized to the individual. If a program has any type of adaptive equipment in their inventory, this equipment will be available for patron use on a first-come-first-served basis. Marine Corps Recreation Programs are not required to provide individuals with disabilities personal devices, such as wheel chairs, individually prescribed devices, such as eyeglasses or hearing aids; readers

for personal use or study; or services of a personal nature including assistance in eating, toileting, or dressing.

(5) Transportation. There may be times when a patron with a mobility disability who utilizes a manual or electric wheelchair registers for an activity. If transportation is being provided by the program and a patron requires a wheelchair lift vehicle to fully participate, then such vehicle will be secured for such activity. This accommodation may mean checking out the wheelchair lift vehicle from the installation motor pool or commercial rental of such vehicle. Service animals shall be allowed to accompany the patron in the vehicle.

(6) Removal of Architectural Barriers. Marine Corps Recreation Programs shall make every effort to evaluate program access through any number of methods including alteration of existing facilities, acquisition or construction of additional facilities, relocation of a service or activity to an accessible facility, or provision of services at alternate accessible sites. Reference (e) requires that existing facilities be made accessible to "the maximum extent feasible and practicable." MCCS shall, to the maximum extent feasible and practicable, retrofit enough sites to make that experience accessible to its patrons. Refer to reference (d) for specific information. See below for examples:

(a) The opportunity to swim may be relocated from an inaccessible swimming facility to an accessible swimming facility. This allows MCCS to leave one inaccessible pool as-is, so long as another pool is accessible.

(b) Duplicated lessons - The Aquatics Program may offer swim lessons at two or more sites, some inaccessible and others accessible. In this way, swim lessons are accessible.

(c) Moving a trash can so a patron with a disability can access the soap and sink in a locker room; spacing fitness equipment with enough distance between each to allow wheelchair access.

(d) New construction - If no tennis courts are accessible, but MCCS plans to construct a tennis complex, MCCS could leave the existing courts as-is, because the entire new complex will comply with reference (d).

(7) Program Access Test. An installation with a unique facility ("one of a kind"), such as one beach, will have to make that beach accessible. At an installation with two beaches, MCCS shall evaluate the amenities and location of each, and then select the number necessary to make a beach available to all. A one-of-three approach is recommended for similar sites. For example, if there are seven fitness centers, not all need to be compliant, but making one compliant is inadequate. Using the one-of-three approach and selecting two or three of the seven seems reasonable, practicable, and will not degrade military utility.

h. Marine Corps Recreation Programs shall not exclude a patron from any type of activity unless it cannot make a reasonable modification for that patron's disability. In the attempt to support a requested accommodation, Marine Corps Recreation staff shall take the following steps:

(1) Determine whether the patron qualifies for the activity.

(2) Assess the patron's skills (this should be done by staff with disability awareness training). Assess each individual on an individual basis ensuring that accommodations shall be individualized to each person.

(3) Identify any possible hazards or risks that may occur from participation and document solutions. A modification is not reasonable if it compromises the safety of staff and/or participants. Safety issues shall be formally identified and recorded. At no time should a patron with a disability or injury be asked to sign any additional waivers or be asked to show proof of disability. If it is unsafe for any individual with a disability or injury to participate in an activity then document the occurrence and ask the individual to abstain. Individuals with a disability or injury are often very skilled at adapting their movements and manipulating their environment, and recreation program staff should not underestimate anyone's abilities.

(4) Develop ideas for possible modifications. This shall be done through a team approach including but not limited to the patron and recreation staff. Typically the individual will be the in the best position to know what manner of accommodation will support their needs; however, if upon review the specific request is not supportable, but other alternatives will achieve the same objectives, those alternatives should be offered to the patron.

(5) Create an accommodation plan which may or may not include a behavior plan. A patron may already have a day care or school behavior plan that can be modified for Marine Corps Recreation Programs leisure activities.

(a) Complete a task analysis (break down the steps of the activity), if necessary.

(b) Identify specific modification(s).

(6) Implement the accommodation plan, to include modification(s).

(7) Evaluate (i.e., observation) and make changes if necessary, while documenting findings.

i. Marine Corps Recreation Programs shall abide by the three legally identified categories to evaluate the determination of an undue burden:

(1) Undue Administrative Burden. When all existing and available resources are applied and a modification cannot be found.

(2) Undue Financial Burden. When the cost of modification or accommodation will result in a substantial financial burden to Marine Corps Recreation Programs. Please note that it is not the size of the program area budget that determines whether it is a financial burden. Instead, it is the size of the overall budget.

(3) Fundamental Alteration. When the accommodation could be made, but would fundamentally change the activity or policy.

j. MCCR leadership shall inform the installation CO or installation CO designee of the recommendation to deny a request for accommodation(s). The installation CO would then issue a letter to the participant. The letter shall include: what was requested, what the recreation program considered or

attempted, why the request was denied, and any alternatives that were made available instead of accommodating the request.

k. Marine Corps Recreation Programs staff shall adhere to the following guidelines with respect to service animals (dogs and miniature horses only). Emotional therapy animals (ESA) are not permitted in Marine Corps Recreation Program buildings (e.g., swimming pools).

(1) A service animal is any guide dog, signal dog, or dog, individually trained to provide assistance for a specific disability in which its assigned owner has. If they meet this definition, animals are considered service animals regardless of whether they have been licensed or certified by a state or local government. Service animals may accompany patrons but shall not actively use MCCS equipment. For example, no service animal shall be on a treadmill, but may accompany the patron in the fitness center and remain beside the patron while using a treadmill. A service animal may; however, accompany a patron on a boat. A service animal's primary role is to provide assistance to the patron. Allergies and fear of the service animal is not a valid reason for denying access.

(2) Service animals perform some of the functions and tasks that the patron with a disability cannot perform. Guide dogs are one type of service animal, used by some individuals who are blind. This is the type of service animal with which most people are familiar; however, there are service animals that assist persons with other kinds of disabilities in their day-to-day activities. Some examples include: alerting persons with hearing impairments to sounds; pulling wheelchairs or carrying and picking up items for person with mobility impairments; assisting persons with mobility impairments with balance, and helping persons with psychiatric and neurologic disabilities by preventing or interrupting impulsive or destructive behaviors. The crime deterrent effects of an animal's presence and the provision of emotional support, well-being, comfort, or companionship do not constitute work or tasks for the purpose of the definition. Service animals are required to wear dog license tags at all times and patrons shall ensure that the animal is in a harness or on leash or tether at all times, unless either the handler is unable because of a disability to use a harness, leash, or other tether, or the use of a harness, leash, or other tether would interfere with the service animal's safe, effective performance of work or tasks in which case the service animal must be otherwise under the handler's control (e.g., voice control, signals, or other effective means).

(3) Some, but not all, service animals are licensed or certified and have identification papers and may wear special collars and harnesses. If uncertain as to whether an animal is a service animal, you may ask the person who has the animal two questions: "Is that a service animal required because of a disability?" and "What work or task has the animal been trained to perform?" Although a number of States have programs to certify service animals, you may not insist on proof of state certification before permitting the service animal to accompany the person with a disability.

(4) A service animal shall be permitted to accompany the patron with a disability to all areas of a facility where patrons are normally allowed to go. This includes all bathing areas (swimming). For example, a service animal may be in a pool with a patron. Reasonable modification of policies, practices, or procedures to permit the use of a service animal by an individual with a disability shall take place. An individual with a service animal may not be segregated from other patrons.

(5) A service animal may be excluded from your facility when that animal's behavior poses a direct threat to the health or safety of others. For example, any service animal that displays vicious behavior towards other guests or customers may be excluded. Assumptions may not be made about how a particular animal is likely to behave based on your past experience with other animals of that same breed or size. Each situation shall be considered individually. A service animal may be excluded if it loses bowel or bladder control while at your site or facility. Handlers of service animals receive significant training on how to avoid this issue and will likely be very cooperative with staff.

(6) Although recreation programs may exclude any service animal that poses a direct threat to the health or safety of others, where practicable, staff should offer the individual with a disability who uses the service animal the options for continued benefit of the activities and services. For instance, a service animal that has aggressive incidents towards others could be muzzled if the dog's mouth is not required to provide services to the owner. Alternatively, if no other means will resolve the issue caused by the service animal's actions, the owner should be offered the option of continuing to enjoy activities and services without having the service animal on the premises. Neither MCCS nor its staff is responsible for the safety of a service animal or for the care or supervision of a service animal.

(7) Miniature horses may be trained to do work or perform tasks for people with disabilities and must be allowed as a service animal as a reasonable modification. Miniature horses generally range in height from 24 to 34 inches measured to the shoulders and generally weigh between 70 and 100 pounds. Marine Corps Recreation Programs shall consider the following assessment factors to determine the accommodation of a miniature horse:

- (a) Whether miniature horse is housebroken.
- (b) Whether the miniature horse is under the owner's control.
- (c) Whether the facility can accommodate the miniature horse's type, size, and weight.
- (d) Whether the miniature horse's presence will not compromise the legitimate safety requirements necessary for safe operation of the facility.

(8) Service animals, including miniature horses shall not be charged fees that are not charged to other patrons without animals. In addition, if a program requires a deposit fee to be paid by patrons with pets, it shall waive the charge for service animals. If a business area, such as cottage rentals, normally charges guests for damages they cause, a patron with a disability shall also be charged for damage caused by the patron or their service animal.

1. Mobility devices shall be allowed in and at MCCS programs and fall into two categories: wheelchairs and other power-driven mobility devices (OPDMDs).

(1) A wheelchair is defined as a manually-operated or power-driven device designed primarily for use by an individual with a mobility disability

for the main purpose of indoor, or of both indoor and outdoor locomotion. Electric motorized scooters meet this definition.

(2) An OPDMD is defined as any mobility device (other than a wheelchair) powered by batteries, fuel, or other engines that is used by individuals with disabilities for the purpose of locomotion, regardless of whether or not the device was designed for such purpose. OPDMDs include golf carts, electronic personal assistance mobility devices (EPAMDs), such as the Segway, or other mobility devices designed to operate in areas without defined pedestrian routes.

(3) Individuals using an OPDMD may be asked if the device is being used due to a mobility disability (documentation and further conversation establishing the nature and/or extent of the disability cannot be required and shall not take place), and to provide "credible assurance" that the device is necessary because of the individuals mobility disability ("credible assurance" can be the person's state issued placard issued specifically to them or identification (ID) or can be a verbal statement not contradicted by observable fact).

(4) OPDMDs shall typically comply with the following maximum specifications in order to be considered acceptable for use.

(a) Speed. The operating speed with in MCCA recreational areas shall be that of typical walking speed, based on the particular soil type and existing environmental conditions, not to exceed five miles per hour.

(b) Width. The width shall not typically exceed 58 inches. Certain pedestrian routes, trails, and undeveloped areas may reduce the acceptable width, as the width varies greatly due to natural features and/or cultural landscapes.

(c) Length. The length shall not typically exceed 112 inches. Certain pedestrian routes, trails and undeveloped areas may not support the length of certain devices due to natural features and/or cultural landscapes.

(d) Weight. The weight of the device shall not typically exceed 1300 pounds. Certain pedestrian routes, trails and undeveloped areas may not support the weight of certain devices due to natural features and/or cultural landscapes.

(e) Type. The type shall include any motorized off-highway vehicle designed to travel on standard or non-highway tires with a non-straddled seat and steering wheel. Those having a seat designed to be saddled by the operator and/or handlebars for steering control, such as all-terrain vehicles (ATV) and off-highway motorcycles (OHM) will not be allowed. Recreational off-highway vehicle (ROV) with a non-straddled seat and steering wheel would be allowed. Gas powered vehicles, no matter the type, shall not typically be allowed in any facilities enclosed by walls and/or covered by roofs.

(f) Drive. The drive may be two or four-wheel drive but may be restricted to either type depending on the location and intended usage. For instance, access to a particular beach area may require four-wheel drive and off-highway tires, but for other areas two-wheel drive with standard golf cart tires may be acceptable.

10. Standards and Benchmarks. In keeping with references (a) and (b) providing a varied and sufficient number of Marine Corps Recreation Programs is essential to the effective functioning of the Marine Corps. Well-rounded Marine Corps Recreation Programs contribute to mission readiness by providing activities and services that foster physical readiness, support well-being and QOL, and help to improve skills for living healthy lives. Marine Corps Recreation Programs shall be supported by a well-trained, empowered workforce; well-maintained facilities; and an annual business plan, which identifies patrons' needs and standards of operation which achieve a high level of patron satisfaction. A method to measure effectiveness shall be established to evaluate program performance. Each Marine Corps Recreation Program shall collect data identified in the following program chapters to be used to measure program success.

11. Staff Training and Core Competencies

a. Recreation program managers shall complete periodic training to keep current on the latest trends in the operation of specific recreation programs and services. The Recreation program manager is responsible for training subordinate staff members. An in-service training program shall be implemented to include such areas as: customer service, standard operating procedures (SOP), organizational goals and objectives, cash handling procedures, sales techniques, standard Headquarters directed Recreation Management Information System, health and safety standards and procedures, fire prevention and evacuation, and emergency action plan (EAP). Participation in Marine Corps and/or Sister Service recreation specific professional development training, industry conferences, seminars, courses, and trade shows is recommended. Specialized certifications are addressed within specific program chapters.

b. Core competencies are specific skill sets that bring a competitive advantage to recreation activities, services, or business ventures. These competencies are seen as important factors that improve the end products produced by the program for the benefit of the consumer. This Order provides core competencies for Marine Corps Recreation Programs. Core competencies specific to Recreation program managers and staff are defined based on three skills levels (Level I- NF-1/2, Level II- NF-3/4, Level III- NF-4/5) and are provided at enclosure (2).

12. Funding Standards. The mission of Marine Corps Recreation Programs is the common thread linking Category A, B, and C programs, with the designation of the specific program into these categories based on the focus and level of service provided by the program. Basic programs focusing on well-being of the military service member are included in Category A. Programs offering basic recreational services for the military community are provided in Category B. Recreational programs normally paid for by the patron that add to the variety of recreational services within the military community are provided in Category C. Recreation programs shall be funded in accordance with reference (a).

13. Pricing (Profitability, User Fees, Charges)

a. Category A (Mission Sustaining Programs). Category A recreational programs, which include, but are not limited to: recreation centers, parks, picnic areas and playgrounds, SMP, and aquatic fitness (lap swimming and military aquatic training). In accordance with reference (a), Category A, mission sustaining programs, are considered most essential in meeting the organizational objectives of the military services. Category A programs that

provide recreation activities such as trips, instruction, competitions, and special events may assess fees or charges to off-set any NAF expenditures to a break-even level.

b. Category B (Community Support Programs). Category B recreational programs which include, but are not limited to: arts and crafts, auto skills, outdoor recreation equipment checkout, directed outdoor recreation, recreational swimming - pools and open water, bowling centers with 16 lanes or less, community centers, boating, primitive camping, information, tickets and tours, and horseback riding. In accordance with reference (a), Category B, community support programs, are closely related in terms of supporting the military mission to those grouped in Category A. Fees and charges shall be assessed for Category B programs to ensure all NAF expenditures are covered and a break-even bottom line is maintained.

(1) Price determination shall be based on, a minimum of one annual competitive pricing survey utilizing the average fees and charges of three business venues using local commercial, municipal or government entities.

(2) Fees shall be charged to cover NAF costs associated with management and maintenance of appropriated funds (APF) provided recreational equipment, materials, and/or services.

(3) Fees charged for use of recreational equipment checked-out shall offset the cost to issue the equipment (check out/in, inspection, cleaning, repair, etc.). Category B programs shall break-even with respect to recreational activities (instruction, admission fees, trips, special events, etc.), and services provided.

(4) Fees and charges for trips shall be priced to achieve a break-even bottom line and on average be less than 25% of those charged by commercial entities.

(5) Admission charges or entry fees are authorized when civilians from the community attend MCCA sponsored events.

(6) All Category B activities shall at least break-even financially on an annual basis excluding common support pro-rated functions.

c. Category C (Revenue Generating Programs). In accordance with reference (a), Category C Revenue, Generating Programs provide commercial recreational activities that contribute to building a sense of community, developing life skills and enhance QOL. Category C recreational programs which include, but may not be limited to: bowling centers, with 17 lanes or more including resale and food and beverage; equipment rental purchased with NAF; golf including resale and food and beverage; marinas (private berthing/slip rentals) and resale activities; special interest programs: scuba and associated resale; stables; recreational shooting (skeet and trap, indoor shooting, paintball) and resale and food and beverage; theaters and snack bars; recreational vehicles (RV) parks; and vehicle storage shall be market priced per respective installation, based on at least 75% or more of the similar local commercial sources published pricing. Price determination shall be based on, a minimum of one annual competitive pricing survey utilizing the average fees and charges of three business venues using local commercial, municipal or government entities. Patron or customer user fees or charges may be graduated by rank, grade, DoD civilians or the general public.

(1) Golf Minimum Pricing. Based on the annual competitive pricing survey, E-6 to O-3 shall reflect a minimum of 75% pricing requirement for each market. E-1 to E-5 may receive an additional discount, not to exceed an additional 10%. Greens fee pricing may be graduated based on rank equivalency. Family members of active duty, retirees and their family members' greens fee pricing may be based on the ranks.

(2) Theater Minimum Pricing. Admission charges are required for attendance at all Category C motion picture locations for all audience members aged six years and older.

(3) Vehicle Storage. Based on the annual competitive pricing survey rates shall reflect a minimum of 75% requirement for each market. Rates are determined upon the square footage of space. Storage fees for POVs for deployed service members shall not be less than \$20.00 per month.

(4) RV Parks. Based on the annual competitive pricing survey rates shall reflect a minimum of 75% requirement for each market. Rates are determined upon the square footage of space and amenities.

(5) Stables. Based on the annual competitive pricing survey rates shall reflect a minimum of 75% requirement for each market. Rates are determined upon either the length or square footage of stalls.

(6) Marinas (Private Berthing/Slip Rentals). Based on the annual competitive pricing survey rates shall reflect a minimum of 75% requirement for each market. Rates are determined upon either the length or square footage of slips.

(7) Bowling. Based on the annual competitive pricing survey rates shall reflect a minimum of 75% requirement for each market.

(8) Recreation Shooting. Based on the annual competitive pricing survey rates shall reflect a minimum of 75% requirement for each market. For Skeet and Trap activities, each installation shall charge fees to cover all NAF costs, including range and labor, and shall be priced to achieve a break-even bottom line.

(9) Equipment Rental. Based on the annual competitive pricing survey rates shall reflect a minimum of 75% requirement for each market. Rates shall be established through the use of the cost based methodology and take into consideration the cost to provide the service: life span of the rental item - set standards based on industry to also be used in develop replacement cycles; amount of time to process check out of item (based on type of equipment); amount of time to process check in of item; amount of time to set-up, inspection and repacking of item; amount of time to clean/service item; approximate time required for repair and maintenance for item; approximate cost for repair parts/supplies for item.

(10) SCUBA. Program fees and charges within a direct operation shall be based on geographic market conditions and provide the customer with a reasonable discount, not to exceed 25%, or be based on the annual competitive pricing survey rates shall reflect a minimum of 75% requirement for each market.

(11) All Category C programs shall at least break-even financially on an annual basis excluding common support pro-rated functions. Each Category

C program shall achieve a minimum of four percent (4%) net income after depreciation (NIAD) on an annualized basis.

d. The program viability measure (PVM) shall be utilized when evaluating the total recreation program. The PVM shall be inclusive of each associated activity within a respective program, (i.e., food and beverage, vending, resale and program activities). All activities shall be bundled and assessed annually, exclusive of depreciation and shall, at all times, cover operating expenses, cost of goods sold, food and beverage costs, assessments and operating leases.

14. Contracts. As per reference (e), coordinate with the NAF Procurement Office for contract, purchase, or lease of equipment, supplies, support services, revenue-generating services, or resale merchandise to support direct or indirect (contract) operations. For contracts or purchases with APF funding, coordinate with the Marine Corps Regional Contracting Office. All contracts must be awarded by a warranted contracting officer in compliance with NAF procurement or APF acquisition policy. Contracting officers shall require all contractors/subcontractors maintain and provide evidence of adequate commercial insurance, (as determined by MR [MRG] based on the risk of the program/service and required coverage, including business interruption coverage as applicable), naming MCCA and the command (at minimum) as additional insureds.

a. Indirect Recreation Operations. Any installation desiring to establish an indirect operation of a recreation program shall submit the statement of work to Headquarters Marine Corps CMC (MR) for review prior to contract award. The statement of work (SOW) shall include mandatory operational and reporting requirements as identified in this Order.

b. Individual Services Contracts. Any recreation program that utilizes contracted services for recreational activities, instruction, etc. are required to provide participation data based on the established standards identified in this Order.

c. Food and Vending Operations. Vending for food and beverage shall be provided as part of the direct-operated MCCA vending operation or as a supported location under an indirect contract awarded by a warranted contracting officer.

15. Eligibility. Any person using Marine Corps Recreation Programs shall be positively identified as an authorized patron of the activity as defined in references (a) and (b). Proper security measures shall be taken to prevent unauthorized use. Identification of authorized patrons shall be an official Armed Forces identification (ID) card or other authorized identification as defined in references (a) and (b).

16. Audits/Inspections/Internal Controls. Marine Corps Recreation Programs shall be audited/inspected in accordance with references (b), (f), and (g).

17. Asset Protection. Each MCCA Director is required to establish an asset protection program for their Marine Corps Recreation Programs that shall safeguard assets, inventory, and ensure data integrity. The program shall ensure that adequate security measures and controls are in place for safeguarding MCCA assets. Additional guidance can be found in reference (h).

18. Resale Inventory Management. Resale activities may include, but are not limited to golf and bowling pro shops, auto skills, marinas, outdoor

recreation equipment checkout. These activities are expected to comply with reference (h) and in accordance with reference (e), coordinate with the NAF Procurement Office for contract or purchase of resale merchandise.

a. Storage of Merchandise. All resale merchandise not on display on the selling floor will be securely stored. Access to storage areas will be restricted to those who need entry. Items in storage will be properly received, stored, and entered into inventory. Items held in inventory will be inventoried at the end of each accounting period.

b. Retail Sales. All sales, regardless of the merchandise, shall be rung up through the Headquarters directed Recreation Management Information System point-of-sale in accordance with reference (h) chapter 11 to ensure accountability and to provide the patron with a receipt. Associate purchases, refunds and exchanges must be made in accordance with reference (h) chapter 4. Stock inventories for these activities shall be conducted at the end of each accounting period.

c. Physical Inventories. All inventory practices shall be conducted in accordance with reference (i) chapter 5. Inventory counts must be verified against inventory and accounting reports. Variances must be reconciled and causes for differences corrected. Unresolved discrepancies shall be reported to asset protection and the chain of command for further investigation.

19. Waivers. Per references (b) and (bc), waivers and other deviations from the policies contained in this Order shall be submitted in writing to HQMC/CMC MFS or MRK as appropriate. For waivers that may impact MCCS revenue generating operations and/or the financial integrity of the MCCS non-appropriated fund instrumentalities (NAFI), they must contain a financial analysis of the impact either positive or negative.

20. Safety

a. Injury Prevention. Preventing injuries is integral to the day-to-day education and operations of installation Marine Corps Recreation Programs. Mishaps that occur during these activities adversely impact a command's mission capability. Significant medical expenses and loss of specialized skills may be attributed to these mishaps. Many of these mishaps can be prevented or minimized through the enforcement of risk management (RM) practices and recreational safety programs. Safety procedures and RM guidance are found in references (j), (k) and (bb). Factors shall be identified covering such areas as injuries, other medical emergencies, and severe weather, and shall be part of an EAP for every recreational activity. All personnel shall be familiar with these procedures as part of their required training. The use of RM as part of recreation practices applies to all authorized patrons.

b. Mishap Reporting. If a mishap or fatality occurs while participating in or utilizing a Marine Corps Recreation Program, ensure reporting in accordance with reference (ba), if applicable. Notify the installation chain of command (per local policy) and HQMC Semper Fit and Recreation Branch (MFS) or HQMC Food, Hospitality, Commercial Recreation, and Entertainment Branch (MRK) (dependent upon HQMC program oversight). HQMC (MFS/MRK) shall be notified within 24 hours of the occurrence. Reportable physical injuries shall be defined as injuries that create a substantial risk of death, or that could cause serious disfigurement, serious impairment of health or serious loss or impairment of the function of any bodily organ. If the incident

remains open beyond the 24 hour notification, such as search and rescue, continued updates to HQMC are required until the incident is transferred to a higher authority (PMO, NCIS, EMS, Coroner, etc.) and the final report is completed and submitted. Marine Corps Semper Fit and Recreation Critical Incident Final Report (NAVMC 11871 (11-12)) shall be completed and forwarded to HQMC/MFS or MRK, and MRG upon completion. This reporting requirement is exempt from reports control in accordance with reference (n), Part IV, paragraph 7g. To access the form use the below:

https://navalforms.documentservices.dla.mil/formsDir/_NAVMC_11871__EF__10108.pdf

c. Hold Harmless Agreements. Agreements, where applicable, shall be completed by participants and maintained to preclude claims and litigation against the United States, the Marine Corps, and MCCA. Agreements shall be reviewed by the appropriate MCCA legal counsel prior to establishing their use for programs, activities, and/or events.

d. Signage. Safety signs and signs stating rules and regulations shall be provided to address hazards and proper use of recreation program areas and equipment. Signs shall be posted in a prominent location. Hazard signs shall provide: understandable language; nature of danger/severity of hazard; information on how to avoid the hazard; and the consequence(s) of interaction with hazard. For guidance on sign design concepts, refer to American National Standards Institute (ANSI) Z535 or most current version.

21. Background Checks. Per reference (l), individuals who have regular contact (provide recreational activities) with children under 18 years of age shall undergo a complete background check and be under line of sight supervision until the background check has been fully adjudicated. These individuals include Marine Corps civilian employees (both APF and NAF), DoD contractors, specified volunteers, military members, and any other persons reasonably expected to have regular contact with children in the performance of their duties or services on a Marine Corps installation or sanctioned program. Some examples include learn-to-swim instructors, lifeguards, and any individual who provides recreational activities/instruction directly to children. Program managers shall work directly with their installation Human Resources Departments (both APF and NAF) for proper investigations, reporting, and records management.

22. Volunteers. Volunteers are a key resource in the achievement of the Marine Corps Recreation Program vision. Volunteers are instrumental in helping to build strong communities and programs. All programs utilizing volunteers shall follow the guidance in references (l) and (m).

23. Awards

a. Awards to stimulate interest in recreational activities are authorized for non-intramural sports and recreation awards (e.g., running events or competitions that are not a part of the intramural program). Cash prizes or certificates redeemable in cash may be awarded if funded with entry fees/NAF associated with the event.

b. Commanding Officers may not authorize individual awards for competitive drill and other military skill events that are training functions. Using NAF for awards/prizes for these events/functions is prohibited.

24. Program Standards Checklist. This checklist should be used in assessing the Marine Corps Recreation Programs against policy requirements with a specific program chapter. Checklist is provided in Figure 1-2.

CHAPTER 1 - MARINE CORPS RECREATION PROGRAMS STANDARDS CHECKLIST		
Para	OPERATIONS	Met/Unmet
1	Marine Corps Recreation Programs are focused to provide recreational activities conducive to healthy lifestyles.	
4.c	Sound business practices are in place and nearby civilian community assets are considered when evaluating programs.	
4.d	Chapters 2 through 27 of this Order are not used without the content of chapter one.	
5.a	Installation Commanders provided necessary attention and resources to the programs.	
7	Long range program and business plans are developed and implemented focusing on sustainability, operational excellence and are customer/outcome focused for each program.	
7.a	Long range plan is reviewed and revamped every 3-5 years.	
7.b	Business plans include information about the program's activities/trips/instruction, services offered, resale activities, food and beverage operations, competitive market environment, and revenue assumptions.	
7.b	Business plans are developed, written, updated annually.	
10	Programs are supported by a well-trained, empowered workforce; well-maintained facilities; and an annual business plan, which identifies patrons' needs; and standards of operation which achieve a high level of patron satisfaction.	
10	A method to measure effectiveness is established to evaluate program performance.	
10	Each Marine Corps Recreation Program collects data identified in Chapters 2 – 27 to be used to measure program success.	
13.a	Fees and charges are assessed for Category A programs that provide recreation activities such as trips, instruction, competitions, and special events to offset any NAF expenditures to a break-even level.	
13.b	Fees and charges are assessed for Category B recreation programs to ensure all NAF expenditures are covered and a break-even bottom line is maintained.	
13.b.1 and 13.c	Category B and C programs, price determination is based on, a minimum of one annual competitive pricing survey utilizing the average fees and charges of three business venues using local commercial, municipal or government entities.	
13.b.6 and 13.c.11	Category B and C programs at least break-even financially on an annual basis excluding common support pro-rated functions.	
13.d	Program viability measure (PVM) is utilized when evaluating the total recreation program.	
14	All contracts have been awarded by a warranted contracting officer in compliance with NAF procurement or APF acquisition policy. All contractors/subcontractors maintain and provide evidence of adequate insurance, naming MCCS and the command as additional insured.	
14.a	When establishing an indirect operation of a recreation program the SOW was submitted to HQMC for review prior to contract award. The SOW included mandatory operational and reporting requirements as identified in this Order.	
14.b	Any recreation program utilizing contracted services for recreational activities, instruction, etc. provides participation data based on the established standards identified in this Order.	
14.c	Vending for food and beverage is provided as part of the direct-operated MCCS vending operation or as a supported location under an indirect contract awarded by a warranted contracting officer.	
15	Identification of authorized patrons is an official Armed Forces identification card or other official identification.	
16	Marine Corps Recreation Programs are audited/inspected per the appropriate guidance.	
17	MCCS directors have established an asset protection program for their Marine Corps Recreation Programs that safeguard assets, inventory, and ensure data integrity. The program ensures that adequate security measures and controls are in place for safeguarding MCCS assets.	
18. a-c	All recreation resale operations are IAW MCO 4066.18 for the storage of merchandise, the processing of sales transactions, and physical inventories.	

Figure 1-2.--Marine Corps Recreation Program Standards Checklist

19	Waivers and other deviations from the policies contained in this Order have been authorized in writing by CMC, Manpower and Reserve Affairs (MF/MR). All policy waivers are requested and issued through normal Marine Corps channels.	
20.a	Emergency action plans (EAP) for every recreational activity are established for severe weather, and factors will be identified to mitigate/prevent as well as reaction to accidents, injuries, and medical emergencies.	
20.b	HQMC Semper Fit and Recreation (MFS) or Food, Hospitality, Commercial Recreation, and Entertainment (MRK) are notified of significant/critical incidents and fatalities within 24 hours of the occurrence. Reportable physical injuries are defined as injuries that create a substantial risk of death, or that could cause serious disfigurement, serious impairment of health or serious loss or impairment of the function of any bodily organ.	
20.b	Appendix A, Marine Corps Semper Fit and Recreation Critical Incident Final Report (NAVMC 11871 (11-12) is forwarded to HQMC MFS or MRK and MRG upon completion.	
20.c	"Hold Harmless" agreements, where applicable, are obtained to preclude claims and litigation against the United States, the Marine Corps, and the MCCS command. Agreements have been reviewed by the appropriate MCCS legal counsel prior to establishing their use at an activity.	
20.d	Safety signs and signs stating rules/regulations are provided to address hazards and proper use of recreation program areas and equipment. Signs are posted in a prominent location. Hazard signs provide: understandable language; nature of danger/severity of hazard; information on how to avoid the hazard; and the consequence(s) of interaction with hazard.	
Para	PERSONNEL	Met/Unmet
11.a	Program managers complete periodic training to keep current on latest trends in the operation and management of recreation programs and services.	
11.a	An in-service training program are implemented to include such areas as: customer service, standard operating procedures (SOP), organizational goals and objectives, cash handling procedures, sales techniques, standard Headquarters directed Recreation Management Information System, health and safety standards and procedures, fire prevention and evacuation, and EAP.	
21	Individuals who have regular contact (provide recreational activities) with children under 18 years of age have a complete background check or be under line of sight supervision until the background check has been fully adjudicated	
22	Programs utilizing volunteers are abiding by DoDI 1100.21 and DODI 1402.5.	
Para	INCLUSION	Met/Unmet
9.b	All marketing materials include a welcoming statement with no less than "Authorized patrons of all abilities are welcomed. Please contact program staff for reasonable accommodation." Include up-to-date and tasteful pictures of patrons with disabilities to represent our diverse population.	
9.c	Installation Commanders and staff make every effort to provide reasonable accommodations.	
9.e	To ensure appropriate reasonable accommodations, staff first determine essential eligibility (i.e. age limits, fee requirements, registration deadlines and program capacity)	
9.f	All registration forms include, but no less than "____ Check here if you require reasonable modifications to effectively participate in any of our programs. Please contact program staff if reasonable accommodations are necessary"	
9.f	Patrons in need of reasonable accommodations are asked to notify Marine Corps Recreation Programs at least two weeks in advance of using a recreation facility, class or activity.	
9.g	Reasonable accommodations are provided at no charge to the patron.	
9.g.3	Rules/Policies have been changed to accommodate inclusive needs without resulting in a fundamental alteration of the service.	
9.g.4	Adaptive equipment is kept in inventory and is available for patron use on a first-come-first-served basis.	
9.g.5	Appropriate transportation (i.e., wheelchair lift vehicle) is being provided by the program when transportation is included in the program activity. Service animals are allowed to accompany the patron in the vehicle.	

Figure 1-2.--Program Standards Checklist-Continued

9.g.6	All Marine Corps Recreation Programs are evaluated to provide program access.	
9.g.6	The Deputy Secretary of Defense Memorandum: Access for People with Disabilities October 2008 is being followed.	
9.g.7	A Program Access Test has been conducted.	
9.h	All steps have been taken to make the most appropriate accommodation.	
9.h.3	Safety issues related to accommodations are formally identified and recorded.	
9.j.1-3	Marine Corps Recreation Programs abide by the three legally identified categories to evaluate the determination of an undue burden (Administrative, Economic, and Fundamental).	
9.k	Marine Corps Recreation Programs is not excluding an eligible patron from any type of program unless it cannot make a reasonable accommodation. MCCS leadership informs the Installation CO of denied request. The Installation CO issues a letter to the participant.	
9.l.1-8	Guidelines for service animals are adhered to.	
9.m.1-4	Guidelines for mobility devices are adhered to.	

Figure 1-2.--Program Standards Checklist-Continued

Chapter 2

Commercial Recreation

Bowling Program

1. Program Description. The Bowling program provides recreational opportunities, and promotes and enhances the physical well-being of Marine Corps personnel and their families. The program consists of open bowling, leagues, tournaments, instructional programs, glow-in-the-dark bowling (glow bowling), exhibitions, youth activities and camps, venues for social and unit events, and locker rental for Bowling Center patrons. Pro shops and other bowling related resale services may be established based on market demand. Food and beverage services and additional entertainment options may also be established, based on need and market demand. This chapter shall be used in conjunction with the content and guidance of chapter 1 of this Order. Bowling categories are:

a. Category B Bowling Centers (16 lanes or less). Bowling programs at centers having 16 lanes or less, offering services such as bowling instruction, open play and league bowling, bowling resale, and food and beverage as outlined in reference (a).

b. Category C Bowling Centers (17 lanes or more). Category C Bowling Centers offer open play, league bowling, and services such as bowling instruction, bowling resale, and food and beverage. These are revenue generating programs.

2. Personnel

a. Staffing Levels. Labor costs constitute the highest costs in a Bowling Center. The largest variable of staffing is the hours of operation. Figures 2-1 and 2-2 below show the staffing standards for full time equivalent (FTE) for Category B and Category C Bowling Centers when there is only one center on the installation. This shall be used as a guideline based upon age of equipment, lineage, and hours of operation.

Billet	Grade	FTE	Metric
Manager	NF-4	1	Per installation
Assistant Manager	NF-3	1.0-2.0	Per installation
Shift Supervisor/ Recreation Attendant	NF-1/2	2.0-4.0	Between 40-88 hours per week
		5	More than 89 hours per week
Bowling Equipment Repairer (4819)	NA-7/8	1	Per facility
Bowling Equipment Worker (4819)	NA-5/6	1	Less than 60 hours per week
		2	More than 61 hours per week
Laborer (3502)	NA-1/3	1	Less than 60 hours per week
		2	Between 61-92 hours per week
		3	More than 93 hours per week
Custodian	NA-1/3	1	Less than 60 hours per week
		2	Between 61-92 hours per week
		3	More than 93 hours per week
Party Host	NF-1	0.5	Based on demand

Figure 2-1.--Staffing Levels Category B

Billet	Grade	FTE	Metric
Manager	NF-4	1	Per installation
Assistant Manager	NF-3	1.0-2.0	Per installation
Shift Supervisor/ Recreation Attendant	NF-1/2	2.0-4.0	Between 40-88 hours per week
		5	More than 89 hours per week
Bowling Equipment Repairer (4819)	NA-7/8	1	Per facility
Bowling Equipment Worker (4819)	NA-5/6	1	Less than 60 hours per week
		2	More than 61 hours per week
Laborer	NA-1/3	1	Less than 60 hours per week
		2	Between 61-92 hours per week
		3	More than 93 hours per week
Custodian	NA-1/3	1	Less than 60 hours per week
		2	Between 61-92 hours per week
		3	More than 93 hours per week
Party Host	NF-1	0.5	Based on demand

Figure 2-2.--Staffing Levels Category C

b. Core Competencies. Core competencies are the result of a specific set of skills or techniques that deliver value to the customer. Such competencies enable an organization to access a wide variety of programs. Core competencies apply to permanent, part-time, flexible employees, contractors, assigned active duty military personnel, and volunteers. Refer to chapter 1, paragraph 11b and enclosure (2), pages 1-5, for specific core competencies related to the Bowling program.

c. Training

(1) All staff shall complete orientation and continuous training of the materials, techniques, and safety precautions of the programs and facilities. Periodic training shall be completed by all staff to keep current on the latest trends of bowling programs and services. Refer to chapter 1, paragraph 11a, for specific training requirements.

(2) Bowling Center manager shall complete the marketing and sales track within the first year of being in the position.

(3) Bowling Center equipment repairer/worker shall complete the maintenance track within the first year of being in the position.

(4) Bowling Center snack bar supervisor shall complete the food and beverage track within the first year of being in the position.

d. Certification. Bowling is a complex business involving multiple operations: Bowling Center management, food and beverage, resale management, fitting and repair, and the maintenance of sophisticated pinsetters/pinspotters and scoring systems. It requires highly trained managers who can pass their knowledge to the workers in the center and personnel who are trained in specialties such as bowling equipment maintenance and pro shop operation.

(1) To accomplish this, the Marine Corps along with the other Military Services have established Bowling Center managers' certification program with three levels of certification. The current certification program and the training required to achieve it are outlined below and has been coordinated with the certification program of the Bowling Proprietors

Association of America (BPAA). All Bowling Center managers' certifications must be acquired within three years in position.

(2) The Marine Corps Bowling Center managers' certification shall be in three levels: Certification Level One (basic), Certification Level Two (advanced), and Certification Level Three (master). To achieve certification, Bowling Center managers should attend Military Bowling Center Managers Training at the Armed Forces Bowling Center Managers Seminar, held in conjunction with the Bowling University. Certification Level One (basic) may be offered on-line.

3. Facility Operations. Bowling is a very facility and equipment centric business. Successful Bowling Centers require modern facilities that are maintained and refurbished on a periodic basis.

a. Requirements. Bowling Centers shall have the following:

- (1) Automatic pinsetters/pinspotters.
- (2) Automated scoring systems.
- (3) Synthetic lanes.
- (4) Retractable bumpers that can be preset to raise or lower the bumpers for each player within a game.
- (5) State of the art light and sound systems.
- (6) Control counter to be the center of operations providing the point of sale (POS), control systems for the lanes and display case for resale operations if the center does not have a separate pro shop.

(7) Climate control is very important to bowling. Per manufacturer standards the temperature in a Bowling Center shall be maintained between 65 and 73 degrees Fahrenheit and the humidity shall be maintained between 30% and 50%. This is a requirement to ensure the safety of bowlers as well as maintain the lifecycle of the electronics and flooring.

b. Hours of Operation. Hours of operation are determined by installation, patron needs and other supporting business conditions. The general hours of operation shall be posted on the program's website, office and facility signage. In many cases, the snack bars are open and operational while centers are not operating. In these instances, consideration shall be given to opening the lanes providing there is little or no additional labor required.

c. Core Equipment. Core equipment shall be provided:

- (1) House bowling balls (six or more balls per lane) and rental shoes (nine or more pairs per lane) in adequate sizes and weights to accommodate adult and youth bowlers.
- (2) Concourse furniture to meet the needs of observers and diners so that they have the opportunity to keep food and beverage from the lanes.
- (3) Bowlers seating adjacent to the lanes.

(4) Equipment to support the snack bar operations.

d. Bowling facilities shall be well maintained. Lanes shall be maintained to meet United States Bowling Congress (USBC) standards available at www.bowl.com. All centers shall follow manufacturers' guidelines for preventive maintenance.

e. Equipment Replacement. Lifecycle of equipment is based upon a number of factors to include lineage, adherence to preventative maintenance schedules, and changing design standards. Centers shall utilize the following standard replacement/renovation cycles shown in Figure 2-3.

Item	Replacement/Renovation Cycles
Pinsetter/Pinspotter	20-25 years. Upgrades should be performed periodically to extend machine life and capitalize on industry advancements.
Synthetic Lanes	15-20 years
Ball Returns	15-20 years or as décor package is updated. Hoods and trays should be replaced every 7-10 years.
Bumpers	Upgrade every 7-10 years
Scoring System	No more than 7 years
Lighting and Sound Systems	As necessary to stay current with industry standards
Ball Racks	15-20 years or as décor package is updated
House Bowling Balls	20-25% of inventory every year
Rental Shoes	25% of inventory every year
Pins	Replace every 2-3 years
Masking Unit	Permanent: 15-20 years; replace with pinsetter. Temporary: every 4 years
Ball Resurfacing/Polishing Machine	10-15 years
Concourse Furniture	5-7 years
Bowlers' Seating	7-10 years
Carpet	3-5 years
Vinyl Floor Tile	3-5 years
Display Case	10-15 years
Restroom	Renovate every 10 years
Lockers	20-25 years

Figure 2-3.--Equipment Replacement/Renovation Cycles

4. Programs and Services

a. Program Components. Successful Bowling Centers offer a variety of programs to meet customers' needs. These include leagues, open bowling, tournaments, youth programs, glow bowling, birthday and other parties, instructional programs, and a number of special programs to attract specialized markets. Marine Corps Bowling Centers shall offer a variety of programs that include the following:

(1) Open Bowling. Provide times for open bowling for entertainment, recreation and physical activity. Although league play is a very important part of Bowling Center operations, it is also important to provide lanes for open or practice play.

(2) Birthday Parties. All centers shall offer birthday party packages for children. These packages shall include game(s) of bowling and food and beverages. Pricing for birthday parties shall be packaged priced to include a single price per person or party. The use of a party host is

encouraged to assist in supervising the party. Additionally, centers are encouraged to develop teen and adult birthday party packages.

(3) Leagues. All centers are encouraged to organize and support leagues. Centers are encouraged to have both traditional leagues and shorter, fun leagues.

(4) Tournaments. Centers are encouraged to establish and host tournaments. To stimulate interest and participation, tournaments outside the realm of the military sports program are authorized and encouraged. The following provisions apply:

(a) Cash prizes or merchandise prizes are authorized. Merchandise prizes are encouraged as a means of increasing the value of the prizes and publicizing the pro shop. The manager shall determine the value of the awards.

(b) The value of prizes for these tournaments shall be borne entirely by participant entry fees. After direct operating expenses for line fees, supplies, etc., are determined, the remainder of the entry fees may be used for prizes.

(5) Charity Events. Single cause charity fundraising events may be conducted in accordance with reference (b).

(6) Youth activity. Youth activities are very important to the success of a Bowling Center. Youth leagues, instructions, parties, and school programs are among the programs that centers can coordinate.

(7) Instruction. All centers shall offer instruction. These can be youth instructional activities, coaching for adults, or learn to bowl activities.

(8) Unit Parties. All centers shall offer unit or corporate parties for adults where the unit or office can rent part or the entire center for members of their unit or office.

(9) Inclusion. All centers shall have devices to assist bowling for individuals with disabilities. Centers are encouraged to conduct outreach programs for wounded warriors, exceptional family members, and retirees. Refer to chapter 1, paragraph 9 for specific information on inclusion.

(10) Family Bowling. Centers are encouraged to set aside times that are focused on the families. With the advent of programmable bumpers that can be raised and lowered for bowlers depending on age and skill, bowling has become a sport all members of the family can participate in together.

b. Resale

(1) All centers shall have bowling items for resale. The following items are considered core items and shall be stocked by all centers:

(a) Socks.

(b) Powder.

(c) Tape.

- (d) Gloves.
- (e) Towels.
- (f) Shoe covers.
- (g) Rosin.
- (h) Hand conditioners.
- (i) Inserts.
- (j) Bowling accessories.

(2) Centers are encouraged to stock the following items. In smaller centers, these items may be available through special order. In cases where the items are not stocked, at least one item of each shall be carried as a display item with signage announcing the availability of the items via special order.

- (a) Balls.
- (b) Bags.
- (c) Shoes.

(3) Refer to reference (h) for specific guidance related to retail operations and asset protection. All sales and labor associated with the processing of resale shall be reported to the resale cost centers. Retail items shall be priced to yield an average gross profit margin of 30%. Refer to chapter 1, paragraph 18 for more information about the storage of merchandise, and inventory management.

c. Food and Beverage. Bowling food and beverage operations are a part of the Marine Corps Food and Beverage Program. These activities are established to promote the well-being, morale, camaraderie, and wholesome use of leisure time for Marines, their families, and other eligible patrons. Bowling food and beverage activities may be operated directly by the Bowling Center or as part of the Food and Hospitality Branch on the installation. They are revenue generating Category C activities that are expected to contribute to the overall success of the Bowling Center. Food and beverage requirements are contained in reference (o).

(1) Customer Base. Bowling Center food and beverage activities provide food for the bowlers prior to, during the games, and following the games. These operations also serve others on the installation. These activities provide gathering places for bowlers, Marines, and other eligible patrons.

(2) Concept of Operations. The food and beverage activities provide casual dining food in a relaxed atmosphere. The operations shall reflect professional quality service. Operations shall serve quality products and be competitive with operations in the civilian sector. Menu product items shall be current, offer variety, and include health-conscious items. Menus shall be in keeping with current trends, updated seasonally and meet patrons' needs. Efforts should be made to offer unique or themed menus to provide

patrons alternatives to other food venues on the installation. Service shall be professional and function smoothly and efficiently.

(3) Catering Service. Bowling Center food and beverage may cater birthday and other parties, offering food, non-alcoholic and alcoholic beverages (other than packaged alcoholic beverages) to authorized patrons on the installation. The catering or delivery of any service off-base is prohibited. If the food and beverage operation is operated as an indirect food service, the local Marine Corps Community Services (MCCS) shall include the catering of parties as part of its requirements with the contractor.

(4) Sale, Possession, and Consumption of Alcoholic Beverages. The requirements for the sale, possession, and consumption of alcoholic beverages are found in reference (p).

d. Marketing and Programming. All Bowling Centers shall engage in active marketing and programming to increase play at the center.

(1) Customer data base with email addresses is in place and is utilized for informational and promotional purposes.

(2) A specific bowling web page is maintained on a regular basis with center events and other information on the installation MCCS website. The web page shall include hours of operation, services and policies and information related to private parties, catering, and unit events. It should provide on-line reservation capability for both open play bowling and parties.

(3) A facility brochure describing all services and policies is available for customers. Brochure shall include rules, policies and procedures. Separate brochures may be created for birthday parties, catering events, and unit events or can be incorporated into one brochure.

(4) Social media shall be used to market the Bowling Center. The center shall maintain one social media page. Coordination with MCCS Marketing/Public Affairs Officer (PAO) is required prior to establishing a social media page.

(5) Manager should utilize over lane advertising capability to generate additional revenue and provide command and installation information.

e. Indirect Operations. All contracted operations shall be held to the requirements in this Order. Indirect operations are required to provide the same data collection reports. Refer to chapter 1, paragraph 14a, for specific information about establishing an indirect recreation operation. Refer to chapter 1, paragraph 14b for specific information on individual services contracts (instructor).

5. Financial Management

a. Funding

(1) Category B. Per reference (a), bowling programs operated as Category B Morale, Welfare, and Recreation (MWR) program have 16 lanes or less. Every effort should be made to effectively operate this program with limited APF. Non-appropriated funds (NAF) are authorized. Refer to chapter 1, paragraph 12 for more information.

(2) Category C. Per reference (a), Bowling programs operated as Category C MWR program have 17 or more lanes. Category C programs are revenue generating programs that have a business capability to cover operating expenses. Category C activities operated at remote and isolated locations may be funded as a Category B activity, with limited APF as a break-even operation. Refer to chapter 1, paragraph 12 for more information.

b. Fees and Charges

(1) Bowling Centers (Category B). Refer to chapter 1, paragraph 13b for Category B fees and charges. All Category B Bowling Centers shall assess fees to offset all NAF expenses associated with providing recreational programs and services. Fees shall be collected at time of purchase and a receipt provided to the patron.

(2) Bowling Centers (Category C). Refer to chapter 1, paragraphs 13c and 13d for Category C Bowling Centers.

(3) Price determination shall be based on, a minimum of one annual competitive pricing survey utilizing the average fees and charges of three business venues using local commercial, municipal or government entities. Based on the annual competitive pricing survey rates shall reflect a minimum of 75% requirement for each market.

(4) Free games of bowling and shoe rental are authorized only for the following purposes, with prior approval of the manager:

(a) To permit the manager or other Bowling Center staff to evaluate equipment and to provide better customer service to patrons through increased knowledge of the sport. This does not include league play.

(b) To support sales promotions for Bowling Center usage.

c. Cost Centers. All accounting for bowling programs shall be reported to the following cost centers depicted in Figure 2-4.

Program	Cost Centers		Program Description
Bowling (16 lanes or less)	NAF	5811	Costs related to Bowling Centers 16 or less lanes except costs directly related to resale activities.
	APF	MAMF	
Bowling (17 lanes or more)	NAF	5812	Costs related to Bowling Centers 17 or more lanes except costs directly related to resale operations.
	APF	MAMG	
Resale	NAF	1152	Record the sales and costs associated with merchandise sold in the bowling pro shops. This includes hardlines, softlines, and consumables. This also includes fees and costs associated with ball drilling and repair.

Figure 2-4.--Cost Centers

d. Within the bowling cost center, Bowling Centers shall use the following department codes depicted in Figure 2-5:

Department Code	Title
390	Bowling Lanes
391	Bowling Lockers
392	Shoe Rental
393	BINGO Bowling
394	Ball Repair
395	Bowling Operations Overhead
396	Miscellaneous Bowling
397	Bowling Leagues

Figure 2-5.--NAF Department Codes

e. Accountability. The standard Headquarters directed Recreation Management Information System shall be used in tracking resale, retail inventory, rentals, customer and usage data, reservations, and daily business operations.

(1) Program Tracking. Patron use, instruction, and reservations.

(2) POS. All fees and charges.

6. Safety and Risk Management. Program manager shall, establish safety standards and a written safety administration and accident prevention plan for each activity/event in accordance with references (j) and (bb). Facilities and maintenance practices shall comply with base safety, environmental regulations established by base engineering and environmental offices. Standard operating procedures (SOP) for safety administration and accident prevention shall be developed for ongoing and special events and used by all MCCS personnel supporting the Bowling Center or special event. If a significant/critical incident or fatality occurs while participating in a bowling activity or utilizing a Marine Corps Bowling Center, refer to chapter 1, paragraph 20b for reporting requirements. Bowling Centers shall be aware of those patrons who may be unfamiliar with the safety procedures of bowling. Center staff shall instruct new participants on avoiding crossing the foul line and how to safely retrieve a ball from the ball return. Each bowling session shall begin with a written warning screen on the bowling monitor.

7. Operational Management

a. An SOP is required to ensure consistency in process, procedures, and operations. The SOP shall be reviewed and updated annually by the program manager and shall include the following information at a minimum:

- (1) Hours of operation.
- (2) Reservation/rental.
- (3) Rules and regulations.
- (4) Patron eligibility.
- (5) Emergency action plan (EAP).
- (6) Daily procedures (opening and closing).

(7) Standard Headquarters directed Recreation Management Information System.

(8) Pricing list.

(9) Cash handling.

(10) Risk management plan.

(11) Inventory control.

(12) Other topics that pertain to respective installation requirements shall be included.

b. All patrons renting bowling shoes shall wear socks. If a patron arrives with no socks, the center may sell the customer socks with the shoe rental.

8. Long Range Program Planning. Long Range Program planning is critical to the successful way ahead for recreation programs. This road map shall lead your program from where it is now to where it shall be in the future. The long range plan shall be flexible, practical and serve as a guide to implementing programs, evaluating programs and making adjustments when necessary. Refer to chapter 1, paragraph 7 for specific details related to the development of Long Range Program Planning.

a. Business Plan. All Bowling programs shall have a business plan in place and updated on an annual basis. The plan shall cover the following:

(1) Description of the products and services offered by the Bowling Center.

(2) Description of maintenance plans for the next year.

(3) Description of the marketplace to include the competition.

(4) Description of the marketing plan for the next year. This will include a calendar of events and planned programs to cover each of the market segments that the Bowling Center addresses.

(5) Description of the pricing strategy for the next year.

(6) Updated financial projections with detailed commentary for justification of line items for the next three years.

b. Capital Improvement Plan. All Bowling Centers shall develop and maintain a capital improvement plan to replace and upgrade the conditions of the Bowling Center in accordance with the replacement schedule outlined herein.

9. Program Evaluation. The standard Headquarters directed Recreation Management Information System shall be utilized to collect, analyze and disseminate operational information for the Bowling programs.

a. The bowling program and activities offered are evaluated in an effort to strengthen and improve through after action reporting.

b. Programs shall collect the program data shown in Figure 2-6.

Program Data	Methodology
# of lines of bowling for league bowling	Provide an annual total number by rank/status of the number of lines of bowling for league bowling. The rank/status breakdown shall be E-1-E-5, E-6-E-9, W-1-W-5, O-1-O-3, O-4-O-10, Retiree, Reserve, Family Member, DoD Civilian, and Other.
# of lines of bowling for open play bowling	Provide an annual total number by rank/status of the number of lines of bowling for open play bowling. The rank/status breakdown shall be E1-E5, E6-E9, W1-W5, O1-O3, O4-O10, Retiree, Reserve, Family Member, DoD Civilian, and Other.

Figure 2-6.--Program Evaluation

c. To measure the overall performance of the Bowling Centers, programs shall collect the program data shown in Figure 2-7.

Program Data	Methodology
# of parties	Provide a total annual count for the number of parties.
# of participants that participated in the parties	Provide a total annual count for the number of participants that attended parties.
# of tournaments	Provide a total annual count for the number of tournaments.
# of participants that participated in the tournaments	Provide a total annual count for the number of participants that participated in tournaments.
# of food and beverage sales	Provide the annual total of food and beverage sales.
# of shoe rentals	Provide a total annual count for the number of shoe rentals. This will enable the center management to compare the number of shoe rentals with the sales of open play bowling to ensure that shoe rentals are recorded.
# of frames per stop	This is used to measure the effectiveness of the preventive maintenance efforts. 3,000 frames per stop should be achieved for machines less than 15 years old and 1,500 frames per stop should be achieved for machines older than 15 years.

Figure 2-7.--Program Evaluation for Overall Performance

10. Program Standards Checklist. The checklist provided in Figure 2-8 should be used in assessing the program against policy requirements.

CHPT 2 BOWLING PROGRAM STANDARDS CHECKLIST		
Para	OPERATIONS	Met/Unmet
3.b	Hours of operation are posted on the center's website, office and facility signage.	
4.a.2	Center offers birthday party packages for children.	
4.a.7	Center offers instructional programs.	
4.a.8	Center offers unit or corporate party programs for adults.	
4.a.9	Center has devices to assist bowling for individuals with disabilities.	
4.b	Center has bowling items for resale. Items a-j are stocked by the center.	
4.c.4	MCO 1700.22F Alcohol Beverage Control Policy is followed.	
4.d	Center engages in active marketing and programming.	
5.b.1	Category B- Bowling Center fees offset all NAF expenses associated with providing recreational programs and services.	
5.b.3	Category C- Based on the annual competitive pricing survey rates reflect a minimum of 75% requirement for each market.	
5.c-d	All accounting for program is reported to the cost centers depicted in Figure 2-4. Within the bowling cost center, the center uses the department codes depicted in Figure 2-5.	
5.e	The standard Headquarters directed Recreation Management Information System is used in tracking resale, retail inventory, rentals, customer and usage data, reservations, and daily business operations.	
7.a	The SOP is reviewed and updated annually by the program manager.	
8	Long range program plan is implemented.	
8.a	Program has a business plan in place, and updated on an annual basis.	
8.b	Center has developed and maintains a capital improvement plan to replace and upgrade the conditions of the Bowling Center in accordance with the replacement schedule outlined herein.	
9.b-c	Program collects the program data shown in Figures 2-6 and 2-7.	
Para	PERSONNEL	Met/Unmet
2.c.1	All staff completes orientation and continuous training of the materials, techniques, and safety precautions of the programs and facilities.	
2.c.2	Bowling Center manager completes the marketing and sales track within first year in position.	
2.c.3	Bowling Center equipment repairer/worker completes the maintenance track within first year in position.	
2.c.4	Bowling Center snack bar supervisor completes the food and beverage track within first year in position.	
2.d.1-2	Manager has completed Certification Levels 1, 2, and 3 within three years in position.	
6	Center staff instructs new participants on avoiding crossing the foul line and how to safely retrieve a ball from the ball return.	
6	Each bowling session begins with a written warning screen on the bowling monitor.	
Para	FACILITIES	Met/Unmet
3.a.7	The temperature in the center is maintained between 65 and 73 degrees Fahrenheit and the humidity is maintained between 30% and 50%.	
3.d	Center is well maintained. Lanes are maintained to meet USBC standards. Center follows manufacturers' guidelines for preventive maintenance.	
6	Facility and maintenance practices comply with base safety, environmental regulations established by base engineering and environmental offices.	
Para	EQUIPMENT	Met/Unmet
3.c	Provides core equipment.	
3.e	Equipment replacement cycles are followed as shown in Figure 2-3.	

Figure 2-8.--Program Standards Checklist

Chapter 3

Commercial Recreation

Golf

1. Program Description. The Golf program provides recreational opportunities, and promotes and enhances the physical well-being of Marine Corps personnel and their families. Golf program activities consist of open play, leagues, tournaments, outings, instructional programs, and exhibitions, events, and youth activities. Golf resale provides equipment and apparel. Golf course food and beverage activities provide food and refreshments prior to, at the turn, and at the completion of a golf round. This chapter shall be used in conjunction with the content and guidance of chapter 1 of this Order.

2. Personnel

a. Staffing Levels. Labor costs for golf operations, the pro shop, and maintenance shall not exceed 50% of total program and retail sales. Staffing, as a guideline, shall be based on 19 full time equivalent (FTE) employees per 18-hole course for the golf operation, pro shop and maintenance of the course. The food and beverage shall be staffed separately and shall depend on the size of the operation, the volume of business, the hours of operation, and the menu.

(1) Required staffing levels are shown in Figure 3-1.

Billet	Grade	FTE	Metric
Operations			
Director of Golf/ Manager	NF-4	1.0	Per installation
Recreation Assistant	NF-2	4.0	Based on demand and hours of operations
Pro Shop			
Pro Shop Manager	NF-3	1.0	Per pro shop
Golf Assistant	NF-2	2.0	Per pro shop
Maintenance			
Superintendent	NF-3/4	1.0	Per installation
Assistant Superintendent	NF-2/3	1.0	Per 18-holes
Automotive Mechanic (5823)	NA-5/10	1.0	Per 18-holes
Tractor Operator (Greens Keeper) (5705)	NA-4/8	8.0	Per 18-holes

Figure 3-1.--Staffing Levels

(2) For staffing nine-hole courses, the Director of Golf and the Superintendent positions may be combined. Staffing, as a guideline, shall be based on eight to nine FTEs per nine-hole course for the golf operation, pro shop and maintenance of the course.

b. Core Competencies. Core competencies are the result of a specific set of skills or techniques that deliver value to the customer. Such competencies enable an organization to access a wide variety of programs. Core competencies apply to permanent, part-time, flexible employees, contractors, assigned active duty military personnel, and volunteers. Refer to chapter 1, paragraph 11b and enclosure (2) pages 1-5 for specific core competencies related to the Golf program.

c. Training. The following are the training requirements for the management and staff:

(1) Director of Golf and Head Professionals who are Professional Golfers Association (PGA) members shall attend the PGA/Armed Forces or Marine Corps Golf Course Managers workshop once every other year to earn training hours to maintain their certifications.

(2) Golf course superintendents and managers who are certified by the Golf Course Superintendent Association of America (GCSAA) shall attend the GCSAA Conference once every other year to earn necessary hours to maintain their certifications.

(3) Participation at local industry educational events is encouraged for both Golf Professionals and Golf Course Superintendents to stay current and maintain industry certifications.

d. Certifications

(1) Golf course managers shall be certified as a PGA Professional or Certified GCSAA.

(2) Pest Management Training and Certification. All golf course personnel who apply or supervise the application of pesticides shall be trained and certified within two years of employment in accordance with the Department of Defense (DoD) Plan for the Certification of Pesticide Applicators (September 1996) or an Environmental Protection Agency (EPA) approved state certification plan. Additional guidance on training and certification is found in reference (q).

(3) Personnel who are undergoing apprenticeship training, but are not yet certified, shall apply pesticides only under the direct supervision of a certified pesticide applicator. Both DoD certified and state certified pesticide applicators shall be re-certified every three years or as required by the State.

e. Staff Equipment Agreements. Marine Corps Community Services (MCCS) is permitted to accept golf equipment and other items from manufactures as part of a commercial sponsorship agreement or as a gift. These items become NAF property and the golf professionals are permitted to use this equipment during the course of their employment.

3. Facility Operations

a. Facility. Golf courses consist of the course, clubhouse, golf learning centers, driving ranges, and maintenance and storage facilities.

b. Hours of Operation

(1) Golf Operations to include Pro Shop. Hours of operation are determined by local management, based on daylight, weather conditions, and other business conditions. The general hours of operation shall be posted on each course's website and adjusted as needed for available daylight hours.

(2) Driving Range. If lighted, driving range hours of operation shall be business based. If not lighted, driving range hours shall coincide with the golf operations.

(3) Food and Beverage Operations. Food and beverage operations shall be open for lunchtime meals. Breakfast service shall depend on the business and the need for such service. Beverage service shall remain open at a minimum of two to four hours after start of twilight golf rates.

c. Core Equipment

(1) Golf Cars. All courses shall acquire and maintain golf cars. There shall be 70 golf cars on hand at each 18-hole golf course (35 per nine-holes). Two single rider golf cars, designed for individuals with a disability, shall be maintained. A golf car replacement program shall be established to replace 20% of the golf cars annually or entire fleet every five years.

(2) Pull Carts. A sufficient number of pull carts shall be available and maintained in reasonable order.

(3) Rental Clubs. A sufficient number of rental clubs shall be available to satisfy the needs of all customers. Men's and women's clubs should be available for both right and left handed customers. At a minimum two full sets of each type of rental clubs shall be in inventory. These sets shall be complete sets of woods and irons. Rental clubs for juniors shall be available.

(4) Bag Storage. If bag storage or lockers are provided, appropriate security measures are in place to provide reasonable protection of patrons' property.

(5) Maintenance Equipment. Maintenance equipment, such as mowers, tractors, spreaders, etc., shall be available at the golf course to perform needed work, either directly or through a third party operator.

(6) Food and Beverage Equipment

(a) Food and beverage equipment shall be available at the clubhouse and turn house (if present) to properly store, prepare, and serve the menu.

(b) Beverage Cart. A beverage cart shall be available to serve golfers on the course, at a minimum, during tournaments, golf outings and peak season weekends.

4. Programs and Services. Golf programs shall maintain a full range of programs and services to provide a complete golf experience for the participant. The experience begins when the participant makes a tee time to when they depart the course.

a. Program Components. The golf course operations shall consist of the golf program, resale, and food and beverage.

(1) Instruction. Demand-driven individual and group golf instruction including lessons, clinics, camps, etc., shall be provided and overseen by a certified PGA member, a certified teaching professional, or apprentice member. Instruction may be provided either directly by MCCS employees or indirectly by contractual arrangements with independent teaching professionals, as follows:

(a) If provided directly by MCCA employees as part of their normal duties, all revenues received for instruction shall be the property of the MCCA activity.

1. MCCA employees are not authorized to provide lessons under a contractual arrangement on their own time.

2. As a means of encouraging lessons, MCCA employees are eligible for bonuses for lessons given, up to 70% of the instruction charge. The maximum total bonus that an MCCA employee may receive in a fiscal year is limited to 10% of their salary from all sources.

(b) If the conduct of instruction is not within the normal duties of the Director of Golf and Head Golf Professional, they may be provided by outside professionals through contractual arrangements. Instructors may be compensated for approved instruction within the following limitations:

1. A contractual arrangement shall be agreed upon, in coordination with the local NAF contracting office, between the instructor and the MCCA activity. The amount the instructor may retain is negotiable up to a maximum of 70% of fees charged.

2. All fees collected for instructional private lessons are accountable and shall be individually recorded as daily transactions.

3. The fees received for instruction constitute taxable income and shall be reported as such.

(2) Tournaments. To stimulate interest and participation in golf, tournaments and course championships, outside the realm of the intramural and sports programs, are authorized and encouraged.

(a) Gambling. Tournaments shall not sponsor gambling as noted in reference (b). Gambling includes raffles except when conducted as a "door prize" drawing where all participants have equal chance of winning.

(b) Prizes. Commands shall ensure that the amateur status of all participants is protected, and that participation in base-sponsored events does not violate the regulations of the United States Golf Association (USGA). The following provisions apply to providing tournament prizes.

1. Merchandise prizes of \$750 in value or less per award are authorized. Cash prizes are not authorized.

2. The value of the awards shall be borne entirely by participant entry fees. After direct operating expenses for greens fees, car rental, supplies, etc., are determined, the remainder of the entry fee can be used for awards.

(c) Charity Tournaments. Charity fundraising events may be conducted per the provisions of the reference (b). Golf management shall ensure all requests for a charity fundraising tournament are reviewed by MCCA Counsel.

(d) Tournaments. All courses shall offer tournaments where the unit, squadron, or office can rent part or the entire course for their participants.

(e) Unit Physical Training (PT). Course management is encouraged to work with units to have them hold unit PT as a golf outing.

(3) Leagues. All courses are encouraged to organize and support traditional leagues and shorter, fun leagues.

b. Services Provided. Tee time reservation shall be provided at each golf course. A tee time reservation system shall be in place that is commensurate with the course usage.

c. Resale Operations. Every golf course shall operate a retail pro shop that shall provide consumables (balls, tees, gloves, etc.), shirts, other apparel bearing the logo of the golf course, and special order service for golf clubs, bags, shoes, etc., if not stocked in the pro shop. Special order service shall be available at all golf courses.

(1) An annual buying plan shall be in place and based on previous sales history and anticipated demand.

(2) Inventory turn shall be three times per year, with shrinkage of one and one half percent or less.

(3) Physical inventories shall be conducted quarterly.

(4) All goods shall be clearly priced.

(5) Retail items shall be priced to yield an average gross profit margin of 30%.

(6) Refer to reference (h) for specific guidance related to retail operations and asset protection.

(7) Refer to chapter 1, paragraph 18 for more information about the storage of merchandise and inventory management.

(8) All pro shops shall offer club fitting services as part of its special order capability.

(9) Golf management shall have an annual golf equipment demo day plan that is suitable to the respective course.

d. Food and Beverage. Golf course food and beverage operations are a part of the food and beverage program. These activities are established to promote the well-being, morale, camaraderie, and wholesome use of leisure time for Marines, their families, and other eligible patrons. Golf course food and beverage activities may be operated directly by the golf course or as part of the Food and Hospitality Branch on the installation. They are revenue generating Category C activities that are expected to contribute to the overall success of the golf course. Food and beverage requirements are contained in reference (o).

(1) Golf course food and beverage activities provide food for the golfers prior to, at the turn, or at the completion of a golf round. These activities also serve other authorized patrons on the installation. These activities provide gathering places for golfers, Marines, and other eligible patrons.

(2) Concept of Operations. The food and beverage activities provide casual dining food in a relaxed atmosphere. The operations shall reflect professional quality service. Operations shall serve quality products and be competitive with operations in the civilian sector. Menu product items shall be current, offer variety, and include health-conscious alternatives to standard items. Menus shall be in keeping with current trends, updated seasonally and meet patrons' needs. Service shall be professional and function smoothly and efficiently.

(3) Catering Service. Golf course food and beverage may cater parties, offering food, non-alcoholic and alcoholic beverages (other than packaged alcoholic beverages) to authorized patrons on the installation. The catering or delivery of any service off-base is prohibited. All function spaces shall be kept ready for customer visits when not being rented.

e. Sale, Possession, and Consumption of Alcoholic Beverages. The requirements for the sale, possession, and consumption of alcoholic beverages are found in reference (p).

f. Indirect Operations. All contracted operations shall be held to the requirements of this Order. Indirect operations are required to provide the same data collection reports. Refer to chapter 1, paragraph 14a, for specific information about establishing an indirect recreation operation. Refer to chapter 1, paragraph 14b for specific information on individual services contracts (instructor).

5. Financial Management

a. Funding. As per reference (b), golf programs are operated as Category C Morale, Welfare, and Recreation (MWR) program. Category C programs are revenue generating programs that have a business capability to cover operating expenses. Category C activities operated at remote and isolated locations may be funded as a Category B activity, with limited APF as a break-even operation. Refer to chapter 1, paragraph 12 for more information.

b. Fees and Charges. Refer to chapter 1, paragraphs 13c and 13d for Category C Golf programs fees and charges. All patrons using a Marine Corps Golf facility shall pay the established greens fees and/or any other related fees commensurate with services provided. Price determination shall be based on, a minimum of one annual competitive pricing survey utilizing the average fees and charges of three business venues using local commercial, municipal or government entities. Based on the annual competitive pricing survey, E-6 to O-3 shall reflect a minimum of 75% pricing requirement for each market. E-1 to E-5 may receive an additional discount, not to exceed an additional 10%. Greens fee pricing may be graduated based on rank equivalency. Family members of active duty, retirees and their family members' greens fee pricing may be based on the ranks.

(1) Graduated Fees. Where graduated daily or annual greens fees are offered they shall have the following breaks:

(a) Active Duty/Retiree/DoD Civilian

1. E-1 to E-5.

2. E-6 to E-9, WO-1 to CWO-3, O-1 to O-3.

3. CWO-4 to CWO-5, O-4 to O-10.

- (b) Guests and general public.
- (c) Juniors (youth).
- (d) Foreign national employees.
- (e) Foreign nationals.

(2) If fees are graduated for active duty, fees for retirees shall be graduated by retired rank and fees for DoD civilians shall be graduated by grade to match the military grade.

(3) Differentiated Fees. Greens fees may be different for day of the week, times of the day, and nine of 18-holes.

(4) No Show Fees. No show fees may be assessed.

(5) Golf Car Rental. Golf car rental shall be priced per person, for nine or 18-holes, and for twilight hours. Pull carts shall be priced at a single rate for nine or 18-holes. Courses may offer annual car fees and/or punch card for car fees.

(6) Annual dues/membership programs are optional. If offered, they shall be calculated as follows:

(a) In Transition Zone. Membership fee shall be based on a minimum of 50 rounds per year.

(b) In the Sunbelt. Membership fee shall be based on a minimum of 100 rounds per year.

(c) Reciprocal Privileges are not required. Local golf courses may offer reciprocal privileges with other military golf courses by mutual agreement.

c. Use of Privately Owned Golf Cars. The use of privately owned motorized golf cars, including cars towed to the golf course, is prohibited.

d. General Public Play. The use of golf courses by non-DoD civilian individuals and groups may be authorized upon request for waiver, see chapter 1, paragraph 19 for more information also see reference (a). At commands where patron eligibility has been extended to non-DoD civilian individuals and groups, green fees shall be established to ensure that NAF are not used to subsidize use by these individuals and groups. Sale of food, state tax-free beverages, and tobacco products is restricted to amounts consumed on the premises, and the sale of merchandise is restricted to items incidental to daily participation, (e.g., the sale of golf balls, tees, etc.). Refer to reference (a) for specific information.

e. Cost Centers. All accounting for Golf programs shall be reported to the following cost centers depicted in Figure 3-2.

Program	Cost Centers		Program Description
Golf Course	NAF	5860	Costs related to golf operations to include but not limited to: managerial civilian employee salaries, expenses for equipment and supplies not directly related to resale activities, equipment maintenance, and other common support services. Support for American Disabilities Act (ADA) compliance is authorized. No APF for grounds maintenance.
	APF	MAMP	Costs related to golf operations subject to restrictions contained in reference (a), except costs directly related to retail operations. Support for ADA compliance is authorized. No APF funds for grounds maintenance.
Miniature Golf	NAF	5865	Record the sales and costs associated with the miniature golf activities.
	APF	MAMP	Costs related to golf operations subject to restrictions contained in reference (a), except costs directly related to retail operations. Support for ADA compliance is authorized. No APF funds for grounds maintenance.
Resale	NAF	1151	Record the sales and costs associated with merchandise sold in the golf pro shops. This includes hardlines, softlines, and consumables. This also includes fees and costs for club repairs.

Figure 3-2.--Cost Centers

f. Within the golf cost center, courses shall use the following department codes for NAF cost center 5860 depicted in Figure 3-3:

Department Code	Title
400	Greens Fees
401	Club Rental and Repair
402	Annual Greens Fees
403	Golf Driving Range
404	Golf Cart Rental
405	Golf Club Storage
406	Golf Lessons
407	Golf Handicap Fees
410	Golf Tournament Fees
412	Golf Operations Overhead
413	Golf Course Maintenance

Figure 3-3.--NAF Department Codes

g. Free Use of Golf Course. Free use of the golf course or equipment is authorized only for the following purposes and only with prior approval of the manager:

(1) To permit the golf course manager and other golf course staff to evaluate course conditions and playing equipment to provide better customer service through increased knowledge of the sport.

(2) To support sales promotions for golf course usage.

(3) As an orientation to introduce the golf course to new personnel as a "Welcome Aboard" service.

6. Safety and Risk Management. Program manager shall, establish safety standards and a written safety administration and accident prevention plan for each activity/event in accordance with references (j) and (bb). Facilities and maintenance practices shall comply with base safety,

environmental regulations established by base engineering and environmental offices. Standard operating procedures (SOP) for safety administration and accident prevention shall be developed for ongoing and special events and used by all MCCS personnel supporting the golf course or special events. Lightning safety signage and severe weather procedures shall be established. If a significant/critical incident or fatality occurs while participating in golf activities or utilizing a Marine Corps Golf Course, refer to chapter 1, paragraph 20b for reporting requirements.

7. Operational Management. A SOP is required to ensure consistency in process, procedures, and operations. The SOP shall be reviewed and updated annually by the program manager and shall include the following information at a minimum:

- a. Hours of operation.
- b. Tee time reservations.
- c. Rentals.
- d. Rules and regulations.
- e. Patron eligibility.
- f. Emergency action plan (EAP).
- g. Daily procedures (opening and closing).
- h. Standard Headquarters directed Management Recreation Information System.
- i. Pricing list.
- j. Cash handling.
- k. Risk management plan.
- l. Inventory control.
- m. Other topics that pertain to respective installation requirements shall be included.

8. Long Range Program Planning. Long Range Program planning is critical to the successful way ahead for recreation programs. This road map shall lead your program from where it is now to where it shall be in the future. The long range plan shall be flexible, practical and serve as a guide to implementing programs, evaluating programs and making adjustments when necessary. Refer to chapter 1, paragraph 7 for specific details related to the development of Long Range Program Planning.

a. Business Plan. All Golf programs shall have a business plan in place and updated on an annual basis. The plan shall cover the following:

- (1) Description of the products and services offered by the golf course.

(2) Description of the golf course maintenance plan for the next year.

(3) Description of the marketplace to include the competition.

(4) Develop an annual marketing plan for matriculation of new customers.

(5) Description of the pricing strategy for the next year.

(6) Updated financial projections with detailed commentary for justification of line items for the next three years.

b. Capital Improvement Plan. All golf courses shall develop and maintain a capital improvement plan to cover the golf course, clubhouse, and other facilities at the golf course. This plan shall include plans to have greens built to USGA or California specifications and designed by a member of the American Society of Golf Course Architects and specifically designed teeing areas available for junior and beginning players. Each MCCS must maintain a reserve (accrual) cash account that equals at least five percent of program and resale sales to be used as capital expenditures in the Golf program.

(1) Records of all equipment shall be maintained on a computerized preventative maintenance schedule with the ability to track history and expenditures on each piece of equipment.

(2) Renovation. Develop a long-range improvement plan for facility renovations and replacement of furniture, fixtures and equipment. Facilities shall be renovated or refreshed every seven years.

(3) Equipment. Preventative maintenance for all kitchen equipment and regular repair of furniture and fixtures is required. Kitchen equipment is replaced as needed when it is no longer cost effective to repair.

c. Marketing. All courses shall engage in active marketing and programs to increase play at the course. Coordination with MCCS Marketing/Public Affairs Officer (PAO) is required prior to establishing a social media page. One staff member, inclusive with other duties, shall serve as new player development coordinator.

(1) This shall include a calendar of events for and planned programs to cover each of the market patron segments that the golf course addresses.

(2) Customer data base with email addresses is in place and is utilized for informational and promotional purposes.

(3) A specific golf web page is maintained on a regular basis with course events and other information on the installation MCCS website.

(4) Facility brochure describing all services and policies shall be available for customers. Brochure shall include rules, policies and procedures.

(5) An outing brochure shall be available that describes the outings available, prize packages, and menus.

(6) Catering brochure shall be available for catering functions not involving golf.

9. Program Evaluation. The standard Headquarters directed Recreation Management Information System shall be utilized to collect, analyze and disseminate operational information for the Golf program.

a. The Golf program and activities offered are evaluated in an effort to strengthen and improve through after action reporting.

b. Programs shall collect the program data shown in Figure 3-4.

Program Data	Methodology
# of rounds from daily fees	Provide an annual total number by rank/status of rounds from daily fees. The rank/status breakdown shall be E-1-E-5; E-6 to E-7, WO-1 to CWO-5, O1-O3; E-8 to E-9, O-4-O-10, Retiree, DoD Civilian, Youth (8-18), Guests, and General Public.
# of punch cards sold by rank (if graduated pricing is used)	Provide an annual total number by rank/status of punch cards sold. The rank/status breakdown shall be E-1-E-5; E-6 to E-7, WO-1 to CWO-5, O1-O3; E-8 to E-9, O-4-O-10, Retiree, DoD Civilian, Youth (8-18), Guests, and General Public.
# of punch cards redeemed	Provide an annual total number by rank/status of punch cards redeemed. The rank/status breakdown shall be E-1-E-5; E-6 to E-7, WO-1 to CWO-5, O1-O3; E-8 to E-9, O-4-O-10, Retiree, DoD Civilian, Youth (8-18), Guests, and General Public.
# of annual green fees sold by rank (if graduated pricing is used)	Provide an annual total number by rank/status of green fees sold. The rank/status breakdown shall be E-1-E-5; E-6 to E-7, WO-1 to CWO-5, O1-O3; E-8 to E-9, O-4-O-10, Retiree, DoD Civilian, Youth (8-18), Guests, and General Public.
# of rounds from annual green fees	Provide the annual total number of rounds from annual green fees.
# of individual lessons for adults	Provide an annual total number by rank/status of individual lessons for adults. The rank/status breakdown shall be E-1-E-5; E-6 to E-7, WO-1 to CWO-5, O1-O3; E-8 to E-9, O-4-O-10, Retiree, DoD Civilian, Youth (8-18), Guests, and General Public.
# of individual lessons for children	Provide an annual total number of individual lessons for children.
# of group lessons for adults	Provide an annual total number by rank/status of group lessons for adults. The rank/status breakdown shall be E-1-E-5; E-6 to E-7, WO-1 to CWO-5, O1-O3; E-8 to E-9, O-4-O-10, Retiree, DoD Civilian, Youth (8-18), Guests, and General Public.
# of group lessons for children	Provide an annual total number of group lessons for children.
# of driving range tokens sold	Provide an annual total number of driving range tokens sold.
# of complimentary rounds of Golf	Provide an annual total number of rounds for staff, sales promotions and "Welcome Aboard", etc.

Figure 3-4.--Program Evaluation

10. Program Standards Checklist. The checklist provided in Figure 3-5 should be used in assessing the program against policy requirements.

CHPT 3 GOLF PROGRAM STANDARDS CHECKLIST		
Para	OPERATIONS	Met/Unmet
3.b.1	The general hours of operation are posted on each course's website and adjusted as needed for available daylight hours.	
3.b.2	If lighted, driving range hours of operation are business based. If not lighted, driving range hours coincide with the golf operations.	
3.b.3	Food and beverage operation is open for lunchtime meals. Beverage service remains open at a minimum of two to four hours after start of twilight golf rates.	
4.a	The golf course operation consists of the golf program, resale, and food and beverage.	
4.a.1	A program of demand-driven individual and group golf instruction including lessons, clinics, camps, etc. are provided and overseen by a certified PGA member, a certified teaching professional, or apprentice member.	
4.b	Tee time reservations are provided.	
4.c	Every golf course operates a retail pro shop that provides consumables (balls, tees, gloves, etc.), shirts and other apparel bearing the logo of the golf course, and special order service for golf clubs, bags, shoes, etc., if not stocked in the pro shop. Special order services are available.	
4.c.1	An annual buying plan is in place and based on previous sales history and anticipated demand.	
4.c.2-3	Inventory turns are three times per year, with shrinkage of one and one half percent or less. Physical inventories are conducted quarterly.	
4.c.5	Retail items are priced to yield an average gross profit margin of 30%.	
4.d.2	Menus are keeping with current trends, updated seasonally and meet patrons' needs.	
4.d.3	All function spaces are kept ready for customer visits when not being rented.	
4.e	MCO 1700.22F Alcohol Beverage Control Policy is followed.	
5.b	Based on the annual competitive pricing survey, E-6 to O-3 reflects a minimum of 75% pricing requirement for each market. E-1 to E-5 may receive an additional discount, not to exceed an additional 10%.	
5.b.2	If fees are graduated for active duty, fees for retirees are graduated by retired rank and fees for DoD civilians are graduated by grade to match the military grade.	
5.b.5	Golf car rental are priced per person, for nine or 18-holes, and for twilight hours. Pull carts are priced at a single rate for nine or 18-holes.	
5.b.6.a	Membership fee is based on minimum of 50 rounds per year in transition zone.	
5.b.6.b	Membership fee is based on minimum of 100 rounds per year in sunbelt.	
5.d	At commands where patron eligibility has been extended to non-DoD civilian individuals and groups, green fees are established to ensure that NAF are not used to subsidize use by these individuals and groups.	
5.e-f	All accounting for the program is reported to the cost centers depicted in Figure 3-2. Within the golf cost center, golf course uses the department codes for NAF cost center 5860 depicted in Figure 3-3.	
5.g.1-3	Free use of the golf course or equipment is authorized only for the purposes (1-3), and only with prior approval of the manager.	
7	The SOP is reviewed and updated annually by the program manager and includes the information in a-m.	
8	Long range program plan is implemented.	
8.a	The program has a business plan in place, and updated on an annual basis.	
8.c	Course engages in active marketing and programs to increase play at the course.	
9	Program collects the program data shown in Figure 3-4.	
Para	PERSONNEL	Met/Unmet
2.a	Labor costs for golf operations, the pro shop, and maintenance do not exceed 50% of total program and retail sales.	

Figure 3-5.--Program Standards Checklist

2.a.1	Staffing levels for 18-hole course are shown in Figure 3-1 are followed.	
2.c.1	Director of Golf and Head Professionals who are Professional Golfers Association (PGA) members attend the PGA/Armed Forces or Marine Corps Golf Course Managers workshop once every other year to earn training hours to maintain their certifications.	
2.c.2	Golf course superintendents and managers who are certified by the GCSAA attend the GCSAA Conference once every other year to earn necessary hours to maintain their certifications.	
2.d.1	Golf course managers are certified as a PGA Professional or Certified GCSAA.	
2.d.2	All golf course personnel who apply or supervise the application of pesticides are trained and certified within two years of employment in accordance with the DoD Plan for the Certification of Pesticide Applicators or an EPA approved State certification plan in accordance with reference (q).	
2.d.3	DoD certified and state certified pesticide applicators are re-certified every three years or as required by the state.	
2.e	If MCCA accepted golf equipment and other items from manufactures as part of a commercial sponsorship agreement or as a gift, these items have become NAF property.	
Para	FACILITIES	Met/Unmet
3.a	The golf course consists of the course, clubhouse, golf learning centers, driving ranges, maintenance, and storage facilities.	
6	Facility and maintenance practices comply with base safety, environmental regulations established by base engineering and environmental offices.	
8.b.2	Facility is renovated or refreshed every seven years.	
Para	EQUIPMENT	Met/Unmet
3.c.1	Course acquires and maintains golf cars for golfers to use. There are 70 golf cars on hand at each 18-hole golf course (35 per nine-holes).	
3.c.1	Two single rider golf cars, designed for individuals with a disability, are maintained.	
3.c.1	A golf car replacement program is established to replace 20% of the golf cars annually, or entire fleet every five years.	
3.c.2	A sufficient number of pull carts are available and maintained in reasonable order.	
3.c.3	A sufficient number of rental clubs are available to satisfy the needs of all customers. At a minimum of two full sets of each type of rental clubs are in inventory. These sets are complete sets of woods and irons. Rental clubs for juniors will be available.	
3.c.5	Maintenance equipment, such as mowers, tractors, spreaders, etc., are available at the golf course to perform needed work.	
3.c.6.b	A beverage cart is available to serve golfers on the course, at a minimum, during tournaments, golf outings and peak season weekends.	
8.b	The course developed and maintains a capital improvement plan to cover the golf course, clubhouse, and other facilities at the golf course.	
8.b.1	Records of all equipment are maintained on a computerized preventative maintenance schedule with the ability to track history and expenditures on each piece of equipment.	

Figure 3-5.--Program Standards Checklist-Continued

Chapter 4

Commercial Recreation

Indoor Shooting

1. Program Description. Indoor Recreational Shooting programs offer Marines and other eligible patrons the opportunity to maintain and improve their proficiency in a vital military skill, and promote safety. Programming shall include both self-directed and directed activities such as competitive marksmanship events, instruction, and exhibitions. Personnel and units are able to conduct small arms training to include pistol, rifle and shotgun firing qualifications. This chapter shall be used in conjunction with the content and guidance of chapter 1 of this Order.

2. Personnel

a. Staffing Levels. The indoor shooting range shall be adequately staffed to continue normal operations when employees are on temporary additional duty (TAD), annual or sick leave. When additional workloads are created by expansion of services, activities, collateral or assigned duties, normal operations shall not suffer, and the staffing levels are adjusted accordingly. As a guideline staffing requirements are:

(1) One range manager (NF-3).

(2) One assistant range manager (NF-2/3) (can be part-time, based upon program demand).

(3) Duty/associate managers (NF-2).

(4) Range operations associates, includes instructors and sales associates (NF-1/2) (flex or part-time, based on program demand).

(5) Per references (r) and (o), all personnel with access to arms, ammunition, and explosives (AA&E) shall have required screenings and background checks.

(6) All staff shall complete a Qualification to Possess Firearms or Ammunition Form (DD Form 2760) and meet the requirements of the Lautenberg Amendment, a supplement to the Gun Control Act of 1968.

(7) Per reference (b), off-duty enlisted personnel working in the above positions may be paid with NAF.

(8) Qualified Range Safety Officers (RSOs) and Officers in Charge (OICs) may conduct and supervise command, recreational and intramural shooting.

b. Core Competencies. Core competencies are the results of a specific set of skills or techniques that deliver value to the customer. Such competencies enable an organization to access a wide variety of programs. Core competencies apply to permanent, part-time, flexible employees, contractors, assigned active duty military personnel, and volunteers. Refer to chapter 1, paragraph 11b and enclosure (2) pages 1-5 for specific core competencies related to indoor shooting.

c. Training

(1) All staff shall complete orientation and maintain continuous training for the materials, techniques, and safety precautions of the programs and facilities. Periodic training shall be completed by all staff to keep current on the latest trends of Indoor Recreational Shooting programs and services. Refer to chapter 1, paragraph 11a for Marine Corps Community Services (MCCS) specific training requirements. In addition to MCCS training requirements all staff shall comply with reference (s) and shall qualify annually as a RSO.

(2) All staff shall complete the installation indoor shooting Range Safety Officer Course within 30 days of hire. If not completed within 30 days, the employee shall not be placed on the work schedule until the requirement is met.

3. Facility Operations

a. Facility. The ideal facility consists of firing lanes (1,000 inches, [83'-4"] in clear length), bullet trap area, range control area, classroom, resale, gun storage, offices, restrooms, eyewash stations in each bay, electric target retrieval system, viewing and lounge area, and locker storage. The firing bays shall be segregated into areas, each with seven lanes such that recreation and training activities can take place. Each set of bays shall be separated by eight feet of reinforced concrete filled ballistic wall. Ballistic glass walls shall be used to provide spectators a viewing area from the lounge area. The lanes shall feature individually controlled targets, lighting, and two ventilation systems. One system will ventilate the facility and a separate system/environmental control that will move dust and other firing particulates from the firing lanes. A granular type bullet trap system is necessary to capture the bullets intact and increase the value of the recycled bullets. In addition to the lanes, the facility should at a minimum include the following core areas:

- (1) Range control area.
- (2) Bullet trap area.
- (3) Retail/display area.
- (4) Lounge/vending/viewing area.
- (5) Manager's office.
- (6) Gun/ammunition storage.
- (7) Gun locker area.
- (8) Training classroom.
- (9) General storage/mechanical/electrical areas.
- (10) Men's and women's restrooms.

b. Hours of Operation. Hours of operation are determined by installation, based on customer demand and other supporting business

conditions. The general hours of operation shall be posted on the program's website, office and facility signage.

c. Core Equipment. The indoor shooting range shall be equipped with a camera surveillance system, a computerized/electric target retrieval system, and ventilation systems. In addition, a first aid kit shall be on-site and an eyewash station in each bay.

4. Programs and Services. The program components may include inclusive practices, self-directed activities, instructional classes, special events, community-wide events, and may include co-sponsored events. Refer to chapter 1, paragraph 9 for specific information on inclusion.

a. Program Components. The program components include individual recreational firing, unit or command competitions as well as command qualifications. The opportunity to host instructional classes, special events, and community-wide events, when available, shall be taken into consideration for the growth of the program and may include co-sponsored events. Operations may support intramural sports activities, unit physical training and other competitive events or activities.

b. Resale Operations. Authorized as permitted by Installation Commanders or designee for items related to the operation including ancillary items and food and beverage operations. Retail items shall be priced to yield an average gross profit margin of 30%. Installations shall comply with Bureau of Alcohol, Tobacco, and Firearms (ATF), safety and occupational health (SOH), NAF financial and asset-control procedures for receiving, storing, issuing, and selling firearms and ammunition. As per reference (t), NAFI in all 50 states, the District of Columbia, Puerto Rico, and United States possessions, shall be licensed dealers in order to sell firearms. All sales of firearms, ammunition, and reloading supplies shall comply with the guidance in reference (u), or its replacement. As of 15 November 1986, no license is required to sell ammunition only. Rifles, shotguns, handguns, and ammunition are non-refundable. All sales of firearms and ammunition shall comply with reference (o).

c. Indirect Operations. All contracted operations shall be held to the requirements in this Order. Indirect operations are required to provide the same data collection reports. Refer to chapter 1, paragraph 14a, for specific information about establishing an indirect recreation operation. Refer to chapter 1, paragraph 14b for specific information on individual services contracts (instructor).

5. Financial Management

a. Funding. As per reference (a), Indoor Recreational Shooting programs are operated as Category C Morale, Welfare, and Recreation (MWR) programs. Category C programs are revenue generating programs that have a business capability to cover operating expenses. Category C activities operated at remote and isolated locations may be funded as a Category B activity, with limited APF as a break-even operation. Refer to chapter 1, paragraph 12 for more information.

b. Fees and Charges. Refer to chapter 1, paragraph 13c and 13d for Category C recreation shooting program fees and charges. Price determination shall be based on, a minimum of one annual competitive pricing survey utilizing the average fees and charges of three business venues using local

commercial, municipal or government entities. Based on the annual competitive pricing survey rates shall reflect a minimum of 75% requirement for each market. For skeet and trap activities, each installation shall charge fees to cover all NAF costs, including range and labor, and shall be priced to achieve a break-even bottom line. Fees shall be collected at time of purchase and receipt provided to the patron.

c. Use of APF. Maintenance and operation of the facility to host military training is a Marine Corps function to be supported by APF.

d. Cost Centers. All accounting for Indoor Recreational Shooting programs shall be reported to the following cost centers depicted in Figure 4-1.

Program	Cost Centers		Program Description
Recreational Shooting	NAF	5830	Costs related to recreational firing range costs for equipment and supplies, equipment maintenance, and other common support services.
	APF	MAMW	
Resale	NAF	1153	Record sales and costs of ammunition, targets, and supplies sold at recreational shooting facilities.

Figure 4-1.--Cost Centers

e. Within the indoor recreational shooting cost center, indoor shooting shall use the following department codes depicted in Figure 4-2.

Department Codes	Description
335	Range Fees
336	Handgun Rental
337	Locker Rental
338	Membership Fees
339	Rifle and Shotgun Rental

Figure 4-2.--Department Codes

f. Firearms and Ammunition. Firearms and ammunition shall be purchased for recreational program rental use with NAF.

g. Accountability. The standard Headquarters directed Recreation Management Information System shall be used in tracking program fees, retail sales, rentals, customer and usage data, reservations and daily business operations. The recreational point of sale (POS) or Headquarters directed food and beverage POS system shall be used in recording and tracking food and beverage operations.

6. Safety and Risk Management. Program manager shall, establish safety standards and a written safety administration and accident prevention plan for each activity/event in accordance with references (j) and (bb). Indoor shooting range facilities shall comply with references (b), (v), and (w). Facilities and maintenance practices shall comply with base safety, environmental regulations established by base engineering and environmental offices. Standard operating procedures (SOP) for safety administration and accident prevention shall be developed for ongoing and special events and used by all MCCS personnel supporting the recreational shooting range or special events. A telephone/radio with direct access to the Military Police

and local medical facility shall be on site. If a significant/critical incident or fatality occurs while utilizing a Marine Corps indoor recreational shooting range, refer to chapter 1, paragraph 20b for reporting requirements.

7. Operational Management. A SOP is required to ensure consistency in process, procedures, and operations. The SOP shall be reviewed and updated annually by the program manager and shall include the following information at a minimum:

- a. Hours of operation.
- b. Reservation/rental.
- c. Safety regulations.
- d. Patron eligibility.
- e. Emergency action plan (EAP).
- f. Daily procedures (opening and closing).
- g. Standard Headquarters directed Recreation Management Information System.
- h. Pricing list.
- i. Cash handling.
- j. Risk management plan.
- k. Inventory control.
- l. Other topics that pertain to the respective installation requirements shall be included.

8. Long Range Program Planning. Long Range Program planning is critical to the successful way ahead for recreation programs. This road map shall lead your program from where it is now to where it shall be in the future. The long range plan shall be flexible, practical and serve as a guide to implementing programs, evaluating programs and making adjustments when necessary. Refer to chapter 1, paragraph 7 for specific details related to the development of Long Range Program Planning.

9. Program Evaluation. The standard Headquarters directed Recreation Management Information System shall be utilized to collect, analyze and disseminate operational information for the Indoor Recreational Shooting programs.

- a. The recreational shooting program and activities offered are evaluated in an effort to strengthen and improve through after action reporting.
- b. Programs shall collect the program data shown in Figure 4-3.

Program Data	Methodology
# of patrons using indoor shooting range	Provide an annual total number by rank/status of patrons. The rank/status breakdown shall be E-1-E-5, E-6-E-9, W-1-W-5, O-1-O-3, O-4-O-10, Retiree, Reserve, Family Member, DoD Civilian, and Other.
# of lessons taught	Provide an annual total number of lessons taught.
# of firearms rented	Provide an annual total number of firearms rented.
# of patrons renting lanes based on rank	Provide an annual total number by rank/status of patrons renting space. The rank/status breakdown shall be E-1-E-5, E-6-E-9, W-1-W-5, O-1-O-3, O-4-O-10, Retiree, Reserve, Family Member, DoD Civilian, and Other.
# of lanes available	Total number of lanes available per annual fiscal year.
Annual occupancy percentage	Total number of lanes rented annually divided by the total number of available lanes for annual fiscal year.

Figure 4-3.--Program Evaluation

10. Program Standards Checklist. The checklist provided in Figure 4-4 should be used in assessing the program against policy requirements.

CHPT 4 INDOOR SHOOTING PROGRAM STANDARDS CHECKLIST		
Para	OPERATIONS	Met/Unmet
3.b	The general hours of operation are posted on the program's website, office and facility signage.	
4	The program components include inclusive practices, self-directed activities, instructional classes, special events, community-wide events, and co-sponsored events.	
4.b	Installation complies with ATF, SOH, NAF financial and asset-control procedures for receiving, storing, issuing, and selling firearms and ammunition.	
4.b	If program sells firearms, it is properly licensed and complies with reference (t).	
4.b	All sales of firearms, ammunition, and reloading supplies comply with the guidance in reference (u).	
4.b	All sales of firearms and ammunition comply with reference (o).	
5.b	Based on the annual competitive pricing survey rates reflect a minimum of 75% requirement for each market.	
5.d-e	All accounting for the program reports to the cost centers depicted in Figure 4-1. Within the indoor recreational shooting cost center, indoor shooting use the department codes depicted in Figure 4-2.	
5.f	Firearms and ammunition are purchased for recreational program rental use with NAF.	
5.g	The standard Headquarters directed Recreation Management Information System is used in tracking program fees, retail sales, rentals, customer and usage data, reservations and daily business operations.	
6	Safety standards and a written safety administration and accident prevention plan are established.	
6	A telephone/radio with direct access to the Military Police and local medical facility is on site.	
7	The SOP is reviewed and updated annually and includes the information in a-l.	
8	Long range program plan is implemented.	
9	Program collects the program data shown in Figure 4-3.	
Para	PERSONNEL	Met/Unmet
2.a	The indoor shooting range is adequately staffed to continue normal operations when employees are on TAD, annual or sick leave.	
2.a.6	All staff completes a Qualification to Possess Firearms or Ammunition Form (DD Form 2760) and meets the requirements of the Lautenberg Amendment, a supplement to the Gun Control Act of 1968.	
2.c.1	All staff completes orientation and continuous training of the materials, techniques, and safety precautions of the programs and facilities. In addition to MCCS training requirements all staff complies with reference (s) and qualifies annually as a RSO.	
2.c.3	All staff complete the installation indoor shooting Range Safety Officer Course within 30 days of hire.	
Para	FACILITIES	Met/Unmet
3.a	The firing bays are segregated into areas, each with seven lanes such that recreation and training activities can take place. Each set of bays are separated by eight feet of reinforced concrete filled ballistic wall. Ballistic glass walls are used to provide spectators a viewing area from the lounge area. The lanes feature individually controlled targets, lighting, and two ventilation systems.	
3.a	In addition to the lanes, the facility includes the core areas 1-10.	
6	Facility and maintenance practices comply with base safety, environmental regulations established by base engineering and environmental offices.	
Para	EQUIPMENT	Met/Unmet
3.c	The indoor shooting range is equipped with a camera surveillance system, a computerized/electric target retrieval system, and ventilation systems. In addition, a first aid kit is on-site and an eyewash station in each bay.	

Figure 4-4.--Program Standards Checklist

Chapter 5

Commercial Recreation

Leisure Travel and Information, Tickets, and Tours

1. Program Description. The Leisure Travel and Information, Tickets, and Tours (ITT) program helps authorized patrons obtain information on travel, arrange tours, make reservations, and provide reduced-price ticketing and leisure travel services. Leisure travel is an authorized Marine Corps Community Services (MCCS) business that can be operated directly or contracted to a travel agency. Full-fledged leisure travel (home) offices shall comply and be licensed by the Airlines Reporting Corporation (ARC) to be able to sell airline tickets. MCCS activities have three alternatives to operate direct leisure travel. They can be a home office; be a branch of a home office on the same installation; or satellite offices of an existing home office at another Marine Corps installation. Home and branch offices require licensed travel agents and may sell tickets directly. The satellite office does not require a trained travel agent, but shall obtain tickets through a branch or home office. This chapter shall be used in conjunction with the content and guidance of chapter 1 of this Order.

2. Personnel

a. Staffing Levels. Each office shall have sufficient ticket agents to staff ticket desks during busy periods. Each office shall have one agent (or manager) trained in selling cruises and travel packages. Larger offices shall have a back-up agent trained in selling cruises and travel packages.

(1) The staff should include a designated tour coordinator if extensive tours are offered.

(2) Full time equivalent (FTE) shall be based on annual sales volume of the office, ranging from very small to super sales volume. As a guideline, Figure 5-1 describes the staff levels for annual sales volume.

Sales Volume	Billet	Grade	FTE	Metric
Very Small: Sales Volume of less than \$300,000	Manager	NF-3/GS Equivalent	1.0	Per installation
	Ticket/Travel Clerk	NF-1/2/GS Equivalent	1.0-2.0	Per installation
Small: Sales Volume of \$300,000 to \$500,000	Manager	NF-3/GS Equivalent	1.0	Per installation
	Ticket/Travel Clerk	NF-1/2/GS Equivalent	1.0-3.0	Per installation
Medium: Sales Volume of \$500,000 to \$1,000,000	Manager	NF-3/4/GS Equivalent	1.0	Per installation
	Ticket/Travel Clerk	NF-1/2/GS Equivalent	2.0-4.0	Per installation
Large: Sales Volume of \$1,000,000 to \$2,000,000	Manager	NF-4/GS Equivalent	1.0	Per installation
	Travel Agent	NF-3/GS Equivalent	1.0	Per installation
	Ticket/Travel Clerk	NF-1/2/GS Equivalent	3.0-5.0	Per installation

Figure 5-1.--Staffing Levels

Super: Sales Volume of \$2,000,000 or more	Manager	NF-4/GS Equivalent	1.0	Per installation
	Travel Agent	NF-3/4/GS Equivalent	1.0	Per installation
	Ticket/Travel Clerk	NF-1/2/GS Equivalent	3.0-6.0	Per installation

Figure 5-1.--Staffing Levels-Continued

b. Core Competencies. Core competencies are the results of a specific set of skills or techniques that deliver value to the customer. Such competencies enable an organization to access a wide variety of programs. Core competencies apply to permanent, part-time, flexible employees, contractors, assigned active duty military personnel, and volunteers. Refer to chapter 1, paragraph 11b and enclosure (2) pages 1-5 for specific core competencies related to ITT.

c. Training

(1) All staff shall complete orientation and continuous training of the materials, techniques, and safety precautions of the programs and facilities. Periodic training shall be completed by all staff to keep current on the latest trends of Leisure Travel and ITT programs and services. Refer to chapter 1, paragraph 11a, for specific training requirements.

(2) Figure 5-2 is the professional training that ITT staff shall complete by position.

Training	Position		
	Manager	Travel Agent	Ticket Agents
Annual Joint Services Training	X		
Cruise Line Industry Association (CLIA) Seminar-at Sea	X	X	
Biennial Travel Training	X	X	
Familiarization Trips	X	X	X

Figure 5-2.--Staff Training

(3) Managers and agents selling cruises shall obtain certification as a Certified Cruise Counselor through the CLIA within one year of employment.

(4) Familiarization (FAM) trips are authorized for managers and travel agents because these trips are offered to members of the travel industry as a regular course of business. Staff shall be permitted to attend these activities to educate themselves in the products they are selling and to pass this knowledge on to the customers. These can range from visiting attractions to traveling to hotels and resorts. In order to take advantage of this industry-wide accepted practice of offering free or reduced price transportation, accommodations, or meals to acquaint staff with the travel service or destination, ITT staff, managers or travel agents (either APF or NAF), may take advantage of these offers which are extended to the ITT program office and not the individual ITT manager and travel agent under the following conditions:

(a) ITT offices and employees shall not solicit FAM trips.

(b) Trips shall be job related. The free or reduced price amenities may be accepted only for products that are available, or are proposed to be made available, through the ITT office. The free or reduced

price amenities offered are routinely available to travel agents of the private sector.

(c) Staff member shall be on official travel orders if the site is located out of the installation area.

(d) FAM trips offers shall be reviewed and approved, with concurrence of the supporting legal counsel, by the immediate supervisor who approves the staff member's travel.

(e) Family members shall not accompany managers and/or travel agents on temporary additional duty (TAD) that have been authorized and approved for FAM trips.

3. Facility Operations

a. Facility. Leisure travel and ITT offices shall be professional in their presentation with sufficient space to sell tickets, arrange travel, display brochures, and have customers wait for service.

(1) Location. Leisure travel and ITT offices shall be located in high traffic areas of the installations, such as Marine Corps Exchanges, with ample parking for easy customer access.

(2) Sizes of Offices. In Figure 5-3 the minimum sizes of leisure travel and ITT offices shall be determined by the annual volume of the sales.

Sales Volume	Minimum Square Footage	Amenities
Very Small: Sales Volume of less than \$300,000	360	2 ticket work stations, 1 travel desk (manager), and brochure and cuing area
Small: Sales Volume of \$300,000 to \$500,000	400	2 ticket work stations, 1 travel desk, 1 manager's desk, storage area, and brochure and cuing area
Medium: Sales Volume of \$500,000 to \$1,000,000	525	2 - 3 ticket work stations, 1 travel desk, 1 manager's desk, storage area, and brochure and cuing area
Large: Sales Volume of \$1,000,000 to \$2,000,000	750	3 - 4 ticket work stations, 1-2 travel desk(s), 1 manager's desk, storage area, and brochure and cuing area
Super: Sales Volume of \$2,000,000 or more	1200	3 - 4 ticket work stations, 1-3 travel desk(s), 1 manager's desk, storage area, and brochure and cuing area

Figure 5-3.--Office Size

b. Hours of Operation. Leisure travel and ITT offices shall be open to reach the most customers. The general hours of operation shall be posted on the program's website, office and facility signage. Offices shall be open a minimum of 44 hours per week, eight hours Monday through Friday and four hours on Saturday.

c. Core Equipment. The following equipment is required for all leisure travel and ITT offices. Quantities shall vary with size.

(1) Brochure racks.

(2) Phones and fax.

- (3) Ticket stations with stools.
- (4) Travel agent desk(s) with desk chair(s).
- (5) Two guest chairs for each travel agent desk.
- (6) Back counters with storage.
- (7) Standard Headquarters directed Recreation Management Information System terminal for each ticket station and manager's work station.
- (8) One computer with internet access and a laser printer.
- (9) Computer terminal with laser printer for each travel agent and desk.
- (10) Fire and burglary safe.
- (11) Storage shelving/cabinets.
- (12) Television (TV) with digital video disk (DVD) to show vendor supplied clips.

4. Programs and Services

a. Program Components. Typical services include the following:

- (1) Informational brochures on local, regional, and national attractions, hotels in destination areas, cruises, and travel packages.
- (2) Tickets to movie theaters, concerts, plays, sports events, and museums, admission to regional or national theme parks, provisions for central registration and advance sales for most MCCA facilities, services, and programs on the installation.
- (3) Group tours (if demand is sufficient).
- (4) Unofficial commercial leisure travel services to include hotels, cruises and travel packages.

b. Program Requirements

- (1) Provide a diverse ticket program in conjunction with Armed Service ticket programs (Navy Region Southwest Ticket Program, Army Military Ticket Voucher Program or Air Force Central Ticket Program) or other outlets for entertainment, special events, sports events, and other recreational opportunities.
- (2) Provide information about on and off-base recreational, cultural, and entertainment activities, travels, and tours.
- (3) Coordinate and sell individual and organizational charter tour arrangements.
- (4) Organize, advertise, and conduct leisure-oriented package tours (e.g., travel, lodging, restaurants, sightseeing, and tour guides).

(5) Provide selected recreation/entertainment/tour resale items.

c. Use of Term "ITT". "ITT" is trademarked by a private company and MCCA shall be extremely careful when using this acronym in any publicly accessible website.

(1) MCCA shall not include "ITT" in the domain name of any publicly accessible website.

(2) If the acronym "ITT" is used in the text of any publicly accessible website, the first use shall be preceded by "Information, Tickets, and Tours" so that it is clear that the use of "ITT" is a reference to the Marine Corps Information, Tickets, and Tours program.

(3) If the acronym "ITT" is used anywhere in the text of a publicly accessible website, the following disclaimer shall be included: "Not affiliated with ITT Corporation, ITT Industries, or their subsidiaries."

d. Tours

(1) Drivers of MCCA vehicles used for local tours shall be MCCA employees, properly accepted volunteers, or contracted through a commercial bus company to provide drivers. Drivers of MCCA vehicles shall possess the appropriate driver's license required by the state, country or jurisdiction (e.g., chauffeur's license).

(2) Military personnel and DoD civilian employees officially assigned to travel on Leisure and ITT trips and tours shall be issued NAF travel orders with per diem paid per the Joint Travel Regulations (JTR) if travel is outside the local area.

(3) Off-duty military and DoD civilians may volunteer as drivers provided they meet the qualifications stated above. The volunteer shall be issued NAF permissive TAD orders and reimbursement for expenses either as a fixed rate, actual expense, or an amount mutually agreed upon.

(4) Each trip or tour shall have one person in charge, designated in writing and accompanying the tour. This individual may be a person who signed up for the trip or tour, an in-house tour leader, or commercial tour operator.

(a) Instructions, including points of contact (POC), emergency phone numbers, etc., shall be provided to this person.

(b) A ratio of one escort for every 45 patrons is required.

(5) Staff and volunteer tour escorts shall be certified through a nationally recognized course in first aid and cardio pulmonary resuscitation (CPR). Escorts shall be aware of any disclosed special needs of patrons prior to departure (e.g., medical/physical limitations, allergies, etc.). Unaccompanied youth under the age of 18 shall have parental permission and provide an emergency POC prior to participation in ITT tour programs.

(6) Staff, drivers, and volunteer escorts shall not have spouses, family members, or significant others on the trip, even if these people are paying for the trip.

(7) Passenger pick-up and drop-off for trips or tours shall be on a military installation.

e. Retail Sales. Refer to reference (h) for specific guidance related to retail operations and asset protection.

f. Marketing. A marketing program shall take several aspects and cover marketplaces identified in the marketing plan. M CCS must aggressively and routinely communicate the availability of goods, services, and programs offered through all available means.

(1) Customer data base with email addresses is in place and is utilized for informational and promotional purposes. Offices shall utilize the data base to inform patrons about offers that may interest them.

(2) A specific ticket and travel web page is maintained on a regular basis with events and other information on the installation M CCS website.

(3) Facility brochure describing all services and policies is available for customers.

(4) Each leisure travel and ITT office shall maintain a social media page. The office shall post trips, tours and other events on the page, as well as responding to customer input. Coordination with M CCS Marketing/Public Affairs Officer (PAO) is required prior to establishing a social media page.

g. Indirect Operations. All contracted operations shall be held to the requirements in the Order. Indirect operations are required to provide the same data collection reports. Refer to chapter 1, paragraph 14a, for specific information about establishing an indirect recreation operation. Refer to chapter 1, paragraph 14b for specific information on individual services contracts (instructor).

5. Financial Management

a. Funding. As per reference (a), ITT and Leisure Travel programs are operated as Category B Morale, Welfare, and Recreation (MWR) programs. Every effort should be made to effectively operate this program with limited APF. NAF is authorized. Refer to chapter 1, paragraph 12 for more information.

b. Fees and Charges. Most ticket suppliers provide tickets to the military at a discount. A reasonable fee shall be added to the net cost of the tickets to cover the costs of the operation of the ITT program. This fee shall be based on a portion of the discount received from the vendor and not a flat fee for all tickets offered. The fees for tickets shall range from eight percent to ten percent, providing the discount offered by the vendor shall result in at least an eight percent discount for the customer unless specified otherwise by agreement with the vendor. If the discount offered by the vendor is considerably more than 20%, the ITT office may increase the commission above ten percent. The mark-on fees for hotel rooms shall be ten percent. Refer to chapter 1, paragraph 13b for more information on Category B fees and charges. Fees shall be collected at time of purchase and receipt provided to the patron.

(1) Travel service fees shall be based on providing service agreements. Leisure travel and ITT offices shall not discount the fees

charged if the vendor has set fees. A service fee may be charged for items such as airline tickets where no commissions are offered by the vendor.

(2) ITT may charge admission or entry fees when people in the civilian community attend MCCA sponsored events.

c. Cost Centers. All accounting for ITT programs shall be reported to the following cost centers depicted in Figure 5-4.

Program	Cost Centers		Program Description
ITT (Direct Leisure travel)	NAF	5575	To Record sales and cost associated with the sales of leisure travel services. This includes services sold directly in travel offices that have been accredited by the ARC and services sold indirectly through commercial travel agencies. ARC serves the travel industry as a financial clearinghouse and information hub among carriers, travel agents, suppliers and others, and serves as the accrediting agency of travel agencies.
	APF	MAMQ	Cost related to ITT. Including authorized appropriated fund support of activities providing travel related services and information.
ITT Tickets	NAF	5572	Record the cost associated with selling to attractions, events, etc. vouchers to attractions and hotels, and cruise tickets.
	APF	MAMQ	Cost related to ITT. Including authorized appropriated fund support of activities providing travel related services and information.
ITT Tours	NAF	5573	Record the cost associated with arranging, selling and conducting tours for eligible patrons.
	APF	MAMQ	Cost related to ITT. Including authorized appropriated fund support of activities providing travel related services and information.

Figure 5-4.--Cost Centers

d. Within the ITT cost center, leisure travel and ITT offices shall use the following department codes depicted in Figure 5-5.

Department Code	Title
360	ITT Information
361	Overhead
362	ITT Tickets
363	ITT Consignment
365	ITT Sports
366	ITT Tours
367	ITT Miscellaneous
368	Leisure Travel Cruises
369	Leisure Travel Vacation Packages
370	Travel Insurance

Figure 5-5.--NAF Department Codes

e. Accountability. The standard Headquarters directed Recreation Management Information System shall be used in tracking program fees, customer and usage data, reservations and daily business operations.

(1) Program Tracking. Patron use, instruction, and reservations.

(2) Point of Sales (POS). All fees and charges.

6. Safety and Risk Management. Program manager shall, based on an acceptable level of risk, establish safety standards and a written safety administration and accident prevention plan for each activity/event. Facilities and maintenance practices shall comply with base safety, environmental regulations established by base engineering and environmental offices. Standard operating procedures (SOP) for safety administration and accident prevention shall be developed for ongoing and special events and used by all MCCS personnel supporting the ITT program or special events. Safety precautions shall be taken with the conduct of all tours. If a significant/critical incident or fatality occurs while participating in an ITT activity, refer to chapter 1, paragraph 20b for reporting requirements. Applicable participants shall complete required hold harmless indemnifications as appropriate refer to chapter 1, paragraph 20c.

7. Operational Management. A SOP is required to ensure consistency in process, procedures, and operations. The SOP shall be reviewed and updated annually by the program manager and shall include the following information at a minimum:

- a. Hours of operation.
- b. Reservation/rental.
- c. Rules and regulations.
- d. Patron eligibility.
- e. Emergency action plan.
- f. Daily procedures (opening and closing).
- g. Standard Headquarters directed Recreation Management Information System.
- h. Pricing list.
- i. Cash handling.
- j. Risk management plan.
- k. Other topics that pertain to respective installation requirements shall be included.

8. Long Range Program Planning. Long Range Program planning is critical to the successful way ahead for recreation programs. This road map shall lead your program from where it is now to where it shall be in the future. The long range plan shall be flexible, practical and serve as a guide to implementing programs, evaluating programs and making adjustments when necessary. Refer to chapter 1, paragraph 7 for specific details related to the development of Long Range Program Planning.

a. Business Plan. All leisure travel and ITT offices shall have a business plan in place, and updated on an annual basis. The plan will cover the following:

(1) Description of the product and services offered by the leisure travel and ITT office.

(2) Description of the marketplace to include the local competition. Price determination shall be based on, a minimum of one annual competitive pricing survey utilizing the average fees and charges of three business venues using local commercial, municipal or government entities.

(3) Detailed marketing plan for the next year which shall include a calendar of events for holidays, tours, trips, etc., and planned programs to cover each of the patron market segments that the leisure travel and ITT office addresses.

(4) A market strategy for the next year to enable offices to emphasize high commission items.

(5) Updated financial projections for the next three years.

b. Capital Improvement Plan. All ITT offices shall develop and maintain a capital improvement plan to maintain, replace, and upgrade the identified core equipment.

9. Program Evaluation. The standard Headquarters directed Recreation Management Information System shall be utilized to collect, analyze and disseminate operational information for the leisure travel and ITT offices. ITT managers shall maintain records on each tour with participation, revenues, expenses, customer satisfaction and any issues encountered with the tour.

a. The ITT program and activities offered are evaluated in an effort to strengthen and improve through after action reporting.

b. Programs shall collect the program data shown in Figure 5-6.

Program Data	Methodology
# of ticket patrons	Provide an annual total number by rank/status of ticket patrons. The active duty rank/status breakdown shall be E-1-E-5, E-6-E-9, W-1-W-5, O-1-O-3, O-4-O-10, Retiree, Reserve, Family Member, DoD Civilian, and Other.
# of tickets sold	Provide an annual total number by rank/status of tickets sold. The rank/status breakdown shall be E-1-E-5, E-6-E-9, W-1-W-5, O-1-O-3, O-4-O-10, Retiree, Reserve, Family Member, DoD Civilian, and Other.
# of tours conducted	Provide an annual total number of tours conducted.
# of tour participants	Provide an annual total number by rank/status of tour participants. The rank/status breakdown shall be E-1-E-5, E-6-E-9, W-1-W-5, O-1-O-3, O-4-O-10, Retiree, Reserve, Family Member, DoD Civilian, and Other.
# of leisure travel patrons	Provide an annual total number by rank/status of leisure travel patrons. The rank/status breakdown shall be E-1-E-5, E-6-E-9, W-1-W-5, O-1-O-3, O-4-O-10, Retiree, Reserve, Family Member, DoD Civilian, and Other.
# of bus, rail, rental cars, shore excursions, travel insurance, and hotels	Provide an annual total number by rank/status of bus, rail and rental cars, shore excursions, travel insurance, and hotels. The rank/status breakdown shall be E-1-E-5, E-6-E-9, W-1-W-5, O-1-O-3, O-4-O-10, Retiree, Reserve, Family Member, DoD Civilian, and Other.

Figure 5-6.--Program Evaluation

# of cruises sold	Provide an annual total number by rank/status of cruises sold. The rank/status breakdown shall be E-1-E-5, E-6-E-9, W-1-W-5, O-1-O-3, O-4-O-10, Retiree, Reserve, Family Member, DoD Civilian, and Other.
# of airline tickets sold	Provide an annual total number by rank/status of airline tickets sold. The rank/status breakdown shall be E-1-E-5, E-6-E-9, W-1-W-5, O-1-O-3, O-4-O-10, Retiree, Reserve, Family Member, DoD Civilian, and Other.
# of travel packages sold	Provide an annual total number by rank/status of travel packages sold. The rank/status breakdown shall be E-1-E-5, E-6-E-9, W-1-W-5, O-1-O-3, O-4-O-10, Retiree, Reserve, Family Member, DoD Civilian, and Other.

Figure 5-6.--Program Evaluation-Continued

10. Program Standards Checklist. The checklist provided in Figure 5-7 should be used in assessing the program against policy requirements.

CHPT 5 LEISURE TRAVEL, INFORMATION, TICKETS, & TOURS PROGRAM STANDARDS CHECKLIST		
Para	OPERATIONS	Met/Unmet
3.b	The general hours of operation are posted on the program's website, office and facility signage. Offices are open a minimum of 44 hours per week, eight hours Monday through Friday and four hours on Saturday.	
4.c.1	MCCS does not include "ITT" in the domain name of any publicly accessible website.	
4.d.5	Unaccompanied youth under the age of 18 have parental permission and provide an emergency POC to participate in ITT tour programs.	
4.d.7	Passenger pick-up and drop-off for trips or tours are on a military installation.	
5.b	A reasonable fee is added to the net cost of the tickets to cover the costs of the operation of the ITT program. This fee is based on a portion of the discount received from the vendor and not a flat fee for all tickets offered.	
5.b	The mark-on fees for hotel rooms are 10%.	
5.b.1	Travel service fees are based on providing service agreements. ITT and leisure travel offices do not discount the fees charged if the vendor has set fees.	
5.c-d	All accounting for the program is reported to the cost centers depicted in Figure 5-4. Within the ITT cost center, leisure travel and ITT offices use the department codes depicted in Figure 5-5.	
5.e	The standard Headquarters directed Recreation Management Information System are used in tracking program fees, customer and usage data, reservations and daily business operations.	
6	Safety standards and a written safety administration and accident prevention plan are established for each activity/event.	
7	The SOP is reviewed and updated annually and includes the information in a-k.	
8	Strategic plan is implemented.	
8.a	The leisure travel and ITT office has a business plan in place, and updated on an annual basis.	
8.b	The ITT office develops and maintains a capital improvement plan to maintain, replace, and upgrade the identified core equipment.	
9.b	Program collects the program data shown in Figure 5-6.	
Para	PERSONNEL	Met/Unmet
2.a	The office has one agent (or manager) trained in selling cruises and travel packages. If a larger office it has a back-up agent trained in selling cruises and travel packages.	
2.a.2	FTE are based on sales volume of the office, ranging from very small to super annual sales volume.	
2.c.2	Figure 5-2 is the professional training that ITT staffs have completed.	
2.c.3	Managers and agents selling cruises shall obtain certification as a Certified Cruise Counselor through the CLIA within one year of employment.	
4.d.1	Drivers of MCCS vehicles used for local tours are MCCS employees, properly accepted volunteers, or contracted through a commercial bus company to provide drivers. Drivers of MCCS vehicles possess the appropriate driver's license required by the state, country or jurisdiction (e.g., chauffeur's license).	
4.d.2	Military personnel and DoD civilian employees officially assigned to travel on trips and tours are issued NAF travel orders with per diem paid per the JTR if travel is outside the local area.	
4.d.3	The volunteer is issued NAF permissive TAD orders and reimbursement for expenses either as a fixed rate, actual expense, or an amount mutually agreed upon.	
4.d.4	Each trip or tour has one person in charge, designated in writing and accompanying the tour.	

Figure 5-7.--Program Standards Checklist

4.d.5	Staff and volunteer tour escorts completes a nationally recognized course in first aid and CPR to obtain a certification.	
4.d.6	Staff, drivers, and volunteer escorts do not have spouses, family members, or significant others on the trip, even if these people are paying for the trip.	
Para	FACILITIES	Met/Unmet
3.a	Leisure travel and ITT office is professional in their presentation with sufficient space to sell tickets, arrange travel, display brochures, and have customers wait for service.	
3.a.1	Leisure travel and ITT office is located in high traffic areas of the installations, such as Marine Corps Exchanges, with ample parking for easy customer access.	
3.a.2	The office is the accurate minimum size based on Figure 5-3.	
6	Facility and maintenance practices comply with base safety, environmental regulations established by base engineering and environmental offices.	
Para	EQUIPMENT	Met/Unmet
3.c	The office has all equipment listed in 1-12.	

Figure 5-7.--Program Standards Checklist-Continued

Chapter 6

Commercial Recreation

Entertainment and Special Events

1. Program Description. The Marine Corps Entertainment and Special Events program provide live, quality entertainment and events to active duty personnel and their families. In coordination with other Marine Corps Community Services (MCCS) programs and services (to deter duplication of services), the Marine Corps Entertainment and Special Events program supports a variety of live music, theater, comedy, circus, carnival, rodeos, road or touring shows, talent shows and other specialty venues. Special Events are identified as large-scale events that may include competitive events such as mud runs that generate revenue and are not specifically defined within other recreation programs. These events may be open to the general public. This chapter shall be used in conjunction with the content and guidance of chapter 1 of this Order.

a. Indirect Operations. All contracted operations shall be held to the requirements of this Order. Indirect operations are required to provide the same data collection reports. Refer to chapter 1, paragraph 14a, for specific information about establishing an indirect recreation operation. Refer to chapter 1, paragraph 14b for specific information on individual services contracts (instructor).

b. A list of Entertainment and Special Events is required to be submitted to HQMC CMC (MRK/MRG/MFS) quarterly for review. Events not included on the quarterly list of Entertainment and Special Events are to be reported to MRK/MRG/MFS at least 30 days before event.

c. Marketing. The Entertainment and Special Events shall develop a written annual, year-round marketing and communications plan supportive of the organization's mission, goals, and objectives. Focus shall be on the specific target audience with specific messaging for each audience, selecting appropriate media budget requirements and evaluations. The purpose of the marketing and communications plan is to ensure patrons are informed about program activities offered annually. Marketing for Armed Forces Entertainment (AFE) special events will be executed in accordance with reference (x). Coordination with MCCS Marketing/Public Affairs Officer (PAO) is required prior to establishing a social media page.

2. Financial Management

a. Funding. As per reference (a), Entertainment and Special Events are Category C morale, welfare, and recreation (MWR) programs. Category C programs are revenue generating programs that have a business capability to offset operating expenses. Refer to chapter 1, paragraph 12 for more information. AFE special events are considered Category A programs and will be executed in accordance with reference (x).

b. Fees and Charges

(1) Refer to chapter 1, paragraphs 13c and 13d for information related to Category C fees and charges. Admission or activity fees shall be assessed for Entertainment and Special Event activities to offset the NAF costs associated with the activities/events. Fees shall off-set all

operating costs, contribute to equipment replacement, event insurance, and provide a reasonable discount from comparable off-base activities. Fees shall be collected at time of purchase and receipt provided to the patron.

(2) Commands within the continental United States (CONUS) contracting for entertainment shall defray all expenses from their own local MCCA NAF. Overseas (OCONUS) Marine Corps activities shall participate in the DoD AFE Program, which provides live entertainment for overseas activities and are provided free of charge, for more information see reference (x). This does not prohibit overseas activities from procuring entertainment with their own local MCCA NAF.

c. Costs Centers. All accounting for providing Category C Entertainment and Special Events shall be reported to the following cost centers located in Figure 6-1.

Program	Cost Center		Program Description
Special Recreation Community Events	NAF	5096	Record revenue (where applicable) and expenses associated with recreation special events open to the general public such as carnivals, fairs, festivals, concerts, etc.
	APF	MAM8	
Special Events-Food	NAF	2081	Record revenue and expense associated with special events.
Special Events-Resale	NAF	1196	Record sales and costs of merchandise sold in conjunction with special events.

Figure 6-1.--Cost Centers

3. Safety and Risk Management. Program manager shall, based on an acceptable level of risk, establish safety standards and a written safety administration and accident prevention plan for each activity/event. Facilities and maintenance practices shall comply with base safety, environmental regulations established by base engineering and environmental offices. Standard operating procedure (SOP) for safety administration and accident prevention shall be developed for ongoing and special events and used by all MCCA personnel. If a significant/critical incident or fatality occurs while participating in a Marine Corps Entertainment or Special Event, refer to Chapter 1, paragraph 20b for reporting requirements.

4. Operational Management. A SOP is required to ensure consistency in process, procedures, and operations. The SOP shall be reviewed and updated annually by the program manager and shall include the following information at a minimum:

- a. Hours of operation/events.
- b. Reservation/rental.
- c. Rules and regulations.
- d. Patron eligibility.
- e. Emergency action plan (EAP).
- f. Procedural guidelines for program implementation.
- g. Standard Headquarters directed Recreation Management Information System.

- h. Pricing.
- i. Cash handling for event.
- j. Risk management plan.
- k. Inventory control.
- l. Incomplete/abandoned projects.
- m. Other topics that pertain to respective installation requirements shall be included.

5. Long Range Program Planning. Long Range Program planning is critical to the successful way ahead for recreation programs. This road map shall lead your program from where it is now to where it shall be in the future. The long range plan shall be flexible, practical and serve as a guide to implementing programs, evaluating programs and making adjustments when necessary. Refer to chapter 1, paragraph 7 for specific details related to the development of Long Range Program Planning.

6. Program Standards Checklist. The checklist provided in Figure 6-2 should be used in assessing the program against policy requirements.

CHPT 6 ENTERTAINMENT PROGRAM STANDARDS CHECKLIST		
Para	OPERATIONS	Met/Unmet
2.b.1	Fees are assessed to offset NAF costs associated with the activities, all operating costs, contribute to equipment replacement, event insurance, and provide a reasonable discount from comparable off-base activities.	
2.b.2	Commands within CONUS contracting for entertainment shall defray all expenses from their own local MCCA NAF.	
2.b.2	Overseas Marine Corps activities shall participate in the DoD Armed Forces Entertainment Program.	
2.c	All accounting for providing Category C entertainment and special events shall be reported to the cost centers located in Figure 6-1.	
3	Program manager establishes safety standards and a written safety administration and accident prevention plan for each activity/event.	

Figure 6-2.--Program Standards Checklist

Chapter 7

Commercial Recreation

Theater, Motion Picture and Encrypted Digital Video Disc (NDVD) Programs

1. Program Description

a. Motion Picture Programs. The Marine Corps Motion Picture programs are offered by a support agreement between the Commander, Navy Installations Command, Navy Motion Picture Service (NMPS) and Headquarters Marine Corps (HQMC). Motion pictures are provided in two formats, digital projection format for Category C large theaters or encrypted digital video disc (NDVD) format for Category A showings in small, isolated locations. Category A programs consist of a library of several hundred titles. NMPS films and NDVDs shall only be shown in authorized exhibition sites.

b. Official Use of the Theaters. Installation theaters may be used for training and other official functions. Maintenance and operation of the facility to support non-Moral, Welfare and Recreation (MWR) training and official functions is a Marine Corps function to be supported by APF.

c. Non-appropriated Fund (NAF) Use of the Theaters. Marine Corps Community Services (MCCS) may show movies from the NMPS, host concerts and special events, or rent out the theater to authorized patrons.

d. This chapter shall be used in conjunction with the content and guidance of chapter 1 of this Order.

2. Personnel

a. Staffing Levels

(1) Theaters. As a guideline, each Category C movie program shall have a manager to oversee the operations of the movie program and the snack bar and may be dual-hatted with another recreation program. Additional recreation aides, attendants or assistants shall be employed, as needed, to sell tickets, staff the snack bar, and provide housekeeping. These individuals may also support the official use of the theater, but the time spent in this capacity shall be supported by APF.

(2) Category A Programs (NDVD). There are no requirements for staffing dedicated to the Category A movie programs. Category A movies are typically provided at recreation centers, dayrooms of Marine Houses at embassies and consulates, and outdoor community cinema screens. Category A movies shall not be shown in private quarters.

b. Core Competencies. Core competencies are the results of a specific set of skills or techniques that deliver value to the customer. Such competencies enable an organization to access a wide variety of programs. Core competencies apply to permanent, part-time, flexible employees, contractors, assigned active duty military personnel, and volunteers. Refer to chapter 1, paragraph 11b and enclosure (2) pages 1-5 for specific core competencies related to Theaters and movie programs.

c. Training. All staff shall complete orientation and continuous training of the materials, techniques, and safety precautions of the programs

and facilities. Theater managers shall be trained in the proper operation and preventative maintenance of the projection equipment. Periodic training shall be completed by all staff to keep current on the latest trends of theaters and movie programs and services. Refer to chapter 1, paragraph 11a for specific training requirements.

3. Facility Operations

a. Facility. The theater facilities are to be maintained by the installation, with exception to the housekeeping for the movie program and snack bar.

b. Storage of Movies

(1) Conditions. Movies shall be stored in a cool, dry, climate-controlled location with a low relative humidity of 50% to 60% and an average static air temperature not to exceed 75 degrees Fahrenheit unless otherwise recommended by the manufacturer.

(2) Security. All movie storage areas shall be secured under high security lock and key to prevent unauthorized entrance. Only authorized program personnel shall be allowed into the storage or equipment control/projection areas. If a projection booth or movie storage area is accessible through roof, doors, windows, or large ports in the booth wall, these entryways must be secured when the area is not staffed.

c. Hours of Operation. Hours of operation are determined by the installation based on customer attendance. The general hours of operation shall be posted on the program's website, office and facility signage. Snack bars shall be open prior to and during movie shows. Snack bars may be open for professional military education (PME) and other events depending on the demand or the request of the event coordinator.

d. Core Equipment and Life Cycle Schedules

(1) Core equipment for theaters shall include a projector and screen. Core equipment for Category A movies shall include a player, projector, and television (TV)/screen.

(2) Life cycle schedules for theaters and Category A movies are identified below:

(a) Theaters. Equipment in the theater shall be replaced/renovated on the following schedule shown in Figure 7-1.

Equipment	Life Cycles
Projector	10-15 years
Screen	12-15 years
Snack bar	12-15 years

Figure 7-1.--Equipment Life Cycle Schedule, Theaters

(b) Category A Movies. Equipment used for showing Category A movies will be replaced on the following schedule shown in Figure 7-2.

Equipment	Life Cycles
Player	5-10 years
Projector	As needed
Television	As needed

Figure 7-2.--Equipment Life Cycle Schedule, Category A Movies

4. Programs and Services

a. Program Components. Category A NDVD showings at recreation centers, dayrooms of Marine Houses at embassies and consulates, and outdoor community cinema screens provide a quality of life (QOL) experience. Category C theaters provide the movie program and the snacks sold at the theater concession stand. Additional activities include theater rental and private parties.

(1) Sole Source. NMPS is the sole source for product procurement for public exhibition for all Marine Corps sites. For the purpose of this Order, the term "movies" or "motion pictures" include all formats. NMPS holds the industry contracts for proper licensing and procurement of all motion picture products available for use at aforementioned locations. No motion picture activity shall contact or negotiate with any commercial source for the purpose of procuring entertainment motion picture products. The use of APF or NAF by activities other than NMPS for procuring entertainment motion picture products is prohibited. Documentaries and other educational films for PME must be approved by Theater management prior to exhibition.

(2) Copyright Policy

(a) All movies and promotional materials distributed by NMPS are copyrighted properties protected under United States Copyright Law. In addition, reference (w) and any superseding regulations apply United States Copyright Law to Department of Navy (DON) in the context of the Armed Forces environment. Copyright Law affects all media of entertainment movies and the subsequent promotional materials distributed by NMPS. All motion pictures are copyrighted material licensed solely for public exhibition by the NMPS. As such, it is absolutely critical that movies not be duplicated, edited, or loaned out for private use at any time. Violation of this may result in Uniform Code of Military Justice (UCMJ) action as well as civil and criminal penalties and may jeopardize the entire Marine Corps Motion Picture program.

(b) Neither the United States Government nor DON owns any programming distributed by NMPS. The programs themselves are leased from their respective copyright owners. These licensing agreements are formal contracts which give the Navy certain narrowly defined rights to distribute and exhibit such programming in carefully specified locations and to specific groups of individuals. Unauthorized use by Marine Corps exhibition sites can result in a DON liability for breach of contract and a breakdown in productive contract relations with distributors.

(c) Theater managers shall monitor audience members to ensure no videotaping of on-screen presentations takes place.

(d) Under no circumstances shall movies be exchanged or removed from movie sites or loaned to other locations without prior consent from NMPS.

(e) Alteration of movie signals in any way including overdubbing,

re-recording, or editing is prohibited.

(3) Procurement. Entertainment motion pictures are leased rather than purchased and shall be returned to the appropriate film distribution company or disposed of by NMPS per distributor instructions upon lease expiration.

b. Snack Bar Operations

(1) Snack Bar Financial Standards. Theater snack bars shall maintain a food cost percentage of 20% to 25% as an aggregate.

(2) Snack Bar Controls

(a) A theater snack bar shall develop and use standardized portion sizes of all food and beverage items.

(b) Theaters shall maintain proper security and temperature control for all snack bar storage areas as per reference (o).

(c) Inventory. A physical inventory of all food and beverage items shall be taken at the end of each accounting period.

(d) Bringing in Food and Beverages. Only food and beverage purchased on-site may be consumed in a theater. Patrons are not permitted to bring "outside" food and beverage into theaters. The only exception may be specialty cakes used for birthday parties, private parties, etc.

c. Marketing. All Category C motion picture theaters shall engage in active marketing and activities to increase attendance at the theater such as the following:

(1) Customer data base with email addresses is developed and is utilized for informational and promotional purposes. Theaters shall utilize the data base to inform patrons about offers that may provide and improve attendance.

(2) A specific theater web page is maintained on a regular basis with events, sneak previews, and other information on the installation MCCA website. The web page shall include hours of operations, all services and policies and information on parties and private rental of the theater. Coordination with MCCA Marketing/Public Affairs Officer (PAO) is required prior to establishing a social media page.

d. Indirect Operations. All contracted operations shall be held to the requirements in this Order. Indirect operations are required to provide the same data collection reports. Refer to chapter 1, paragraph 14a, for specific information about establishing an indirect recreation operation. Refer to chapter 1, paragraph 14b, for specific information on individual services contracts (instructor).

5. Financial Management

a. Funding

(1) Category A (NDVD). Per reference (a), NDVD programs are operated as a Category A MWR program. Every effort should be made to effectively operate this program with APF as a mission sustaining program. NAF is authorized. Refer to chapter 1, paragraph 12 for more information.

(2) Category C (Motion Picture Program). Per reference (a), Motion Picture programs are operated as Category C MWR program. Category C programs are revenue generating programs that have a business capability to cover operating expenses. Category C activities operated at remote and isolated locations may be funded as a Category B activity, with limited APF as a break-even operation. Refer to chapter 1, paragraph 12 for more information.

(3) Any official use of the theater shall be funded or reimbursed with APF.

b. Fees and Charges

(1) Category A Movies. Charging admission for NDVD motion picture exhibitions is prohibited. Food and beverage sales at Category A movie showings is authorized as long as it is not a requirement of viewing. Refer to chapter 1, paragraph 13a, for more information.

(2) Category C Movies. Refer to chapter 1, paragraph 13c, for Category C Movie programs. Admission charges are required for attendance at all Category C motion picture exhibition sites for all audience members aged six years and older. Fees shall be collected at time of purchase and receipt provided to the patron.

(a) Children aged five and under shall be free.

(b) Admission charges for children, six to 11 years old, shall incur fees at a minimum of \$1.00 for digital showings. Three-dimensional (3D) motion pictures shall charge at a minimum \$2.00.

(c) Admission charges for adults, 12 years or older, shall be based upon 60% of the selling price of tickets to local commercial theaters sold at the information, ticket and tours (ITT) office for non-newly released movies (13 or more days old). At no time shall the adult ticket prices be less than \$3.00 for digital showings and \$4.00 for 3D.

(3) Snack Bar Fees. Price determination shall be based on a minimum of one annual competitive pricing survey utilizing the average fees and charges of three business venues using local commercial, municipal or government entities. Charges for snacks at Marine Corps Theaters shall be based on the annual competitive pricing survey rates shall reflect a minimum of 75% requirement for each market. Fees shall be collected at the time of purchase and a receipt provided to the patron.

c. Attendance Tracking. All Category C sites shall establish and maintain a system of tracking program attendance that is capable of accounting for every patron, by required reporting categories: active duty personnel, other adults (ages 12 and older), and children (ages six-11). All Category C sites shall report attendance data to NMPS daily via the Navy

website: www.(insert assigned NMPS code).navymwr.org. All patrons including, children under the age of five, shall be tracked using the standard Headquarters directed Recreation Management Information System. Sites must also establish and maintain a system for tracking the number of official events and special events, and participation at both of these. Sites shall keep records of attendance for audit review.

d. Cost Centers. All accounting for the Theater program shall be reported to the following cost centers in Figure 7-3.

Program	Cost Centers		Program Description
Theater	NAF	5840	Cost related to the digital projection program housed in an installation theater, which is a Category C program whether admission is charged or not include motion picture theater costs of employees' salaries, equipment supplies, facility and equipment maintenance, utilities, training and other official functions. Movie program costs can be included for commands officially designated as remote and isolated.
	APF	MAM5	
NDVD	NAF	5841	Cost related to free motion picture entertainment licensed only for public viewing on NDVD or other non-digital film media. Admission must be free.
	APF	MAM6	
Official Use of Theaters	NAF	5842	Record operations related to operating the theater during official installation functions, such as deployment meetings, all hands meetings and graduation ceremonies.
	APF	MAM6	Shipboard, company, and unit level programs shall record expenses related to opening, operating, closing the theater facility during official installation functions.

Figure 7-3.--Cost Centers

6. Safety and Risk Management. Program manager shall, based on an acceptable level of risk, establish safety standards and a written safety administration and accident prevention plan for each activity/event. Facilities and maintenance practices shall comply with base safety, environmental regulations established by base engineering and environmental offices. Standard operating procedures (SOP) for safety administration and accident prevention shall be developed for ongoing and special events and used by all MCCS personnel supporting the movie theater program or special events. If a significant/critical incident or fatality occurs while participating in a theater activity or utilizing a Marine Corps Movie Theater, refer to chapter 1, paragraph 20b for reporting requirements.

7. Operational Management. A SOP is required to ensure consistency in process, procedures, and operations. The SOP shall be reviewed and updated annually by the program manager and shall include the following information at a minimum:

- a. Hours of operation.
- b. Reservation/rental.

- c. Rules and regulations.
- d. Patron eligibility.
- e. Emergency action plan (EAP).
- f. Daily procedures (opening and closing).
- g. Standard Headquarters directed Recreation Management Information System.
- h. Pricing list.
- i. Cash handling.
- j. Risk management plan.
- k. Inventory control.
- l. Other topics that pertain to respective installation requirements shall be included.

8. Long Range Program Planning. Long Range Program planning is critical to the successful way ahead for recreation programs. This road map shall lead your program from where it is now to where it shall be in the future. The long range plan shall be flexible, practical and serve as a guide to implementing programs, evaluating programs and making adjustments when necessary. Refer to chapter 1, paragraph 7 for specific details related to the development of Long Range Program Planning.

a. Business Plan. All Category C Movie programs shall have a business plan in place and updated on an annual basis. The plan shall cover the following:

- (1) Description of the programs and services offered by the theater.
- (2) Description of the marketing plan for the next year, which shall include a calendar of events for holidays, theater rentals, etc., and planned programs to cover each of the market segments (children, teens, adults, private parties, etc.).
- (3) Description of the marketplace to include competition. Outline of pricing strategy for the upcoming year.
- (4) Updated financial projections for the next three years.

b. Capital Improvement Plan. All theaters shall develop a capital improvement plan to maintain, replace and update all furniture, fittings and equipment (FF&E), digital projection, snack bar, and lobby areas.

9. Program Evaluation. The standard Headquarters directed Recreation Management Information System shall be utilized to collect, analyze and disseminate operational information for the Theater, Motion Picture, and NDVD programs.

a. The movie theater program and activities offered are evaluated in an effort to strengthen and improve through after action reporting.

b. Programs shall collect the program data shown in Figure 7-4.

Program Data	Methodology
# of active duty patrons attending movies	Provide an annual total number of active duty patrons who attended movies.
# of children (5 and under) attending movies	Provide an annual total number of children ages 5 and under years who attended movies.
# of children (6-11) attending movies	Provide an annual total number of children ages 6-11 years who attended movies.
# of adults attending movies	Provide an annual total number of other patrons who attended movies. This includes Retiree, Reserve, Family Member (ages 12 and over), DoD Civilian, and Other.
# of PMEs	Provide an annual total number of PMEs
# of PME attendees	Provide an annual total number of PME attendees
# of special events	Provide an annual total number of special events held in the theater.
# of special event attendees	Provide an annual total number of special event attendees.
# of snack bar transactions	Provide an annual total number of snack bar transactions.
# of seats	Provide a total number of seats available.

Figure 7-4.--Program Evaluation

c. Reporting for Category A movies shown in recreation centers shall be accounted for within recreation centers, chapter 26, paragraph 9.

10. Program Standards Checklist. The checklist provided in Figure 7-5 should be used in assessing the program against policy requirements.

CHPT 7 THEATER, MOTION PICTURE & ENCRYPTED DVD PROGRAM STANDARDS CHECKLIST		
Para	OPERATIONS	Met/Unmet
3.a	The theater facilities are maintained by the installation, with exception to housekeeping for the movie program and the theater snack bar.	
3.c	The general hours of operation are posted on the program's website, office and facility signage. The snack bar is open prior to and during movie shows.	
4.a.1	The motion picture activity does not contact or negotiate with any commercial source for the purpose of procuring entertainment motion picture products.	
4.a.1	No APF or NAF is used by activities other than NMPS for procuring entertainment motion picture products.	
4.b.1	Theater snack bar maintains a food cost percentage of 20-25% or less as an aggregate.	
4.b.2.a	Theater snack bar develops and uses standardized portion sizes of all food and beverage items.	
4.b.2.b	Theater maintains proper security and temperature control for all snack bar storage areas as per reference (o).	
4.b.2.c	Physical inventories of all food and beverage items are taken at the end of each accounting period.	
4.b.2.d	Patrons are not permitted to bring "outside" food and beverage into theaters. The only exception may be specialty cakes used for birthday parties, private parties, etc.	
4.c	Motion picture theater (Category C only) engages in active marketing and activities to increase attendance at the theater.	
4.c.2	A specific theater web page is maintained on a regular basis with events, sneak previews, and other information on the installation MCCS website. The web page includes hours of operations, all services and policies and information on parties and private rental of the theater.	
5.b.2	There are admission charges for attendance at all Category C motion picture exhibition sites for all audience members aged six years and older.	
5.b.3	Charges for snacks are based on the annual competitive pricing survey rates and reflect a minimum of 75% requirement for each market.	
5.c	Theater has an established and maintained system of tracking program attendance that is capable of accounting for every patron, by required reporting categories: active duty personnel, other adults (ages 12 and older), and children (ages six-11). The Theater reports attendance data to NMPS daily via the Navy website: www.(insert assigned NMPS code).navymwr.org. All patrons including, children under the age of five, are tracked using the standard Headquarters directed Recreation Management Information System. The Theater established and maintains a system for tracking the number of official events and special events, and participation at both of these. The site keeps records of attendance for audit review.	
5.d	All accounting for the program are reported to the cost centers in Figure 7-3.	
6	Safety standards and a written safety administration and accident prevention plan are established for each activity/event.	
7	The SOP are reviewed and updated annually by the program manager and include the information in a-l.	
8	Long range program plan is implemented.	
8.a	The Category C movie programs have a business plan in place and updated on an annual basis.	
9	The standard Headquarters directed Recreation Management Information System is utilized to collect, analyze and disseminate operational information for the Theater, Motion Picture, and NDVD programs.	
9.b	Program collects the program data shown in Figure 7-4.	
Para	PERSONNEL	Met/Unmet
2.a.1	The Category C movie program has a manager to oversee the operations of the movie program and the snack bar and may be dual-hatted with another recreation program.	

Figure 7-5.--Program Standards Checklist

4.a.2.c	Theater manager monitors audience members to ensure no videotaping of on-screen presentations takes place.	
Para	FACILITIES	Met/Unmet
3.b.1	Movies are stored in a cool, dry, climate-controlled location with a low relative humidity of 50% to 60%, and an average static air temperature not to exceed 75 degrees Fahrenheit unless otherwise recommended by the manufacturer.	
3.b.2	All movie storage areas are secured under high security lock and key to prevent unauthorized entrance.	
6	Facility and maintenance practices comply with base safety, environmental regulations established by base engineering and environmental offices.	
Para	EQUIPMENT	Met/Unmet
2.a.2	Category A movies are not shown in private quarters.	
3.d.1	Core equipment for theater includes a projector and screen. Core equipment for Category A movies includes a player, projector, and TV/screen.	
3.d.2.a-b	Life cycle schedules for theater and Category A movies are followed based on Figures 7-1 and 7-2.	
4.a.2.d	Movies are not exchanged or removed from movie sites or loaned to other locations without prior consent from NMPS.	
4.a.2.e	Movies are not altered in any way including overdubbing, re-recording, or editing.	
4.a.3	Entertainment motion pictures are leased rather than purchased and returned to the appropriate film distribution company or disposed of by NMPS per distributor instructions upon lease expiration.	

Figure 7-5.--Program Standards Checklist-Continued

Chapter 8

Commercial Recreation

Vehicle Storage Program

1. Program Description. Vehicle Storage is a secured parking compound, for storage of privately owned vehicles (POV) for authorized patrons. Vehicle Storage includes, but is not limited to, cars, trucks, motorcycles, boats, recreational vehicles (RV), and trailers (herein after collectively referred to as "vehicles"). This chapter shall be used in conjunction with the content and guidance of chapter 1 of this Order.

2. Personnel

a. Staffing Levels. The facility shall be adequately staffed to continue normal operations when employees are on temporary additional duty (TAD), annual or sick leave. When additional workloads are created by expansion of services, goods, collateral or assigned duties, normal operations will not suffer, and the staffing levels are adjusted accordingly. Full time equivalent (FTE) staffing guidelines are depicted in Figure 8-1.

Billet	Grade	FTE	Metric
Program Manager (Recreation Specialist)*	NF-3/GS Equivalent	1.0	Per installation
Recreation Assistant	NF-2/GS Equivalent	0.5- 1.0	Based on demand and operating hours
Recreation Attendant	NF-1/GS Equivalent	0.5- 1.0	Volume of occupancy and expansion of hours
Maintenance Mechanic (4749)**	NA-5/9/WG Equivalent	0.5- 1.0	Size of vehicle storage lot(s), ground maintenance needed
*Recreation Specialist may oversee more than one recreation program.			
**Maintenance repair may be contracted out.			

Figure 8-1.--Staffing Levels

b. Core Competencies. Core competencies are the results of a specific set of skills or techniques that deliver value to the customer. Such competencies enable an organization to access a wide variety of programs. Core competencies apply to permanent, part-time, flexible employees, contractors, assigned active duty military personnel, and volunteers. Refer to chapter 1, paragraph 11b and enclosure (2) pages 1-5 for specific core competencies related to vehicle storage.

c. Training. All staff shall complete orientation and continuous training of the materials, techniques, and safety precautions of the programs and facilities. Periodic training shall be completed by all staff to keep current on the latest trends of vehicle storage programs and services. Refer to chapter 1, paragraph 11a for specific training requirements.

3. Facility Operations

a. Facility. Office shall be located in close proximity to the vehicle storage areas and all storage areas shall be visually inspected daily.

b. Hours of Operation. Hours of operation are determined by installation, based on daylight, weather conditions, customer needs and other supporting business conditions. The general hours of operation shall be posted on the program's website, office and each entrance of storage areas.

c. Core Equipment. Core equipment includes a battery charger or jumper cables, tools and cones for customer use in emergency situations. In some instances, grounds maintenance equipment is also needed for the operation.

d. Security. In accordance with reference (r), the facility and patron's property shall be secured when the storage area is not operational. The surrounding fence shall meet fencing standards as per reference (r).

4. Programs and Services

a. Program Components. Marine Corps Community Services (MCCS) may store vehicles in an assigned clearly delineated space. Spaces shall be in five foot increments and in lengths of 20 feet and longer. Vehicle storage space is provided for privately owned vehicles of the authorized patron. Individual spaces are rented for a fee with a written agreement between authorized patron and MCCS. Access to the storage space is limited to the authorized patron or their legal representative.

b. Services Provided. Courtesy services may be provided to the patron based on capabilities of MCCS support staff.

c. Unauthorized Vehicles/Equipment. The following is not authorized in vehicle storage areas: uninsured vehicles, unregistered vehicles, equipment, including, but is not limited to, stripped vehicles, uninstalled tires/wheels, and vehicle parts, articles and accessories not attached or affixed to vehicles.

d. Marketing. The Vehicle Storage program shall develop a written annual, year-around marketing and communications plan supportive of the organization's mission, goals, and objectives. Focus shall be on the specific target audience with specific messaging for each audience, selecting appropriate media budget requirements and evaluations. The purpose of the marketing and communications plan is to ensure patrons are informed about the Vehicle Storage program. Category C activities have the most potential for generating revenue. As such, all efforts to promote this activity shall be made to market via any means possible utilizing the latest electronics, social media sites and other avenues as they are created. Coordination with MCCS Marketing/Public Affairs Officer (PAO) is required prior to establishing a social media page.

e. Indirect Operations. All contracted operations shall be held to the requirements of this Order. Indirect operations are required to provide the same data collection reports. Refer to chapter 1, paragraph 14a for specific information about establishing an indirect recreation operation. Refer to chapter 1, paragraph 14b for specific information on individual services contracts (instructor).

5. Financial Management

a. Funding. Per reference (a), Vehicle Storage programs operated as Category C Morale, Welfare, and Recreation (MWR) programs. Category C programs are revenue generating programs that have a business capability to

cover operating expenses. Category C activities operated at remote and isolated locations may be funded as a Category B activity, with limited APF as a break-even operation. Refer to chapter 1, paragraph 12 for more information.

b. Fees and Charges. Refer to chapter 1, paragraph 13c for Category C Vehicle Storage programs. Price determination shall be based on, a minimum of one annual competitive pricing survey utilizing the average fees and charges of three business venues using local commercial, municipal or government entities. Based on the annual competitive pricing survey rates shall reflect a minimum of 75% requirement for each market. Rates are determined upon the square footage of space and each space shall be clearly delineated. Storage fees for POVs for deployed service members shall not be less than \$20.00 per month. Fees shall be collected at time of purchase and receipt provided to the patron.

c. Vehicle Storage Agreement. Local MCCS legal counsel shall approve storage agreement. Agreement shall include proper procedures for failure to pay fees and the disposal of any abandoned property. MCCS is not responsible for damage/loss/stolen to patron property during storage, unless damage is the result of NAF personnel negligence. The written agreement shall include a patron signature as acknowledgement.

d. Costs Centers. All accounting for vehicle storage shall be reported to the following cost centers located in Figure 8-2.

Program	Cost Center		Program Description
Vehicle Storage	NAF	5853	Costs related to the storage of vehicles such as boats, trailers, RVs, automobiles, etc.
	APF	MAM7	

Figure 8-2.--Cost Centers

e. Accountability. The standard Headquarters directed Recreation Management Information System shall be used in tracking resale, rentals, customer and usage data, reservations and daily business operations.

(1) Program Tracking. Patron use and reservations.

(2) Point of Sale (POS). All fees and charges.

6. Safety and Risk Management. Program manager shall, based on an acceptable level of risk, establish safety standards and a written safety administration and accident prevention plan for each activity/event. Facilities and maintenance practices shall comply with base safety, environmental regulations established by base engineering and environmental offices. Standard operating procedures (SOP) for safety administration and accident prevention shall be developed for ongoing and special events and used by all MCCS personnel supporting vehicle storage. If a significant/critical incident or fatality occurs while utilizing Marine Corps Vehicle Storage, refer to chapter 1, paragraph 20b for reporting requirements. Signage shall be posted stating MCCS is not responsible for damage/loss/stolen of patron property.

7. Operational Management. A SOP is required to ensure consistency in process, procedures, and operations. The SOP shall be reviewed and updated annually by the program manager and shall include the following information at a minimum:

- a. Hours of operation.
- b. Reservation/rental.
- c. Rules and regulations.
- d. Patron eligibility.
- e. Emergency action plan (EAP).
- f. Daily procedures (opening and closing).
- g. Standard Headquarters directed Recreation Management Information System.
- h. Pricing list.
- i. Cash handling.
- j. Risk management plan.
- k. Abandoned vehicles.
- l. Inventory control.
- m. Other topics that pertain to the respective installation requirements shall be included.

8. Long Range Program Planning. Long Range Program planning is critical to the successful way ahead for recreation programs. This road map shall lead your program from where it is now to where it shall be in the future. The long range plan shall be flexible, practical and serve as a guide to implementing programs, evaluating programs and making adjustments when necessary. Refer to chapter 1, paragraph 7 for specific details related to the development of Long Range Program Planning.

9. Program Evaluation. The standard Headquarters directed Recreation Management Information System shall be utilized to collect, analyze and disseminate operational information for the Vehicle Storage program.

a. The vehicle storage program and activities offered are evaluated in an effort to strengthen and improve through after action reporting.

b. Programs shall collect the program data shown in Figure 8-3.

Program Data	Methodology
# of spaces rented annually	Count the number of spaces that were rented each month. Add each month for the total of rented spaces per fiscal year.
# of spaces available per year	Count the number of spaces that are available for rent each month. Add each month for the total of rented spaces per fiscal year.

Figure 8-3.--Program Evaluation

# of patrons using facility	Provide an annual total number by rank/status of patrons who used the facility. The rank/status breakdown shall be E-1-E-5, E-6-E-9, W-1-W-5, O-1-O-3, O-4-O-10, Retiree, Reserve, Family Member, DoD Civilian, and Other.
# of deployed service members using facility	Provide the total annual count of deployed patrons using the facility.

Figure 8-3.--Program Evaluation-Continued

10. Program Standards Checklist. The checklist provided in Figure 8-4 should be used in assessing the program against policy requirements.

CHPT 8 VEHICLE STORAGE STANDARDS CHECKLIST		
Para	OPERATIONS	Met/Unmet
3.b	The general hours of operation are posted on the program's website, office and each entrance of storage areas.	
4.d	The program developed a written annual, year-round marketing and communications plan supportive of the organization's mission, goals and objectives.	
5.b	Based on the annual competitive pricing survey rates reflect a minimum of 75% requirement for each market. Rates are determined upon the square footage of space and each space shall be clearly delineated.	
5.b	Storage fees for POVs for deployed service members are not less than \$20.00 per month.	
5.c	Local MCCA legal counsel has approved the storage agreements. Agreements include proper procedures for failure to pay fees and the disposal of any abandoned property along with a patron signature as acknowledgement.	
5.d	All accounting for this service is reported to the cost centers depicted in Figure 8-2.	
5.e.	Standard Headquarters directed Recreation Management Information System is used in tracking resale, rentals, customer and usage data, reservations and daily operations.	
7.a-m	The SOP is established, reviewed, and updated annually.	
8	Long range program plan is developed and implemented.	
9.b	Program collects the program data shown in Figure 8-3.	
Para	PERSONNEL	Met/Unmet
2.a	The facility is adequately staffed to continue normal operations when employees are on TAD, annual or sick leave.	
2.c	Staff has completed orientation and continuous training of the materials, techniques, and safety precautions of the programs and facilities.	
2.c	Periodic training has been completed by all staff to keep current on the latest trends of vehicle storage programs and services.	
Para	FACILITIES	Met/Unmet
3.a	Office is located in close proximity to the vehicle storage areas and all storage areas are visually inspected daily.	
3.d	The facility and patron's property is secured when the storage area is not operational.	
3.d	The surrounding fence meets fencing standards as per reference (r).	
4.a	Spaces are in five foot increments and in lengths of 20 feet and longer.	
4.b	Unauthorized vehicles/equipment is not permitted at the facility.	
6	Facility and maintenance practices comply with base safety and environmental regulations established by base engineering and environmental offices.	
Para	EQUIPMENT	Met/Unmet
3.c	Core equipment is available for customer use and emergency situations.	

Figure 8-4.--Program Standards Checklist

Chapter 9

Community Recreation and Skills Development

Aquatics - Guarded Open Water

1. Program Description. The Aquatics - Guarded Open Water program provides authorized patrons with programs and services which effectively contribute to their quality of life (QOL) and support military readiness and retention. Provide safe swimming and bathing environments that enhance the QOL of active duty Service members and their family members. Policy oversight includes all Marine Corps Community Services (MCCS) lifeguarded open water areas and natural bathing areas. This chapter shall be used in conjunction with the content and guidance of chapter 1 of this Order.

2. Personnel

a. Staffing Levels. The Guarded Open Water area is adequately staffed to continue normal operations when employees are on temporary additional duty (TAD), annual or sick leave. When additional workloads are created by expansion of services, activities, collateral or assigned duties, normal operations shall not suffer, and the staffing levels are adjusted accordingly. Requirements are:

(1) Per reference (z) one lifeguard shall be stationed every 200 linear feet and be of a height of six feet or greater. An additional guard shall be available for primary surveillance duty that can serve as a backup within two minutes from the time a guard leaves their station for an incident.

(2) Lifeguard stations may be located every 200 yards, where less crowded conditions prevail or heavy surf conditions preclude extensive bathing.

(3) There shall be two lifeguards on duty during operating hours. Additional lifeguards shall be added based on bather load.

(4) Mutual aid is the use of MCCS assets to assist, if called upon, by local civilian agencies (government/non-government) and other federal government agencies to support an emergency and is authorized.

(a) A memorandum of agreement (MOA) is encouraged to be established. The MOA shall outline the expectations of each party involved and the DoD interests served related to mutual aid. The Installation Commander or their designee may enter into this agreement on behalf of DC M&RA, MF.

(b) Guarded Open Water programs shall, first and foremost, continue their operations without interruption before responding to requests for mutual aid support. Guarded Open Water programs shall assist only as a supporting entity and not as a primary responding entity.

(c) Guarded Open Water programs shall operate within their standards of training and provide assistance only when resources are available.

(5) Lifeguards shall monitor all patrons by providing patron surveillance. This can be accomplished by, but not limited to:

- (a) Being in the water.
- (b) On a rescue craft.
- (c) Roving.
- (d) In a tower.

(6) At a minimum, one lifeguard shall be on land providing surveillance.

(7) Primary lifeguards are not detailed to any task that could be a distraction from maximum patron surveillance. Primary lifeguard is defined in paragraph 10 of this chapter.

(8) APF allocations for staffing are identified as core requirements to operate guarded open water areas based on program scope and patron demand.

(9) Per reference (z), additional lifeguards are needed when more surveillance is required, such as when:

- (a) Diverse activities are being conducted at the same time.
- (b) Participants include high risk groups such as small children and non-swimmers (defined in paragraph 10).
- (c) Staff is cleaning or doing other maintenance tasks related to lifeguard equipment and services.

(10) Any staffing requirements identified to operate above core, when additional surveillance and/or program requirements are necessary, will be defined as non-core for the purposes of appropriated fund (APF) allocations and will require additional funding and/or be funded with NAF. If additional APF resources become available, APF may be used to offset non-core requirements.

(11) Installations with a Guarded Open Water program shall have one United States Lifesaving Association (USLA) trainer on staff and meet full time equivalent (FTE)/billet core staffing requirements depicted in Figure 9-1.

Billet	Grade	FTE/Billet	Metric
Supervisory Aquatics Specialist (Lifeguard Chief) *	NF-4/GS Equivalent	1.0 Billet	Per installation
Lifeguard Station Supervisor (Lieutenant)	NF-3/GS Equivalent	1.0 Billet	Per guarded open water area
Lifeguard Field Supervisor (Sergeant)	NF-3/GS Equivalent	1.0-3.0 FTE	One on duty at all times

Figure 9-1.--Core Staffing Levels for Guarding Open Water Areas

Ocean Lifeguard II (EMT)	NF-3/GS Equivalent	1.0 FTE	One on duty at all times. Staff increase based on bather load, hours of operation, special features, etc. (See section 2.a for specific requirements). Can supplement Ocean Lifeguard I billet
Ocean Lifeguard I	NF-3/GS Equivalent	2.0 Billet	Two on duty at all times. Staff increases based on bather load, hours of operation, special features, etc. (See section 2.a for specific requirements)
*Could be dual-hatted with other recreation programs.			

Figure 9-1.--Core Staffing Levels for Guarding Open Water Areas-Continued

b. Core Competencies. Core competencies are the results of a specific set of skills or techniques that deliver value to the customer. Such competencies enable an organization to access a wide variety of programs. Core competencies apply to permanent, part-time, flexible employees, contractors, assigned active duty military personnel, and volunteers. Refer to chapter 1, paragraph 11b and enclosure (2) pages 11-15 for specific core competencies related to Guarded Open Water programs.

c. Training

(1) All staff shall complete orientation and continuing training of the materials, techniques, and safety precautions of the programs and facilities. Periodic training shall be completed by all staff to keep current on the latest trends of recreation programs and services. Refer to chapter 1, paragraph 11a, for specific training requirements.

(2) In addition to in-house training, the use of professional open water/aquatic organization/association training programs are recommended (e.g., USLA, National Drowning Prevention Alliance [NDPA], National Recreation and Parks Association [NRPA], etc.).

d. Specialized Training

(1) In-service staff training is required for all guarded open water personnel. This training program shall be implemented in order for staff members to periodically review and have a thorough understanding of operating policies and procedures, emergency procedures, and rescue methods and techniques. The training program shall allow staff members to maintain appropriate physical conditioning to perform the duties of the position. Staff members shall receive 16 hours of annual training or 16 hours of seasonal orientation that includes:

(a) Facility operating policies and procedures.

(b) Required uniform/attire.

(c) Appropriate behavior/conduct.

(d) Inclusion and reasonable accommodation. Refer to chapter 1, paragraph 9 for more information.

(e) Program and activity policies and procedures.

(f) Per reference (aa) or current edition of Health and Sanitation Rules and Regulations.

(g) Per reference (aa) safety rules and regulations.

(h) Emergency action plans (EAP) (for details and frequency see paragraph 6a).

(i) Rule violation/disciplinary procedures.

(j) Accident/incident reporting procedures.

(2) Records of in-service trainings shall be maintained for a period of five year per reference (ab). Documentation of training shall be a roster signed by each staff member in attendance.

(3) Lifeguards may be authorized to complete 30 minutes of on-site physical training (e.g., running, swimming, water sports) during each scheduled shift and physical training shall be documented to maintain a high level of open water lifeguarding skills. This may be waived day to day, based a patron demand.

(4) Lifeguards shall be tested annually on 500 meter swim in a swimming pool. This swim shall be completed within ten minutes, per reference (ac).

e. Certification. Required certifications based on position type are as follows in Figure 9-2.

Certification	Position		
	Lifeguard	Supervisor	Chief
United States Lifesaving Association (USLA) Training*	X	X	X
First Aid**	X	X	X
Emergency Oxygen	X	X	X
First Responder	X	X	X
Cardio Pulmonary Resuscitation (CPR)/Automated External Defibrillator (AED) for the Professional Rescuer	X	X	X
Rescue Craft (if applicable)	X	X	X
Preventing Disease Transmission (PDT)	X	X	X
HAZMAT (if handling chemicals)	X	X	X
*Must have one USLA trainer on staff			
**21 extra hours based on reference (ad).			

Figure 9-2.--Staff Certifications

3. Facility Operations

a. Facility. Core spaces for guarded open water areas are listed below:

- (1) Dispatch/observation deck (lifeguard tower).
- (2) Accessible first aid room.
- (3) Access path to water's edge.
- (4) Administrative office.

(5) Bathroom.

(6) Shower.

(7) Equipment storage.

b. Hours of Operation. Guarded open water areas shall provide lifeguard services at least 40 hours a week during summer season.

c. Core Equipment

(1) Emergency equipment shall be maintained by each lifeguarded area.

(a) A readily accessible and working communication device shall be immediately available to summon on and off premise emergency response resources.

(b) Complete first aid kit.

1. Sterile gauze pads (assorted sizes).
2. Adhesive bandages (assorted sizes).
3. Adhesive cloth tape.
4. Sterile eyewash (saline solution).
5. Blanket (space blanket).
6. Breathing barrier (with one-way valve).
7. Instant cold compress.
8. Instant hot compress.
9. Non-latex gloves (assorted sizes).
10. Scissors.
11. Roller bandage (assorted sizes).
12. Triangular bandages.
13. Tweezers
14. Soap or instant hand sanitizer.
15. Plastic bags for the disposal of contaminated materials.

(c) Every guarded open water area shall have AEDs and all necessary equipment centrally located for easy access in emergency situations, reference (ae).

1. AEDs and necessary equipment shall be properly maintained and inspected in accordance with manufacturer's recommendation.

2. AEDs shall be equipped with a working battery and carrying case. The necessary equipment includes:

- a. A disposable-type shaving razor.
- b. Towel.
- c. Scissors.
- d. Pocket mask.
- e. Non-latex medical gloves.
- f. Writing utensil.
- g. Biohazard bags.
- h. Extra pads for all ages.
- i. Backup battery.

3. All AEDs shall be compatible with installation emergency medical services (EMS) devices.

4. AEDs shall be in a location that prevents or minimizes any potential for tampering, theft or misuse. AEDs shall be placed in an unobstructed location within easy reach and height for all possible responding individuals (e.g., placed at a height where shorter individuals can reach and remove, unobstructed access, etc.).

5. The number and location of AED's shall be based upon staff response times and shall be calculated based upon a rescuer with the AED walking at a rapid pace to reach a victim. Response times shall not be based upon an ambulance response time. Response times shall be less than four minutes to get an AED to the victim.

(2) Every guarded open water area shall have readily available and usable emergency oxygen. To administer emergency oxygen, staff shall have: an oxygen cylinder, a delivery device (a nasal cannula, resuscitation mask, non-re-breather mask or a bag-valve mask [BVM]), and a regulator with pressure gauge and flow meter. Assistance with oxygen requirements may be available through local installation resources (e.g., federal fire department, installation medical).

(a) Emergency oxygen cylinders shall be marked in accordance with reference (af).

(b) Oxygen cylinders are required to be hydrostatic tested every five years.

(c) Emergency oxygen shall be filled, tested and stored in accordance with reference (ag).

(d) Delivery Devices. All oxygen delivery devices shall be used in accordance with the manufacturer's guidance and shall be for single patient use. Oxygen shall be delivered with properly sized equipment for the respective victims and appropriate flow rates for the delivery device.

1. Delivery devices shall be checked daily and be kept visibly clean and protected from contamination.

2. Delivery devices and flow rate for supplemental oxygen are listed in Figure 9-3.

Delivery Device	Flow Rate	Type of Victim
Nasal Cannula	1-6 l/min*	Difficulty breathing, sometimes used for victims unable to tolerate a mask
Resuscitation Mask	6-15 l/min*	Difficulty breathing and non-breathing victims
Non-re-breather Mask	10-15 l/min*	Breathing only
Bag Valve Mask (BVM)	15 l/min* or more	Difficulty breathing and non-breathing victims
*liters per minute (l/min)		

Figure 9-3.--Delivery Devices and Flow Rates for Supplemental Oxygen

(3) Required Equipment

(a) Required equipment for rescues is listed in Figure 9-4.

Rescue Equipment-At Each Guarded Open Water Area
Back board with straps and head immobilizers
Rescue tube
Rescue pole
Life hook
Ring buoy (with attached rope)
Mask and snorkel
Fins
Portable communication device (2-way radio)
Megaphone/public address system
Sound producing device (siren, horn, whistle)
Rescue board
Binoculars
Heaving line
Buoy marker, if able to secure(missing victim last known point)

Figure 9-4.--Required Rescue Equipment

(b) Required equipment for staff safety is listed in Figure 9-5.

Staff Safety Equipment
Identifiable uniform (shirt, female/male suit, jacket, hat, sunscreen, and whistle)
Primary surveillance shade structure
Secondary surveillance shade structure

Figure 9-5.--Required Staff Safety Equipment

(c) Required equipment and quantities for guarded open water areas are listed in Figure 9-6.

Facility Equipment	Quantity
Lifeguard tower	1 per 200 feet (not to exceed 200 yards) and at least 6 feet high.
Potable water supply	1 per guarded area
Accessible transportation to water's edge	1 per guarded area

Figure 9-6.--Required Facility Equipment

(4) Accessible Equipment

(a) All adaptive equipment (beach wheelchairs, adaptive kayaks, etc.) shall be readily available during operation hours and shall be placed in public view.

(b) Mobility mats are recommended if access to the water is not provided by other means. If using mobility mats, they shall be rolled out and in place prior to daily operations and maintained to industry standards.

(c) This duty shall not interfere with lifeguard patron surveillance.

4. Programs and Services. The program components may include inclusive practices, self-directed activities, instructional classes, special events, community-wide events, and co-sponsored events. Refer to chapter 1, paragraph 9 for specific information on inclusion. Categories of programs are:

a. Instruction (e.g., lifeguarding, junior lifeguarding, surf classes, water safety).

b. Recreation use (e.g., open swim, physical training, surfing, body boarding, stand-up paddle boarding).

c. Recreation activities (e.g., special events, co-sponsored events, yoga on the beach, support to triathlons and other competitive events).

d. Indirect Operations. All contracted operations shall be held to the requirements in this Order. Indirect operations are required to provide the same data collection reports. Refer to chapter 1, paragraph 14a, for specific information about establishing an indirect recreation operation. Refer to chapter 1, paragraph 14b for specific information on individual services contracts (instructor).

e. Marketing. Guarded open water areas shall develop a written annual, year-round marketing and communications plan supportive of the organization's mission, goals, and objectives. Focus shall be on the specific target audience with specific messaging for each audience, selecting appropriate media budget requirements and evaluations. The purpose of the marketing and communications plan is to ensure patrons are informed about guarded open water activities offered annually. Coordination with MCCS Marketing/Public Affairs Officer (PAO) is required prior to establishing a social media page.

5. Financial Management

a. Funding. As per reference (b), Guarded Open Water programs are operated as Category B Morale, Welfare, and Recreation (MWR) programs. Every effort should be made to effectively operate this program with limited APF. NAF is authorized. Refer to chapter 1, paragraph 12 for more information.

b. Fees and Charges. When MCCS personnel are guarding open water areas for recreational activities and events, fees shall be charged to offset any NAF costs associated with providing this service. Fees will not be assessed for recreational swimming at guarded open water areas. Refer to chapter 1, paragraph 13b for more information on Category B fees and charges. Fees shall be collected at time of purchase and receipt provided to the patron.

c. Cost Center. All accounting for Guarded Open Water program shall be reported to the following cost centers as listed in Figure 9-7.

Program	Cost Centers		Program Description
Guarded Open Water	NAF	5553	Record the operation of recreational waterfront areas for swimming and/or facilities and ancillary structures.
	APF	MAWS	Cost related to swimming programs in a recreational environment. Includes equipment, supplies, staff salaries, and swim programs.

Figure 9-7.--Cost Centers

d. Accountability. Standard Headquarters directed Recreation Management Information System is the authorized recreational program tracking and point of sale (POS) system that shall be used.

(1) Program Tracking. Instruction, activity reservations, patron usage, and equipment rental.

(2) POS. All fees and charges.

6. Safety and Risk Management. Program manager shall, based on an acceptable level of risk, establish safety standards and a written safety administration and accident prevention plan for each activity/event. Areas and maintenance practices should comply with base safety and environmental regulations established by base engineering and environmental offices. Standard operating procedures (SOP) for safety administration and accident prevention shall be developed for ongoing and special events and used by all MCCS personnel supporting the guarded open water program or special event. If a significant/critical incident or fatality occurs while participating in a guarded open water activity or utilizing a Marine Corps Guarded Open Water area, refer to Chapter 1, paragraph 20b for reporting requirements.

a. Area Safety

(1) An EAP covering such areas as drowning protocol, rescue protocol, injuries, environmental emergencies, chemical emergencies, dangerous marine life, medical emergencies, water/surface contamination and severe weather shall be provided in local policy and included in required staff training.

(a) EAPs shall be practiced and rehearsed quarterly. Records of this training shall be maintained for a period of five years per reference

(ab). Documentation of training shall be a roster signed by each staff member in attendance. This is in addition to 16 hours of annual specialized training.

(b) If a critical incident occurs, staff members shall be offered on-base counseling services to assist in dealing with the situation. If no on-base services are available staff shall be offered off-base counseling services.

(c) Employee Assistance Program Critical Incident Assistance (EAP CIA) is available to all NAF employees. Management should contact NAF Human Resources regarding EAP CIA.

(2) Beach Closures. Any situation out of the ordinary that is deemed unsafe or hazardous shall justify a beach closure, including:

(a) All guarded open water areas shall be cleared during lighting and thunder storms. All water activities shall remain suspended until 30 minutes after the last thunder is heard and lighting is seen.

(b) When the installation is in a destructive weather condition one or higher.

(c) When gale winds (35 knots or higher) are expected.

(d) When dangerous marine life or objects are present (e.g., sharks, excessive jellyfish, logs, etc.).

(3) Rules and regulations shall be posted at prominent locations and signs shall be posted to warn patrons of shallow water, rip currents, beach closure and other hazardous conditions throughout the natural bathing area per reference (ac).

(4) A flag or alert system shall be used to notify patrons on the ocean water conditions of the day.

(5) Anchored buoys shall be provided, where practical, at waterfront areas to designate the swimming perimeter. Drop-offs, underwater hazards, and wading areas shall also be designated per reference (ac).

(6) Glass in any form shall not be permitted at the guarded open water areas.

b. Staff and Patron Safety

(1) Patrons who participate in aquatic activities or programs accept the responsibility of evaluating their own swimming skill levels and abilities, determining their physical limitations, and remaining in the guarded open water area that is commensurate with their ability. The lifeguard may assign or restrict swimmers and non-swimmers to an area, activity or area depending upon the swimmers' or non-swimmers' swimming abilities.

(2) Non-swimmers shall stay in shallow water (chest deep or less).

(3) The practice of hyperventilating and extended breath holding is prohibited in MCCA guarded open water areas. Signs shall be posted prohibiting breath-holding and hyperventilation. Guarded open water staff members shall be thoroughly briefed on the risks associated with hyperventilation and breath-holding and maintains vigilance to prohibit this practice.

(4) Lifeguards are not permitted to socialize with patrons or other staff members while on-duty.

(5) Water sports and swimming shall be confined to designated areas, if applicable.

(6) Swimming and water sports are not permitted after dark.

(7) Fishing is not permitted in swimming area.

7. Operational Management

a. All installations with a guarded open water area shall establish a SOP for Guarded Open Water programs and areas, and shall include:

- (1) Hours of operation.
- (2) Reservation/rental procedures.
- (3) Safety rules and regulations.
- (4) Authorized patrons.
- (5) Daily operating procedures (opening and closing).
- (6) Standard Headquarters directed Recreation Management Information System.
- (7) Pricing list.
- (8) Cash handling.
- (9) Essential job functions.
 - (a) Verbal communication with other lifeguard, patrons, emergency personnel and injured persons on a regular basis.
 - (b) Ability to hear noises of people calling, alarms, whistles and instructions from co-workers or emergency personnel.
- (10) Other topics that pertain to respective installation requirements shall be included.

b. Dogs shall be on a leash, if permitted, during designated times or locations.

c. Personal operated vehicles (POV) are not allowed on sand (beach) of the guarded open water areas.

d. Beaching of personal watercraft is prohibited in congested areas and shall not block lifeguards direct access to the water; rescue crafts are authorized.

8. Long Range Program Planning. Long Range Program planning is critical to the successful way ahead for recreation programs. This road map shall lead your program from where it is now to where it shall be in the future. The long range plan shall be flexible, practical and serve as a guide to implementing programs, evaluating programs and making adjustments when necessary. Refer to chapter 1, paragraph 7 for specific details related to the development of Long Range Program Planning.

9. Program Evaluation. The standard Headquarters directed Recreation Management Information System or alternative method shall be utilized to collect, analyze and disseminate operational information for Guarded Open Water programs.

a. The Guarded Open Water program and activities offered are evaluated in an effort to strengthen and improve them through after action reporting.

b. The Guarded Open Water program shall compile the information in Figure 9-8.

Program Data	Methodology
# of daily visits (self-directed)	Provide the total number of patrons at the beach for self-directed use (open swim) annually. To calculate: Take three counts throughout the day and add these three counts together. Add total daily counts for the year to get number of daily visits.
# of hours per week military aquatics training takes place (if guarded)	Provide the total number of hours per week that active duty military training takes place during guarded operating hours. Add the total number of hours for an annual count.
# of military training participants (if guarded)	Provide the total number of active duty participating in scheduled military aquatics training at the beach during guarded operation hours.
# of in water rescues	Provide the total number of times a lifeguard entered the water to assist a patron to safety. Also, count patron in category of care provided.
# of medical emergencies	Provide the total number of times a lifeguard provided care and EMS was call for medical emergencies (e.g., heart attack).
# of trauma injuries	Provide the total number of times a lifeguard provided care and EMS was call for trauma injuries (e.g., shark bite).
# of first aid assistance provided	Provide the total number of times a lifeguard provided any first aid care (no EMS call).
# of fatalities	Provide the total number of fatalities.
# of water safety briefs	Provide the total number of mandatory water safety briefs conducted.
# of water safety brief participants	Each patron is counted one time for participating in each mandatory water safety briefs identified above. Provide the total count of all patrons who participated.

Figure 9-8.--Program Evaluation

10. Definitions

a. Guarded Open Water Area. Body of water not contained within a structure, which is under the management of the Marine Corps or MCCA. Areas can be used for swimming or water sports. Areas may include: beaches, natural lakes, ponds, rivers, streams, and associated buildings and equipment.

b. Swim Areas. A location that swimming and water sports are allowed to take place.

c. Water Rescue. An open water lifeguard or aquatics employee enters the water to assist patrons, who appear, to be in need of assistance/support.

d. Physical Training. A bodily activity that enhances or maintains: physical fitness, knowledge, and overall health and wellness of a person.

e. Incident. Any single occurrence that is out of the ordinary (water rescue, missing person [water/land], first aid, etc.).

f. Critical Incident. Any incident that could cause a life-threatening injury, deformity, or death.

g. Rescue Craft. Motorized wave-runner or personal water craft (PWC) used to assist lifeguards in the rescue and contact of patrons.

h. Operational. Anytime the open water area is available for use by patrons.

i. Mutual Aid Agreement. A cooperative agreement between the Installation Commander (MCCS Guarded Open Water Area), and any agency requesting assistance for an emergency.

j. Medical Emergency. An illness that is acute and poses an immediate risk to a person's life or long-term health (stroke, heart attack, hypothermia, etc.).

k. Trauma Injury. A body wound or injury produced by a sudden physical occurrence (broken bone, bleeding, burns, etc.).

l. Primary Lifeguard. A person performing duties as a lifeguard, by providing patron surveillance with a primary responsibility to prevent drowning and other injuries from occurring at an aquatics facility. This person is not performing secondary duties.

m. Secondary Duties. Other duties a lifeguard must perform, such as assisting patrons, performing maintenance, completing records and reports or performing opening duties, closing duties or facility safety checks. Secondary duties shall never interfere with lifeguards primary responsibilities of patron surveillance.

11. Program Standards Checklist. The checklist provided in Figure 9-9 should be used in assessing the program against policy requirements.

CHPT 9 AQUATICS - GUARDED OPEN WATER PROGRAM STANDARDS CHECKLIST		
Para	OPERATIONS	Met/Unmet
3.b	Guarded open water areas provide lifeguard services at least 40 hours a week during summer season.	
4	Program components include inclusive practices, self-directed activities, instructional classes, special event, community-wide events, and co-sponsored events.	
5.b	Fees are charged to offset any NAF costs.	
7.a	An SOP is established for Guarded Open Water programs and areas.	
9	Standard Headquarters directed Recreation Management Information System or alternative method is utilized to collect, analyze and disseminate operational information.	
Para	PERSONNEL	Met/Unmet
2.a.1	One lifeguard is stationed every 200 linear feet.	
2.a.2	Lifeguard stations are located every 200 yards, where less crowded conditions prevail or heavy surf conditions preclude extensive bathing.	
2.a.3	There are a minimum of two lifeguards on duty during operational hours.	
2.a.4.a-c	Mutual aid requirements are met (MOA is established and expectations are identified).	
2.a.5	Lifeguards are providing patron surveillance.	
2.a.9	Installations with a Guarded Open Water program have one USLA trainer on staff.	
2.a.9	Staffing standards listed in Figures 9-1 are met.	
2.c.1	All staff have completed orientation and continued training of the materials, techniques, and safety precautions of the programs and facilities.	
2.d.1	The training program allows staff members to maintain appropriate physical conditioning to perform the duties of the position. This training shall be documented. Lifeguards receive 16 hours of in-service training.	
2.d.4	Lifeguards are tested annually on 500 meter swim, and can complete within ten minutes.	
Para	FACILITIES	Met/Unmet
6.a	EAP is established.	
6.a.1.b	When a critical incident occurs, staff members are offered on-base or off-base counseling services.	
6.a.2	When the area is deemed unsafe or hazardous the area is closed to patrons.	
6.a.3	Rules and regulations, and signs to warn patrons of dangerous conditions are posted.	
6.a.4	A flag or alert system is used to notify patrons of ocean conditions	
6.a.5	Where practical, anchored buoys are provided.	
6.b.3	Signs are posted prohibiting breath holding and hyperventilation.	
Para	EQUIPMENT	Met/Unmet
3.c.1.a	A readily accessible and working communication device is immediately available at each lifeguarded area.	
3.c.1.b	Every lifeguarded area has a complete first aid kit.	
3.c.1.c	Every lifeguarded open water area has AEDs and all necessary equipment.	
3.c.1.c.3	All AEDs are compatible with local EMS devices.	
3.c.2	Every lifeguarded Open Water area has readily available and usable emergency oxygen.	
3.c.3.a-c	All guarded areas have required equipment for rescues as listed in Figure 9-4, staff safety listed in Figure 9-5, and facility equipment listed in Figure 9-6.	
3.c.4	All adaptive equipment (beach wheelchairs, adaptive kayaks, etc.) are readily available during operation hours and are placed in view of the general public.	

Figure 9-9.--Program Standards Checklist

Chapter 10

Community Recreation and Skills Development

Aquatics - Aquatic Centers (Swimming Pools) and Military Aquatics Training

1. Program Description. The Military Aquatic Training and the Aquatics program may work independently or in tandem to encourage aquatic activities. This chapter shall be used in conjunction with the content and guidance of chapter 1 of this Order.

a. The Category A Military Aquatics Training program supports the mission of active duty military. This program provides physical fitness training in aquatics (aquatic maximum power intense training [AMP-IT], water polo, etc.) for active duty, use of the facilities for unit physical training (PT), military swim qualification or remedial training and instruction, fitness and unit activities. This program allows the service members to remain physically fit and mission ready. This program supports all aspect of Military Aquatics Training, but does not conduct the Marine Corps Water Survival Training program (MCWSTP). Reference (ai) identifies MCWSTP oversight and requirements.

b. The Category B Aquatics program provides authorized patrons with safe swimming and bathing environments and programs and services, which enhances quality of life and supports retention. Customer-driven Aquatics programs (i.e., swim instruction, recreational activities and special events) shall be provided. Policy oversight includes swimming pools and wading pools. Guarded open water areas such as beaches are addressed in chapter 9 and Water Play Areas and Interactive Fountains are addressed in chapter 11.

2. Personnel

a. Staffing Levels. The Aquatic Centers shall be adequately staffed to continue normal operations when employees are on temporary additional duty (TAD), annual or sick leave. When additional workloads are created by expansion of services, activities, collateral or assigned duties, normal operations shall not suffer, and the staffing levels are adjusted accordingly. Anytime the facility gates are unlocked, staffing levels shall be met. Requirements are:

(1) Nationally certified lifeguards (here on after referred to as lifeguard) providing patron surveillance shall be guarding bathers and performing no other duty. Secondary responsibilities maybe completed when lifeguard in not providing the primary responsibility of patron surveillance. Lifeguards must have a current certification from one of the listed nationally certified agencies: American Red Cross (ARC), StarFish Aquatics Institute (SAI), Ellis and Associates (EA), or Young Men's Christian Association (YMCA).

(2) When the pool is operational there shall be no less than two lifeguards on duty. When bathers are in the water one lifeguard shall be on surveillance duty. The second lifeguard shall be available for surveillance, based on the number of bathers.

(3) As per reference (z) lifeguard to bather ratio shall not exceed 1 to 50.

(4) Non Marine Corps Community Services (MCCS) lifeguards (active duty) may be used to fill the lifeguard requirements for Military Aquatic Training and functions when all qualifications are met for Marine Corps Instructor of Water Survival (MCIWS) and this Order. For all recreational swimming operations and programs, lifeguards shall be MCCS lifeguards.

(5) Additional lifeguards are needed when more surveillance is required, to include by not limited to:

(a) Diverse activities to include lap swimming and recreational programs are being conducted at the same time.

(b) Participants include high-risk groups such as small children and non-swimmers (refer to definition in paragraph 10).

(c) Facility design requires additional supervision for maximum surveillance.

(d) Staff is cleaning or completing other maintenance tasks.

(e) Large numbers of children are using the pool.

(f) Functions held at night.

(6) The wading pool and surrounding areas are the responsibility of aquatic staff members; however, a wading pool does not require a lifeguard stand, or a staff member to be physically stationed at the wading pool perimeter if the water depth is less than 24 inches.

(7) Primary lifeguards are not detailed to any task that could be a distraction from maximum patron surveillance. Primary lifeguard is defined in paragraph 10 of this chapter.

(8) Lifeguards are assigned billets for staffing levels due to the lifeguard to patron ratio requirement.

(9) Appropriated fund (APF) allocations for staffing are identified as core requirements to operate both Military Aquatic Training (Category A) Aquatics Centers and multi-functioning facilities that provide both Military Aquatic Training and recreational swim (Category A/B). Funding is based on weekly hours of operation, capacity, and function served. Core staffing is identified below based on installations with single facilities; multiple facilities operated year round; multiple facilities operated seasonally.

(10) Full time equivalent (FTE)/billets for core staffing requirements for installations with a single Aquatics Center shall be based on operating hours and bather loads and are depicted in Figure 10-1.

Core - Single Facility			
Billet	Grade	FTE/ Billet	Metric
Supervisory Recreation Specialist (Supervisory Aquatics Specialist)*	NF-4/GS Equivalent	1.0 Billet	Per installation
Lifeguard Supervisor	NF-3/GS Equivalent	1.0-3.0 FTE	When facility is open 40 hours or more
Lifeguard**	NF-2/GS Equivalent	2.0 Billet	1 per 50 bathers; 2 on duty at all times
Swim Lesson Instructor (i.e., Water Safety Instructor [WSI])	NF-2/GS Equivalent	1.0 FTE	Provides swim instruction. Staff levels depend on scope of swim instruction program. Staff could also serve as a lifeguard when not providing instruction.
Recreation Attendant (Clerk/Cashier)	NF-1/GS Equivalent	0.5-1.0 FTE	Staff shall be needed based on program scope
*Could be dual-hatted with other recreation programs.			
**Staff increases based on bather load, hours of operation, special feature, etc. (See section 2.a. for specific requirements).			

Figure 10-1.--Staffing Levels for Aquatics Programs (Single Facility)

(11) FTE/billet core staffing requirements for installations with multiple and year-round Aquatics Centers shall be based on operating hours and bather loads are depicted in Figure 10-2.

Core - Multiple Facilities and Year-Round Facilities			
Billet	Grade	FTE/ Billet	Metric
Supervisory Recreation Specialist (Supervisory Aquatics Specialist)*	NF-4/GS Equivalent	1.0 Billet	Per installation
Assistant Aquatics Specialist*	NF-3/GS Equivalent	1.0 Billet	Per installation; Could be dual-hatted based hours of operations and scope of program
Lifeguard Supervisor	NF-3/GS Equivalent	1.0-3.0 FTE	Per pool during operation hours
Lifeguard**	NF-2/GS Equivalent	2.0 Billet	1 per 50 bathers; 2 on duty at all times
Swim Lesson Instructor (i.e., Water Safety Instructor [WSI])	NF-2/GS Equivalent	1.0 FTE	Provides swim instruction. Staff levels depend on scope of swim instruction program. Staff could also serve as a lifeguard when not providing instruction.
Recreation Attendant (Clerk/Cashier)	NF-1/GS Equivalent	0.5-1.0 FTE	Staff shall be needed based on program scope
*Could be dual-hatted with other recreation programs.			
**Staff increases based on bather load, hours of operation, special feature, etc. (See section 2.a. for specific requirements).			

Figure 10-2.--Staffing Levels for Multiple and Year Round Facility

(12) FTE/billets core staffing requirements for installations with multiple and year-round Aquatics Centers shall be based on operating hours and bather loads are depicted in Figure 10-3.

Core - Multiple Facilities and Seasonal Facilities			
Billet	Grade	FTE/Billet	Metric
Supervisory Recreation Specialist (Supervisory Aquatics Specialist)*	NF-4/GS Equivalent	1.0 Billet	Per installation
Assistant Aquatics Specialist*	NF-3/GS Equivalent	1.0 Billet	Per installation; Could be dual-hatted or seasonal based hours of operations and scope of program
Lifeguard Supervisor	NF-3/GS Equivalent	1.0-3.0 FTE	Per pool during operation hours
Lifeguard**	NF-2/GS Equivalent	2.0 Billet	1 per 50 bathers; 2 on duty at all times
Swim Lesson Instructor (i.e., Water Safety Instructor [WSI])	NF-2/GS Equivalent	1.0 FTE	Provides swim instruction. Staff levels depend on scope of swim instruction program. Staff could also serve as a lifeguard when not providing instruction.
Recreation Attendant (Clerk/Cashier)	NF-1/GS Equivalent	0.5-1.0 FTE	Staff shall be needed based on program scope
*Could be dual-hatted with other recreation programs.			
**Staff increases based on bather load, hours of operation, special feature, etc. (See section 2.a. for specific requirements).			

Figure 10-3.--Staffing Levels for Multiple and Seasonal Facilities

(13) Stand-alone Category B recreational Aquatics Centers are defined as non-core for the purpose of APF allocations and will be funded with NAF. If additional APF resources become available, APF may be used to offset non-core requirements. These Aquatics Centers shall be staffed based on requirements listed in Figures 10-1 thru 10-3, which includes program scope, hours of operation and capacity.

b. Core Competencies. Core competencies are the result of a specific set of skills or techniques that deliver value to the customer. Such competencies enable an organization to access a wide variety of programs. Core competencies apply to permanent, part-time, flexible employees, contractors, assigned active duty military personnel, and volunteers. Refer to chapter 1, paragraph 11b and enclosure (2) pages 11-15 for specific core competencies related to Aquatics Centers.

c. Training

(1) All staff shall complete orientation and continuing training of the materials, techniques, and safety precautions of the programs and facilities. Periodic training shall be completed by all staff to keep current on the latest trends of Aquatics programs and services. Refer to chapter 1, paragraph 11a, for specific training requirements.

(2) In addition to in-house training, the use of professional swimming pool/aquatic organizations/associations industry standards and resources is recommended (e.g., National Drowning Prevention Alliance [NDPA], National Recreation and Parks Association [NRPA], Association of Aquatic Professionals [AOAP], etc.).

d. Specialized Training

(1) In-service staff training is required for all aquatics personnel. This training program should be implemented in order for staff members to periodically review and have a thorough understanding of operating policies and procedures, emergency procedures, and rescue methods and techniques. The training program shall allow staff members to maintain appropriate physical conditioning to perform the duties of the position. Staff members shall complete a minimum of 16 hours of annual training or a minimum of 16 hours of seasonal orientation that includes:

- (a) Facility operating policies and procedures.
- (b) Required uniform/attire.
- (c) Appropriate behavior/conduct.
- (d) Inclusion and reasonable accommodations. Refer to chapter 1, paragraph 9 for more information.
- (e) Program and activity policies and procedures.
- (f) Health and sanitation rules and regulations, per reference (aa).
- (g) Safety rules and regulations, per reference (aa).
- (h) Emergency procedures (weather, chemical, evacuation, contamination, etc.), per reference (ac).
- (i) Medical emergency procedures.
- (j) Rule violation/disciplinary procedures.
- (k) Accident/incident reporting procedures.

(2) Records of in-service trainings shall be maintained for a period of five years per reference (ab). Documentation of training shall be a roster signed by each staff member in attendance.

(3) Lifeguards may be authorized to complete 30 minutes of on-site physical training (e.g., running, swimming, fitness class) during each scheduled shift and physical training shall be documented to maintain a high level of lifeguarding skills. This may be waived day to day, based on patron demand.

(4) Lifeguards shall be tested annually on a 500 meter swim in a swimming pool. This swim shall be completed within ten minutes.

e. Certifications. Each Aquatic program shall have one swim lesson instructor trainer and one lifeguard instructor trainer, and required certifications based on position type in Figure 10-4.

Certification	Recreation Assistant (Lifeguard)	Lifeguard Supervisor	Assistant Aquatics Specialist	Supervisory Aquatics Specialist	Recreation Assistant (Instructor)	Recreation Attendant (Cashier)
Lifeguard Training	X	X	X	X		
First Aid	X	X	X	X		X
Emergency Oxygen (O2)	X	X	X	X		
Cardio Pulmonary Resuscitation (CPR) /Automated External Defibrillator (AED) for the Professional Rescuer	X	X	X	X		X
Prevention of Disease Transmission (PDT)	X	X	X	X	X	X
Hazardous Materials (HAZMAT)*	X	X	X	X		
Swim Lesson Instructor			X	X	X	
Aquatics Facility Operator (AFO)/ Certified Pool Operator (CPO)/ International equivalent (with HQMC approval)**				X		
Lifeguard Instructor		X	X	X		
Cash Handling		X	X	X		X
*If handling chemicals						
**In addition to the supervisory aquatics specialist, an AFO/CPO certification shall be maintained by any person responsible for the quality, treatment and maintenance of the pool water.						

Figure 10-4.--Staff Certifications

3. Facility Operations

a. Facility

(1) Core Spaces Shall Include:

- (a) Accessible entries (into water).
- (b) Administrative office.
- (c) Chemical storage room.
- (d) Climate-controlled employee break room.
- (e) Equipment storage room.

- (f) Accessible first aid room.
- (g) Pump room.
- (h) Separate male/female/family locker room (each with showers).
- (i) Shade structures.

(2) Aquatics Centers should be located in close proximity to training and housing areas.

(3) Facility Construction and Renovation

(a) Aquatics Centers shall be replaced every 55 years.

(b) Renovations on Aquatics Centers shall be completed every ten years.

b. Hours of Operation

(1) Hours of operation are determined by installation requirements, and based on training needs, customer needs and other supporting business conditions.

(2) Installations with an Aquatic Center shall set operation hours in accordance with the hours listed below.

(a) Scheduled lap swim and unit training time shall be provided for a minimum of 25 hours a week at all installations with a MCCA Aquatic Center. The minimum of 25 hours a week shall be maintained throughout the operating season, to include year-round operations.

(b) Scheduled programming that allows for revenue generating options. This programming should include instructional programs, fitness/wellness activities, recreational activities, and special events. These programs shall be scheduled for a minimum of five hours per week.

(c) Scheduled Category B swim instruction classes shall be provided at all installations with a MCCA Aquatic Center. Programs shall be scheduled for a minimum of four hours per week, during peak season (Memorial Day - Labor Day). Installations shall pursue other facilities for swim instruction when there is no MCCA Aquatic Center.

(d) Scheduled recreational swim time shall be provided for a minimum of 15 hours a week during swim season at all installations with a MCCA Aquatic Center.

c. Core Equipment

(1) Emergency equipment shall be maintained by each Aquatics Center.

(a) A readily accessible and working communication device shall be immediately available to summon on and off premise emergency response resources.

(b) A complete first aid kit shall include:

1. Sterile gauze pads (assorted sizes).
2. Adhesive bandages (assorted sizes).
3. Adhesive cloth tape.
4. Sterile eyewash (saline solution).
5. Blanket (space blanket).
6. Breathing barrier (with one-way valve).
7. Instant cold compress.
8. Instant hot compress.
9. Non-latex gloves (assorted sizes).
10. Scissors.
11. Roller bandage (assorted sizes).
12. Triangular bandages.
13. Tweezers.
14. Soap or instant hand sanitizer.
15. Plastic bags for the disposal of contaminated materials.

(c) Every Aquatics Center shall have AEDs and all necessary equipment centrally located for easy access for every emergency, per reference (ae).

1. AEDs and necessary equipment shall be properly maintained and inspected in accordance with manufacturer's recommendation. Monthly AED maintenance checks and inspections shall be documented and kept for a period of five years.

2. AEDs shall be equipped with a working battery and carrying case. The necessary equipment includes:

- a. Disposable-type shaving razor.
- b. Towel.
- c. Scissors.
- d. Pocket mask.
- e. Non-latex medical gloves.
- f. Writing utensil.
- g. Biohazard bags.
- h. Extra pads for all ages.

i. Back-up battery.

3. AEDs shall be in a location that prevents or minimizes any potential for tampering, theft or misuse. AEDs shall be placed in an unobstructed location within easy reach and height (i.e., wall-mounted, with the first aid kit, unlocked in office).

4. All AEDs shall be compatible with installation emergency medical services (EMS) devices.

5. The number and location of AEDs shall be based upon staff response times and shall be calculated based upon a rescuer with the AED walking at a rapid pace to teach a victim. Response times shall not be based upon an ambulance response time. Response times shall be less than four minutes.

(d) Every Aquatics Center shall have readily available and usable emergency oxygen. Assistance with oxygen requirements may be available through local installation resources (e.g., federal fire department, installation medical).

1. Staff shall be able to demonstrate proper use of equipment when administering oxygen (i.e., how to change the flow meter, cylinder capacities, supply duration).

2. To administer emergency oxygen, staff shall have an oxygen cylinder, a delivery device (a nasal cannula, resuscitation mask, non-re-breather mask or a bag-valve mask [BVM]), and a regulator with pressure gauge and flow meter.

(e) Oxygen Cylinders. Emergency oxygen cylinders shall be marked and maintained in accordance with reference (af).

1. Oxygen cylinders shall be hydrostatic tested every five years.

2. Emergency oxygen shall be filled, tested and stored in accordance with reference (ag).

3. Regular checks for cylinder leaks, bulging, and defective valves shall be conducted and documented. Check for rust or corrosion on the cylinder or cylinder neck or regulator assembly. No adhesive tape should be put around the cylinder neck, oxygen valve or regulator assembly as it can hamper oxygen delivery and might also have the potential to cause a fire or explosion.

4. There shall be clear segregation of full and empty cylinders.

(f) Delivery Devices. All oxygen delivery devices shall be used in accordance with the manufacturer's guidance and shall be for single patient use. Oxygen shall be delivered with properly sized equipment for the respective victims and appropriate flow rates for the delivery device.

1. Delivery devices shall be checked daily and be kept visibly clean and protected from contamination.

2. Delivery devices and flow rate for supplemental oxygen are listed in Figure 10-5.

Delivery Device	Flow Rate	Type of Victim
Nasal Cannula	1-6 l/min*	Difficulty breathing, sometimes used for victims unable to tolerate a mask
Resuscitation Mask	6-15 l/min*	Difficulty breathing and non-breathing victims
Non-re-breather Mask	10-15 l/min*	Breathing only
Bag Valve Mask (BVM)	15 + l/min*	Difficulty breathing and non-breathing victims
*liters per minute (l/min)		

Figure 10-5.--Delivery Devices and Flow Rates for Supplemental Oxygen

(2) Required Equipment

(a) All pool drains and covers shall be in compliance with reference (ah). Drain covers have a life span set by the manufacturer. To remain in compliance, drain covers shall be replaced when the life span is reached with a cover that meets the ASME/ANSI A112.19.8 performance standard or any successor standard.

(b) Rescue Equipment (at each facility) Shall Include:

1. Back board with straps and head immobilizers.
2. Rescue tube.
3. Rescue pole with a life hook.
4. Ring buoy (with attached rope).

(c) Staff Safety Equipment (as appropriate for indoor/outdoor) Shall Include:

1. Identifiable uniform (shirt, female/male bathing suit, whistle and hat).
2. Sunscreen.
3. Primary and secondary surveillance shade structure.
4. Hip pack with rescue mask.

(d) Required facility equipment and minimum quantity is depicted in Figure 10-6. Quantity of equipment shall be based on available deck space (there shall be space to provide emergency care and move around the deck safely), patron demand, and facility capacity.

Facility Equipment	Quantity
Lifeguard Stand	1 per surveillance zone
Lane Lines (for lap swimming)	2 with in pool hooks
Potable Water Supply	1 per facility
Thermometer	1 per each body of water
Lifeline (separate deep and shallow end)	1 per large body of water
Kick Boards (lap swimming/instruction)	1 per 10 patrons
Pull Buoys (for lap swimming/instruction)	1 per 10 patrons
Chair Lift (Installed-accessible entries)	1 at each body of water

Figure 10-6.--Required Facility Equipment

Sitting Areas (chairs/lounges/tables)	Based on 1 sitting area per 30 square feet of deck space
Outdoor Shade (umbrella or structure)	Based on demand and environment

Figure 10-6.--Required Facility Equipment--Continued

(3) Adaptive equipment shall be available during operating hours and be placed in view of the general public.

4. Programs and Services. The program components may include inclusive practices, self-directed activities, instructional classes, special events, community-wide events, and co-sponsored events. Refer to chapter 1, paragraph 9 for specific information on inclusion.

a. Categories of Programs

(1) Aquatics training and unit use (e.g., use of pool for PT lap swimming, AMP-IT, swim qualification).

(2) Fitness (e.g., physical training, AMP-IT, lap swimming, classes). Aquatics programs shall work directly with fitness departments to develop and implement health and wellness programs in aquatics.

(3) Recreational swimming (e.g., free swim, family swim, playtime).

(4) Recreation activities (e.g., special events, co-sponsored events, rentals).

(5) Adaptive activities (see inclusion chapter 1, paragraph 9).

(6) Instruction (e.g., lifeguarding, junior lifeguarding, swim classes, skill development, water safety).

b. Resale Operations. Recreation swimming resale is authorized as permitted by Installation Commander or designee for items related to the operation. Refer to reference (h) for specific guidance related to retail operations and asset protection. All sales and labor associated with the processing of resale shall be reported to the appropriate cost center per figure 10-7. Retail items shall be priced to yield an average gross profit margin of 30%. Refer to chapter 1, paragraph 18 for more information about the storage of merchandise, and inventory management.

c. Indirect Operations. All contracted operations shall be held to the requirements in this Order. Indirect operations are required to provide the same data collection reports. Refer to chapter 1, paragraph 14a for specific information about establishing an indirect recreation operation. Refer to chapter 1, paragraph 14b for specific information on individual services contracts (instructor).

d. Marketing. Aquatic centers shall develop a written annual, year-round marketing and communications plan supportive of the organization's mission, goals, and objectives. Focus shall be on the specific target audience with specific messaging for each audience, selecting appropriate media budget requirements and evaluations. The purpose of the marketing and communications plan is to ensure patrons are informed about aquatic center activities offered annually. Coordination with MCCA Marketing/Public Affairs Officer (PAO) is required prior to establishing a social media page.

5. Financial Management

a. Funding

(1) Category A (Military Aquatics Training). Per reference (b), Military Aquatics Training is operated as a Category A Morale, Welfare, and Recreation (MWR) program. Every effort should be made to effectively operate this program with APF as a mission sustaining program. NAF is authorized. Refer to chapter 1, paragraph 12 for more information.

(2) Category B (Recreational Swimming). Per reference (b), Aquatics recreation swimming is operated as Category B MWR program. Every effort should be made to effectively operate this program with limited APF. NAF is authorized. Refer to chapter 1, paragraph 12 for more information.

b. Fees and Charges

(1) Unit PT and any individual PT during a designated lap swim or training time shall not incur admission fees for Pool use. Designated lap swim or training time shall not occur during open recreational swim periods. Refer to chapter 1, paragraph 13a for more information. For pools able to establish two separate swim areas (one for recreation swim and one for lap swim/training), both may be operated; however, fees will be assessed for recreation swimming only.

(2) Recreation swimming admission fees shall be charged to off-set any NAF costs associated with providing this service. Daily admission fees shall be based on, a minimum of one annual competitive pricing survey utilizing the average fees and charges of three business venues using local commercial, municipal or government entities within a 30-mile radius of the installation. Refer to chapter 1, paragraph 13b for more information on Category B fees and charges. Fees shall be collected at the time of purchase and a receipt provided to the patron.

(a) For recreational use, all patrons who enter the facility, regardless of purpose, (e.g., swimming, sunbathing, child supervision) shall be assessed an admission fee. A patron's service animal shall not be charged an admission fee or any other fee. Refer to chapter 1, paragraph 9 for specific information on inclusion.

(b) The daily fee shall be valid for admission throughout the day at the facility; however, re-entry into the facility may be restricted based on bather load.

(c) The use of weekly, monthly, seasonal, or yearly admission passes is authorized for aquatics facilities. These passes shall provide a discounted fee for use over an extended period (when compared to daily admission fees). The fee structure can also include separate rates for individuals and families.

(d) Aquatics fitness programs shall be offered to active duty and their family members. Fees shall be charged to offset NAF expenses associated with operating these activities such as instructors (NAF and contracted), supplies, and equipment.

c. Cost Center. All accounting for recreation swimming and Military Aquatics Training shall be reported to the following cost centers located in Figure 10-7.

Program	Cost Centers		Program Description
Military Training	NAF	5515	Costs related to total Swimming Pool operation for official service member training. This includes military lap swimming, water survival training, swim qualification, command physical readiness utilization (preparation and testing), etc.
	APF	MAWR	
Recreation Swimming	NAF	5513	Record transactions for the operation of recreational Swimming Pools and related activities. Includes Aquatic classes, competitive swimming events, special events conducted at the Swimming Pool, food and beverage operations at the Swimming pool, etc.
	APF	MAWS	Cost related to swimming programs in a recreational environment. Includes beach areas operated for the day for swimming, sun bathing, fishing etc., this does not include those areas associate with Category C membership club programs. Also includes pool equipment, supplies, staff salaries and swim programs.
Recreation Swimming-Resale	NAF	1113	Record the sales and costs associated with merchandise and gear sold in association with or at the Aquatics facility or administration office. Do not report income from fees collected for services (swim lessons, fitness instruction, certification courses, etc.), use 5513.

Figure 10-7.--Cost Centers

d. Accountability. The standard Headquarters directed Recreation Management Information System is the authorized recreational program tracking and point of sale (POS) system that shall be used.

(1) Program Tracking. Instruction, activity and facility reservations, patron usage, equipment rental and resale.

(2) POS. All fees and charges.

6. Safety and Risk Management. Program manager shall, based on an acceptable level of risk, establish safety standards and a written safety administration and accident prevention plan for each activity/event. Facilities and maintenance practices should comply with base safety, environmental regulations established by base engineering and environmental offices. Standard operating procedures (SOP) for safety administration and accident prevention shall be developed for ongoing and special events and used by all MCCS personnel supporting the aquatic center program or special event. If a significant/critical incident or fatality occurs while participating in an aquatic activity or utilizing a Marine Corps Aquatics Center, refer to Chapter 1, paragraph 20b for reporting requirements.

a. Facility Safety

(1) An EAP covering such areas as drowning protocol, rescue protocol, injuries, environmental emergencies, chemical emergencies, medical emergencies, water/surface contamination and severe weather shall be provided in local policy and included in required staff training.

(a) EAPs shall be practiced and rehearsed quarterly. Records of this training shall be maintained for a period of five years per reference

(ab). Documentation of training shall be a roster signed by each staff member in attendance.

(b) If a critical incident occurs, staff members shall be offered on-base counseling services to assist in dealing with the situation. If no on-base services are available staff shall be offered off-base counseling services.

(c) Employee Assistance Program Critical Incident Assistance (EAP CIA) is available to all NAF employees. Management should contact NAF human resources regarding EAP CIA.

(2) Filtration, circulation, water quality and chemistry, and all other operational requirements shall meet standard outlined in reference (z).

(3) When the pool water becomes contaminated by bodily fluid, the disinfecting standard set forth by the Center of Disease Control (CDC), Model Aquatics Health Code (MAHC) shall be followed. Refer to the CDC website, www.CDC.gov for disinfecting standards.

(4) All Aquatics Centers and decks shall be cleared during lightning and thunderstorms. All Pool activities shall remain suspended until 30 minutes after the last thunder is heard and lightning is seen.

(5) Bather loads, rules and regulations shall be posted in a prominent location.

(6) The directions and signals of lifeguards and/or facility manager shall be followed at all times. Non-compliance could result in loss of patron's privileges.

(7) When in a wading pool or on a tot dock the touch supervision of a child shall be maintained by the parent, sponsor, or the individual responsible for the child. This individual shall remain in constant and touch supervision of the child while using the wading pool or tot dock.

(8) Recreation swimmers shall wear clean and appropriate swimwear. Cut-off jeans or pants are not authorized. Appropriate seasonal Marine Corps combat utility uniform (MCCUU) is authorized for military aquatics training. Uniform must be clean and free of debris.

(9) Per reference (z), rafts, air mattresses, or floatation devices that could easily become detached from the user are prohibited. United States Coast Guard (USCG) approved lifejackets, swimsuits with float inserts, floatation belts, etc. are authorized anytime by non-swimmers in the shallow end only. Instructor's use of these items is authorized for organized activities or classes.

(10) Kickboards and other like items shall only be used for lap swimming, fitness training and swim instruction.

(11) Glass and alcohol in any form shall not be permitted at the Aquatic Center.

b. Staff and Patron Safety

(1) Patrons who participate in aquatic activities or programs accept the responsibility of evaluating their own swimming skill levels and abilities, determining their physical limitations, and remaining in the Swimming Pool that is commensurate with their ability. The lifeguard may assign or restrict swimmers and non-swimmers to an area, activity or facility depending upon the swimmers' or non-swimmers' swimming abilities.

(2) Non-swimmers shall stay in shallow water (chest deep or less) or on the shallow side of the lifeline, whichever water is shallowest.

(3) Children under the age of 16 shall demonstrate the ability to swim a minimum of 25 yards, with a recognizable stroke to be considered a swimmer. All swimmers who successfully complete the swimming requirement shall be clearly identified (e.g., wristband).

(a) Non-swimmers 15 years of age and under shall be accompanied by, and under touch supervision of an individual whose minimum age is 16 years.

(b) Swimmers between the ages of ten to 15 do not require general or touch supervision if they have passed the swimming requirements.

(c) Swimmers age nine and under shall remain under the general supervision of an individual whose minimum age is 16 years.

(4) Hyperventilation and Extended Breath-Holding

(a) The practice of hyperventilating and extended breath-holding is prohibited in MCCA aquatic facilities during recreational swimming. Signs shall be posted prohibiting extended breath-holding and hyperventilation. Aquatics staff shall be thoroughly briefed on the risks associated with hyperventilation and breath-holding and maintain vigilance to prohibit this practice.

(b) When training is conducted in MCCA operated Aquatic Centers units and formal school training will not practice or conduct any underwater swimming training beyond 25 meters in distance. Military Aquatics Training and underwater swimming lengths of 25 meters will be conducted at the beginning of a military training session or workout, will be closely supervised with a one to one ratio, will not be done repetitively (more than twice with rest in between), or conducted while fatigued.

(5) Lifeguards are not permitted to socialize with patrons or other staff members while on-duty.

(6) Patron Surveillance

(a) Lifeguards shall not remain in surveillance for more than a total of 60 minutes including rotations without receiving a ten minute break from the primary duty of patron surveillance.

(b) Lifeguards shall not remain in surveillance at a single station for more than 30 minutes at a time.

(7) At a minimum of two times during recreational swimming, the pool shall be completely cleared for ten minutes for staff safety (rehydration,

sun protection, bathroom breaks, facility maintenance), and safety check of the pool.

c. Ancillary Support Swimming Pools. All Aquatic Centers operated by private-public ventures (PPV) in military housing areas shall be constructed and operated in accordance with applicable safety standards and in accordance with state and federal law, and to the extent not in otherwise provided by Department of Navy (DON) PPV contract, Marine Corps policies, and other federal governing policies. Ancillary support pools shall not compete with or degrade other MCCS QOL support fee-for-service activities, such as swim instruction and fitness.

7. Operation Management. All commands shall establish an SOP for Aquatics Centers. The below shall be included:

- a. Hours of operation.
- b. Reservation/rental procedures.
- c. Safety rules and regulations.
- d. Essential job functions.

(1) Effective verbal communication with other lifeguards, patrons, emergency personnel and injured persons on a regular basis.

(2) Ability to hear noises of people calling, alarms, whistles and instructions from co-workers or emergency personnel.

- e. Authorized patrons.
- f. Daily operating procedures.
- g. Standardized Headquarters directed Recreation Management Information System.
- h. Pricing list.
- i. Cash handling procedures.
- j. Other topics that pertain to respective installation requirements shall be included.

8. Long Range Program Planning. Long Range Program planning is critical to the successful way ahead for recreation programs. This road map shall lead your program from where it is now to where it shall be in the future. The long range plan shall be flexible, practical and serve as a guide to implementing programs, evaluating programs and making adjustments when necessary. Refer to chapter 1, paragraph 7 for specific details related to the development of Long Range Program Planning.

9. Program Evaluation. The standard Headquarters directed Recreation Management Information System or alternative method shall be utilized to collect, analyze and disseminate operational information for the Aquatics programs.

a. The Aquatics program and activities offered are evaluated in an effort to strengthen and improve them through after action reporting.

b. The Aquatics program shall collect: patron's rank, status, activity, in addition to information in Figure 10-8.

Program Data	Methodology
# of daily visits (self-directed)	Provide the annual total number of patrons at the Aquatics Center for self-directed use (open swim) based on daily counts (do not include directed programs, special events or instruction). Add total daily counts for the year the get the annual number of daily visits (self-directed). Daily counts should be collected via sign-in sheets or the standard Headquarters directed Recreation Management Information System.
# of directed swim classes (swim lesson)	Provide the total number of instructional swim classes offered per day (total number of times in a day classes are held (4 times a day- 0800-0845; 0900-0945; 1000-1045; 1100-1145). Lesson: each time a student and teacher meet, Session: specific scheduled dates, the instructor and student meet. Class: different swimming levels. Add the total number of all daily classes taught for an annual count.
# of directed swim class participants	Provide the number of patrons participating in each swimming class identified above. Count the number of patrons participating in each class. Add the total number of participants for an annual count.
# of directed swim classes (Active duty)	Provide the number of active duty swimming classes offered each month. Add the total number of classes each month for an annual count.
# of directed swim class participants (active duty)	Provide the number of active duty participating in each swimming class identified above. Count the number of patrons participating in each class. Add the total number of participants for an annual count.
# of instructional courses (non-swim lesson)	Provide the total number of instructional courses (lifeguard training, etc.) offered annually.
# of instructional classes (non-swim lesson) participants	Provide the number of patrons participating in each instructional class identified above. Count the number of participants in each class then add the total number of participants for an annual count.
# of scheduled directed aquatic programs/special events (non-instruction)	Provide the number of scheduled events offered at aquatics facility.
# of directed aquatic programs/special events participants	Each patron is counted one time for participating in the above identified scheduled aquatic event (do not include these patrons in open swim counts). Provide the total number of participants.
# of active duty unit trainings	Provide the total number of unit trainings scheduled for active duty at the facility for an annual count. (Cadence training, unit PT).
# of active duty unit training participants	Provide the total number of active duty patrons participating in scheduled unit training at the facility.
# of hours active duty unit training	Provide the total number of hours allotted for all unit trainings scheduled for active duty of the facility for an annual count.
# of hours active duty swim qualification training	Provide the total number of hours allotted for all active duty swim qualifications.

Figure 10-8.--Program Evaluations

# of active duty swim qualification training participants	Provide the total number of active duty patrons participating in swim qualification training.
# of water safety classes/briefs	Provide the total number of mandatory water safety instruction classes provided.
# of water safety class/brief participants	Each patron is counted one time for participating in each mandatory water safety class identified above. Provide the total count of all patrons who participated for an annual count.
# of in water rescues	Provide the total number of times a lifeguard entered the water to assist a patron to safety.
# of medical emergencies	Provide the total number of times a lifeguard provided care and EMS was call for medical emergencies (e.g., heart attack).
# of trauma emergencies	Provide the total number of times a lifeguard provided care and EMS was call for trauma injuries (e.g., head injury).
# of first aid assistance provided	Provide the total number of times a lifeguard provided any first aid care (no EMS call).
# of fatalities	Count the total number of fatalities.

Figure 10-8.--Program Evaluations-Continued

10. Definitions

a. Aquatics Centers. An aquatics facility that includes: indoor and/or outdoor recreation swimming pools on Marine Corps installations and family housing areas (only those managed by MCCS). Aquatics Centers should provide designated areas and specialized equipment for swimming, fitness and wellness, spring board diving, water slides and wading pools.

b. Wading Pool. A shallow aquatics facility, usually less than 18 inches. This pool is primarily used for children under the age of six.

c. Touch Supervision. Within arm's length of the child being supervised, in the water. If the child is in a wading pool, the guardian maybe out of the water, but must remain within arm's length of the child.

d. General Supervision. Guardian is located in the Aquatics Center; however, guardian is not required to be in the water or within arm's reach of the swimmer, but continuing to monitor the safety of the swimmer.

e. Swimmer. Any individual that can demonstrate forward progress through the water using a recognizable stroke for a minimum of 25 yards.

f. Non-swimmer. Any individual that cannot demonstrate forward progress through the water using a recognizable stroke for a minimum of 25 yards.

g. Physical Training. A bodily activity that enhances or maintains: physical fitness, knowledge, and overall health and wellness of a person (e.g., swimming, running, plyometrics, aerobics, cadence).

h. Water Rescue. A lifeguard or aquatics employee enters the water to assist patrons, who appear, to be in the need of assistance/support.

i. Incident. Any single occurrence that is out of the ordinary (water rescue, missing person [water/land], first aid, etc.).

j. Critical Incident. Any incident that could be the cause of a life-threatening injury, deformity, or death.

k. Operational. Anytime the facility is available for use by patrons.

l. Medical Emergency. An illness that is acute and poses an immediate risk to a person's life or long-term health (stroke, heart attack, hypothermia, etc.).

m. Trauma Injury. A body wound or injury produced by a sudden physical occurrence (broken bone, bleeding, burns, etc.).

n. Primary Lifeguard. A person performing duties as a lifeguard, by providing patron surveillance with a primary responsibility to prevent drowning and other injuries from occurring at an aquatics facility. This person is not performing secondary duties.

o. Secondary Duties. Other duties a lifeguard must perform, such as testing the pool water chemistry, assisting patrons, performing maintenance, completing records and reports or performing opening duties, closing duties or facility safety checks. Secondary duties shall never interfere with lifeguards primary responsibilities of patron surveillance.

11. Program Standards Checklist. The checklist provided in Figure 10-9 should be used in assessing the program against policy requirements.

CHPT 10 AQUATICS - POOL PROGRAM STANDARDS CHECKLIST		
Para	OPERATIONS	Met/Unmet
3.b.2.a	Lap swim and unit training time is provided for a minimum of 25 hours a week during swim season.	
3.b.2 b	Scheduled hours for programming allows for revenue generating, and includes instructional programs, fitness/wellness activities, recreational activities, swim teams, and special events is scheduled for a minimum of five hours per week.	
3.b.2.c	Swim instruction classes are provided for a minimum of four hours per week, during peak season.	
3.b.2.d	Recreational swim is provided for a minimum of 15 hours a week during swim season.	
5.b.2	Fees are charged to offset all NAF costs.	
7	A SOP is established.	
9	The standard Headquarters directed Recreation Management Information System or alternative method is utilized to collect, analyze and disseminate operational information.	
Para	PERSONNEL	Met/Unmet
2.a.1	A minimum of two lifeguards are on duty during operational hours.	
2.a.2	Nationally certified lifeguards are providing patron surveillance and performing no other duty.	
2.a.2	Lifeguard to bather ratio does not exceed one to 50.	
2.a.6	Primary lifeguards are not assigned to any task that could be a distraction	
2.a.7-8	Staffing standards listed in Figures 10-1 or 10-2 are met.	
2.c.1	All staff have completed orientation and continued training of the materials, techniques, and safety precautions of the programs and facilities.	
2.d.1	Training program allows staff members to maintain appropriate physical conditioning to perform the duties of the position. Training is documented.	
2.e	Aquatics program staff maintains certifications as listed in Figure 10-3.	
Para	FACILIITIES	Met/Unmet
6.a.1.a	EAP is established.	
6.a.1.b	When a critical incident occurs, staff members have been offered counseling services either on-base/off-base.	
6.a.2	Filtration, circulation, water quality and chemistry, and all other operational requirements meet standard outlined in reference (z).	
6.a.3	When the pool water becomes contaminated by bodily fluid, the disinfecting standards set forth by the CDC are followed.	
6.a.4	All pool activities remain suspended until 30 minutes after the last thunder is heard and lighting is seen.	
6.a.5	Bather load and rules and regulations are posted in a prominent location.	
6.a.7	When in a wading pool or on a tot dock, the touch supervision of a child is maintained.	
6.b.2	Non-swimmers stay in shallow water (chest deep or less).	
6.b.3	Children under the age of 16 demonstrate the ability to swim a minimum of 25 yards prior to being unattended and/or in the deep end of the pool.	
6.b.4	Signs are posted prohibiting breath-holding and hyperventilation.	

Figure 10-9.--Program Standards Checklist

6.b.6.a-b	Lifeguards are not in surveillance for more than a total of 60 minutes including rotations without receiving a ten minute break from surveillance. Lifeguards are not in surveillance at a single station for more than 30 minutes at a time.	
Para	EQUIPMENT	Met/Unmet
3.c.1.a	A readily accessible and working communication device is immediately available at each Aquatic Center.	
3.c.1.b	Every Aquatic Center has a complete first aid kit.	
3.c.1.c	Every Aquatic Center has AEDs and all necessary equipment.	
3.c.1.c.4	All AEDs are compatible with local EMS devices.	
3.1.d	Every Aquatic Center has readily available and usable emergency oxygen.	
3.1.e	All oxygen cylinders are marked and maintained in accordance with 21 CFR 210.	
3.c.2.a-b	All Aquatic Centers have listed required equipment for rescues and staff safety	
3.c.2.c	All Aquatics Centers have facility equipment listed in Figure 10-6.	
3.c.3	All adaptive equipment is readily available during operation hours and shall be placed in view of the general public.	

Figure 10-9.--Program Standards Checklist-Continued

Chapter 11

Community Recreation and Skills Development

Aquatics - Water Play Areas and Interactive Fountains

1. Facility Definition

a. An aquatic recreation area that typically has ground nozzles that spray water upwards out of the Water Play Areas and Interactive Fountains raindeck. There may also be other water features such as a rainbow (semicircular pipe shower), a mushroom shower, or a tree shower. Some Water Play Areas and Interactive Fountains feature movable nozzles similar to those found on fire trucks to allow users to spray others. The showers and ground nozzles are often controlled by a hand activated-motion sensor, to run for a limited time. Typically the water is either freshwater, or recycled and treated water, which is treated to at least the same level of quality as swimming pool water standards. These Water Play Areas and Interactive Fountains are often surfaced in textured non-slip concrete or in crumb rubber.

b. Water Play Areas and Interactive Fountains should be operated, maintained and supervised with the same caution as a swimming pool operation, as such; maintaining a clean play area free of recreational water illnesses (RWIs) is paramount to the operation of any Water Play Area and Interactive Fountain.

c. This chapter shall be used in conjunction with the content and guidance of chapter 1 of this Order.

2. Personnel

a. The supervision requirements for Water Play Areas and Interactive Fountains vary depending on where these sites are located. These requirements are discussed below.

b. Supervision

(1) Marine Corps Community Service (MCCS) Facilities (non-swimming pools). At least one supervisory staff person shall provide supervision of the Water Play Area and Interactive Fountain at all times when the area is co-located at a facility (e.g., Youth Center, Child Development Center, Community Center, etc.).

(2) Swimming Pools. There is no requirement for lifeguards to be stationed in the Water Play Area and Interactive Fountain area located at a swimming pool. Lifeguards are required to respond to any emergency. Supervision shall be provided by a parent or guardian.

(3) All Others (non-MCCS). Supervision of the patrons in the Water Play Area and Interactive Fountain area is the responsibility of the parent or guardian that accompanies the child to the water play area.

3. Facility Operations

a. Facility. Facilities shall be located in an accessible area that supports the demands of the mission, installation, and customer needs.

b. Design and Construction

(1) All pool drains and covers shall be in compliance with reference (ah). Drain covers have a life span set by the manufacture. To remain in compliance, drain covers shall be replaced when the life span is reached with a cover that meets the ASME/ANSI A112.19.8 performance standard or any successor standard.

(2) All areas shall have an accessible emergency shutoff switch.

(3) All designs shall meet the applicable Architectural Barrier Act (ABA), reference (d).

(4) Features with standing water are not authorized (e.g., slides with catch pools, foot baths, etc.).

(5) Features with platforms, steps or egresses which exceed 12 inches in height are not authorized as part of the area.

(6) The total volume in any water reservoir, including all piping, must be at least 4,000 gallons. The volume in the reservoir, including all piping, must be a minimum of three times the flow rate of all attraction pumps and the recirculation pump combined (e.g., if the flow rate of all pumps is 2,000 gallons per minute [gpm], a volume of at least 6,000 gallons would be needed).

c. Hours of Operation. Hours of operation are determined by local management, based on daylight, weather conditions, and other business conditions.

d. Core Equipment

(1) Safety Equipment

(a) Each area shall have a working communication device (e.g., telephone, two-way radio, emergency phone, etc.) to utilize to call for medical assistance in case of an emergency.

(b) A complete first aid kit shall be available for use at all times (e.g., attached to a fence) at the Water Play Area and Interactive Fountain. A complete first aid kit shall include:

1. Absorbent compress dressings.
2. Adhesive bandages (assorted sizes).
3. Adhesive cloth tape.
4. Sterile eyewash (saline solution).
5. Blanket (space blanket).
6. Instant cold compress.
7. Instant hot compress.
8. Non-latex gloves (assorted sizes).
9. Scissors.

10. Roller bandage (assorted sizes).
11. Sterile gauze pads (assorted sizes).
12. Soap or instant hand sanitizer.
13. Plastic bags for the disposal of contaminated materials.

(2) Circulation. The chemical treatment systems for the Water Play Area and Interactive Fountain treatment tank shall operate 24 hours a day when operational for patron use.

(a) All of the water supplied to the spray features shall be filtered upon removal from the water play area treatment tank before being supplied to the spray features. A reduced pumping rate for filtration/treatment of the spray pad treatment tank water can be used when the spray features are not in operation; however, a minimum 30 minute turnover rate is required during operations.

(b) All recirculating pools must have a filter flow rate no greater than that specified by the manufacturer.

(c) Inlets shall be adjusted to produce uniform circulation of water and to facilitate the maintenance of a uniform disinfectant residual throughout the Water Play Area and Interactive Fountain treatment tank.

(d) The water level in the Water Play Area and Interactive Fountain treatment tank shall be maintained continuously by an automatic level control system.

(e) At the beginning of each day, prior to use, and at other times when needed, the Water Play Area and Interactive Fountain shall be adequately cleaned and flushed to remove any materials or contaminants on the surface of the Water Play Area and Interactive Fountain. The water shall be flushed to waste and not discharged into the Water Play Area and Interactive Fountain treatment tank. Flushing may be accomplished by use of a hose supplied with potable water or by operation of the spray features providing it adequately flushes the entire pad surface and is discharged to waste.

(f) The Water Play Area and Interactive Fountain treatment tank shall be completely drained and cleaned at a frequency necessary to maintain water quality. Appropriate water quality is outlined in paragraph 3f of this chapter.

(g) All Water Play Area and Interactive Fountains shall be equipped with a recirculation system which includes filtration and disinfection facilities to provide water quality consistent with the bacteriological, chemical and physical standards required by reference (z).

(h) The suction intake of the water features' pump in the reservoir shall not be located in the immediate vicinity of the suction intake of the recirculation pump. It shall be located as close as possible to the recirculation return line. The location of inlets shall facilitate good circulation of water to all areas of the reservoir.

(i) The suction intake from the recirculation pump shall be located in the lowest portion of the reservoir. An overflow pipe to convey excess water to waste through a suitable air gap shall be provided.

(j) The volume of the water in the spray pad treatment tank shall be sufficient to assure continuous operation of the filtration system. The capacity shall be measured from six inches above the uppermost pump inlet to the bottom of the overflow waste outlet.

(3) Filtration Equipment. A treatment tank system shall have one or more filters. These filters shall be independent of all other filter systems and shall operate 24 hours a day when operational for patron use. The following is an outline of filters types (with a description) that are acceptable for use:

(a) Sand Filters. The design filtration rate of high-rate sand filters (pressure or vacuum) shall not exceed a filtration rate of 15 gallons per minute per square foot (gpm/sqft) of filter area. The sand filter system shall be equipped to backwash each filter at a rate of 12 to 15 gpm/sqft of filter bed area, or as recommended by the manufacturer. The backwash water shall be discharged to waste through a suitable air gap.

(b) Diatomaceous Earth Filter System. The design filtration rate for pressure or vacuum filters shall be no greater than one and one half gpm/sqft of effective filter area, except that a maximum filtration rate of two gpm/sqft may be allowed where continuous body feed is provided. The filter and all component parts shall be of such materials, design and construction to withstand normal continuous use without significant deformation, deterioration, corrosion or wear which could adversely affect filter operation.

(c) Cartridge Filters. The design filtration rate for cartridge filters shall not exceed 0.375 gpm/sqft of filter media. Water Play Areas and Interactive Fountains using cartridge filters must have a second set of filters available to allow for adequate cleaning.

(4) Disinfection Equipment. Water Play Area and Interactive Fountain treatment tanks shall be designed to provide for continuous disinfection of the water with a chemical which is an effective disinfectant and which imparts an easily measured, active residual. An automatic controller shall be provided for continuously monitoring and adjusting the level of free residual disinfectant in the treatment tank.

(a) Disinfectant Feeders. An automatic feeder which is easily adjustable shall be installed for the application of disinfectant and shall be capable of supplying disinfectant to the spray pad treatment tank in the range up to ten milligrams per liter (mg/l) chlorine or equivalent.

(b) Ultraviolet (UV) light disinfection is required in addition to a chemical disinfectant and shall be used as follows, unless another treatment process has been approved:

1. UV light disinfection systems shall have a properly calibrated light intensity meter.

2. Automatic water flow shutoff (in the event the light intensity decreases below the manufacturer's recommended level for the flow rate).

3. An alarm (to advise the attendant/patron of a system malfunction).

4. The UV light units shall be cleaned in accordance with the manufacturer's recommendations.

e. Operational Maintenance. Every Water Play Area and Interactive Fountain shall be maintained and operated in a clean, safe and sanitary manner at all times. Water Play Area and Interactive Fountain recirculation and chemical disinfection equipment shall be operated continuously when operational for patron use.

(1) Maintenance shall be conducted by a qualified swimming pool water-treatment operator, familiar with the equipment; an operations manual must be made available to the operator; and operators must keep accurate daily logs and uphold specific water-quality standards set by this Order and reference (z).

(2) Water Play Area and Interactive Fountain equipment and apparatuses shall be operated and maintained in accordance with manufacturer's specifications.

(3) Cracks in the Water Play Area and Interactive Fountain and/or decking shall be repaired when there may be a potential for leakage, present a tripping hazard, a potential cause of lacerations, or impact the ability to properly clean and maintain the area.

(4) Drain grates shall be secured in place at all times. Broken or missing drain grates shall be repaired or replaced before the Water Play Area and Interactive Fountain is used.

f. Water Quality and Chemicals. The Water Play Area and Interactive Fountain treatment tank water shall be chemically balanced.

(1) The chemical quality of the Water Play Area and Interactive Fountains water shall not cause irritation to the eyes or skin of the patrons or have other objectionable physiological effects on patrons.

(2) Free available chlorine shall be maintained at 2.0 parts per million (ppm) - 4.0 ppm. This level must be present as measured at the Water Play Area and Interactive Fountains.

(3) Combined chlorine will be maintained at less than 1.0 ppm.

(4) The total alkalinity of the Water Play Area and Interactive Fountains treatment tank water shall be maintained within the range of 80 to 120 mg/l.

(5) Potential of hydrogen (pH) will be maintained within the range of 7.0 to 7.6.

4. Programs and Services

a. Self-directed activities enable patrons the ability to partake in Aquatic recreational opportunities.

b. Indirect Operations. All contracted operations shall be held to the requirements in this Order. Indirect operations are required to provide the same data collection reports. Refer to chapter 1, paragraph 14a for specific information about establishing an indirect recreation operation. Refer to chapter 1, paragraph 14b for specific information on individual services contracts (instructor).

c. Ancillary Support Water Play Area and Interactive Fountains. All Aquatic Centers operated by private-public ventures (PPV) in military housing areas shall be constructed and operated in accordance with applicable safety standards and in accordance with state and federal law, and to the extent not in otherwise provided by Department of Navy (DON) PPV contract, Marine Corps policies, and other federal governing policies. Ancillary support pools shall not compete with or degrade other MCCS QOL support fee-for-service activities, such as swim instruction and fitness.

5. Safety and Risk Management

a. Emergency Action Plan (EAP)

(1) Operators of water play areas and interactive fountain areas shall develop, update, and implement a written EAP, consisting of procedures for daily patron supervision, injury prevention, reacting to emergencies, injuries and other incidents, providing first aid, and summoning help.

(2) The EAP's shall be approved by base safety and kept on file at the Water Play Area and Interactive Fountains. Approval will be granted when all the components of this section are addressed so as to protect the health and safety of the patrons and the plan sets forth procedures to insure compliance.

(3) If a significant/critical incident or fatality occurs while utilizing a Marine Corps Water Play Area and Interactive Fountain, refer to Chapter 1, paragraph 20b for reporting requirements.

b. Unauthorized Activities. The following are not permitted in a Water Play area and Interactive Fountain and signs shall be posted:

(1) Any person with diarrhea or a history of diarrhea within the past 14 days.

(2) Children in diapers and anyone who is incontinent who is not wearing protective, water-resistant swim wear.

(3) Climbing, sitting, and playing on Water Play area and Interactive Fountain apparatus.

(4) Drinking, spitting and spouting of water from the mouth which originated from the Water Play area and Interactive Fountain.

(5) Running, rough play, and profanity.

(6) Inflatable pool toys, athletic and other recreation equipment.

(7) Smoking, food, candy, gum, beverages, glass containers, soaps, detergents, and shampoos.

(8) Changing of diapers on any surface in or around the Water Play Areas and Interactive Fountain.

(9) Electronics (except cellular telephones), radios and other acoustical devices in or around the Water Play Area and Interactive Fountain.

(10) Skateboards, skates, rollerblades, scooters, bicycles, and similar recreation equipment.

c. Only service animals are authorized in the Water Play Area and Interactive Fountain.

d. For more information on maintaining, operating or construction of water play areas and interactive fountains please visit the Center for Disease Control (CDC) website www.cdc.gov and/or refer to reference (z).

6. Program Standards Checklist. The checklist provided in Figure 11-1 should be used in assessing the program against policy requirements.

CHPT 11 AQUATICS - WATER PLAY AREA AND INTERACTIVE FOUNTAIN STANDARDS CHECKLIST		
Para	OPERATIONS	Met/Unmet
3.d.2	The chemical treatment system operates 24 hours a day.	
3.d.2.a	All of the water supplied to the spray features is filtered upon removal from the water play area treatment tank before being supplied to the spray features.	
3.d.2.c	Inlets are adjusted to produce uniform circulation of water and to facilitate the maintenance of a uniform disinfectant residual throughout the treatment tank.	
3.d.2.d	The water level in the treatment tank is maintained continuously by an automatic level control system.	
3.d.2.e	At the beginning of each day prior to use and when needed, the Water Play Area and Interactive Fountain is adequately cleaned and flushed to remove any materials or contaminants on the surface. The water is flushed to waste and not discharged into the treatment tank.	
3.d.2.g	Water Play Area and Interactive Fountains are equipped with a recirculation system which includes filtration and disinfection facilities.	
3.d.3	Filter system is independent of all other filter systems.	
3.f.1-5	Water Play Areas And Interactive Fountains are maintained and operated in a clean, safe and sanitary manner.	
5.a.1	Operators of Water Play Areas And Interactive Fountain developed, updated, and implemented a written EAP.	
5.a.2	The EAP's has been approved by base safety and kept on file at the Water Play Area and Interactive Fountains.	
Para	PERSONNEL	Met/Unmet
2.b.1	One supervisory staff person provides supervision of the Water Play Area and Interactive Fountain at all times when the area is located at a MCCS facility.	
2.b.2	When located at a swimming pool, lifeguards are required to respond to any emergency. Supervision shall be provided by parent or guardian.	
3.e.1	Maintenance shall be conducted by qualified swimming pool water-treatment operator(s).	
Para	FACILITIES	Met/Unmet
3.a	Facilities are located in an accessible area.	
3.b.1	All pool drains and covers are in compliance with reference (ah).	
3.b.2	All areas have an accessible emergency shutoff switch.	
3.e.	The Water Play Area and Interactive Fountain treatment tank water is chemically balanced.	
5.b.1-10	Activities and items not permitted in a Water Play Area and Interactive Fountain are posted.	
Para	EQUIPMENT	Met/Unmet
3.d.1.a	Each area has a working communication device.	
3.d.1.b	Required first aid equipment is provided at the Water Play Area and Interactive Fountain.	
3.d.4	Treatment tanks provide continuous disinfection of the water with a chemical which is an effective disinfectant. An automatic controller is provided for continuously monitoring and adjusting the level of disinfectant in the treatment tank.	
3.d.4.b	UV light disinfection is utilized.	

Figure 11-1.--Program Standards Checklist

Chapter 12

Community Recreation and Skills Development

Aquatics - Self-Contained Underwater Breathing Apparatus (SCUBA)

1. Program Description. The Self-Contained Underwater Breathing Apparatus (SCUBA) program shall provide service members, family members and other authorized patrons with programs and services, which effectively contribute to their morale, well-being and support military readiness and retention. The SCUBA programs provide clean, healthy and safe SCUBA operations that enhance quality of life. Programs and services include, but are not limited to, instruction, recreational SCUBA diving (RSD), technical diving, dive trips and SCUBA lockers/shops. This chapter shall be used in conjunction with the content and guidance of chapter 1 of this Order.

a. SCUBA instruction shall be provided by a certified instructor from a nationally/internationally recognized training agency. Their purpose is to lead and educate students on how to safely SCUBA dive. Classes shall be conducted following all standards set forth by the instructor's certifying agency.

b. RSD (basic and advance certification) is a form of underwater diving that uses breathable compressed gas such as air, enriched air (NITROX) or other gas blended to breathe underwater. Specialty equipment and training is necessary. Diving is kept to a maximum depth of 130 feet. Equipment may be rented from an installation SCUBA program.

c. Technical diving (rescue, master/dive master, and above certifications) is a form of underwater diving that uses breathable compressed gas such as air, enriched air (NITROX) or other gas blended to breathe underwater. Specialty equipment and training is necessary. Technical SCUBA divers shall not dive deeper than their certification level and training.

d. SCUBA lockers/shops are the resale operations within the SCUBA program.

2. Personnel

a. Staffing Levels. The program shall be adequately staffed to continue normal operations when employees are on temporary additional duty (TAD), annual or sick leave. When additional workloads are created by expansion of services, goods, collateral or assigned duties, normal operations shall not suffer, and the staffing levels are adjusted accordingly. Guidelines for full time equivalent (FTE) are listed in Figure 12-1.

Billet	Grade	FTE	Metric
Program Manager/Recreation Specialist or Contracting Officer Representative (COR)*	NF-3/4/GS Equivalent	1.0	Per installation
Recreation Assistant	NF-2/3/GS Equivalent	0.5- 1.0	Based on demand and operating hours
Recreation Attendant	NF-1/2/GS Equivalent	0.5	Volume of assets, expansion of hours

Figure 12-1.--Staffing Levels

SCUBA Equipment Repairer (4801)**	NA-5/7/WG Equivalent	1.0	Types and amount of equipment, volume, dollar and time utilization
*Program Manager, Recreation Specialist or contracting officer representative (COR) may have oversight of more than one recreation program.			
**Maintenance work may be contracted out.			

Figure 12-1.--Staffing Levels-Continued

b. Core Competencies. Core competencies are the results of a specific set of skills or techniques that deliver value to the customer. Such competencies enable an organization to access a wide variety of programs. Core competencies apply to permanent, part-time, flexible employees, contractors, assigned active duty military personnel, and volunteers. Refer to chapter 1, paragraph 11b and enclosure (2) pages 11-15 for specific core competencies related to SCUBA.

c. Training

(1) All staff shall complete orientation and continuing training of the materials, techniques, and safety precautions of the programs and facilities. Periodic training shall be completed by all staff to keep current on the latest trends of SCUBA programs and services. Refer to chapter 1, paragraph 11a for specific training requirements.

(2) In addition to in-house training, the use of professional SCUBA organization/association training programs is recommended (e.g., National Association of Underwater Training [NAUI], Professional Association of Diving Instruction [PADI], SCUBA Schools International [SSI] Diving Equipment and Marketing Association [DEMA], etc.).

d. Certifications. Required certifications for instructors are:

(1) SCUBA instructors shall possess and maintain an instructor certification by a nationally or internationally recognized SCUBA agency (e.g., NAUI, PADI, SSI), or an equivalent certification.

(2) American Red Cross Cardio pulmonary resuscitation (CPR)/automated external defibrillator (AED) for the professional rescuer or equivalent.

(3) Emergency oxygen administration.

(4) Basic first aid.

3. Facility Operations

a. Facility. SCUBA programs take place in classrooms, swimming pools and open water areas.

b. Hours of Operation. Hours of operation are determined by installation requirements, based on daylight, weather conditions, patron needs and other supporting business conditions. The general hours of operation shall be posted on the program's website, office and facility signage.

c. Core Equipment

(1) Emergency equipment shall be maintained by each SCUBA program.

(a) A readily accessible and working communication device shall be immediately available to summon on and off premise emergency response resources.

(b) A complete first aid kit shall include:

1. Absorbent compress dressings.
2. Adhesive bandages (assorted sizes).
3. Adhesive cloth tape.
4. Sterile eyewash (saline solution).
5. Blanket (space blanket).
6. Breathing barrier (with one-way valve).
7. Instant cold compress.
8. Instant hot compress.
9. Non-latex gloves (assorted sizes).
10. Scissors.
11. Roller bandage (assorted sizes).
12. Sterile gauze pads (assorted sizes).
13. Triangular bandages.
14. Tweezers.
15. Soap or instant hand sanitizer.
16. Plastic bags for the disposal of contaminated materials.

(c) Every instructional SCUBA class and organized trip shall have AEDs. All necessary equipment shall be centrally located for easy access in every emergency situation, as per reference (ae).

1. AEDs and necessary equipment shall be properly maintained based on manufacturer's recommendations.

2. AEDs shall be equipped with a carrying case, which includes the following equipment:

- a. Disposable shaving razor.
- b. Towel.
- c. Scissors.
- d. Pocket mask.
- e. Non-latex medical gloves.

- f. Writing utensil.
- g. Biohazard bags.
- h. Extra pads (all ages).
- i. Working battery.

3. AEDs shall be in a location that prevents or minimizes any potential for tampering, theft or misuse. AEDs shall be placed in an unobstructed location within easy reach and height.

4. All AEDs shall be compatible with installation emergency medical services (EMS) devices.

(d) Every instructional class and organized dive trip shall have readily available and usable emergency oxygen. To administer emergency oxygen, staff shall have the following: an oxygen cylinder, a delivery device (i.e., a nasal cannula, resuscitation mask, non-re-breather mask or a bag valve mask [BVM]), a regulator with pressure gauge, and flow meter.

(e) Oxygen Cylinders. Emergency oxygen cylinders shall be marked and maintained in accordance with references (af) and (ag).

1. Oxygen cylinders shall be hydrostatic tested every five years.

2. Emergency oxygen shall be filled, tested and stored in accordance with reference (af) and (ag).

3. There shall be clear segregation of full and empty cylinders and marked accordingly.

(f) Delivery Devices. All oxygen delivery devices shall be used in accordance with the manufacturer's guidance and shall be for single patient use. Oxygen shall be delivered with properly sized equipment for the respective victims and appropriate flow rates for the delivery device.

1. Delivery devices shall be checked daily and be kept visibly clean and protected from contamination.

2. Delivery devices and flow rate for supplemental oxygen are listed in Figure 12-2.

Delivery Device	Flow Rate	Type of Victim
Nasal Cannula	1-6 l/min*	Difficulty breathing, sometimes used for victims unable to tolerate a mask
Resuscitation Mask	6-15 l/min*	Difficulty breathing and non-breathing victims
Non-Re-Breather Mask	10-15 l/min*	Breathing only
Bag Valve Mask (BVM)	15 l/min* or more	Difficulty breathing and non-breathing victims
*liters per minute (l/min)		

Figure 12-2.--Delivery Devices and Flow Rates for Supplemental Oxygen

(2) SCUBA Equipment. SCUBA equipment shall be available for each driver for use by RSD, technical diving, SCUBA instruction, and organized dive trips. Required equipment listed below.

(a) A primary breathing gas supply (regulator) with a cylinder pressure gauge readable by the diver during the dive.

(b) Alternate air source (i.e., secondary, octopus, etc.).

(c) Mask with tempered safety glass lens.

(d) Buoyancy compensator device (BCD).

(e) Diver down flag.

(f) Swim fins.

(g) Depth gauge.

(h) Snorkel.

(i) Quick release weight system (weight belt capable of quick release or a BCD with an integrated weight system).

(j) Dive planner/bottom timing device (i.e., dive table, computer, etc.).

(3) SCUBA Locker/Shop Equipment and Maintenance

(a) Regulator Maintenance. All Marine Corps Community Services (MCCS) owned regulators shall be maintained and serviced by an authorized/certified SCUBA employee or contractors. Maintenance shall be done monthly. If defects are found then an overhaul of the regulator will follow. Every servicing and inspection shall be documented.

(b) Air compressor systems, cylinders, breathing air, and enriched air (NITROX) shall be maintained as listed in Figure 12-3.

Equipment	Requirement
Air Compression System	A volume tank that is built and stamped in accordance with section VIII, division 1 of the ASME code
	Check valve on the inlet side
	A pressure gage (operational)
	A relief valve (operational)
	A drain valve (operational)
	Shall be tested every six months and shall be tested after every repair, modification or alteration to pressure boundaries
	Intake valve shall be located away from areas containing exhaust fumes
	An efficient filtration system
Compressed Gas Cylinders (Tanks)	Slow-opening shut-off valves with the maximum allowable working pressure of the system exceeds 500 pressure per square inch (psi)
	Stored in ventilated area
	Shall be protected from excessive heat
	Shall be prevented from falling

Figure 12-3.--Maintenance Requirements of Equipment

Compressed Gas Cylinders (Tanks) Continued	Shall be tested after any repair, modification or alterations to the pressure boundaries
	Have current hydrostatic testing stamp
	Meet visual inspection standards
Compressed Air	Air shall be 20-22% oxygen by volume
	Have no objectionable odor
	Have no more than 1000 parts per million (ppm) of carbon dioxide
	Have no more than 20 ppm carbon monoxide
	Have no more than five milligrams per cubic meter (mg3) of solid and liquid particulates including oil (oil vapor test)
	Have no more than 25 ppm of hydrocarbons (includes methane and all other hydrocarbons expressed as methane)
NITROX	32-36% oxygen
	64-68% nitrogen
	Less than .1% of other gases
	Shall have an oxygen analyzer
	All cylinders shall be clearly marked "NITROX"

Figure 12-3.--Maintenance Requirements of Equipment-Continued

4. Programs and Services. The program components may include inclusive practices, self-directed activities, instructional classes, and special events provided through direct or indirect operations. Refer to chapter 1, paragraph 9 for specific information on inclusion.

a. Any variation of SCUBA activities from what is contained in this chapter that are operated or contracted by MCCS shall be reported to Headquarters Marine Corps (HQMC) (CMC/MR).

b. Categories of Programs

- (1) Instruction (e.g., basic, advance, rescue, etc.).
- (2) Recreation use (e.g., individual, rental, etc.).
- (3) Recreation activities (e.g., trips, special events, etc.).

c. Resale Operations. SCUBA resale is authorized as permitted by Installation Commanders or designee for items related to the operation including food and beverage. Refer to reference (h) for specific guidance related to retail operations and asset protection. All sales and labor associated with the processing of resale shall be reported to the resale cost center. Retail items shall be priced to yield an average gross profit margin of 30%. Refer to chapter 1, paragraph 18 for more information about the storage of merchandise and inventory management.

d. Indirect Operations. All contracted operations shall be held to the requirements in this Order. Indirect operations are required to provide the same data collection reports. Any new indirect operation shall be sent to and approved by HQMC prior to contract award. Refer to chapter 1, paragraph 14 for specific information. Refer to chapter 1, paragraph 14a for specific information about establishing an indirect recreation operation. Refer to chapter 1, paragraph 14b for specific information on individual services contracts (instructor).

5. Financial Management

a. Funding. As per reference (a), SCUBA programs are operated as Category C Morale, Welfare, and Recreation (MWR) programs. Category C programs are revenue generating programs that have a business capability to cover operating expenses. Category C activities operated at remote and isolated locations may be funded as a Category B activity, with limited APF as a break-even operation. Refer to chapter 1, paragraph 12 for more information.

b. Fees and Charges

(1) Refer to chapter 1, paragraph 13c for SCUBA programs. Program fees and charges within a direct operation shall be based on geographic market conditions and provide the customer with a reasonable discount, not to exceed 25%, or be based on the annual competitive pricing survey rates shall reflect a minimum of 75% requirement for each market. Fees shall be collected at time of purchase and receipt provided to the patron.

(2) Rental fees for use of SCUBA equipment shall offset all NAF expenses. Price determination shall be based on, a minimum of one annual competitive pricing survey utilizing the average fees and charges of three business venues using local commercial, municipal or government entities. Based on the annual competitive pricing survey rates shall reflect a minimum of 75% requirement for each market and shall take into consideration the cost to provide the service: life span of the rental item (set standards based on industry to also be used in develop replacement cycles); amount of time to process check out of item (based on type of equipment); amount of time to process check in of item; amount of time to set-up, inspection and repacking of item; amount of time to clean/service item; approximate time required for repair and maintenance for item; approximate cost for repair parts/supplies for item.

(3) Cost recovery determines the time frame in which to recover the purchase cost, by identifying the number of times the item is rented, and setting the rental price (i.e., the purchase price divided by the number of times the item will be rented). Cost recovery standards shall be linked to the type of equipment. For example, it typically takes longer to recover the purchase costs of items such as dive computers, regulators and buoyancy compensator device than items like masks, fins, and snorkels.

(4) Utilization data is the metric for determining pricing, inventory mix and levels, repair and maintenance schedules, developing budgets and forecasting demand.

(a) Dollar and time utilization metrics shall be used in rental operations.

(b) Dollar utilization measures the ratio of annual sales to inventory. Low ratios may indicate that rental rates are too low, inventory values too high, inventory is unused or obsolete. Very high ratios may indicate under stocking or the increased potential for stock outs or lost revenue. For example, the purchase price is \$3,000 and rental income over one year is \$1,600. Divide rental income by purchase price. Utilization is 53.3%.

(5) User fees and rental pricing shall be based on rental time (e.g., hourly, one day rental, three day rental, one week rental, etc.). Discounted pricing for multiple days is authorized.

(6) As per reference (h), payment for lost, damaged or destroyed equipment or for extended rental use is the responsibility of the patron.

c. Cost Centers. All accounting for SCUBA programs shall be reported in the following cost centers in Figure 12-4.

Program	Cost Centers		Program Description
Recreational SCUBA	NAF	5514	Record revenue and expenses associated with groups or individuals having an interest in SCUBA type activities, such as instruction, sponsored dives, etc.
	APF	MAMZ	Cost related to SCUBA and diving, except cost for direct resale operations.
SCUBA Resale	NAF	1156	Record the sales and costs associated with merchandise and gear sold in the SCUBA shops and the refilling of tanks.

Figure 12-4.--Cost Centers

d. Accountability. The standard Headquarters directed Recreation Management Information System shall be used in tracking resale, rentals, customer and usage data, reservations and daily business operations.

(1) Program Tracking. Patron use, instruction, reservations, and equipment rental.

(2) Point of Sale (POS). All fees and charges.

6. Safety and Risk Management. Program manager shall, based on an acceptable level of risk, establish safety standards and a written safety administration and accident prevention plan for each activity/event. Facilities and maintenance practices shall comply with base safety, environmental regulations established by base engineering and environmental offices. Standard operating procedures (SOP) for safety administration and accident prevention shall be developed for ongoing and special events and used by all MCCS personnel supporting the SCUBA program or special events. If a significant/critical incident or fatality occurs while participating in a SCUBA activity, refer to chapter 1, paragraph 20b for reporting requirements.

a. Examples of diving certifications accepted for RSD and technical divers are listed in Figure 12-5. Other certifications maybe accepted by the installations.

Certification	RSD	Technical Diver
Basic	X	X
Advance	X	X
Rescue		X
Dive Master/Master Diver		X
Assistance Instructor		X
Basic First Aid		X
CPR		X
Emergency Oxygen Administration		X

Figure 12-5.--Accepted Certifications

b. SCUBA operations, including resale of SCUBA equipment, breathable gas, cylinder maintenance/testing, SCUBA instruction, SCUBA diving trips, and check outs of SCUBA equipment as a function of the MCCS activity's program, are considered high adventure activities. SCUBA dives or trips shall be limited to where the instructor or trip leaders are familiar.

c. Rules and regulations shall be posted at prominent locations throughout SCUBA diving venues, when authorized to do so.

d. An emergency action plan (EAP) covering such areas as drowning protocol, rescue protocol, injuries, environmental emergencies, chemical emergencies, medical emergencies, water/surface contamination and severe weather shall be provided in local policy and included in required staff training.

(1) EAPs shall be practiced and rehearsed quarterly. Records of this training shall be maintained for a period of five years per reference (ac).

(2) Documentation of training shall be a roster signed by each staff member in attendance.

e. Insurance

(1) HQMC (CMC/MR) shall maintain insurance to cover any SCUBA diving accident or SCUBA gear failure that takes place during a class, trip, or any MCCS SCUBA event or service that occurs as a result of NAF negligence. MCCS NAF employee instructors are protected by the Composite Insurance Program for incidents occurring within the scope of their job.

(2) Indirect contracted SCUBA instructors/shops shall maintain and provide evidence of commercial insurance with a minimum of \$5,000,000 commercial liability insurance (\$10,000,000 aggregate) that covers any SCUBA diving incident/loss/death and/or SCUBA gear failure that takes place during a class, trip, or any event or service that contractor is responsible for. Evidence of insurance must be provided to MCCS and must name HQMC (CMC/MR) as additional insurers under the policy.

f. Instructional SCUBA Diving. Requirements for SCUBA Diving instruction are detailed below.

(1) Each class shall have an assistant or standby diver (volunteer, higher certified diver) in the water with a visual on the students.

(2) Instructors shall know the location and phone number of the nearest hyperbaric chamber/hospital. Instructors shall follow the local protocol for a diver related decompression accident.

(3) The instructor shall have an emergency action plan for the dive site.

(4) Emergency oxygen, AED, and first aid equipment shall be available at each dive site.

(5) Instructors shall ensure divers do not perform decompression dives. Decompression dives may take place when required for higher level certifications.

(6) A diver down flag shall be flying at the dive site.

(7) Divers shall be able to directly ascend to the surface.

(8) The aquatic facility that is used for SCUBA training, shall meet the safety and equipment requirements in chapter 10, paragraph 3.

g. Recreational SCUBA Dives. Requirements for dives are detailed below.

(1) Divers shall follow all rules, restrictions and weather warnings at location of the dive.

(2) Divers shall use the buddy system (two or more persons) to monitor and assist each other in the water during the course of their dive.

(3) SCUBA shop/lockers shall inform renters of the importance of submitting a dive plan.

(4) There shall be a dive flag or a buoy marking the location of divers.

h. MCCS SCUBA Lockers/Shops

(1) SCUBA gear shall only be rented to patrons who are nationally, internationally certified (NAUI, PADI, SSI, etc.) or military certified divers.

(2) For safety, inventory control, and to ensure only certified divers use the gear, each patron shall only rent:

(a) One regulator assembly which includes a first stage, second stage alternate air source (octopus) and pressure gauge.

(b) One buoyancy compensator device (BCD).

(c) One wet suit.

(d) Four SCUBA cylinders.

(e) Other needed equipment (knives, dive computers, gloves, hoods, etc.) based on environmental conditions or preferences.

(3) Modification of equipment is prohibited.

(4) All cylinders shall have 300 psi remaining inside when returned.

(5) Divers shall be provided the location and phone number of the nearest hyperbaric chamber.

7. Operational Management. A SOP is required to ensure consistency in process, procedures, and operations. The SOP shall be reviewed and updated annually by the program manager and shall include the following information at a minimum:

a. Hours of operation.

b. Reservations/rental.

- c. Rules and regulations.
- d. Patron eligibility.
- e. Daily procedures (opening and closing).
- f. Standard Headquarters directed Recreation Management Information System.
- g. Pricing list.
- h. Cash handling.
- i. Risk management plan.
- j. Emergency action plan.
- k. Inventory control.
- l. Other topics that pertain to respective installation requirements shall be included.

8. Long Range Program Planning. Long Range Program planning is critical to the successful way ahead for recreation programs. This road map shall lead your program from where it is now to where it shall be in the future. The long range plan shall be flexible, practical and serve as a guide to implementing programs, evaluating programs and making adjustments when necessary. Refer to chapter 1, paragraph 7 for specific details related to the development of Long Range Program Planning.

9. Program Evaluation. The standard Headquarters directed Recreation Management Information System or alternative method shall be utilized to collect, analyze and disseminate operational information for the SCUBA programs.

a. The SCUBA program and activities offered are evaluated in an effort to strengthen and improve them through after action reporting.

b. All direct and indirect program operations shall collect: patron's rank, status, activity, in addition to information in Figure 12-6.

Program Data	Methodology
# of instructional classes	Provide the total number of instructional classes (snorkeling, training, SCUBA, etc.) offered per year.
# of instructional classes participants	Provide the total number of patrons participating in instructional class identified above for an annual count.
# of SCUBA trips conducted	Provide the total number of trips (snorkeling, training, SCUBA, etc.) taken for an annual count.
# SCUBA trip participants	Provide the total number of patrons participating in trips identified above for an annual count.
# of SCUBA items checked out/rented	Provide the total number of pieces of SCUBA equipment that was checked out/rented annually.

Figure 12-6.--Program Evaluation

# of in water rescues	Provide the total number of times an employee entered the water to assist a patron to safety for an annual count.
# of first aid assistance provided	Provide the total number of times an employee provided any first aid care for an annual count.
# of fatalities during SCUBA instruction or SCUBA trips	Provide the total number of fatalities during classes or trips annually.
# of visits to the hyperbaric chamber during SCUBA instruction and/or SCUBA trips	Provide the total number of patrons that went to a hyperbaric chamber during classes or trips annually.

Figure 12-6.--Program Evaluation-Continued

10. Definitions

a. Rescue. Any incident that requires an employee to enter the water to assist a patron appearing to be in need of assistance/support.

b. Buddy System. Each diver is accompanied underwater by a buddy who can share air or provide assistance. SCUBA apparatus are designed to carry an extra demand regulator. This is required in case one diver runs out of air and has to share a single tank with their buddy. Ideally, the buddies shall have similar training and skill levels; buddies shall stay close together and always be aware of each other's location.

c. Organized Dive Trips. SCUBA trips chartered by the local dive shop who is responsible for the planning and execution of the scheduled dives.

d. Equipment Rental. The dive shop rents their equipment to a certified individual for use.

e. Individual Diving. When a certified diver and buddy conduct dives without the oversight of a SCUBA locker/shop.

11. Program Standards Checklist. The checklist provided in Figure 12-7 should be used in assessing the program against policy requirements.

CHPT 12 SCUBA PROGRAM STANDARDS CHECKLIST		
Para	OPERATIONS	Met/Unmet
4.a	Any variation of SCUBA programs from what is contained in this chapter that are operated or contracted by MCCS is reported to HQMC (CMC/MR).	
4.c	Retail items yield an average gross profit margin of 30%.	
4.d	Contracted operations are held to the requirements in this Order. Any new indirect operation are sent to and approved by HQMC prior to contract award.	
5.b.1	Program fees and charges within a direct operation are based on geographic market conditions and provide the customer with a reasonable discount, not to exceed 25%, or be based on the annual competitive pricing survey rates and reflect a minimum of 75% requirement for each market.	
5.b.2	Rental fees for SCUBA equipment offset all NAF expenses. Pricing is based on the annual competitive pricing survey rates and reflect a minimum of 75% requirement for each market and take into consideration the cost to provide the service.	
5.b.5	Rental price structure is based on rental time.	
5.c	All accounting for SCUBA programs are reported in the cost centers depicted in Figure 12-4.	
5.d	The standard Headquarters directed Recreation Management Information System is used in tracking resale, rentals, customer and usage data, reservations and daily business operations.	
6.a	Diving certifications are followed for RSD and technical divers in Figure 12-5 or other local certifications are being utilized.	
6.d	EAP is established and practiced/rehearsed quarterly.	
6.e.1	HQMC (CMC/MR) maintains insurance to cover any SCUBA diving accident or SCUBA gear failure that takes place during a class, trip, or any MCCS SCUBA event or service that occurs as a result of NAF negligence.	
6.e.2	Indirect SCUBA instructors/shops maintain and provide evidence of commercial insurance a minimum of \$5,000,000 commercial liability insurance (\$10,000,000 aggregate) covering any SCUBA incident and/or SCUBA gear failure that the contractor is responsible for. Policy names HQMC (CMC/MR) as additional insurers.	
6.f.1-8	Instructional SCUBA meets the diving requirements.	
6.g.1-4	RSD meets the diving requirements.	
6.h.1-5	MCCS SCUBA lockers/shops meet the requirements.	
7.a-1	The SOP is established, reviewed and updated annually.	
9.b	All program operations collect the information depicted in Figure 12-6.	
Para	PERSONNEL	Met/Unmet
2.c.1	All staff has completed orientation and continuing training of the materials, techniques, and safety precautions of the programs and facilities.	
2.d.1-4	All instructors possess required certifications.	
Para	EQUIPMENT	Met/Unmet
3.c.1.a	A readily accessible and working communication device is immediately available.	
3.c.1.c.1-4	Every instructional class and organized dive trip has AEDs and all necessary equipment.	
3.c.1.d-f	Every instructional class and organized dive trip has readily available and usable emergency oxygen.	
3.c.2.a-j	SCUBA equipment is available for each driver for use by RSD, technical diving, SCUBA instruction, and organized dive trips.	
3.c.3.a	All regulators are maintained and serviced by an authorized/certified SCUBA employee or contractors. Maintenance is done monthly. If defects are found then regulators are overhauled. Every servicing and inspection is documented.	
3.c.3.b	Air compressor systems, cylinders and breathing air are maintained as listed in Figure 12-3.	

Figure 12-7.--Program Standards Checklist

Chapter 13

Community Recreation and Skills Development

Arts and Crafts Skills Development Program

1. Program Description. The Arts and Crafts Skills Development program (Arts and Crafts) is designed to offer a wide variety of core craft activities, which include, but not limited to framing, engraving, ceramics, woodworking, pottery, photography, jewelry making, and fine arts. Instructional classes in these activities are offered to the patrons, which in turn will allow patrons to complete and accomplish learned activities in a self-directed environment. Patrons are encouraged to learn the activity and develop life skills, which will effectively contribute to their morale, social interaction, well-being, and support military readiness and retention. These programs encompass a wide range of activities and custom services (e.g., framing, engraving, etc.) in arts, crafts, and industrial arts. This chapter shall be used in conjunction with the content and guidance of chapter 1 of this Order.

2. Personnel

a. Staffing Levels. The facility shall be adequately staffed to continue normal operations when employees are on temporary additional duty (TAD), annual or sick leave. When additional workloads are created by expansion of services, activities, collateral or assigned duties, normal operations shall not suffer, and the staffing levels are adjusted accordingly. Anytime the facility is open, staffing levels shall be met.

(1) As a guideline, Arts and Crafts Centers should have: one manager and recreation assistants to support facility, self-directed and instructional activities, based on patron demand.

(2) Staff may be dual-hatted with other recreation programs.

b. Core Competencies. Core competencies are the results of a specific set of skills or techniques that deliver value to the customer. Such competencies enable an organization to access a wide variety of programs. Core competencies apply to permanent, part-time, flexible employees, contractors, assigned active duty military personnel, and volunteers. Refer to chapter 1, paragraph 11b and enclosure (2) pages 6-10 for specific core competencies related to the Arts and Crafts program.

c. Training

(1) All staff shall complete orientation and continuous training of the materials, techniques, and safety precautions of the programs and facilities. Periodic training shall be completed by all staff to keep current on the latest trends of arts and crafts programs and services. Refer to chapter 1, paragraph 11a for specific training requirements.

(2) In addition to in-house training, the use of professional organization/association training programs is recommended (e.g., Association of Woodworking and Furnishings Suppliers [AWFS] and Craft and Hobby Association [CHA]).

3. Facility Operations. Arts and Crafts Centers may be co-located with complementary facilities such as Community Center/Recreation Centers. Such co-locations will have the advantage of drawing more patrons to a single location offering a wider assortment of services.

a. Facility

(1) Core Spaces

- (a) Customer service area/counter.
- (b) Self-directed use area.
- (c) Classroom (may be part of self-directed area).
- (d) Tool and equipment storage.
- (e) Resale and supply area.
- (f) Resale display area.
- (g) Hazardous material (HAZMAT) storage.
- (h) Customer project storage area.
- (i) Restrooms.
- (j) Clean-up/wash area.

(2) All spaces shall be properly maintained and functional.

b. Hours of Operation

(1) Hours of operation are determined by installation requirements, patron needs and other supporting business conditions. The general hours of operation shall be posted on the program's website, office and facility signage.

(2) Arts and Crafts Centers should normally be open on weekends and maintain normal business hours during the week.

c. Core Equipment

(1) Core equipment shown in Figure 13-1, including the quantity of, shall reflect patron demands and size of the operation.

Wood Hobby	Table Saw
	Radial Saw
	Band Saw
	Scroll/Jig Saw
	Jointers
	Planers
	Shapers
	Lathes
	Sanders
	Dust Control/Down Draught Tables

Figure 13-1.--Core Equipment

Wood Hobby Continued	Drill Presses
	Hand Tools
	Power Tools
Framing	Frame Joint Machine
	Matt Cutters
	Frame Cutters
	Glass Cutters
Ceramics	Molds (variety and quantity to accommodate patron needs)
	Kiln
	Hand Tools
Pottery	Pottery Wheel
	Hand Tools

Figure 13-1.--Core Equipment-Continued

(2) A proper maintenance schedule shall be established for all equipment.

(3) Arts and Crafts Centers shall effectively maintain a program for replacement/improvement, storage, and shipment of equipment and supplies to ensure programs meet mission requirements.

4. Programs and Services. The program components may include inclusive practices, self-directed activities, instructional classes, competitive events/contests, workshops, special events, community-wide events, and co-sponsored events. Refer to chapter 1, paragraph 9 for specific information on inclusion.

a. All efforts shall be made to actively pursue partnerships with other Marine Corps Community Services (MCCS) organizations/programs to provide special and community-wide events and other activities.

b. Categories of Programs

(1) Woodworking.

(2) Framing.

(3) Ceramics.

(4) Fine arts.

(5) Pottery.

(6) Photography.

(7) Scrapbooking.

(8) Individual services contracts (instructor). Refer to chapter 1, paragraph 14b for specific information.

c. Services Provided. Several services may be provided that directly support other program components such as engraving and custom framing.

d. Resale Operations. Authorized as permitted by Installation Commanders or designee for items related to the operation. Refer to reference (h) for specific guidance related to retail operations and asset protection. All sales and labor associated with the processing of resale

shall be reported to the resale cost centers as shown in Figure 13-2. Refer to chapter 1, paragraph 18 for more information about the storage of merchandise and inventory management.

e. Indirect Operations. All contracted operations shall be held to the requirements of this Order. Indirect operations are required to provide the same data collection reports. Refer to chapter 1, paragraph 14a for specific information about establishing an indirect recreation operation.

f. Marketing. The Arts and Crafts shall develop a written annual, year-round marketing and communications plan supportive of the organization's mission, goals, and objectives. Focus shall be on the targeted audience with specific messaging for each audience, selecting appropriate media budget requirements and evaluations. The purpose of the marketing and communications plan is to ensure patrons are informed about arts and crafts activities offered annually. Coordination with MCCS Marketing/Public Affairs Officer (PAO) is required prior to establishing a social media page.

5. Financial Management

a. Funding. As per reference (a), Arts and Crafts programs are operated as Category B Morale, Welfare, and Recreation (MWR) programs. Every effort should be made to effectively operate this program with limited APF. NAF is authorized. Refer to chapter 1, paragraph 12 for more information.

b. Fees and Charges

(1) Refer to chapter 1, paragraph 13b for Category B fees and charges. Arts and Crafts shall charge fees to offset all NAF expenses associated with providing recreational programs and services. Fees shall be collected at time of purchase and receipt provided to the patron.

(2) When providing classes, events, and self-directed use of facility space, tools and equipment, fees shall be assessed to offset all direct NAF expenses, such as personnel, supplies, prizes, awards, instructor contracted fees, and storage space or equipment rentals.

(3) Fees shall be assessed for services performed for patrons such as custom framing, engraving, and photography that will offset all direct NAF expenses.

(4) Retail items shall be priced to yield an average gross profit margin of 30%.

c. Cost Centers. All accounting for Arts and Crafts Centers shall be reported to the following cost centers shown in Figure 13-2.

Program	Cost Centers		Program Description
Arts and Crafts Overhead	NAF	5540	Record the overhead costs associated with operating an arts and crafts facility with more than one craft offered.

Figure 13-2.--Cost Centers

Arts and Crafts Overhead Continued	APF	MAMB	Costs related to arts and crafts except costs directly related to resale operations.
Arts and Crafts Ceramics	NAF	5541	Record the fees and costs associated with operating a ceramics Arts and Crafts program. Does not include sale of retail items or supplies.
	APF	MAMB	Costs related to arts and crafts except costs directly related to resale operations.
Arts and Crafts Miscellaneous	NAF	5542	Record the overhead costs associated with operating an arts and crafts facility with more than one craft offered.
	APF	MAMB	Costs related to arts and crafts except costs directly related to resale operations.
Arts and Crafts Photography	NAF	5546	Record the fees and costs associated with operating a photography Arts and Crafts program. Does not include sale of retail items or supplies.
	APF	MAMB	Costs related to arts and crafts except costs directly related to resale operations.
Arts and Crafts Woodworking	NAF	5548	Record the fees and costs associated with operating a woodworking Arts and Crafts program. Does not include sale of retail items or supplies.
	APF	MAMB	Costs related to arts and crafts except costs directly related to resale operations.
Portrait Studio Resale	NAF	1122	Record sales and costs of materials and supplies used in conjunction with portrait studios.
Ceramics Resale	NAF	1141	Record sales and costs of materials and supplies used in conjunction with ceramics arts and crafts.
Woodworking Resale	NAF	1148	Record the sales and costs of wood and other materials used in conjunction with woodworking arts and crafts.
Custom Shop Resale	NAF	1179	Record sales and costs of materials and supplies used in conjunction with custom shops.

Figure 13-2.--Cost Centers-Continued

d. Accountability. The standard Headquarters directed Recreation Management Information System shall be used in tracking resale, rentals, customer and usage data, reservations and daily business operations.

(1) Program Tracking. Patron use, instruction, and reservations.

(2) Point of Sales (POS). All fees and charges.

6. Safety and Risk Management. Program manager shall, based on an acceptable level of risk, establish safety standards and a written safety administration and accident prevention plan for each activity/event. Facilities and maintenance practices shall comply with base safety, environmental regulations established by base engineering and environmental offices. Standard operating procedures (SOP) for safety administration and accident prevention shall be developed for ongoing and special events and used by all MCCS personnel supporting the arts and crafts program or special events. If a significant/ critical incident or fatality occurs while participating in an arts and crafts activity or utilizing a Marine Corps Arts and Crafts Program, refer to chapter 1, paragraph 20b for reporting requirements.

a. Facility Safety

(1) Rules and regulations shall be posted at prominent locations throughout the facility.

(2) As per reference (aa), Arts and Crafts Centers shall meet applicable Marine Corps Safety and Occupational Health (SOH) policy standards.

(3) Arts and Crafts managers shall conduct quarterly facility inspections and ensure appropriate action is taken to address items needing repair or replacement. This shall be documented and kept for three years.

(4) All hand tools, power tools, electrical cords, and plugs shall be inspected daily to ensure safe conditions. Unsafe equipment shall be removed from use until properly repaired.

(5) Machines shall be inspected daily for safe operating conditions and maintained at the maximum mechanical condition. Unsafe or faulty machines shall be removed from use until properly repaired.

(6) An emergency action plan (EAP) covering such areas as injuries, environmental emergencies, chemical emergencies, medical emergencies, and severe weather shall be provided in local SOP and included in required staff training.

(a) As per reference (ab), EAPs shall be practiced and rehearsed quarterly.

(b) Records of this training shall be maintained for a period of five years. Documentation of training shall be a roster signed by each staff member in attendance.

b. Staff and Patron Safety

(1) Arts and crafts shall conduct continuous safety education programs for patrons in coordination with the installation ground safety office and other outside agencies.

(2) Staff shall brief patrons about the risks associated with the use of tools/equipment.

(3) Staff shall inform patrons that safety rules shall be enforced; loss of privileges could result from non-compliance of the rules.

(4) The required personal protection equipment for staff and patrons are shown in Figure 13-3.

Required Personal Protection Equipment for Staff and Patrons
Safety Goggles/Glasses
Impervious Aprons
Impervious Gloves
Disposal Gloves
Hearing Protection

Figure 13-3.--Required Personal Protection Equipment

7. Operational Management

a. A SOP is required to ensure consistency in process, procedures, and operations. The SOP shall be reviewed and updated annually by the program manager and shall include the following information at a minimum:

- (1) Hours of operation.
- (2) Reservation/rental.
- (3) Rules and regulations.
- (4) Patron eligibility.
- (5) EAP.
- (6) Daily procedures (opening and closing).
- (7) Standard Headquarters directed Recreation Management Information System.
- (8) Pricing list.
- (9) Cash handling.
- (10) Risk management plan.
- (11) Inventory control.
- (12) Incomplete/abandoned projects.
- (13) Other topics that pertain to respective installation requirements shall be included.

b. The arts and crafts manager shall ensure the self-help intent of the center is not violated.

c. Staff shall not use the Arts and Crafts Center as a source for producing personal income by doing work for others. Staff provides program support including advice, consultation, and instruction.

d. Patrons shall not use the Arts and Crafts Center as a source for producing personal income.

e. Staff shall ensure patrons check in and out with the use of the standard Headquarters directed Recreation Management Information System. In addition, staff shall collect patron's identification (ID) cards in order to gather/record the information below. Arts and crafts staff shall not collect and store patron's ID card for any purpose.

(1) Initial check-in information shall include:

- (a) Name of person.
- (b) Address.
- (c) Phone numbers.

(d) Email address.

(e) Rank or status with the following breakdown:

1. Active duty.
2. Reserve.
3. Retiree.
4. Family member.
5. DoD civilian.
6. Guest.

(f) Type of work.

(2) Household data shall be reviewed periodically and updated.

8. Long Range Program Planning. Long Range Program planning is critical to the successful way ahead for recreation programs. This road map shall lead your program from where it is now to where it shall be in the future. The long range plan shall be flexible, practical and serve as a guide to implementing programs, evaluating programs and making adjustments when necessary. Refer to chapter 1, paragraph 7 for specific details related to the development of Long Range Program Planning.

9. Program Evaluation. The standard Headquarters directed Recreation Management Information System shall be utilized to collect, analyze and disseminate operational information for the Arts and Crafts Centers.

a. The Arts and Crafts program and activities offered are evaluated in an effort to strengthen and improve through after action reporting.

b. Programs shall collect the program data shown in Figure 13-4.

Program Data	Methodology
# of patrons using Arts and Crafts Centers	Provide an annual total number by rank/status of patrons who sign in to the facility and work independently. The rank/status breakdown shall be E-1-E-5, E-6-E-9, W-1-W-5, O-1-O-3, O-4-O-10, Retiree, Reserve, Family Member, DoD Civilian, and Guest.
# of directed activities/classes per year	Provide the number of scheduled directed activities/classes for an annual count.
# of patrons in directed activities/classes per year	Provide the total number by rank/status of patrons who participated in directed program (do not include participation in self-directed activities) for an annual count. The rank/status breakdown shall be E-1-E-5, E-6-E-9, W-1-W-5, O-1-O-3, O-4-O-10, Retiree, Reserve, Family Member, DoD Civilian, and Guest.

Figure 13-4.--Program Evaluation

# of special events offered per year	Provide the number of special events offered per year.
# of patrons attending special events per year	Provide the total number of patrons who attended the special events.
Total value of your resale inventory	Provide the monetary value for all in stock inventory.

Figure 13-4.--Program Evaluation-Continued

10. Program Standards Checklist. The checklist provided in Figure 13-5 should be used in assessing the program against policy requirements.

CHPT 13 ARTS & CRAFTS PROGRAM STANDARDS CHECKLIST		
Para	OPERATIONS	Met/Unmet
4.e	All contracted operations are held to the requirements in this Order.	
4.f	The program has developed a written annual, year-round marketing and communications plan.	
5.b.1	Arts and Crafts charge fees to offset all NAF expenses associated with providing programs and services.	
5.b.4	Retail items are priced to yield an average gross profit margin of 30%.	
5.c	All accounting for Arts and Crafts Centers are reported to the cost centers depicted within Figure 13-2.	
5.d	The standard Headquarters directed Recreation Management Information System is used in tracking resale, rentals, customer and usage data, reservations and daily business operations.	
6.a.1	Rules and regulations are posted at prominent locations throughout the facility.	
6.a.3	Managers conduct quarterly facility inspections and ensure appropriate action is taken to address items needing repair or replacement.	
6.a.6.a-b	EAP is established.	
7.a.1-13	The SOP is established, reviewed, and updated annually.	
7.e.1.a-f	Patrons check in and out with the standard Headquarters directed Recreation Management Information System. Arts and Crafts staff does not store patron's ID card for any purpose.	
9.b	Program collects the program data shown in Figure 13-4.	
Para	PERSONNEL	Met/Unmet
2.a.1	Arts and Crafts Centers have: one manager and one recreation assistant.	
Para	FACILITIES	Met/Unmet
3.a.1	The center provides core spaces.	
Para	EQUIPMENT	Met/Unmet
3.c.1	Core equipment includes equipment shown in Figure 13-1.	
3.c.2	A proper maintenance schedule is established for all equipment.	
6.b.4	Safety equipment for staff and patrons as depicted in Figure 13-3 is available for use.	

Figure 13-5.--Program Standards Checklist

Chapter 14

Community Recreation and Skills Development

Auto Skills Development Program

1. Program Description. The Auto Skills Development program (Auto Skills) provides facilities, tools, equipment, diagnoses, assistance from trained staff, and instructions to patrons for repair and maintenance of personal motor vehicles (POV). Patrons are encouraged to learn the activity and develop life skills, which will effectively contribute to their morale, well-being and support military readiness and retention. Auto Skills is not to be confused with automotive service centers that operate as revenue producing activities by Exchange Services. This chapter shall be used in conjunction with the content and guidance of chapter 1 of this Order.

2. Personnel

a. Staffing Levels

(1) The facility shall be adequately staffed to continue normal operations when employees are on temporary additional duty (TAD), annual or sick leave. When additional workloads are created by expansion of services, activities, collateral or assigned duties, normal operations shall not suffer, and the staffing levels are adjusted accordingly. Anytime the facility is open, full time equivalent (FTE) staffing levels shall be met. As a guideline the staffing structure is based on number of bays in Figure 14-1.

Facility Size	Billet	Grade	FTE	Metric
Small Facility (10 or less bays)	Manager	NF-3/4/GS Equivalent	1.0	Per installation
	Tool and Parts Attendant (6904)	NA-4-6/WG Equivalent	0.5-1.0	Based on demand
	Auto Mechanic (5823)	NA-7-10/WG Equivalent	0.5-1.0	Per installation
Medium Facility (11 to 59 bays)	Manager	NF-3-4/GS Equivalent	1.0	Per installation
	Tool and Parts Attendant (6904)	NA-4-6/WG Equivalent	0.5-1.0	Based on demand
	Clerk	NF-1-2/GS Equivalent	0.5-1.0	Based on demand
	Auto Mechanic (5823)	NA-10/WG Equivalent	0.5-1.0	1 auto mechanic for every 10 patrons or vehicles
	Auto Worker (5823)	NA-5-9/WG Equivalent	0.5-1.0	Upon demand, no minimum required
Large Facility (60 bays or more)	Manager	NF-3-4/GS Equivalent	1.0	Per installation
	Tool and Parts Attendant (6904)	NA-4-6/WG Equivalent	1.0	Based on demand
	Clerk	NF-1-2/GS Equivalent	1.0	Based on demand
	Auto Mechanic (5823)	NA-10/WG Equivalent	0.5-1.0	1 auto mechanic for every 10 patrons or vehicles
	Auto Worker (5823)	NA-5-9/WG Equivalent	0.5-1.0	Upon demand, no minimum required
	General Manager	NF-3-4/GS Equivalent	1.0	Per scope of program
	Hazardous Material (HAZMAT) Coordinator	NF-3/GS Equivalent	0.5-1.0	Per scope of program

Figure 14-1.--Staffing Levels

(2) Staffing Details

(a) Staff members listed in the above tables may be dual-hatted with other recreation programs.

(b) The auto mechanic is the recommended billet to support patrons vice auto worker.

(c) Auto workers can be substituted for auto mechanics at the discretion of the manager to relieve the auto mechanic from the routine tasks (e.g., check-ins, housekeeping, etc.).

(d) Facility layout/design shall dictate the number of staff required to manage the operation safely.

(e) In cases where the patrons have higher levels of automotive expertise, less staff supervision is necessary.

(f) Specialty functions decrease the ratio counts of auto workers (e.g., paint booth becomes a one-to-one ratio).

(g) Additional functions provided outside of Auto Skills Centers will require additional staff support (e.g., preventative maintenance or service/repair of Marine Corps Community Services [MCCS] NAF vehicles).

(h) Larger facilities require a separate position for a HAZMAT coordinator, as the quantity of hazardous waste generated by the facility justifies the assignment of a FTE to perform the necessary tasks. A separate HAZMAT coordinator could also be needed at smaller installations where tighter environmental regulations exist.

b. Core Competencies. Core competencies are the result of a specific set of skills or techniques that deliver value to the customer. Such competencies enable an organization to access a wide variety of programs. Core competencies apply to permanent, part-time, flexible employees, contractors, assigned active duty military personnel, and volunteers. Refer to chapter 1, paragraph 11b and enclosure (2) pages 6-10 for specific core competencies related to the Auto Skills program.

c. Training

(1) All staff shall complete orientation and continuing training of the materials, techniques, and safety precautions of the programs and facilities. Periodic training shall be completed by all staff to keep current on the latest trends of automotive programs and services. Refer to chapter 1, paragraph 11a for specific training requirements.

(2) In addition to in-house training, the use of professional automotive organization/association training programs is recommended (e.g., Specialty Equipment Market Association [SEMA] conference and training, Auto Service Excellence [ASE], Automotive Training Group [ATG], etc.).

d. Certifications

(1) Auto skills manager shall be ASE certified or equivalent in one area.

(2) Auto Skills program staff shall have a combined total of three ASE certifications or equivalent to include the manager's certification in one area. Certifications shall be relative to Auto Skills Centers and patron demands (e.g., air-conditioning [A/C], diagnostics, steering and suspension, and brakes).

3. Facility Operations

a. Facility. Auto Skills Centers may be collocated with complementary facilities such as self-service car washes. Such collocations have the advantage of drawing more patrons to a single location offering a wider assortment of services.

(1) Core Spaces

- (a) Authorized work area.
- (b) Indoor and/or outdoor bays.
- (c) Tool and equipment storage.
- (d) HAZMAT storage.
- (e) Machine shop.
- (f) Resale/parts area.
- (g) Adequate customer parking.
- (h) Administrative area.
- (i) Customer break area.
- (j) Clean-up/wash area.
- (k) Restrooms.

(2) Recommended Spaces

- (a) Paint booth.
- (b) Engine storage.
- (c) Car wash.
- (d) Welding area.
- (e) Temporary vehicle storage.

(3) Ensure all spaces are properly maintained and functional.

b. Hours of Operation

(1) Hours of operation are determined by installation requirements, based on daylight, weather conditions, patron needs and other supporting business conditions. The general hours of operation shall be posted on the program's website, office and facility signage.

(2) Auto Skills Centers are normally open on weekends and after normal duty hours during the week.

c. Core Equipment

(1) Core equipment, including the quantity of, shall reflect patron demands and size of the operation.

(2) Facility/operation equipment required is shown in Figure 14-2.

Core Equipment	A/C Evacuator
	Air Compressor with Refrigerated Dryer
	Air Wrench
	Arbor Press
	Arc Welder
	Battery Charger
	Battery Charging and Starting System Tester
	Bench Grinder
	Bench Vice
	Booster Pack
	Brake Lathe
	Computerized Reference System
	Drill Press
	Engine Diagnostic Equipment
	Engine Hoist
	Engine Stand
	Floor Jack
	Floor Scrubber
	Fork Lift with Accessories
	Gas Welder
	Hydraulic Press
	MIG Welder
	Motorcycle Lift
	Parts Washer
	Plasma Cutter
	Wet/Dry Vacuum
	Strut Spring Compressor
	Tire Balancer
	Tire Changer
	Transmission Jacks
	Variety of Hand Tools
	Variety of Power Tools
	Vehicle Lift
	Work Bench
Additional Recommended Equipment	Alignment Machine
	Steam Cleaner
	Pipe Bender
	Paint Gun
	Coolant Cleaner
	Brake Adjustment Tool
	Oversized Tire Changer
	Glass Bead Machine
	Sand Blaster
	High Pressure Washer

Figure 14-2.--Core Equipment

(3) A proper maintenance schedule shall be established for all equipment.

4. Programs and Services. The program components may include inclusive practices, self-directed activities, instructional classes, special events, community-wide events, and co-sponsored events. Refer to chapter 1, paragraph 9 for specific information on inclusion.

a. All efforts shall be made to actively pursue partnerships with other MCCS organizations/programs to provide special and community-wide events and other activities.

b. Categories of Programs

(1) Patron Repair and Maintenance (Skills Development). Provide the patron with education and assistance on repair and maintenance of vehicles to develop automotive skills. Staff directly observes and monitors the facility and equipment while providing technical assistance to the patrons.

(2) Tool Issue. Provide the patron with the proper tools and equipment to accomplish vehicle repair and maintenance in a safe environment through: the check-in and check-out of patrons, delivering safety briefings, assigning bays for customer use, cleaning and inspecting bay before use, procuring necessary quality and quantity of equipment, aiding customer in research of correct equipment, providing specialty tools, control and accountability of tools, inventory, and proper maintenance of tools.

(3) Patron Safety. Provide the patron with a safe environment to conduct vehicle repair and maintenance. Staff provides one-on-one instruction and supervision, proper safety equipment, proper tools, and use of a safety data sheets (SDS). SDS shall be used by all staff.

(4) Specialty Skills. Provide staff services for use of equipment that requires specialty training to operate. Staff performs service for customer (e.g., welding, evacuation of Freon from AC, etc.). Specially trained members of the staff perform the above tasks. Specialty staff services are dependent on staff, available equipment, and/or facility space.

(5) Administrative Tasks. Manage and conduct day-to-day operations which includes, but is not limited to: complete safety and daily activity reports, dispose of and recycle hazardous materials, promote marketing, schedule personnel, train personnel, oversee payroll, supervise and manage staff, conduct meetings (both internal and external), manage finances, work with unions, collect data, coordinate special events and giveaways, manage vehicle storage and private sales lots (if applicable), maintain cleanliness and operability of facility (maintenance), manage inventory, collect money from patrons, and address patron concerns.

(6) Instruction. Provide customers with the opportunity for a hands-on learning experience for automotive repair and maintenance. Staff provides one-on-one instruction, schedules classes, delivers briefs to potential customers including newly arrived and spouses of deployed Marines, conducts surveys for feedback on courses, and offers instruction tailored to groups (e.g., Maintenance 101, How to Change Oil, How to Change Brakes, family readiness, welcome aboard briefs, etc.).

(7) Resale. Provide customer with the convenience of purchasing needed parts, consumables, and vending or having necessary parts delivered. Staff determines parts requirements, places orders via purchase card or as otherwise authorized in writing by the contracting officer, receives and

stocks, maintains inventory control and management, prices merchandise for resale, operates direct sales and activities. All contracts must be awarded by a warranted contracting officer in compliance with NAF procurement or appropriated fund (APF) acquisition policy. Ordering and receipt must be accomplished by separate personnel to maintain separation of functions as required in reference (e). Refer to chapter 1, paragraph 14 for specific information.

(8) Other Revenue

(a) Vehicle Storage at Facility. Provide customers with location to store vehicles for short-term or extended periods of time. Staff drafts and administers vehicle storage contract, calculates payment due, collects fees, and coordinates with Provost Marshal Office (PMO).

(b) Towing/Auto Recovery. Provide affordable towing service to patrons by assessing user fees for tow dolly(s) and trailers.

(c) Resale Lots. Provide a place for authorized patrons to park their vehicles for sale. Fees shall be charged for the maintenance of this space. Signage shall be posted that vehicles are left at owner's risk and MCCS is not responsible for loss/stolen/damaged vehicles.

(d) Car Wash at Facility. Provide a place for authorized patrons to wash their vehicles. Collect fees and maintain the facility.

(e) APF Vehicles. Facilities, equipment, and personnel of the Auto Skills program may be used to repair and maintain vehicles purchased with APF if an appropriate agreement is in place for MCCS to be paid for any NAF work done. APF vehicles are owned and controlled by the APF fleet manager of the installation who is responsible for their maintenance and funding. At the APF fleet manager's option, a contract or other agreement may be initiated between the installation and the local MCCS NAFI per the authority in reference (aj), for the Auto Skills Center to perform this maintenance. This agreement must benefit the NAFI.

(f) NAF Vehicles. Facilities, equipment and personnel of the Auto Skills program may be used to repair and maintain vehicles purchased with NAF. All associated costs shall be charged to the MCCS activity to which the vehicle is assigned.

(g) Repair and maintenance of APF or NAF vehicles at Auto Skills Centers shall only be authorized during non-peak operating hours, and not interfere with the primary purpose of the facility. Authorized patrons shall have priority use of the Auto Skills Center at all times.

c. Staff Services and Restricted Machinery. Machinery restricted from patron use and services requires staff assistance and/or informal qualifications are shown in Figure 14-3.

Restricted	Brake Lathe
	A/C Equipment
	Rotors
	Front End Alignment

Figure 14-3.--Staff Services and Restricted Machinery

Restricted Continued	Scan Tools
	Engine Diagnostics Analyzer
	Welding*
	Hydraulic Press*
	Charging/Starting Test
	Transmission Flush
	Tire Balancer*
	Fuel Injection Cleaning
	Tire Changer*
Staff Assistance	Hydraulic Press*
	Coil Spring Compressor*
	Paint Booth
Informal Qualifications	Tire Balancer*
	Welding*
	Coil Spring Compressor*
	Tire Changer*
*Dependent upon staff and patron skills/qualifications/certifications and of facility space available. This is at the manager's discretion.	

Figure 14-3.--Staff Services and Restricted Machinery-Continued

d. Resale Operations. Authorized as permitted by Installation Commanders or designee for items related to the operation. Refer to reference (h) for specific guidance related to retail operations and asset protection. All sales and labor associated with the processing of retail shall be reported to the NAF resale cost center depicted in Figure 14-4. Vending for food and beverage shall be provided as part of the direct operated MCCS vending operation or as a supported location under an indirect contract awarded by a warranted contracting officer. Refer to chapter 1, paragraph 18a, for more information about the storage of merchandise and inventory management.

e. Indirect Operations. All contracted operations shall be held to the requirements in this Order. Indirect operations are required to provide the same data collection reports. Refer to chapter 1, paragraph 14a for specific information about establishing an indirect recreation operation. Refer to chapter 1, paragraph 14b for specific information on individual services contracts (instructor).

f. Marketing. Auto Skills shall develop a written annual, year-round marketing and communications plan supportive of the organization's mission, goals, and objectives. Focus shall be on the specific target audience with specific messaging for each audience, selecting appropriate media budget requirements and evaluations. The purpose of the marketing and communications plan is to ensure patrons are informed about auto skills activities offered annually. Coordination with MCCS Marketing/Public Affairs Officer (PAO) is required prior to establishing a social media page.

5. Financial Management

a. Funding. As per reference (a), Auto Skills programs are operated as Category B Morale, Welfare, and Recreation (MWR) programs. Every effort should be made to effectively operate this program with limited APF. NAF is authorized. Refer to chapter 1, paragraph 12 for more information.

b. Fees and Charges

(1) Refer to chapter 1, paragraph 13b for Category B fees and charges. All Auto Skills programs shall charge fees to offset all NAF

expenses associated with providing recreational programs and services. Fees shall be collected at time of purchase and receipt provided to the patron.

(2) When providing classes, events, and self-directed use of facility space, lifts, tools and equipment, fees shall be assessed to offset all direct NAF expenses, such as personnel, supplies, prizes, awards, instructor contracted fees, and storage space or equipment rentals, and the selling of donated or leftover items such as used parts or tires. Price determination shall be based on, a minimum of one annual competitive pricing survey utilizing the average fees and charges of three business venues using local commercial, municipal or government entities.

(3) Retail items shall be prices to yield average gross profit margin of 30%.

c. Cost Centers. All accounting for Auto Skills programs shall be reported to the following cost centers depicted in Figure 14-4.

Program	Cost Centers		Program Description
Auto Skills	NAF	5535	Costs related to Automotive Skill Development program. This includes but not limited to: Auto Skills Center costs for employee salaries, equipment and supplies not directly related to resale operations, equipment maintenance, and other common support services.
	APF	MAMD	
Resale	NAF	1177	Record sales and costs of parts and supplies used in conjunction with performing work on vehicles at the Auto Skills Centers. This can include parts and supplies from commercial auto parts stores or wholesalers.

Figure 14-4.--Cost Centers

d. Accountability. The standard Headquarters directed Recreation Management Information System shall be used in tracking resale, rentals, customer and usage data, reservations and daily business operations.

(1) Program Tracking. Patron use, instruction, and reservations.

(2) Point of Sales (POS). All fees and charges.

6. Safety and Risk Management. Program manager shall, based on an acceptable level of risk, establish safety standards and a written safety administration and accident prevention plan for each activity/event. Facilities and maintenance practices shall comply with base safety, environmental regulations established by base engineering and environmental offices. Standard operating procedures (SOP) for safety administration and accident prevention shall be developed for ongoing and special events and used by all MCCS personnel supporting the auto skills program or special events. If a significant/critical incident or fatality occurs while participating in an auto skills activity or utilizing a Marine Corps Auto Skills Program, refer to chapter 1, paragraph 20b for reporting requirements.

a. Facility Safety

(1) Rules and regulations shall be posted at prominent locations throughout the facility.

(2) As per reference (aa), Auto Skills Centers shall meet applicable Marine Corps Safety and Occupational Health (SOH) policy standards.

(3) Auto skills managers shall conduct quarterly facility inspections and ensure appropriate action is taken to address items needing repair or replacement. This shall be documented and kept three years.

(4) All hand tools, power tools, electrical cords, and plugs shall be inspected daily to ensure safe conditions. Unsafe equipment shall be removed from use until properly repaired.

(5) Machines shall be inspected daily for safe operating conditions and maintained at the maximum mechanical condition. Unsafe or faulty machines shall be removed from use until properly repaired.

(6) An emergency action plan (EAP) covering such areas as injuries, environmental emergencies, chemical emergencies, medical emergencies, and severe weather shall be provided in local SOP and included in required staff training.

(a) As per reference (ab), EAPs shall be practiced and rehearsed quarterly.

(b) Records of this training shall be maintained for a period of five years. Documentation of training shall be a roster signed by each staff member in attendance.

b. Staff and Patron Safety

(1) Auto Skills shall conduct continuous safety education programs for patrons in coordination with the installation ground safety office and other outside agencies.

(2) Staff shall brief patrons about the risks associated with the use of tools/equipment.

(3) Staff shall inform patrons that safety rules shall be enforced; loss of privileges could result from non-compliance of the rules.

(4) The required personal protection equipment for staff and patrons are shown in Figure 14-5.

Required Personal Protection Equipment for Staff Only	Steel toe safety shoes with oil resistant soles
	Safety goggles/glasses
	Impervious aprons
	Impervious gloves
	Disposal gloves
	Hearing protection
Required Personal Protection Equipment for Patron Use	Safety goggles/glasses
	Impervious aprons and gloves
	Disposal gloves
	Hearing protection

Figure 14-5.--Required Personal Protection Equipment

7. Operational Management

a. An SOP is required to ensure consistency in process, procedures, and operations. The SOP shall be reviewed and updated annually by the program manager and shall include the following information at a minimum:

- (1) Hours of operation.
- (2) Reservation/rental.
- (3) Rules and regulations.
- (4) Patron eligibility.
- (5) EAP.
- (6) Daily procedures (opening and closing).
- (7) Standard Headquarters directed Recreation Management Information System.
- (8) Pricing list.
- (9) Cash handling.
- (10) Risk management plan.
- (11) Inventory control.
- (12) Incomplete/abandoned vehicles.
- (13) Other topics that pertain to respective installation requirements shall be included.

b. No work shall be permitted in the immediate vicinity of the Auto Skills Center unless the area has been designated as an authorized work area, to control the parking area and appearance of the Auto Skills Center.

c. The auto skills manager shall ensure the self-help intent of the center is not violated.

d. Staff shall not use the center as a source for producing personal income by doing work for others. Staff is used for advice, consultation, and instruction.

e. Patrons shall provide proof of ownership for vehicle being worked on, upon check in.

f. Patrons shall not use the Auto Skills Center as a source for producing personal income by doing work for others.

g. Staff shall ensure patrons check in and out with the use of the standard Headquarters directed Recreation Management Information System. In addition, staff shall collect patron's identification cards (ID) in order to gather/record the information below. Auto skills staff shall not collect and store patron's ID card for any purpose.

(1) Check-in Information Shall Include

- (a) Name of person.
- (b) Address.
- (c) Phone numbers.
- (d) Email address.
- (e) Rank or status with the following breakdown:
 - 1. Active duty.
 - a. E-1-E-5.
 - b. E-6-E-9.
 - c. W-1-W-5.
 - d. O-1-O-3.
 - e. O-4-O-10.
 - 2. Reserve.
 - 3. Retiree.
 - 4. Family member.
 - 5. DoD civilian.
 - 6. Guest.
- (f) Type of work.

(2) Household data shall be reviewed periodically and updated.

8. Long Range Program Planning. Long Range Program planning is critical to the successful way ahead for recreation programs. This road map shall lead your program from where it is now to where it shall be in the future. The long range plan shall be flexible, practical and serve as a guide to implementing programs, evaluating programs and making adjustments when necessary. Refer to chapter 1, paragraph 7 for specific details related to the development of Long Range Program Planning.

9. Program Evaluation. The standard Headquarters directed Recreation Management Information System or alternative method shall be utilized to collect, analyze and disseminate operational information for the Auto Skills program.

a. The auto skills program and activities offered are evaluated in an effort to strengthen and improve them through after action reporting.

b. Programs shall collect the program data shown in Figure 14-6 and Figure 14-7.

Program Data	Methodology
# of patrons using auto skills facilities	Provide an annual total number by rank/status of patrons who sign in to the facility and work independently. The rank/status breakdown shall be E-1-E-5, E-6-E-9, W-1-W-5, O-1-O-3, O-4-O-10, Retiree, Reserve, Family Member, DoD Civilian, and Guest.
# of directed activities/classes per year	Provide the number of scheduled directed activities/classes for an annual count.
# of patrons in directed activities/classes per year	Provide the total number by rank/status of patrons who participated in each directed program (do not include participation in self-directed activities) for an annual count. The rank/status breakdown shall be E-1-E-5, E-6-E-9, W-1-W-5, O-1-O-3, O-4-O-10, Retiree, Reserve, Family Member, DoD Civilian, and Guest.
# of special events offered per year	Provide the number of special events offered annually.
# of patrons attending special events per year	Provide the total number of patrons who attended the special events.
Total value of resale inventory	Provide the monetary value for all in stock inventory.
Total number of hours stalls were rented	Provide the total number of hours all stalls are rented per year.
Total number of hours lifts were rented	Provide the total number of hours all lifts are rented per year.

Figure 14-6.--Program Evaluation

c. Cost Savings provided to the customer for using the Auto Skills Center compared to paying an outside vendor to complete the work shall be collected as shown in Figure 14-7.

Type of Services	# of Patrons per year	Cost of Outside Vendor		Auto Skills Program
		Labor/Book rate per hour	Hours to perform service	Average Rental Cost
Alignment				
Alternator				
Battery Check/Replace				
Brake Pads, Rotors, Calipers				
Clutch				
Code Scan				
Cooling System Repair				
CV Axle Replacement				
Engine Replacement				
Exhaust Work				
Fuel Filter Replacement				
Fuel Injection				
Fuel Pump				
Hub Bearing Replacement				
Oil and Filter Change				
Starter				
Suspension (Shocks/Struts)				
Timing Belt				
Tire Rotation and Balancing				
Tune Ups				
Transmission Filter Change				
Transmission Replacement				

Figure 14-7.--Cost Savings

(1) Listed in Figure 14-7 are the suggested services to track for cost savings. Auto Skills Centers shall track at least ten of the services from the list above, which represents the highest cost savings.

(2) Labor/book rate shall be based on an average of three local dealerships and/or independent automotive repair centers on or off the installation. The rate shall be the average rate per hour.

(3) The average rental cost for the Auto Skills Center shall include bay, tool, and equipment rentals needed to perform the work.

10. Program Standards Checklist. The checklist provided in Figure 14-8 should be used in assessing the program against policy requirements.

CHPT 14 AUTO SKILLS PROGRAM STANDARDS CHECKLIST		
Para	OPERATIONS	Met/Unmet
4.b.8.f	All associated costs with the repair of NAF vehicles are charged to the MCCS activity to which the vehicle is assigned.	
4.b.8.g	Repair and maintenance of APF or NAF vehicles at Auto Skills Centers do not interfere with the primary purpose of the facility. Authorized patrons have priority use of the Auto Skills Center at all times.	
4.c	Machinery is restricted from patron use and services require staff assistance and/or informal qualifications are shown in Figure 14-3.	
4.e	Contracted operations are held to the requirements in this Order.	
4.f	Auto Skills have developed a written annual, year-round marketing and communications plan.	
5.b.1	Program charge fees to offset all NAF expenses associated with providing programs and services.	
5.b.2	Price determination is based on, a minimum of one annual competitive pricing survey utilizing the average fees and charges of three business venues using local commercial, municipal or government entities.	
5.b.3	Retail items are priced to yield average gross profit margin of 30%	
5.c	All accounting for the program is reported to the cost centers depicted in Figure 14-4.	
5.d	The standard Headquarters directed Recreation Management Information System is used in tracking resale, rentals, customer and usage data, reservations and daily business operations.	
6.a.1	Rules and regulations are posted at prominent locations throughout the facility.	
6.a.3	Managers conduct quarterly facility inspections and ensure appropriate action is taken to address items needing repair or replacement. This is documented and kept three years.	
6.a.6.a-b	EAP is established.	
7.a.1-13	The SOP is established, reviewed, and updated annually.	
7.b	Patrons performing work are only located in designated and authorized work areas.	
7.e	Patrons provide proof of ownership for vehicle being worked on, upon check in.	
7.g.1	Patrons are checking in and out with the standard Headquarters directed Recreation Management Information System. Auto skills staff does not store patron's ID card for any purpose.	
9.b	Program collects the program data shown in Figures 14-6 and 14-7.	
Para	PERSONNEL	Met/Unmet
2.a	The staffing structure shown in Figure 14-1 is used as a guideline.	
2.d.1	Auto Skills program manager is ASE certified or equivalent in one area	
2.d.2	Staff has a combined total of three ASE certifications or equivalent to include the manager's certification in one area.	
Para	FACILITIES	Met/Unmet
3.a.1	Program provides core spaces.	
Para	EQUIPMENT	Met/Unmet
3.c.2	Program provides core equipment as depicted in Figure 14-2.	
3.c.3	A proper maintenance schedule is established for all shop equipment.	
6.b.4	Program provides required personal protection equipment for staff and patrons, depicted in Figure 14-5.	

Figure 14-8.--Program Standards Checklist

Chapter 15

Community Recreation and Skills Development

Community Centers and Multi-Faceted Recreational Facilities

1. Program Description

a. Community Centers. These centers provide a multi-use facility to meet the needs of the military community. The target population is all members of the military community with specific emphasis on Service members and their families. Centers offer a friendly and inviting space for community members to recreate and gather information, which contributes to their morale and well-being, and supports military readiness and retention. Facilities provide dedicated space for both self-directed and directed activities and services. Family programming and special community events are typically coordinated through this facility. Geographic locations of these centers should be considered in determining the population, not necessarily the entire base population if multiple facilities exist.

b. Multi-Faceted Recreational Facility. These facilities are designed to provide multiple recreation programs (bowling, information, tickets, and tours [ITT], fitness, themed food/beverage services) within one location with shared staffed. The target population is all members of the military community with specific emphasis on Service members and their families. Family programming and special community events are typically coordinated through this program. Multi-Faceted Recreational Facilities allow for improved program effectiveness, coordinated operations, savings in maintenance/operation costs, and more efficient staff utilization. Primary location should be central to the military community.

2. Personnel

a. Staffing Levels. Target population is the metric used to identify both hours of operation and staffing. Where multiple facilities exist aboard an installation, the target population is based on geographic locations. The facility shall be adequately staffed to continue normal operations when employees are on temporary additional duty (TAD), annual or sick leave. When additional workloads are created by expansion of services, activities, collateral or assigned duties, normal operations shall not suffer, and the staffing levels are adjusted accordingly. Anytime the facility is open, staffing levels shall be met. All staff shall fulfill the mission and meet set standards to accomplish program goals and guidelines. Volunteers are recruited, trained, utilized, and recognized for assisting with Community Center programs. Refer to chapter 1, paragraph 22 for specific details related to volunteers.

(1) Appropriated fund (APF) allocations for staffing are identified as core requirements to operate Community Centers at 50 hours a week.

(2) Any staffing requirements identified to operate above 50 hours a week will be defined as non-core for the purposes of APF allocations and will be funded with NAF. If additional APF resources become available, APF may be used to offset non-core requirements. Non-core program requirements shall be based on customer demand and financial viability analysis.

(3) The full time equivalent (FTE) core staffing requirements based on number of hours is shown in Figure 15-1.

CORE				
Facility Hours	Billet	Grade	FTE	Metric
50 Hours	Program/Facility Manager	NF-3/4	1	Per facility
	Programmer	NF-2/3	1	Per facility

Figure 15-1.--Core Staffing Levels

(4) FTE non-core staffing requirements based on number of hours is shown in Figure 15-2.

NON-CORE				
Facility Hours	Billet	Grade	FTE	Metric
70 Hours	Assistant Manager	NF-2/3	1	Per facility
	Recreation Assistant/Attendant	NF-1/2	1.5	During hours of operation for safety and security. Based on customer demand.
90 Hours	Assistant Manager	NF-2/3	1	Per facility
	Recreation Assistant/Attendant	NF-1/2	2	During hours of operation for safety and security. Based on customer demand.

Figure 15-2.--Non-Core Staffing Levels

b. Core Competencies. Core competencies are the results of a specific set of skills or techniques that deliver value to the customer. Such competencies enable an organization to access a wide variety of programs. Core competencies apply to permanent, part-time, flexible employees, contractors, assigned active duty military personnel, and volunteers. Refer to chapter 1, paragraph 11b and enclosure (2) pages 6-10 for specific core competencies related to Community Centers.

c. Training

(1) All staff shall complete orientation and continuous training of the materials, techniques, and safety precautions of the programs and facilities. Periodic training shall be completed by all staff to keep current on the latest trends of recreation programs and services. Refer to chapter 1, paragraph 11a for specific training requirements.

(2) In addition to in-house training, the use of professional recreation organization/association training programs is recommended (e.g., National Recreation and Parks Association [NRPA], Learning Resources Network [LERN], etc.).

d. Certifications. Certifications depend upon the requirements of the position description and the certifying agency. Figure 15-3 depicts the typical certifications for recreation program managers and staff.

Certification	Position			
	Manager	Assistant Manager	Programmer	Recreation Attendant/ Assistant
First Aid	X	X	X	X
Cardio Pulmonary Resuscitation (CPR)/Automated External Defibrillator (AED)	X	X	X	X
LERN - Certified Program Planner (CPP)	X	X	X	
NRPA - Certified Parks and Recreation Professional (CPRP)	X	X	X	

Figure 15-3.--Staff Certifications

3. Facility Operations

a. Facility. Consider co-locating a Community Center with other recreational facilities providing complementary programs, to provide the users with increased convenience and attractiveness of bundled activities, and to take advantage of potential savings in support space requirements and operating costs. Size and locate an individual facility appropriately to the target population and geographic area its particular function is designed to serve. Convenient access for users shall be considered in balance with the need for efficient facility operation and avoidance of duplicate facilities. Large, widely dispersed installations shall provide multiple facilities located in close proximity to targeted populations.

(1) Core Spaces. The following core spaces shall be provided within each Community Center or Multi-Faceted Recreational Facility:

- (a) Customer service area/counter.
- (b) Multi-purpose room.
- (c) Computer area.
- (d) Reading/quiet area.
- (e) Outdoor social area.
- (f) Kitchen area.
- (g) Television (TV) lounge.
- (h) Playground.

(2) Recommended Additional Spaces

- (a) Managers office.
- (b) Storage areas.
- (c) Gaming area (table and video gaming).
- (d) Snack/vending area.

(3) All facilities shall be properly maintained and physical arrangements are attractive and functional.

b. Hours of Operation. Minimum requirements for hours of operation shall take into consideration the work demand, training schedule, active duty schedules and specific needs of the population served. Hours of operation shall be posted in the facility and posted on the program's website. APF allocations for staffing are identified as core requirements to operate Community Centers at 50 hours a week. Expenses associated with operating above 50 hours will be defined as non-core for the purposes of APF allocations and will be funded with NAF. If additional APF resources become available, APF may be used to offset non-core requirements. Additional hours shall be based on customer demand and financial viability analysis.

c. Core Equipment. Community Centers and Multi-Faceted Recreational Facilities shall effectively maintain a process for replacement, improvement, inventory, and storage of equipment and supplies. Figure 15-4 depicts core spaces and equipment for Community Centers.

Core Space	Core Equipment
Customer Service Area	Counter, telephone, computer with standard Headquarters directed Recreation Management Information System, Wi-Fi throughout facility, storage, fax, copier/scanner, color printer, public address system, secured files and cabinets.
Multi-Purpose Room	Storage space, tables and chairs.
Computer Area	Internet capability tables and chairs, computer with Webcam capabilities, and printers. A locked storage closet for router and computer connections.
Reading Area/Quiet Space	Chairs, tables/individual study desk, bookshelves, floor and table lamps, adequate shade control for windows, magazines and books that support Commandant of the Marine Corps (CMC) recommended reading list.
Outdoor Social Area/Playground	Playground, adequate shading, patio furniture, waste receptacles, hose bib, landscape appropriate to outdoor recreation area, consider collocating other recreation functions in or near the outdoor gathering area.
TV Lounge	Comfortable seating, home theater sound system, large flat screen TV, cable TV, dimmable lighting.
Kitchen Area	Refrigerator, microwave, sink, stove, oven, and small food preparation area.

Figure 15-4.--Core Spaces and Equipment

4. Programs and Services

a. Program Component. Successful Community Centers and Multi-Faceted Recreational Facilities shall offer a variety of activities and services to best meet customer needs. The program components may include inclusive practices, self-directed activities, instructional classes, special event, internet/Wi-Fi, room reservations, community-wide events, and co-sponsored events. Refer to chapter 1, paragraph 9 for specific information on inclusion. Staff shall be knowledgeable of local, both on and off base recreational resources available.

(1) All efforts shall be made to actively pursue partnerships with other Marine Corps Community Services (MCCS) organizations/activities to provide special and community-wide events and other activities.

(2) A variety of programs and activities in all core program areas (skills and professional development, performing arts, recreation, entertainment/special events, competitions, social interaction, and reservations) shall be offered.

b. Core Programs/Services Areas

(1) Recreation (e.g., anything fun, snack time, internet access, video games).

(a) Competitions (e.g., tournaments - electronic gaming, table tennis, cards, chess).

(b) Social interaction (e.g., dances, karaoke, mommy and me classes).

(2) Entertainment/special events (e.g., battle of the bands, talent shows, block party, community picnics, BINGO).

(3) Performing arts (e.g., theatre productions, drama classes/workshops, music/dance instruction).

(4) Personal life skills development (e.g., personal growth classes, computer classes, crafts, financial planning, resume writing).

c. Services Provided

(1) Recreational activities shall be offered to help patrons make positive use of leisure time.

(2) Community Centers and Multi-Faceted Recreational Facilities shall provide information and referrals for individuals and groups interested in activities and events at other locations on the installation or off the installation.

(3) Community Centers and Multi-Faceted Recreational Facilities shall provide collaborative programming with on-base and local off-base communities.

(4) Reservations (e.g., room rental for special interest groups).

(a) Community Center and Multi-Faceted Recreational Facilities activities shall have priority over non-recreational activities for use of the facility. Groups may request space in the center when it is not required for recreation activities. Such use shall not disrupt scheduled recreation activities. The Community Center/Multi-Faceted Recreational Facilities manager shall establish guidelines for non-recreational use.

(b) Facility/room rental or use agreements shall be developed by the Community Center manager which shall clearly define official and unofficial usage and stating required deposits and fees. All rental/use agreements shall be review by MCCA Counsel.

d. Vending. Vending for food and beverage shall be provided. Refer to chapter 1 paragraph 14c for information about food and vending operations.

e. Indirect Operations. All contracted operations shall be held to the same requirements in this Order. Indirect operations are required to provide the same data collection reports. Refer to chapter 1, paragraph 14a for specific information about establishing an indirect recreation operation. Refer to chapter 1, paragraph 14b for specific information on individual services contracts (instructor).

f. Marketing. Program managers of Community Center and Multi-Faceted Recreational Facilities shall develop a written annual, year-round marketing and communications plan supportive of the organization's mission, goals, and objectives. Focus shall be on the specific target audience with specific messaging for each audience, selecting appropriate media budget requirements and evaluations. The purpose of the marketing and communications plan is to ensure patrons are informed about program activities offered annually. Coordination with MCCS Marketing/Public Affairs Officer (PAO) is required prior to establishing a social media page.

(1) Program managers for Community Center and Multi-Faceted Recreational Facilities shall establish an annual marketing and publicity plan for the selected programs and activities to include presentations at a variety of outreach sources such as installation newspapers, posters, bulletin boards, websites, and through other media.

(2) A monthly calendar shall be developed which displays daily and weekly activities and events and posted in prominent areas of the facility.

5. Financial Management

a. Funding. As per reference (a), Community Centers are operated as Category B Morale, Welfare, and Recreation (MWR) programs. Every effort should be made to effectively operate this program with limited APF. NAF is authorized. Refer to chapter 1, paragraph 12 for more information. Multi-Faceted Recreational Facilities shall be recognized as Category B Community Centers with each of the other program components operated within the facility identified individually (e.g., bowling, ITT, etc.).

b. Fees and Charges

(1) All Community Centers and Multi-Faceted Recreational Facilities shall charge fees which support the NAF maintenance and upkeep of supplemental equipment and supplies. Refer to chapter 1, paragraph 13b for Category B fees and charges.

(2) When providing recreational activities, classes, and events, fees shall be established to offset all direct NAF expenses, such as personnel (not uniformed funding and management [UFM]), supplies, prizes, awards and instructor contracted fees. Price determination for fees and charges related to recreational activities, classes, events, shall be based on, a minimum of one annual competitive pricing survey utilizing the average fees and charges of three business venues using local commercial, municipal or government entities. Analysis shall include the review of similar operations within 30 miles radius with both military installations and civilian community. Annual records shall be maintained at each facility. Fees shall be collected at time of purchase and receipt provided to the patron.

c. Cost Centers. All accounting for Community Centers and the Community Center portion of Multi-Faceted Recreational Facilities shall be reported to the following cost centers depicted in Figure 15-5.

Program	Cost Centers		Program Description
Community Centers	NAF	5517	Costs related to all aspects of Community Centers (salaries, equipment, supplies, and activities) targeted to service members & their families. Only the Community Center portion of a multi-faceted recreational facility should be allocated.
	APF	MAWA	

Figure 15-5.--Cost Centers

d. Accountability. The standard Headquarters directed Recreation Management Information System shall be used in tracking activity fees and charges, rentals, customer and usage data, reservations and daily business operations. Multi-Faceted Recreational Facilities should account for each program within the facility separately (e.g., Community Center, bowling, fitness, food and beverage, etc.).

(1) Program Tracking. Instruction, reservations, patron usage, and equipment rental.

(2) Point of Sale (POS). All fees and charges.

6. Safety and Risk Management. Program manager shall, establish safety standards and a written safety administration and accident prevention plan for each activity/event in accordance with references (j) and (bb). Facilities and maintenance practices shall comply with base safety, environmental regulations established by base engineering and environmental offices. Standard operating procedures (SOP) for safety administration and accident prevention shall be developed for ongoing and special events and used by all MCCS personnel. If a significant/critical incident or fatality occurs while participating in a Community Center activity or utilizing a Marine Corps Community Center, refer to Chapter 1, paragraph 20b for reporting requirements.

a. Facility Safety

(1) Rules and regulations shall be posted at prominent locations throughout the facility.

(2) Community Center staff shall inform patrons about safety rules and rules shall be enforced; loss of privileges may result from non-compliance of the rules.

(3) Facility shall be inspected daily for safe operating conditions and maintained at the maximum condition.

(4) All facilities shall be equipped with a complete first aid kit.

(a) Absorbent compress dressings.

(b) Adhesive bandages (assorted sizes).

(c) Adhesive cloth tape.

- (d) Sterile eyewash (saline solution).
- (e) Blanket (space blanket).
- (f) Breathing barrier (with one-way valve).
- (g) Instant cold compress.
- (h) Instant hot compress.
- (i) Non-latex gloves (assorted sizes).
- (j) Scissors.
- (k) Roller bandage (assorted sizes).
- (l) Sterile gauze pads (assorted sizes).
- (m) Triangular bandages.
- (n) Tweezers.
- (o) Soap or instant hand sanitizer.
- (p) Plastic bags for the disposal of contaminated materials

(5) Per reference (d), Equipment, facilities, and operating procedures shall be met.

(6) Playgrounds. Refer to the Parks, Picnics, And Playgrounds policy chapter 23.

b. Emergency Action Plan (EAP). An EAP covering such areas as injuries, environmental emergencies, chemical emergencies, medical emergencies, and severe weather shall be provided in local SOP and included in required staff training. EAPs shall be practiced and rehearsed quarterly. Records of this training shall be maintained for a period of five years per reference (ab). Documentation of training shall be a roster signed by each staff member in attendance.

7. Operational Management

a. A SOP is required to ensure consistency in process, procedures, and operations. The SOP shall be reviewed and updated annually by the program manager and shall include the following information at a minimum:

- (1) Hours of operation.
- (2) Reservation/rental.
- (3) Rules and regulations.
- (4) Patron eligibility.
- (5) EAP.
- (6) Daily procedures (opening and closing).

(7) Standard Headquarters directed Recreation Management Information System.

(8) Pricing list.

(9) Cash handling.

(10) Risk management plan.

(11) Inventory control.

(12) Daily safety checklist.

(13) Other topics that pertain to respective installation requirements shall be included.

b. Staff shall check patrons in and out with the use of the standard Headquarters directed Recreation Management Information System. In order to establish patrons households, staff shall collect patron's identification cards in order to gather/record the patron information identified below. Identification (ID) cards shall be returned immediately after the information is gathered and cannot be held by the staff during the time patrons are in the facility. Check-in information shall include:

(1) Name of person.

(2) Address.

(3) Phone numbers.

(4) Rank or status with the following breakdown:

(a) Active duty.

1. E-1-E-5.

2. E-6-E-9.

3. W-1-W-5.

4. O-1-O-3.

5. O-4-O-10.

(b) Reserve.

(c) Retiree.

(d) Family member.

(e) DoD civilian.

(f) Guest.

(5) Type of activity.

8. Long Range Program Planning. Long Range Program planning is critical to the successful way ahead for recreation programs. This road map shall lead your program from where it is now to where it shall be in the future. The long range plan shall be flexible, practical and serve as a guide to implementing programs, evaluating programs and making adjustments when necessary. Refer to chapter 1, paragraph 7 for specific details related to the development of Long Range Program Planning.

9. Program Evaluation. The standard Headquarters directed Recreation Management Information System or alternative method shall be utilized to collect, analyze and disseminate operational information for Community Centers and Multi-Faceted Recreational Facilities.

a. The programs and activities offered shall be evaluated in an effort to strengthen and improve them through after action reporting.

b. Community Centers and Multi-Faceted Recreational Facilities shall collect the program data shown in Figure 15-6.

Program Data	Methodology
# of hours a week facility is open	Report the total number of hours the facility is open per week. Add weekly totals for an annual count.
# of directed programs per year	Provide an annual number of regularly scheduled programs coordinated by the Community Center/Multi-Faceted Recreational Facility (to include instructional classes) on a weekly basis. Take the total number of weekly counts and total them for an annual count.
# of directed programs patrons per year	Each patron is counted one time for participating in each directed program identified above (do not include participation in self-directed activities or computer room- these are counted separately). Provide the annual total number by rank/status of patrons. The rank/status breakdown shall be E-1-E-5, E-6-E-9, W-1-W-5, O-1-O-3, O-4-O-10, Retiree, Reserve, Family Member, DoD Civilian, and Guest.
# of special events	Provide an annual count of special events (events that are above and beyond the regularly directed programs, such as holiday programs/themed events).
# of special event patrons	Provide an annual count for each patron (one time) participating in each special event.
# of reservations for private groups or room usage	Provide an annual count for the number of reservations for use of the facility (rental space) for functions, parties, meetings, etc.
# of people that attended reservation for private groups or room usage	Provide an annual count for each patron (one time) attending reservation functions for private groups or room usage held in the facility.
# of professional military education (PME)/official military function	Provide an annual count for the number of PME/Official military functions (deployments, safety stand downs) held in the facility (do not include reservations).
# of active duty attending PME/official military function	Provide an annual count for each patron (one time) attending PME/official military functions held in the facility.
# of self-directed patrons	Provide an annual count for each patron using the facility (do not include patrons participating in directed programs, special events, or computer room use, count wireless users separately each hour).
# of patrons using computer room/area	Provide an annual count for each patron (one time) for use of computers.

Figure 15-6.--Program Evaluation

# of hours computers in use	Provide an annual count for the amount of hours the computers were used.
# of patrons using wireless service	Count each patron hourly using wireless service on a personal computer in the facility.
# of patrons using gym/ sports courts	Provide an annual patron count for use of gym/sports court, if applicable.
# of patrons using fitness area	Provide an annual patron count for use of fitness area, if applicable.

Figure 15-6.--Program Evaluation-Continued

10. Program Standards Checklist. The checklist provided in Figure 15-7 should be used in assessing the program against policy requirements.

CHPT 15 COMMUNITY CENTERS AND MULTI-FACETED RECREATIONAL FACILITIES PROGRAM STANDARDS CHECKLIST		
Para	OPERATIONS	Met/Unmet
3.b	Hours of operation are determined by installation and command requirements, based on customer needs and other supporting business conditions. Facility hours of operation are posted in the facility and on the program's website.	
3.b	Community Centers/Multi-Faceted Recreational Facilities are open at least 50 hours per week.	
4.a	Community Center/Multi-Faceted Recreational Facility program components include self-directed activities, inclusive practices, instructional classes, special event, internet/Wi-Fi, room reservations, community-wide events, and co-sponsored events.	
4.c.4.a	Community Center/Multi-Faceted Recreational Facility programs have priority over non-recreational activities for use of the facility.	
4.e	All contracted operations are held to the same requirements of this Order and provide the same data collection reports.	
4.d	The program has developed a written annual, year-round marketing and communications plan supportive of the organization's mission, goals, and objectives.	
5.b.2	Fees are established for recreational activities, classes, and events to off-set all direct NAF expenses, such as personnel, supplies, prizes, awards, instructor contracted fees, and room/equipment rentals.	
5.c	All accounting for Community Centers/Multi-Faceted Recreational Facility are reported as indicated in Figure 15-5.	
6	Program manager has established safety standards and a written safety administration and accident prevention plan for each activity/event.	
6.a.1	Rules and regulations are posted at prominent locations throughout the facility.	
6.b	An EAP covering injuries, environmental, chemical, and medical emergencies, as well as severe weather is provided in local SOP and included in required staff training.	
7.a	A SOP is developed to ensure consistency in process, procedures, and operations.	
7.b	Patrons are checked in and out with the use of the standard Headquarters directed Recreation Management Information System. Identification cards are presented and returned immediately after the information is gathered.	
7.b	Multi-Faceted Recreational Facilities check in patrons at a central location and identify the program they intend to utilize.	
8	Long range program plan implemented.	
9	Standard Headquarters directed Recreation Management Information System or alternative method is utilized to collect, analyze and disseminate operational information for the program.	
Para	PERSONNEL	Met/Unmet
2.a	Staffing levels are maintained in Figure 15-1.	
2.a.1	All staff fulfills the mission and meets set standards to accomplish program goals and guidelines.	
2.c.1	All staff completes orientation and continuing training of the materials, techniques and safety precautions of the programs and facilities.	
Para	FACILITIES	Met/Unmet
3.a.1.a-h	Core spaces and equipment are provided.	
6.a.5	Equipment, facilities, and operating procedures meet all applicable occupational safety and health administration (OSHA) and Americans with disability act (ADA) standards.	
Para	EQUIPMENT	Met/Unmet
3.c	Core equipment in Figure 15-4.	
3.c	Community Centers/Multi-Faceted Recreational Facility effectively maintains a process for replacement, improvement, inventory, and storage of equipment and supplies.	

Figure 15-7.--Program Standards Checklist

Chapter 16

Community Recreation

Community and Family Programs

1. Program Description. Community and Family programs are a Category B entity of community recreation. Typically, Community and Family programs are housed in a Community Center. If a Community Center is not available, the program component of Community and Family programs shall be in place. This is accomplished through recreational programming utilizing installation resources and will be defined as "non-facility based" programming. This chapter shall be used in conjunction with the content and guidance of chapter 1 of this Order.

a. Community and family engagement in recreation activities builds social capital (e.g., the connection that exists between community members, their shared values, and social cooperation). The Marine Corps population is transient in nature with programs and services changing and shifting with each new command; therefore, Community and Family programs shall serve as a connecting point for resources and installation opportunities and provide a level of stress relief through community-wide events, with an emphasis on fun and/or activities which are enriching. Community and Family program initiatives shall support the Community Connectedness Model. Refer to chapter 1, paragraph 8 for detailed information regarding community connectedness.

b. Community and Family programs shall be identified as a formal program within Marine Corps Community Services (MCCS). Installation Commander shall implement procedures for the management of the program.

2. Personnel

a. Staffing Levels. The program shall have dedicated staff to assess, plan, implement and evaluate installation components of Community and Family programs. All staff shall fulfill the mission, meet set standards, and use the standard Headquarters directed Recreation Management Information System to accomplish program goals and guidelines. Volunteers are recruited, trained, utilized, and recognized for assisting with Community and Family programs. Refer to chapter 1, paragraph 22 for specific details related to volunteers.

b. Core Competencies. Core competencies are the results of a specific set of skills or techniques that deliver value to the customer. Such competencies enable an organization to access a wide variety of programs. Core competencies apply to permanent, part-time, flexible employees, contractors, assigned active duty military personnel, and volunteers. Refer to chapter 1, paragraph 11b and enclosure (2) pages 6-10 for specific core competencies related to Community and Family programs.

c. Training. All staff associated with the development and implementation of Community and Family programs shall complete orientation and continuous training of the materials, techniques, and safety precautions related to recreational programming. Periodic training shall be completed by all staff to keep current on the latest trends of recreational programs and services. Refer to chapter 1, paragraph 11a for specific training requirements. In addition to in-house training, the use of professional

recreation organization/association training programs is recommended (e.g., National Recreation and Parks Association [NRPA], Learning Resources Network [LERN], etc.).

3. Programs and Services. Community and Family programs consist of community-wide events (family, themed festivals, holiday, and seasonal activities) and life-skills development (dance, cooking, arts, music, and personal improvement/self-image). They are primarily non-facility based; developed for the purpose of encouraging personal growth through recreation activities and creating a family centric, community-wide connecting point for members of the community at-large. Every effort shall be made to reduce duplication of events across the installation when scheduling and planning events.

a. Indirect Operations. All contracted operations shall be held to the same operating management policies. Indirect operations are required to provide the same data collection reports. Refer to chapter 1, paragraph 14a for specific information about establishing an indirect recreation operation. Refer to chapter 1, paragraph 14b for specific information on individual services contracts (instructor).

b. Due to MCCS composite insurance restrictions, a list of all planned trips and high adventure activities developed by Community and Family programs are required to be submitted to Headquarters Marine Corps (HQMC CMC) (MRG/MFS) quarterly for review. Programs not included on the quarterly list of Community and Family programs are to be reported to MRG/MFS at least 30 days before event.

c. Marketing. The Community and Family programs shall develop a written annual, year-round marketing and communications plan supportive of the organization's mission, goals, and objectives. Focus shall be on the specific target audience with specific messaging for each audience, selecting appropriate media budget requirements and evaluations. The purpose of the marketing and communications plan is to ensure patrons are informed about program activities offered annually. Coordination with MCCS Marketing/Public Affairs Officer (PAO) is required prior to establishing a social media page.

4. Financial Management

a. Funding. Per reference (a), Community and Family programs are operated as Category B Morale, Welfare, and Recreation (MWR) programs. Every effort should be made to effectively operate this program with limited APF. NAF are authorized. Refer to chapter 1, paragraph 12 for more information.

b. Fees and Charges

(1) Refer to chapter 1, paragraph 13b for Category B fees and charges. All community and family events shall charge fees to offset NAF expenses associated with providing recreational programs and services. Fees shall be collected at time of purchase and receipt provided to the patron.

(2) When providing community and family activities, classes, and events, fees shall be established to offset all direct NAF expenses, such as personnel, supplies, prizes, awards, instructor fees, and room/equipment rentals.

c. Cost Centers. All accounting for this program shall be reported to cost centers in Figure 16-1.

Program	Cost Center		Program Description
Community Recreation Programs	NAF	5617	Use this activity to report recreation programs/ activities such as skills classes, tournaments, etc. provided in a non-facility based setting. Programs/activities are developed by a recreation or Community Center report under the appropriate facility.
	APF	MAWX	Cost related to instruction and structured outdoor recreational activity includes costs related to materials and pamphlets.
Community Recreation Special Events	NAF	5095	Base wide MCCA sponsored special community events (completed in a short time frame such as a day or a weekend. Includes holiday celebrations, beach parties, open houses, etc.) may be open to the general public.
	APF	MAWX	Cost related to instruction and structured outdoor recreational activity. Includes costs related to materials and pamphlets.

Figure 16-1.--Cost Centers

d. Accountability. The standard Headquarters directed Recreation Management Information System shall be used in tracking resale, rentals, customer and usage data, reservations and daily business operations.

5. Safety and Risk Management. Program manager shall, establish safety standards and a written safety administration and accident prevention plan for each activity/event in accordance with references (j) and (bb). Facilities and maintenance practices shall comply with base safety, environmental regulations established by base engineering and environmental offices. Standard operating procedures (SOP) for safety administration and accident prevention shall be developed for ongoing and special events and used by all MCCA personnel. If a significant/critical incident or fatality occurs while participating in a Marine Corps Community and Family Program, refer to Chapter 1, paragraph 20b for reporting requirements.

6. Operational Management. A SOP is required to ensure consistency in process, procedures, and operations. The SOP shall be reviewed and updated annually by the program manager and shall include the following information at a minimum:

- a. Hours of operation/events.
- b. Reservation/rental.
- c. Rules and regulations.
- d. Patron eligibility.
- e. Emergency action plan (EAP).
- f. Procedural guidelines for program implementation.
- g. Standard Headquarters directed Recreation Management Information System.
- h. Pricing.

- i. Cash handling for event.
- j. Risk management plan.
- k. Inventory control.

l. Other topics that pertain to respective installation requirements shall be included.

7. Long Range Program Planning. Long Range Program planning is critical to the successful way ahead for recreation programs. This road map shall lead your program from where it is now to where it shall be in the future. The long range plan shall be flexible, practical and serve as a guide to implementing programs, evaluating programs and making adjustments when necessary. Refer to chapter 1, paragraph 7 for specific details related to the development of Long Range Program Planning.

8. Program Evaluation. The standard Headquarters directed Recreation Management Information System shall be utilized to collect, analyze and disseminate operational information for the Community and Family programs.

a. The programs and activities offered are evaluated in an effort to strengthen and improve through after action reporting.

b. Programs shall collect the program data shown in Figure 16-2.

Program Data	Methodology
# of directed Community and Family programs per year open to authorized patrons only.	Provide an annual number of regularly scheduled Community and Family programs which are directed by designated staff.
# of directed Community and Family programs patrons per year open to authorized patrons only.	Each patron is counted one time for participating in each directed program.
# of Community and Family events open to the public.	Provide an annual count of events open to the general public (events that are above and beyond regularly direct programs such as holiday or themed events).
# of community and family event attendees which are open to the public.	Provide an annual count for each patron participant (one time) in an open to the public event.

Figure 16-2.--Program Evaluation

9. Program Standards Checklist. The checklist provided in Figure 16-3 should be used in assessing the program against policy requirements.

CHPT 16 COMMUNITY & FAMILY PROGRAMS STANDARDS CHECKLIST		
Para	OPERATIONS	Met/Unmet
1.b	Community and Family programs are identified as a formal program within MCCS.	
3	Every effort is made to reduce duplication of events across the installation when scheduling and planning events.	
3.a.	All contracted operations are held to the same requirements in this Order and are required to provide the same data collection reports.	
3.b.	The Community and Family programs have developed a written annual, year-round marketing and communications plan supportive of the organization's mission, goals, and objectives. Focus is on the specific target audience with specific messaging for each audience, selecting appropriate media budget requirements and evaluations.	
4.b.2	When providing community and family activities, classes, and events, fees are established to offset all direct NAF expenses, such as personnel, supplies, prizes, awards, instructor fees, and room/equipment rentals. Fees are collected at time of purchase and receipt provided to the patron.	
4.c	All accounting for this program is reported to cost centers in Figure 16-1.	
4.d	The standard Headquarters directed Recreation Management Information System is used in tracking resale, rentals, customer and usage data, reservations and daily business operations.	
7	Long range program plan implemented	
8	The standard Headquarters directed Recreation Management Information System is utilized to collect, analyze and disseminate operational information	
8.b	Data shown in Figure 16-2 is collected.	
Para	PERSONNEL	Met/Unmet
2.a	The program has dedicated staff to assess, plan, implement and evaluate installation components of Community and Family programs.	
2.a	All staff fulfills the mission, meet set standards, and use the standard Headquarters directed Recreation Management Information System to accomplish program goals and guidelines.	
2.c	All staff associated with the development and implementation of Community and Family programs completed orientation and continuing training of the materials, techniques, and safety precautions related to recreational programming.	
2.c	Periodic training is completed by all staff to keep current on the latest trends of recreation programs and services.	
Para	FACILITIES	Met/Unmet
5	Facilities and maintenance practices comply with base safety, environmental regulations established by base engineering and environmental offices.	
5	SOP for safety administration and accident prevention is developed for ongoing and special events and used by all MCCS personnel.	

Figure 16-3.--Program Standards Checklist

Chapter 17

Outdoor Recreation

Boating and Marina Programs

1. Program Description. The Boating and Marina programs may work independently or in tandem to encourage water sport activities. This chapter shall be used in conjunction with the content and guidance of chapter 1 of this Order. State laws shall be followed in accordance with this Order while navigating state waters. When this Order and state laws varies the stricter regulations must be followed. Boating and Marina programs are defined below.

a. The Boating program provides instruction and rental watercraft appropriate for the local environment. These activities may include sailing, motorized and self-powered boating, instruction and special events.

b. Marinas provide services such as private berthing slips, dry storage facilities for privately owned boats, and resale (e.g., ice, tackle, bait, fuel, and fishing licenses).

2. Personnel

a. Staffing Levels. The facility shall be adequately staffed to continue normal operations when employees are on temporary additional duty (TAD), annual or sick leave. When additional workloads are created by expansion of services, goods, collateral or assigned duties, normal operations shall not suffer, and the staffing levels are adjusted accordingly. Full time equivalent (FTE) staffing guidelines for Boating and Marina programs are listed in Figure 17-1.

Billet	Boating	Marinas	Grade	FTE	Metric
Supervisory Recreation Specialist*	X	X	NF-4/GS Equivalent	1.0	Based on demand
Recreation Attendant	X	X	NF-1/GS Equivalent	0.5-1.0	Based on demand and operating hours
Boat Repairer Helper(4717)**	X	X	NA-5-7/WG Equivalent	0.5-1.0	Based on type and inventory of equipment
Boat Repairer Worker(4717)**	X	X	NA-8-9/WG Equivalent	0.5-1.0	Based on type and inventory of equipment
Additional Staff as Determined by Metrics					
Billet	Boating	Marinas	Grade	FTE	Metric
Recreation Specialist***	X	X	NF-3/GS Equivalent	1.0	Based on demand and based on operating hours greater than 40 hours per week
Recreation Assistant*/***	X	X	NF-2/GS Equivalent	1.0	Based on operating hours greater than 40 hours per week
Recreation Attendant	X	X	NF-1/GS Equivalent	0.5-1.0	Based on operating hours greater than 40 hours per week or inventory utilization

Figure 17-1.--Staffing Levels

Boat Repairer Helper(4717)**	X		NA-5-7/WG Equivalent	0.5-1.0	Based on type and inventory of equipment
Boat Repairer Worker(4717)**	X	X	NA-8-9/WG Equivalent	0.5-1.0	Based on type and inventory of equipment
*Supervisory recreation specialist within core staff and recreation assistants within recommended staff may be dual-hatted with more than one recreation program or facility.					
**Maintenance work may be contracted out.					
***Recreation specialist and/or recreation assistants may be dual-hatted and/or considered dockhands for marinas.					

Figure 17-1.--Staffing Levels-Continued

b. Core Competencies. Core competencies are the results of a specific set of skills or techniques that deliver value to the customer. Such competencies enable an organization to access a wide variety of programs. Core competencies apply to permanent, part-time, flexible employees, contractors, assigned active duty military personnel, and volunteers. Refer to chapter 1, paragraph 11b and enclosure (2) pages 16-20 for specific core competencies related to Boating and Marina programs.

c. Training

(1) All staff shall complete orientation and continuing training of the materials, techniques, and safety precautions of the programs and facilities. Periodic training shall be completed by all staff to keep current on the latest trends of boating and marina programs, operations and services. Refer to chapter 1, paragraph 11a for specific training requirements.

(2) In addition to in-house training, the use of professional boating organization/association training programs is recommended (e.g., United States Coast Guard [USCG], International Boating and Water Safety Summit [IBWSS], United States Power Squadron [USPS], etc.).

d. Certifications. Required boating and marina certifications are listed in Figures 17-2 and 17-3, respectively.

Certifications	Boat Repairer Worker/Helper	Recreation Attendant	Recreation Assistant	Supervisory Recreation Specialist
Cardio Pulmonary Resuscitation (CPR)/ Automated External Defibrillator (AED)	X	X	X	X
First Aid	X	X	X	X
Small Engine repair (if inventory includes motorized boats)	X			

Figure 17-2.--Boating Program Certifications

Certification	Dockhand	Recreation Attendant	Recreation Assistant	Supervisory Recreation Specialist	Boat Repairer Worker/Helper
CPR/AED	X	X	X	X	X

Figure 17-3.--Marina Program Certifications

First Aid	X	X	X	X	X
USCG Operations License/US Sail Association*			X**	X	
Master License***			X	X	
Boat operators License	X		X	X	
Small Engine Repair					X
Marina Operators Course				X	
*USCG Operators License is required for charter boats less than 65 feet long and/or carrying less than six passengers.					
**License will be required based on position description and duties.					
***Master License is required for charter boats more than 65 feet long and/or carrying six or more passengers (not required for recreation assistant if not performing this duty).					

Figure 17-3.--Marina Program Certifications-Continued

3. Facility Operations

a. Facility. Boating and Marina programs may be co-located with each other and complementary facilities such as primitive camping, recreational vehicle (RV) parks, fishing, parks and picnic areas, etc., such co-locations will have the advantage of drawing more patrons to a single location offering a wider assortment of recreational services.

(1) Core Spaces for Boating and Marina Facilities

- (a) Female/male restrooms.
- (b) Manager's office.
- (c) Maintenance covered area.
- (d) Equipment storage area.
- (e) Chemical storage area.
- (f) Classroom.

(2) Ensure all spaces are properly maintained and functional.

b. Hours of Operation. Boating and marina hours of operation are determined by installation requirements, based on daylight, weather conditions, customer needs and other supporting business conditions. The general hours of operation shall be posted at the facility and on the program's website.

c. Core Equipment

(1) Emergency Equipment for Boating and Marina Programs

(a) A readily accessible and working communication device shall be immediately available to summon on and off premise emergency response resources.

(b) A complete first aid kit shall include:

1. Absorbent compress dressings.
2. Adhesive bandages (assorted sizes).
3. Adhesive cloth tape.
4. Sterile eyewash (saline solution).
5. Blanket (space blanket).
6. Breathing barrier (with one-way valve).
7. Instant cold compress.
8. Instant hot compress.
9. Non-latex gloves (assorted sizes).
10. Scissors.
11. Roller bandage (assorted sizes).
12. Sterile gauze pads (assorted sizes).
13. Triangular bandages.
14. Tweezers.
15. Soap or instant hand sanitizer.
16. Plastic bags for the disposal of contaminated materials.

(c) The marina boathouse shall maintain two safety boats; a small motorboat for marina use and a larger craft for open water work, search and retrieval.

(2) Lifejackets. USCG approved, wearable lifejackets and throw-able devices shall be available for use when operating recreational watercraft. Lifejackets shall be provided by the Boating program, free of rips and tears, and shall not be in an unserviceable condition. For specific lifejacket requirements, refer to www.USCGBoating.org.

(a) Motorized boats shall have one lifejacket in the boat for each passenger. There shall be one extra lifejacket or rescue device Type 4 in the boat to be used as a rescue lifejacket/device.

(b) Lifejackets shall be worn at all times by operators and passengers on sailboats and personal water craft (wave-runner/jet ski).

(c) Operators and passengers on paddle craft shall wear a lifejacket at all times while the boat is under way, including but not limited to, canoes, paddleboats, and kayaks.

(d) Children under 13 years of age shall wear an USCG approved lifejacket while on all types of boats.

(3) Motorized and Self-Powered Boat Equipment. All Marine Corps Community Services (MCCS) boats shall be equipped with the below listed equipment prior to leaving the dock. If the shelf-life date of any equipment has expired, the item shall be replaced. For more specific equipment requirements refer to reference (ak).

(a) Motorized boats shall have a visual distress signal (e.g., pyrotechnic devices, orange distressed flag, or electric distress light) on board at all times. Self-powered boats shall have a visual distress signal when operating at night (sunset to sunrise). Pyrotechnic devices shall be stored in fireproof containers at all times.

(b) Motorized boats shall have an USCG approved or Underwriter's Laboratories "marine type" fire extinguisher.

(c) All boats shall have a sound producing device (e.g., horn, whistle, or bell) on board at all times.

(d) All motorized boats shall have a marine radio/very high frequency (VHF) with USCG channel 16, if boats are allowed to be used outside of visual area of facility within open water.

(e) A load-capacity plate with occupancy limits (weight, number of persons and horsepower, if applicable) shall be posted in each boat.

(f) Motorboats (except outboard and diesel) shall be equipped with a USCG approved carburetor backfire flame arrestor. For boats with enclosed gasoline engines, a ventilation system is required. Fire department personnel shall determine if a fire symbol is required on the outside door of the storage area. No smoking signs shall be posted on the vessel.

(g) Boats used between sunset and sunrise shall be equipped with lights.

(4) Boat and Sail Lifecycle Plan

(a) Small centerboard boats have a useful life cycle of eight to ten years; large day-sailors, eight to ten years; and cruising type boats, five to seven years. Larger motorized boats such as shields sloops have ten to 20 year life spans. These timelines are provided as a guideline for planning maintenance and replacement.

(b) Sails used for recreational and instruction use have an expected lifecycle of five to seven years.

(c) More details on life cycles can be found in chapter 22 of this Order.

4. Programs and Services

a. Boating Program Components May Include:

- (1) Instruction (e.g., water safety, sailing, boat operation).
- (2) Equipment rentals for recreation use.

(3) Special events.

b. Marina Services Provided May Include:

(1) Private berthing.

(2) Dry storage.

(3) Resale.

c. Resale Operations. Marina resale is authorized as permitted by Installation Commander or designee for ancillary items such as fuel sales and food and beverage operations. Refer to reference (h) for specific guidance related to retail operations and asset protection. All sales and labor associated with the processing of resale shall be reported to the correct cost center. Retail items shall be priced to yield an average gross profit margin of 30%. Refer to chapter 1, paragraph 18 for more information about the storage of merchandise and inventory management.

d. Indirect Operations. All contracted operations shall be held to the requirement in this Order. Indirect operations are required to provide the same data collection reports. Refer to chapter 1, paragraph 14a for specific information about establishing an indirect recreation operation. Refer to chapter 1, paragraph 14b for specific information on individual services contracts (instructor).

e. Marketing. The Boating and Marina programs shall develop a written annual, year-round marketing and communications plan supportive of the organization's mission, goals, and objectives. Focus shall be on the specific target audience with specific messaging for each audience, selecting appropriate media budget requirements and evaluations. The purpose of the marketing and communications plan is to ensure patrons are informed about boating and marina activities offered annually. Both programs shall schedule and promote classes, workshops, contests, events, and services annually. Coordination with MCCS Marketing/Public Affairs Officer (PAO) is required prior to establishing a social media page.

5. Financial Management

a. Funding

(1) Category B Boating Program. As per reference (a), Boating programs are operated as Category B MWR programs. Every effort should be made to effectively operate this program with limited APF. NAF are authorized. Refer to chapter 1, paragraph 12 for more information.

(2) Category C Marina Services. As per reference (b), Marina programs operated as Category C MWR programs. Category C programs are revenue generating programs that have a business capability to cover operating expenses. Category C activities operated at remote and isolated locations may be funded as a Category B activity, with limited APF as a break-even operation. Refer to chapter 1, paragraph 12 for more information.

b. Fees and Charges. All patrons using Boating or Marina programs shall be assessed fees for activities and services as defined below. Fees shall be collected at time of purchase and receipt provided to the patron.

(1) Boating Program

(a) Refer to chapter 1, paragraph 13b for Category B fees and charges. All Boating programs shall assess fees to offset all NAF expenses associated with providing recreational programs and services.

(b) When providing classes, events, and boat/equipment rentals, fees shall be assessed to offset all direct NAF expenses, such as personnel, supplies, prizes, awards, instructor contracted fees, and the maintenance and repair of rental equipment.

(c) Price determination shall be based on, a minimum of one annual competitive pricing survey utilizing the average fees and charges of three business venues using local commercial, municipal or government entities and shall take into consideration the cost to provide the service: life span of the rental item (set standards based on industry to also be used in develop replacement cycles); amount of time to process check out of item (based on type of equipment); amount of time to process check in of item; amount of time to set-up, inspection and repacking of item; amount of time to clean/service item; approximate time required for repair and maintenance for item; approximate cost for repair parts/supplies for item.

(d) Cost recovery determines the time frame in which to recover the purchase cost, by identifying the number of times the item is rented and setting the rental price (i.e., the purchase price divided by the number of times the item will be rented). Cost recovery standards shall be linked to the type of equipment. For example, it typically takes longer to recover the purchase costs of items such as motorized boats, than items like lifejackets.

(e) Utilization data is the metric for determining pricing, inventory mix and levels, repair and maintenance schedules, developing budgets and forecasting demand. Dollar and time utilization metrics shall be used in rental operations.

1. Dollar utilization measures the ratio of annual sales to inventory. Low ratios may indicate that rental rates are too low, inventory values too high, inventory is unused or obsolete. Very high ratios may indicate under stocking or the increased potential for stock outs, or lost revenue. For example, the purchase price is \$3,000 and rental income over one year is \$1,600. Divide rental income by purchase price. Utilization is 53.3%.

2. Time utilization measures the number of days rented divided by number of days available. Time utilization determines demand patterns, appropriate times in a week or season to conduct preventative maintenance and how to forecast the needed levels of inventory. For example, the facility is open 250 days per year; item is rented 164 days over one year. Divide rented days by days open. Utilization is 65.5%.

(f) User fees and rental pricing shall be based on rental time (e.g., hourly, one day rental, three day rental, one week rental, etc.). Discounted pricing for multiple days is authorized.

(g) As per reference (h), payment for lost, damaged or destroyed equipment or for extended rental use is the responsibility of the patron.

(2) Marina Program. Refer to chapter 1, paragraphs 13c and 13d for

Category C marinas (private berthing/slip rental) fees and charges. Price determination shall be based on, a minimum of one annual competitive pricing survey utilizing the average fees and charges of three business venues using local commercial, municipal or government entities. Based on the annual competitive pricing survey rates shall reflect a minimum of 75% requirement for each market. Rates are determined upon either the length or square footage of slips.

c. Cost Centers. All accounting for Boating and Marina programs shall be reported to the appropriate cost centers. When operated jointly all labor and expenses shall be reported to the appropriate cost centers as follows in Figure 17-4.

Program	Cost Centers		Program Description
Boating Program	NAF	5852	Includes activities without resale or private boat berthing. Boats and equipment are MCCA owned and operated. Includes boat rentals, classes, etc.
	APF	MAMI	Cost related to marina operations without resale or private boat berthing. Boats and equipment are MCCA owned and operated.
Marina Overhead	NAF	5850	Record the cost associated with overall operations of the marina that cannot be attributed to a specific cost center.
Resale or Private Boat Berthing	NAF	5851	Cost related to expenses at marinas that allow berthing of privately owned boats. No APF funds will be used to berth privately owned boats.
Marina Resale	NAF	1176	Record the sale and costs associated with merchandise sold at marinas. This includes boating supplies, parts, and repairs, equipment incidentals with boating and convenience merchandise.
Fuel Resale	NAF	1178	Record sales and costs of fuel sold at the marina.

Figure 17-4.--Cost Centers

d. Accountability. The standard Headquarters directed Recreation Management Information System shall be used in tracking resale, rentals, customer and usage data, reservations and daily business operations.

(1) Program Tracking. Patron use, instruction, reservations, and equipment rental.

(2) Point of Sale (POS). All fees and charges.

6. Safety and Risk Management. Program manager shall, establish safety standards and a written safety administration and accident prevention plan for each activity/event in accordance with references (j) and (bb). Facilities and maintenance practices shall comply with base safety, environmental regulations established by base engineering and environmental office. If a significant/critical incident or fatality occurs while participating in a boating or marina activity or utilizing a Marine Corps Boating or Marina facility, refer to chapter 1, paragraph 20b for reporting requirements.

a. Insurance. Privately owned boats shall have liability insurance in an amount based on boat length as depicted in Figure 17-5.

Boat Length	Amount of Liability Insurance
16-27 Feet	\$100,000
28-40 Feet	\$300,000
41-50 Feet	\$500,000
Greater than 50 Feet and live-a-boards	\$1,000,000

Figure 17-5.--Privately Owned Boat Insurance Requirements

(1) In addition to Figure 17-5, patrons shall provide evidence that their insurance policy includes coverage for salvage costs, environmental risks to include pollution remediation expenses.

(2) The policy shall name Headquarters Marine Corps (HQMC CMC/MR) and the MCCA activity operating the marina, in which the boat is docked or moored, as additionally insured. Certificates of insurance evidencing these requirements shall be obtained prior to berthing or storing a boat and shall be retained by the local MCCA activity. Patrons are required to provide proof of continued insurance coverage annually.

b. Fuel Service. Boating and Marina programs with fuel delivery nozzles shall be equipped with a self-closing control valve to shut off the flow of fuel when the operator's hand is removed from the nozzle. An emergency fuel shutoff control switch shall be installed more than 20 feet but less than 100 feet from the gasoline dispenser. The control switch shall be readily labeled and accessible at all times of operation.

c. Electrical

(1) All programs with electrical wiring located near boat ramps shall be installed underground to avoid possible contact with masts and other parts of boats.

(2) Overhead wiring shall be no closer than 20 feet from the outer edge or any portion of the facility that may be used for moving boats or stepping/un-stepping masts. Warning signs to alert people of wire clearance shall be located to be clearly visible.

d. The following safety restrictions apply to Boating programs:

(1) Children less than 15.5 pounds shall not be permitted in/on MCCA boats.

(2) Boat operators (motorized and self-powered) shall not consume or be under the influence of alcohol before or during operations of MCCA boats. This includes boats that are underway, anchored, or docked.

(3) Alcohol is prohibited aboard MCCA boats at all times.

7. Operational Management

a. A SOP is required to ensure consistency in process, procedures, and operations. The SOP shall be reviewed and updated annually by the program manager and shall include the following information at a minimum:

(1) Hours of operation.

- (2) Reservation/rental.
- (3) Rules and regulations.
- (4) Patron eligibility.
- (5) Daily procedures (opening and closing).
- (6) Standard Headquarters directed Recreation Management Information System.
- (7) Pricing list.
- (8) Cash handling.
- (9) Risk management plan.
- (10) Inventory control.
- (11) Abandoned vessels/trailers.
- (12) Maritime Accident Reporting. All incidents, involving recreational boating and sailing water craft and facilities are within the purview of admiralty law. Any boating incident shall be reported immediately to the local staff judge advocate, local safety authority, HQMC (MR).
- (13) Emergency Action Plan (EAP)
 - (a) An EAP covering such areas as drowning protocol, rescue protocol, injuries, environmental emergencies, chemical emergencies, dangerous marine life, medical emergencies, water/surface contamination, severe weather, and boating incidents shall be provided in local policy and included in required staff training.
 - (b) An EAP shall be practiced and rehearsed quarterly. Records of this training shall be maintained for a period of five years per reference (aa). Documentation of training shall be a roster signed by each staff member in attendance.
- (14) Other topics that pertain to respective installation requirements shall be included.
 - b. Marina programs shall establish slip reservation/contract periods (e.g., daily, weekly, or monthly).
 - c. Privately owned boats (live-a-boards) occupying MCCA boating berths can be used for residential purposes, as determined by the Installation Commander and provided the following requirements are met:
 - (1) The installation regulations provide pre-requisite fire, safety, and sanitation instructions for the residential occupancy of boats at the marina.
 - (2) The authorization for residential occupancy use is limited to active duty military personnel and their family members. The Installation

Commander may extend this authorization to retired military personnel, their family members and, DoD civilians, if required for facility management.

(3) Evidence of appropriate insurance is on file and updated annually, as noted above.

d. As per reference (ak), federal law requires all military and public recreational type vessels equipped with propulsion machinery of any type, used on waters subject to the jurisdiction of the USCG to be numbered and registered. USCG as the responsible agency has delegated authority to each installation's Department of Land and Natural Resources (DLNR) to act as their agent in administering the law.

e. Patron Training. All patrons renting a boat shall take and pass a boat operator's class, appropriate safety training class based on type of boat, or possess a state boating license. Classes provided shall meet one of the following recognized association's standards: USCG Auxiliary Power Squadron, United States Sailing Association (USSA), Young Men's Christian Association (YMCA), or equivalent. When utilizing state owned waters, patrons must pass state specific boating courses. Boating programs shall define additional qualifications for patrons renting each type of boat.

8. Long Range Program Planning. Long Range Program planning is critical to the successful way ahead for recreation programs. This road map shall lead your program from where it is now to where it shall be in the future. The long range plan shall be flexible, practical and serve as a guide to implementing programs, evaluating programs and making adjustments when necessary. Refer to chapter 1, paragraph 7 for specific details related to the development of Long Range Program Planning.

9. Program Evaluation. The standard Headquarters directed Recreation Management Information System shall be utilized to collect, analyze and disseminate operational information for the Boating and Marina programs.

a. The boating and marina programs and activities offered are evaluated in an effort to strengthen and improve through after action reporting.

b. Programs shall collect the program data shown in Figures 17-6 and 17-7.

(1) Boating Program

Program Data		Methodology							
# of motorized boats available for rent		Provide the total number of MCCA motorized boats available for rent (patron use) located at this waterfront area/facility annually.							
# of motorized boats rented each month		Provide the number of rented motorized boats each month by patron rank.							
	E-1- E-5	E-6- E-9	W-1- W-5	O-1- O-3	O-4- O-10	Reserve	Retiree	Family Member	DoD Civilian
January									
February									
March									
April									

Figure 17-6.--Program Evaluation Boating Program

May									
June									
July									
August									
September									
October									
November									
December									
Annual Totals									
# of paddle craft available for rent (kayak, canoe, paddleboats)	Provide the total number of MCCA paddle craft available for rent (patron use) located at this waterfront area/facility annually.								
# of paddle craft rented each month	Provide the number of rented paddle craft each month, by patron rank.								
	E-1- E-5	E-6- E-9	W-1- W-5	O-1- O-3	O-4- O-10	Reserve	Retiree	Family Member	DoD Civilian
January									
February									
March									
April									
May									
June									
July									
August									
September									
October									
November									
December									
Annual Totals									
# of boating instruction classes	Provide the total number of boating instruction classes taught annually.								
# of boating instruction participants	Each patron is counted one time for participating in each boating instruction class identified above. Provide the total count of all patrons who participated annually.								
# of first aid assistance provided	Provide the total number of times any first aid care was provided for an annual count.								
# of boating fatalities	Provide the total number of boating fatalities annually.								
# of MCCA boats that have been involved in an incident/accident	Provide the total number of times a MCCA boat had an encounter with another object or something happened to a patron aboard the boat annually.								

Figure 17-6.--Program Evaluation Boating Program-Continued

(2) Marina

Program Data		Methodology							
# of private berthing slips (wet) available		Number of private berthing slips available for patrons to rent annually.							
# of private berthing slips (wet) rented each month		Number of rented private berthing slips each month.							
	E-1- E-5	E-6- E-9	W-1- W-5	O-1- O-3	O-4- O-10	Reserve	Retiree	Family Member	DoD Civilian
January									
February									
March									
April									
May									
June									
July									
August									
September									
October									
November									
December									
Annual Totals									
# of dry storage spaces available		Number of dry storage spaces available for patrons to rent annually.							
# of dry storage spaces rented each month		Number of rented dry storage spaces each month.							
	E-1- E-5	E-6- E-9	W-1- W-5	O-1- O-3	O-4- O-10	Reserve	Retiree	Family Member	DoD Civilian
January									
February									
March									
April									
May									
June									
July									
August									
September									
October									
November									
December									
Annual Totals									
# of first aid assistance provided		Provide the total number of times any first aid care was provided for an annual count.							
# of fatalities		Provide the total number of fatalities annually.							
# of MCCS boats that have been involved in an incident/accident		Provide the total number of times a MCCS boat had an encounter with another object or something happened to a patron aboard the boat, or the marina provided boating assistance annually.							

Figure 17-7.--Program Evaluation Marina Program

10. Definitions

a. Marina. A dock or basin with moorings and supplies for yachts and small boats. A marina does not handle large passenger ships or cargo from freighters.

b. Recreational Boating. The leisure activity of travelling by boat or the recreational use of a boat whether powerboats, sailboats, or man-powered vessels (e.g., rowing and paddleboats), focused on the travel itself.

c. Vessel. A watercraft or structure other than a seaplane, used or capable of being used as a means of transportation or habitation on the water.

d. Motorized Boat. A vessel propelled by mechanical or natural power (e.g., johnboats, auxiliary sail, pontoons).

e. Self-Powered Boat (Paddle Craft). A vessel powered only by its occupants, using a single- or double-bladed paddle as a lever without the aid of a fulcrum provided by oarlocks, thole pins, crutches, or similar arrangements (e.g., paddleboats, canoes, kayaks).

f. Personal Watercraft. A vessel propelled by a water-jet pump or other machinery as its primary source of power and designed to be operated by a person sitting, standing, or kneeling on the vessel, rather than sitting or standing within the vessel's hull.

g. Private Berthing Slip. A place in the water for a personally owned boat to dock or anchor.

h. Dry Storage. A place on land where a personally owned boat can be stored.

11. Program Standards Checklist. The checklist provided in Figure 17-8 should be used in assessing the program against policy requirements.

CHPT 17 BOATING & MARINA PROGRAM STANDARDS CHECKLIST		
Para	OPERATIONS	Met/Unmet
4.d	Contracted operations are held to the requirements in this Order.	
4.e	Program developed a written annual, year-round marketing and communications plan.	
5.b.2	Based on the annual competitive pricing survey rates reflect a minimum of 75% requirement for each market. Rates are determined upon the length or square footage of the slips.	
5.c	All accounting for Boating and Marina program is reported to the cost centers depicted within the Figure 17-4.	
5.d	The standard Headquarters directed Recreation Management Information System is used in tracking resale, rentals, customer and usage data, reservations and daily business operations.	
6.a	Privately owned boats have liability insurance based on boat length as depicted in Figure 17-5.	
6.a.1	Patrons provide evidence that their marina insurance policy includes coverage for salvage costs, environmental risks to include pollution remediation expenses.	
6.a.2	Insurance policy name HQMC (CMC/MR) and the MCCS activity operating the marina as additionally insured and obtained prior to berthing or storing a boat.	
7.a.1-14	The SOP are established, reviewed, and updated annually.	
7.a.13	EAP is established.	
7.b	Marina program has established slip reservation/contract periods.	
7.e	All patrons renting a boat take and pass a boat operator's class or appropriate safety training class based on type of boat. When utilizing state owned waters, patrons pass state specific boating courses.	
9.b	Program collects the program data shown in Figures 17-6 and 17-7.	
Para	PERSONNEL	Met/Unmet
2.d	Staff has required boating and marina certifications listed in Figures 17-2 and 17-3.	
Para	FACILITIES	Met/Unmet
3.a.1	Program provides core spaces.	
6.b	Boating and Marina program with fuel delivery nozzles are equipped with a self-closing control valve. An emergency fuel shut-off control switch is installed more than 20 feet but less than 100 feet from the gasoline dispenser. The control switch is readily labeled and accessible at all times of operation.	
6.c.1	If the program has electrical wiring located near boat ramps it is installed underground.	
6.c.2	Overhead wiring is no closer than 20 feet from the outer edge or any portion of the facility. Warning signs are clearly visible.	
Para	EQUIPMENT	Met/Unmet
3.c.1.a-c	Core emergency equipment for Boating and Marina program is provided.	
3.c.2	USCG approved, wearable lifejackets and throw-able devices are provided by the Boating program. These are free of rips and tears and are not in an unserviceable condition.	
3.c.2.a	Motorized boats have one lifejacket in the boat for each passenger. There is one extra lifejacket or rescue device Type 4 in the boat to be used as a rescue lifejacket/device.	
3.c.2.b	Lifejackets are worn at all times by operators and passengers on sailboats and personal water crafts (wave-runner/jet ski).	
3.c.2.c	Operators and passengers on paddle craft wear a lifejacket at all times while the boat is under way.	
3.c.2.d	Children under 13 years of age wear USCG approved lifejacket while on all types of boats.	
3.c.3	Items are replaced, if the self-life date of any equipment has expired.	
3.c.3.a	Motorized boats have a visual distress signal (e.g., pyrotechnic devices, orange distressed flag, or electric distress light) on board at all times. Self-powered boats have a visual distress signal when operating at night (sunset to sunrise). Pyrotechnic devices are stored in fireproof containers while in the facility.	

Figure 17-8.--Program Standards Checklist

3.c.3.b	Motorized boats have an USCG approved or Underwriter's Laboratories "marine type" fire extinguisher.	
3.c.3.c	All boats have a sound producing device (e.g., horn, whistle or bell) on board.	
3.c.3.d	All motorized boats have a marine radio/very high frequency (VHF) with USCG channel 16, if boats are allowed to be used outside of visual area of facility within open water.	
3.c.3.e	A load-capacity plate with occupancy limits are posted in each boat.	
3.c.3.f	Motorboats (except outboard and diesel) are equipped with an USCG approved carburetor backfire flame arrestor. For boats with enclosed gasoline engines have a ventilation system. Fire department personnel have determined if a fire symbol must be located on the outside door of the storage area. No smoking signs are posted on the vessel.	
3.c.3.g	Boats used between sunset and sunrise are equipped with lights.	

Figure 17-8.--Program Standards Checklist-Continued

Chapter 18

Outdoor Recreation

Camping - Primitive, Tent, and Recreational Vehicle (RV) Parks

1. Program Description. The Camping (primitive and tent) programs and RV Parks may work independently or in tandem to encourage outdoor recreation. This chapter shall be used in conjunction with the content and guidance of chapter 1 of this Order.

a. Primitive Camping. Primitive camping is tent camping with no electrical hookups. Site may include picnic tables, fire rings (where permissible), potable water outlets and optional showers and washhouses. Primitive camping may be operated jointly with other recreational facilities.

b. Tent Camping. Tent camping is camping with electrical hookups. Site may include picnic tables, fire rings (where permissible), potable water outlets and optional showers and washhouses. Tent camping may be operated jointly with other recreational facilities.

c. RV Parks. RV Parks are defined as pads or designated campsites with utilities. RV Parks may have individual potable water sites, individual electrical hookups, individual sewage hookups, bathhouses, and satellite/internet connectivity. RV Parks may be operated jointly with primitive/tent camping and other recreational facilities.

2. Personnel

a. Staffing Levels. The facility is adequately staffed to continue normal operations when employees are on temporary additional duty (TAD), annual or sick leave. When additional workloads are created by expansion of services, goods, collateral or assigned duties, normal operations shall not suffer, and the staffing levels are adjusted accordingly. Full time equivalent (FTE) staffing guidelines are shown in Figure 18-1.

Billet	Grade	FTE	Metric
Program Manager (Recreation Specialist)*	NF-3/GS Equivalent	1.0	Based on demand
Recreation Assistant	NF-2/GS Equivalent	0.5- 1.0	Based on demand and operating hours
Recreation Attendant	NF-1/GS Equivalent	0.5- 1.0	Volume of sales, expansion of hours
Maintenance Mechanic (4749)**	NA-5/10/WG Equivalent	0.5- 1.0	Size of program area, ground maintenance needed
Additional staff as determined by staffing metrics.			
*May oversee more than one recreation program.			
**Maintenance work could be contracted out.			

Figure 18-1.--Staffing Levels

b. Core Competencies. Core competencies are the results of a specific set of skills or techniques that deliver value to the customer. Such competencies enable an organization to access a wide variety of programs. Core competencies apply to permanent, part-time, flexible employees, contractors, assigned active duty military personnel, and volunteers. Refer

to chapter 1, paragraph 11b and enclosure (2) pages 16-20 for specific core competencies related to camping and RV Parks.

c. Training

(1) All staff shall complete orientation and continuous training of the materials, techniques, and safety precautions of the programs and facilities. Periodic training shall be completed by all staff to keep current on the latest trends of camping and RV programs and services. Refer to chapter 1, paragraph 11a for specific training requirements.

(2) In addition to in-house training, the use of professional Camping and RV Park training programs are recommended (e.g., RV Park and Campground Management, etc.).

3. Facility Operations

a. Facility

(1) Campsites should be located independently or with other outdoor recreation areas such as water, boating, picnic, pavilions, playgrounds, hiking/biking trails, etc., which provide outlets for other leisure pursuits.

(a) Campsites shall be delineated using nature, in the form of logs, foliage or other non-evasive borders.

(b) A single or multiple potable water sources shall be provided.

(2) RV Parks are developed to include stabilized surfaces or paved pads, individual stand-alone sites that include parking for tow vehicle, potable water, electrical hookups and a picnic table. Individual sewage hookups may be included at each site.

(3) Refer to chapter 23, Parks, Picnic Areas and Playgrounds, for information on playground equipment within campsites or RV Parks.

(4) Office or check-in area, restroom, and storage area for office and cleaning supplies and outdoor maintenance equipment shall be available to effectively operate the activity.

(5) Adequate parking should be made available for all areas of campsites and RV Parks.

b. Hours of Operation. Hours of operation are determined by installation, based on daylight, weather conditions, customer needs and other supporting business conditions. The general hours of operation shall be posted on the program's website, office and facility signage.

c. Equipment

(1) Picnic tables and trash containers should be located throughout the campgrounds.

(2) Existing fire rings are permitted as authorized by local and state laws. Appropriate signage identifying the hazards of fire rings must be posted. Adequate warning of danger must be stenciled on fire rings. Fire rings are not permitted by beach day users. Fire rings may only be permitted

by campers. All patrons must be provided and sign acknowledgement of hazards and appropriate fire extinguishing methods. Rental agreements shall indemnify DoD, Department of Navy (DoN), United States Marine Corps (USMC), Installation Commanders, MCCS activities and MCCS staff. Commands are not responsible for injury, loss or death as a result of fire ring usage.

(3) Fire extinguishers shall be located throughout the inhabited area spaced as deemed necessary by the installation Fire Prevention Chief.

(4) Equipment replacement schedule shall be in place based upon the expected lifetime of the equipment, usage, and outdoor elements to include wildlife and weather.

4. Programs and Services. Year-round or seasonal activities provide a long range perspective on the program's desired outcomes, which are developed to meet the needs of the patron and the military community.

a. Program Components. The program components may include inclusive practices and self-directed activities, rental of campsites and/or RV pads, and provide ancillary services such as water, electric and sewage. The opportunity to host instructional classes, special events, community-wide events, and co-sponsored events, when available, should be taken for the growth of the program. Refer to chapter 1, paragraph 9 for specific information on inclusion.

b. Resale Operations. Resale operations are authorized as permitted by Installation Commanders or designee for items related to the operation including ancillary items and food and beverage operations and/or vending. Refer to reference (h) for specific guidance related to retail operations and asset protection. Retail items shall be priced to yield an average gross profit margin of 30%. Refer to chapter 1, paragraph 19 for more information about the storage of merchandise and inventory management.

c. Indirect Operations. All contracted operations shall be held to the requirements in this Order. Indirect operations are required to provide the same data collection reports. Refer to chapter 1, paragraph 14a for specific information about establishing an indirect recreation operation. Refer to chapter 1, paragraph 14b for specific information on individual services contracts (instructor).

d. Marketing. A calendar of events shall depend on the size of program available, commercial services, geographic resources, climate, available equipment, cost to patron and MCCS, transportation, local demographics, and customer interests. Marketing provides support for the program and the activities planned for the patrons and military community. Marketing comes in a variety of formats and shall be used to promote the program with the widest dissemination with focus to Marines, units, families and the military community. Coordination with MCCS Marketing/Public Affairs Officer (PAO) is required prior to establishing a social media page.

5. Financial Management

a. Funding

(1) As per reference (a), Camping programs are operated as Category B Morale, Welfare, and Recreation (MWR) programs. Every effort should be made

to effectively operate this program with limited APF. NAF are authorized. Refer to chapter 1, paragraph 12 for more information.

(2) As per reference (a), RV Parks are operated as Category C MWR programs. Category C programs are revenue generating programs that have a business capability to cover operating expenses. Category C activities operated at remote and isolated locations may be funded as a Category B activity, with limited APF as a break-even operation. Refer to chapter 1, paragraph 12 for more information.

b. Fees and Charges

(1) Primitive Camping, Category B. Refer to chapter 1, paragraph 13b for Category B fees and charges. All Primitive Camping programs shall assess fees to offset all NAF expenses associated with providing recreational programs and services. Fees shall be collected at time of purchase and receipt provided to the patron.

(2) RV Parks, Category C. Refer to chapter 1, paragraphs 13c and 13.d for Category C RV Parks fees and charges. Price determination shall be based on, a minimum of one annual competitive pricing survey utilizing the average fees and charges of three business venues using local commercial, municipal or government entities. Based on the annual competitive pricing survey rates shall reflect a minimum of 75% requirement for each market. Rates are determined upon the square footage of space and amenities. Fees shall be collected at time of purchase and receipt provided to the patron.

c. Cost Centers. All accounting for these activities shall be reported to the following cost centers, to include labor, located in Figure 18-2.

Program	Cost Center		Definition
Camping	NAF	5552	Costs related to campgrounds operated to provide camping as the primary recreation activity or to support participation in adjacent outdoor recreation activities.
	APF	MAM9	
RV Parks	NAF	2075	Costs related to RV camping where utilities are provided. Can include costs associated to hard-stand spaces as well as complete water, sewage, electrical, cable television and telephone hookups. Can also include costs associated to a reception center, bath houses, laundries and a small retail store.
	APF	MAMY	

Figure 18-2.--Cost Centers

d. Accountability. The standard Headquarters directed Recreation Management Information System shall be used in tracking program fees, retail sales, rentals, customer and usage data, reservations and daily business operations.

(1) Program Tracking. Patron use, instruction, and reservations.

(2) Point of Sale (POS). All fees and charges.

6. Safety and Risk Management. Program manager shall, establish safety standards and a written safety administration and accident prevention plan for each activity/event in accordance with references (j) and (bb). Facilities and maintenance practices shall comply with base safety, environmental regulations established by base engineering and environmental offices. Standard operating procedures (SOP) for safety administration and

accident prevention shall be developed for ongoing and special events and used by all MCCS personnel supporting the camping and RV programs or special events. If a significant/critical incident or fatality occurs while utilizing a Marine Corps Camping or RV Park, refer to chapter 1, paragraph 20b for reporting requirements.

7. Operational Management

a. A SOP is required to ensure consistency in process, procedures, and operations. The SOP shall be reviewed and updated annually by the program manager and shall include the following information at a minimum:

- (1) Hours of operation.
- (2) Reservation/rental procedures.
- (3) Safety regulations.
- (4) Patron eligibility.
- (5) Emergency action plan (EAP).
- (6) Daily procedures (opening and closing).
- (7) Standard Headquarters directed Recreation Management Information System.
- (8) Pricing list.
- (9) Cash handling.
- (10) Risk management plan.
- (11) Other topics that pertain to the respective installation requirements shall be included.

b. Installations may establish daily, weekly, or monthly reservation/contract periods, at the conclusion of which the next eligible patron on the waiting list shall be accommodated.

8. Long Range Program Planning. Long Range Program planning is critical to the successful way ahead for recreation programs. This road map shall lead your program from where it is now to where it shall be in the future. The long range plan shall be flexible, practical and serve as a guide to implementing programs, evaluating programs and making adjustments when necessary. Refer to chapter 1, paragraph 7 for specific details related to the development of Long Range Program Planning.

9. Program Evaluation. The standard Headquarters directed Recreation Management Information System shall be utilized to collect, analyze and disseminate operational information for the camping and RV Parks.

a. The camping and RV programs and activities offered are evaluated in an effort to strengthen and improve through after action reporting.

b. Programs shall collect the program data shown in Figure 18-3.

Program Data	Methodology
# of patrons using primitive and tent camping	Provide an annual total number by rank/status of patrons who camp at the facility. The rank/status breakdown shall be E-1-E-5, E-6-E-9, W-1-W-5, O-1-O-3, O-4-O-10, Retiree, Reserve, Family Member, DoD Civilian, and Guest.
# of patrons using RV Parks	Provide an annual total number by rank/status of patrons who camp at the facility. The rank/status breakdown shall be E-1-E-5, E-6-E-9, W-1-W-5, O-1-O-3, O-4-O-10, Retiree, Reserve, Family Member, DoD Civilian, and Guest.
# of directed activities/classes per year	Provide the number of scheduled directed activities/classes for an annual count.
# of patrons in directed activities/classes per year	Provide the total number by rank/status of patrons who participated in directed program (do not include participation in self-directed activities) for an annual count. The rank/status breakdown shall be E-1-E-5, E-6-E-9, W-1-W-5, O-1-O-3, O-4-O-10, Retiree, Reserve, Family Member, DoD Civilian, and Guest.
# of special events offered per year	Provide the number of special events offered per year.
# of patrons attending special events per year	Provide the total number of patrons who attended the special events.
Total value of resale inventory	Provide the monetary value for all in stock inventory.

Figure 18-3.--Program Evaluation

10. Program Standards Checklist. The checklist provided in Figure 18-4 should be used in assessing the program against policy requirements.

CHPT 18 CAMPING & RV PARKS PROGRAM STANDARDS CHECKLIST		
Para	OPERATIONS	Met/Unmet
4.b	Retail items are priced to yield an average gross profit margin of 30%.	
4.c	Contracted operations are held to the requirements in this Order.	
4.d	Program developed a written annual, year-round marketing and communications plan.	
5.b.1	Camping program (Category B) assesses fees to offset all NAF expenses associated with providing recreational programs and services.	
5.b.2	RV Park (Category C) rates are based on the annual competitive pricing survey rates and reflect a minimum of 75% requirement for each market. Rates are based upon the square footage of space and amenities.	
5.c	All accounting for Camping and RV Parks programs are reported to the cost centers depicted within the Figure 18-2.	
5.d	The standard Headquarters directed Recreation Management Information System is used in tracking program fees, retail sales, rentals, customer and usage data, reservations and daily business operations.	
6	Facility and maintenance practices comply with base safety, environmental regulations established by base engineering and environmental offices.	
7.a.1-11	The SOP are established, reviewed and updated annually.	
7.b	Program established daily, weekly, or monthly reservation/contract periods, at the conclusion of which the next eligible patron on the waiting list is accommodated	
8	Long range program plan is implemented.	
9.b	Program collects the program data shown in Figure 18-3.	
Para	PERSONNEL	Met/Unmet
2.a	Facility is adequately staffed to continue normal operations when employees are on TAD, annual or sick leave.	
2.c	All staff completed orientation and continuous training of the materials, techniques, and safety precautions of the programs and facilities.	
Para	FACILITIES	Met/Unmet
3.a.1.a	Campsites are delineated using nature, in the form of logs, foliage or other non-evasive borders.	
3.a.1.b	A single or multiple potable water sources is provided.	
3.a.4	Office or check-in area, restroom and storage area are available to effectively operate the activity, store office and cleaning supplies, and outdoor maintenance equipment.	
3.a.5	There is adequate parking for all areas of campsites and RV Parks.	
Para	EQUIPMENT	Met/Unmet
3.c.1	Picnic tables and trash containers are located throughout the campgrounds.	
3.c.3	Fire extinguishers are located throughout the inhabited area spaced as deemed necessary by the installation Fire Prevention Chief.	
3.c.4	Equipment replacement schedule are in place based upon the expected lifetime of the equipment, usage and outdoor elements to include wildlife and weather.	

Figure 18-4.--Program Standards Checklist

Chapter 19

Outdoor Recreation

Fishing and Hunting

1. Program Description

a. Fishing. The Fishing program supports the Marine Corps Recreation Program by promoting resiliency, readiness and a healthy quality of life (QOL) for Marines and family while in pursuit of fishing. Fishing provides physical, mental and societal benefits by connecting the participant to the outdoors which correlates with increased physical activity, general well-being, and the ability to focus.

b. Hunting. This Order is to provide clarification of oversight responsibilities for the Hunting program. As per reference (a) the Hunting program shall operate within and be conducted through the Installation Facilities Engineer, Game Warden, and applicable local, federal, or host nation government policies.

c. This chapter shall be used in conjunction with the content and guidance of chapter 1 of this Order.

2. Personnel

a. Staffing Levels. Operational oversight is by staff who may oversee more than one recreation program.

b. Core competencies. Core competencies are the results of a specific set of skills or techniques that deliver value to the customer. Such competencies enable an organization to access a wide variety of programs. Core competencies apply to permanent, part-time, flexible employees, contractors, assigned active duty military personnel, and volunteers. Refer to chapter 1, paragraph 11b and enclosure (2) pages 16-20 for specific core competencies related to fishing and hunting.

c. Training Requirements. All staff shall complete orientation and continuous training of the materials, techniques, and safety precautions of the programs and facilities. Periodic training shall be completed by all staff to keep current on the latest trends of Fishing and Hunting programs and services. Refer to chapter 1, paragraph 11a for specific training requirements.

3. Facility Operations

a. Facility. Accessible piers and docks or gradual sloped grass bedding surrounding an area for fishing may be available on an installation for fishing purposes. Marine Corps Community Services (MCCS) owned boats may be available for rent. Refer to chapters 16 and 21 for more information.

b. Hours of Operation. Hours of operation are determined by local management, based on daylight, weather conditions and other supporting business conditions. The general hours of operation shall be posted on the program's website and facility signage.

c. Core Equipment. Equipment may be rented at the Outdoor Recreation Equipment Checkout and Rental facility, and/or Boating and Marina program.

4. Programs and Services

a. Program Components. To provide year-round, seasonal fishing activities based on customer interests and leisure pursuits. Open house activities such as the "Take me Fishing Day", in the month of June, may be considered as a means by which to promote the Fishing programs. Open house activities on National Hunting and Fishing Day, the fourth Saturday in September, may be considered as a means is to recognize Americans who contribute to the conservation of our natural resources, acquaint the public with the military's programs, and promote resource conservation.

b. Marketing. The Fishing and Hunting programs shall develop a written annual, year-round marketing and communications plan supportive of the organization's mission, goals, and objectives. Focus shall be on the specific target audience with specific messaging for each audience, selecting appropriate media budget requirements and evaluations. The purpose of the marketing and communications plan is to ensure patrons are informed about fishing and hunting activities offered annually. Coordination with MCCS Marketing/Public Affairs Officer (PAO) is required prior to establishing a social media page.

c. Indirect Operations. All contracted operations shall be held to the requirements in this Order. Indirect operations are required to provide the same data collection reports. Refer to chapter 1, paragraph 14a for specific information about establishing an indirect recreation operation. Refer to chapter 1, paragraph 14b for specific information on individual services contracts (instructor).

5. Financial Management

a. Funding. As per reference (a), Fishing and Hunting programs are operated as a Category B Morale, Welfare, and Recreation (MWR) program. Every effort should be made to effectively operate this program with limited APF. NAF are authorized. Refer to chapter 1, paragraph 12 for more information.

b. Fees and Charges

(1) Special state permit fees may be collected for fishing on military installations. Fees shall be collected at time of purchase and a receipt provided to the patron.

(2) Installation fees shall be assessed in conjunction with the sale of fishing permits and a receipt provided to the patron. In addition to fishing permit fees, activity fees shall be established to offset NAF expenses incurred for activities such as a class, trip, or fishing derby. Refer to chapter 1, paragraph 13a for more information. Fees shall be collected at time of purchase and receipt provided to the patron.

c. Cost Centers. All accounting for this activity shall be reported to the following cost centers in Figure 19-1.

Program	Cost Center		Program Description
Outdoor Recreation Directed	NAF	5555	Record the transactions for the operation of programs that provide instruction and structured outdoor recreation activities (archery, hunting, fishing, rappelling, hiking, backpacking, bicycling, boating, canoeing, camping jamborees, water and snow skiing, etc.). Do not record the rental/checkout of outdoor recreation equipment.
	APF	MAWB	Cost related to instruction and structured outdoor recreational activities. Includes costs related to instructional materials and pamphlets.
	NAF	1011	Main Store (Armed Services Exchange - MCX)

Figure 19-1.--Cost Centers

d. Accountability. The standard Headquarters directed Recreation Management Information System shall be used in tracking resale, rentals, customer and usage data, reservations and daily business operations. The recreational point of sales (POS) may be used in recording and tracking food and beverage sales and business operations.

6. Safety and Risk Management. Program manager shall, establish safety standards and a written safety administration and accident prevention plan for each activity/event in accordance with references (j) and (bb). Facilities and maintenance practices shall comply with base safety, environmental regulations established by base engineering and bioenvironmental offices. Standard operating procedures (SOP) for safety administration and accident prevention shall be developed for ongoing and special events and used by all MCCS personnel supporting the fishing and hunting program or special event. If a significant/critical incident or fatality occurs while participating in a fishing activity or utilizing a Marine Corps Fishing area, refer to Chapter 1, paragraph 20b for reporting requirements.

7. Operational Management. A SOP is required to ensure consistency in process, procedures, and operations. The SOP shall be reviewed and updated annually by the program manager and shall include the following information at a minimum:

- a. Hours of operation.
- b. Reservation/rental procedures.
- c. Safety regulations.
- d. Patron eligibility.
- e. Emergency action plan (EAP).
- f. Daily procedures (opening and closing).
- g. Standard Headquarters directed Recreation Management Information System.
- h. Pricing list.
- i. Cash handling.

j. Risk management plan.

k. Other topics that pertain to the respective installation requirements shall be included.

8. Long Range Program Planning. Long Range Program planning is critical to the successful way ahead for recreation programs. This road map shall lead your program from where it is now to where it shall be in the future. The long range plan shall be flexible, practical and serve as a guide to implementing programs, evaluating programs and making adjustments when necessary. Refer to chapter 1, paragraph 7 for specific details related to the development of Long Range Program Planning.

9. Program Evaluation. The standard Headquarters directed Recreation Management Information System shall be utilized to collect, analyze and disseminate operational information for the Fishing and Hunting program.

a. The Fishing and Hunting program and activities offered are evaluated in an effort to strengthen and improve through after action reporting.

b. Programs shall collect the program data shown in Figure 19-2.

Program Data	Methodology
# of directed activities (classes, skills classes, fishing trips, derbies, etc.) per year	Provide the number of regularly scheduled directed activities/classes on a monthly basis. Add the monthly totals for an annual count.
# of patrons in directed activities/classes per year	Provide the total number by rank/status of patrons who participated in each directed program on a monthly basis (do not include participation in self-directed activities). Take the monthly count of participants and total them for an annual count. The rank/status breakdown shall be E-1-E-5, E-6-E-9, W-1-W-5, O-1-O-3, O-4-O-10, Retiree, Reserve, Family Member, DoD Civilian, and Guest.
# of patrons issued or sold licenses/permits, applications per year	Provide the total number by rank/status of patrons who purchased license/permits on an annual basis. The rank/status breakdown shall be E-1-E-5, E-6-E-9, W-1-W-5, O-1-O-3, O-4-O-10, Retiree, Reserve, Family Member, DoD Civilian, and Guest.

Figure 19-2.--Program Evaluation

10. Program Standards Checklist. The checklist provided in Figure 19-3 should be used in assessing the program against policy requirements.

CHPT 19 FISHING & HUNTING PROGRAM STANDARDS CHECKLIST		
Para	OPERATIONS	Met/Unmet
3.b	The general hours of operation is posted on the program's website and facility signage.	
4.b	Fishing and Hunting program has developed a written annual, year-round marketing and communications plan.	
5.b.1	Special state permit fees are collected at time of purchase and a receipt provided to the patron.	
5.b.2	Fees are assessed in conjunction with the sale of fishing permits and a receipt provided to the patron.	
5.b.2	Activity fees are established to offset NAF expenses incurred for activities such as classes, trips, and fishing derby.	
5.c	All accounting for Fishing and Hunting programs are reported to the cost centers depicted within Figure 19-1.	
5.d	The standard Headquarters directed Recreation Management Information System is used in tracking resale, rentals, customer and usage data, reservations and daily business operations.	
6	Facilities and maintenance practices comply with base safety, environmental regulations established by base engineering and bioenvironmental offices.	
7.a-k	The SOP is reviewed and updated annually by the program manager.	
8	Long range program plan is implemented.	
9.b	Programs collect the program data as described in Figure 19-2.	
Para	PERSONNEL	Met/Unmet
2.c	All staff complete orientation and continuous training of the materials, techniques, and safety precautions of the programs and facilities.	

Figure 19-3.--Program Standards Checklist

Chapter 20

Outdoor Recreation

Horseback Riding and Stables

1. Program Description. The Horseback Riding and Stable programs may work independently or in tandem to encourage equestrian pursuits. This chapter shall be used in conjunction with the content and guidance of chapter 1 of this Order.

a. Horseback Riding is defined as an equestrian facility housing government owned/leased mounts and provides recreational horseback riding for all authorized patrons. Recreation stable operations offer a range of services to include lessons and trail rides for a service fee.

b. Private Stables is the boarding of privately owned horses and resale operations.

c. Mounted color guards are not part of the Marine Corps Community Services (MCCS) program. They shall not receive NAF support. APF used to support this activity shall not be counted as part of the MCCS APF support.

d. Veterinary health service for the inspection of the facility and the horses as governed by reference (am). Boarded animals shall have all updated veterinary records/inoculations on file.

2. Personnel

a. Staffing Levels. The facility is adequately staffed to continue normal operations when employees are on temporary additional duty (TAD), annual or sick leave. When additional workloads are created by expansion of services, goods, collateral or assigned duties, normal operations will not suffer, and the staffing levels are adjusted accordingly. Labor/billets shall be clearly distinguished between horseback riding and private stables, when operated jointly. Full time equivalent (FTE) staffing guidelines are shown in Figure 20-1.

Billet	Grade	FTE	Metric
Program Manager (Recreation Specialist)*	NF-3/GS Equivalent	1.0	Per installation, based on demand
Recreation Assistant	NF-2/GS Equivalent	0.5- 1.0	Based on demand and operating hours
Recreation Attendant	NF-1/GS Equivalent	0.5- 1.0	Volume of assets, expansion of hours
Maintenance Mechanic (4749)**	NA-5/9/WG Equivalent	0.5- 1.0	Types and amount of equipment, volume, dollar and time utilization
*Recreation specialist may oversee more than one recreation program.			
**Maintenance repair work may be contracted out.			

Figure 20-1.--Staffing Levels

b. Core Competencies. Core competencies are the results of a specific set of skills or techniques that deliver value to the customer. Such competencies enable an organization to access a wide variety of programs. Core competencies apply to permanent, part-time, flexible employees, contractors, assigned active duty military personnel, and volunteers. Refer

to chapter 1, paragraph 11b and enclosure (2) for specific core competencies related to horseback riding and stables.

c. Training

(1) All staff shall complete orientation and continuous training of the materials, techniques, and safety precautions of the programs and facilities. Periodic training shall be completed by all staff to keep current on the latest trends of Horseback Riding and Stable programs and services. Refer to chapter 1, paragraph 11a for specific training requirements.

(2) In addition to in-house training, the uses of professional equine (horses) training programs are recommended (e.g., Stable Management, Professional Horse Trainer, etc.).

3. Facility Operations

a. Facility. Horseback Riding and Stable programs shall consist of a feed barn, pasture, trails, arenas, pens, tack and feed rooms, quarantine pens, wash racks, parking for horse trailers, and an office area with storage for all supplies.

b. Hours of Operation. Hours of operation are determined by installation, based on daylight, weather conditions, customer needs and other supporting business conditions. The general hours of operation shall be posted on the program's website, office, and facility signage.

c. Core Equipment. Equipment needed for the operation of Horseback Riding and Stable programs shall be maintained for the success of the program (e.g., tack equipment [Horseback Riding program only]), maintenance tools, pickup truck, and safety equipment, etc.).

4. Programs and Services. The program components may include inclusive practices, self-directed activities, instructional classes, special events, community-wide events, and co-sponsored events. Refer to chapter 1, paragraph 9 for specific information on inclusion.

a. Program Components

(1) Horseback Riding. Provide recreational riding for all authorized patrons. Stable mounts may be used for either hourly riding or teaching lessons. Group riding lessons are authorized to promote the riding program and generate new patrons. Pony rides for special events and parties may be included as part of the program.

(2) Private Boarding. The boarding of privately owned horses is authorized. Refer to chapter 1, paragraph 20c for information pertaining to hold harmless agreements.

(3) Skill Instruction. Skill instruction introduces patrons to horses and horseback riding activities and the associated values and benefits. The objective of instruction is to develop skills in horseback riding while including safety, grooming, and equine care.

b. Resale Operations. Resale operations are authorized as permitted by Installation Commanders or designee for items related to the operation

including ancillary items and food and beverage operations. Refer to reference (h) for specific guidance related to retail operations and asset protection. All sales and labor associated with the processing of resale shall be reported to the resale cost centers. Retail items shall be priced to yield an average gross profit margin of 30%. Refer to chapter 1, paragraph 19 for more information about the storage of merchandise, and inventory management.

c. Indirect Operations. All contracted operations shall be held to the requirements in this Order. Indirect operations are required to provide the same data collection reports. Refer to chapter 1, paragraph 14a for specific information about establishing an indirect recreation operation. Refer to chapter 1, paragraph 14b for specific information on individual services contracts (instructor). If the stable operation is operated by a private organization, see reference (an).

d. Marketing. The Horseback Riding and Stable programs shall develop a written annual, year-round marketing and communications plan supportive of the organization's mission, goals, and objectives. Focus shall be on the specific target audience with specific messaging for each audience, selecting appropriate media budget requirements and evaluations. The purpose of the marketing and communications plan is to ensure patrons are informed about horseback riding and stable activities offered annually. Coordination with MCCS Marketing/Public Affairs Officer (PAO) is required prior to establishing a social media page.

5. Financial Management

a. Funding

(1) Category B (Horseback Riding). As per reference (a), Horseback Riding programs are operated as Category B Morale, Welfare, and Recreation (MWR) programs. Every effort should be made to effectively operate this program with limited APF. NAF is authorized. Refer to chapter 1, paragraph 12 for more information.

(2) Category C (Private Stables). As per reference (a), private Stable programs are operated as Category C MWR programs. Category C programs are revenue generating programs that have a business capability to cover operating expenses. Category C activities operated at remote and isolated locations may be funded as a Category B activity, with limited APF as a break-even operation. Refer to chapter 1, paragraph 12 for more information.

b. Fees and Charges

(1) Horseback Riding. Refer to chapter 1, paragraph 13b for Category B fees and charges. All Horseback Riding programs shall assess fees to offset all NAF expenses associated with providing recreational programs and services. Fees shall be charged to cover NAF costs associated with management and maintenance of APF provided recreational equipment, materials, and/or services. Fees shall be collected at time of purchase and receipt provided to the patron.

(2) Private Boarding. Refer to chapter 1, paragraphs 13c and 13d for Category C Stable program fees and charges. Price determination shall be based on, a minimum of one annual competitive pricing survey utilizing the average fees and charges of three business venues using local commercial,

municipal or government entities. Based on the annual competitive pricing survey rates shall reflect a minimum of 75% requirement for each market. Rates are determined upon either the length or square footage of stalls. Fees shall be collected at time of purchase and receipt provided to the patron.

c. Costs Centers. All accounting for this activity shall be reported to the following cost centers shown in Figure 20-2.

Program	Cost Center		Program Description
Horseback Riding	NAF	5871	Costs related to stable operations and government owned horses.
	APF	MAM2	
Private Boarding Stables	NAF	5870	Costs associated with boarding privately owned horses.
	APF	MAM3	Cost associated with expenses, riding events, competitions, etc. No funds will be used to board privately owned horses.
Stables Resale	NAF	1154	Record the sales and costs associated with merchandise sold in the stables. This includes tack, feed, and supplies sold.

Figure 20-2.--Cost Centers

d. Accountability. The standard Headquarters directed Recreation Management Information System shall be used in tracking resale, rentals, customer and usage data, reservations and daily business operations.

(1) Program Tracking. Patron use, instruction, and reservations.

(2) Point of Sale (POS). All fees and charges.

6. Safety and Risk Management. Program manager shall, establish safety standards and a written safety administration and accident prevention plan for each activity/event in accordance with references (j) and (bb). Facilities and maintenance practices shall comply with base safety, environmental regulations established by base engineering and environmental offices. Standard operating procedures (SOP) for safety administration and accident prevention shall be developed for ongoing and special events and used by all MCCS personnel supporting the horseback riding and stable programs or special events. If a significant/critical incident or fatality occurs while participating in an equine activity or utilizing a Marine Corps Horseback Riding and Stable programs, refer to chapter 1, paragraph 20b for reporting requirements. As per reference (am), all equines shall be inoculated against local diseases and a veterinarian shall declare each equine free of infectious diseases. Physical exam frequency shall be determined by the Veterinary Corps Officer. Evidence of the veterinary requirements shall be on file.

7. Operational Management. A SOP is required to ensure consistency in process, procedures, and operations. The SOP shall be reviewed and updated annually by the program manager and shall include the following information at a minimum:

- a. Hours of operation.
- b. Reservation/rental.
- c. Rules and regulations.

- d. Patron eligibility.
- e. Emergency action plan (EAP).
- f. Daily procedures (opening and closing).
- g. Standard Headquarters directed Recreation Management Information System.
- h. Pricing list.
- i. Cash handling.
- j. Risk management plan.
- k. Other topics that pertain to the respective installation requirements shall be included.

8. Long Range Program Planning. Long Range Program planning is critical to the successful way ahead for recreation programs. This road map shall lead your program from where it is now to where it shall be in the future. The long range plan shall be flexible, practical and serve as a guide to implementing programs, evaluating programs and making adjustments when necessary. Refer to chapter 1, paragraph 7 for specific details related to the development of Long Range Program Planning.

9. Program Evaluation. The standard Headquarters directed Recreation Management Information System shall be utilized to collect, analyze and disseminate operational information for the Horseback Riding and Stable programs.

a. The horseback riding and stable programs and activities offered are evaluated in an effort to strengthen and improve through after action reporting.

b. Programs shall collect the program data shown in Figures 20-3 and 20-4.

Program Data	Methodology
# of directed activities/classes (lessons, trail rides, special events, etc.)	Provide an annual total number of directed activities/classes provided.
# of patrons using directed activities/classes (lessons, trail rides, special events, etc.)	Provide an annual total number by rank/status of patrons who participated in directed program for an annual count. The rank/status breakdown shall be E-1-E-5, E-6-E-9, W-1-W-5, O-1-O-3, O-4-O-10, Retiree, Reserve, Family Member, DoD Civilian, and Guest.
# of government owned/leased horses	Provide the total number of government owned/leased horses.
Total miles of trails	Provide a total number of square miles/acreage.

Figure 20-3.--Program Evaluation, Horseback Riding Programs

Program Data	Methodology
Annual occupancy percentage	Provide the annual occupancy percentage rate. Divide the total number of spaces rented annually divided by the total number of available spaces for the annual fiscal year.
# of patrons using facility	Provide an annual total number by rank/status of patrons who participated in directed program for an annual count. The rank/status breakdown shall be E-1-E-5, E-6-E-9, W-1-W-5, O-1-O-3, O-4-O-10, Retiree, Reserve, Family Member, DoD Civilian, and Guest.

Figure 20-4.--Program Evaluation, Private Stables

10. Program Standards Checklist. The checklist provided in Figure 20-5 should be used in assessing the program against policy requirements.

CHPT 20 HORSEBACK RIDING & STABLE PROGRAMS STANDARDS CHECKLIST		
Para	OPERATIONS	Met/Unmet
3.b	Hours of operation are posted on the program's website, office and facility signage.	
4.b	Retail items are priced to yield an average gross profit margin of 30%.	
4.c	Contracted operations are held to the requirements in this Order.	
4.d	Horseback Riding and Stable program developed a written annual, year-round marketing and communications plan.	
5.b.1	Horseback Riding program assesses fees to offset all NAF expenses associated with providing recreational programs and services. Fees are charged to cover NAF cost associated with management and maintenance of APF provided recreational equipment, materials, and/or services.	
5.b.2	Based on the annual competitive pricing survey rates reflect a minimum of 75% requirement for each market. Rates are determined upon the square footage of space.	
5.c	All accounting for Horseback Riding and Stable programs are reported to the cost centers depicted within Figure 20-2.	
5.d	The standard Headquarters directed Recreation Management Information System is used in tracking resale, rentals, customer and usage data, reservations and daily business operations.	
6	Facility and maintenance practices comply with base safety, environmental regulations established by base engineering and environmental offices.	
6	All equines are inoculated against local diseases, and a veterinarian shall declare each equine free of infectious diseases. Physical exam frequencies are determined by the Veterinary Corps Officer. Evidence of the veterinary requirements is on file.	
7.a-k	The SOP is established, reviewed and updated annually.	
8	Long range program plan is implemented.	
9.b	Program collects the program data shown in Figures 20-3 and 20-4.	
Para	PERSONNEL	Met/Unmet
2.a	Labor/billets are clearly distinguished between horseback riding and private stables, when operated jointly.	
2.c.1	All staff completed orientation and continuous training of the materials, techniques, and safety precautions of the programs and facilities.	
Para	FACILITIES	Met/Unmet
3.a	Horseback Riding and Stable programs consist of a feed barn, pasture, trails, arenas, pens, tack and feed rooms, quarantine pens, wash racks, parking for horse trailers, and an office area with storage for all supplies.	
Para	EQUIPMENT	Met/Unmet
3.c	Equipment needed for the operation of Horseback Riding and Stable programs are maintained for the success of the program (e.g., tack equipment [Horseback Riding program only], maintenance tools, pickup truck, and safety equipment, etc.).	

Figure 20-5.--Program Standards Checklist

Chapter 21

Outdoor Recreation

Directed Outdoor Recreation

1. Program Description. The Directed Outdoor Recreation program provides authorized patrons with outdoor recreation opportunities and instructional classes to support independent skills. This is a Category B operation that may include, but is not limited to the following: archery, backpacking, boating, canoeing, cycling, camping, fishing, hiking, sailing, water and snow skiing, and other activities that assist Marine Corps Recreation Programs in promoting readiness, fitness, and a healthy quality of life (QOL) for Marines and their family members. This chapter shall be used in conjunction with the content and guidance of chapter 1 of this Order. Facilities that provide equipment for checkout in support of outdoor recreation programs are called Outdoor Recreation Equipment Checkout and Equipment Rental; refer to chapter 22 for more information. For details on the archery program, refer to chapter 24 for more information.

2. Personnel

a. Staffing Levels. Operational oversight is by staff who may oversee more than one recreation program. The program is adequately staffed to continue normal operations when employees are on temporary additional duty (TAD), annual or sick leave. When additional workloads are created by expansion of services, goods, collateral or assigned duties, normal operations shall not suffer, and the staffing levels are adjusted accordingly.

(1) APF allocations for staffing are identified as core requirements to operate the Directed Outdoor Recreation program.

(2) Any staffing requirements identified to operate above core will be defined as non-core for the purposes of APF allocations and will be funded with NAF. If additional APF resources become available, APF may be used to offset non-core requirements. Non-core program requirements shall be based on customer demand and financial viability analysis.

(3) Full time equivalent (FTE) core staffing requirements for the Directed Outdoor Recreation program are depicted in Figure 21-1.

Core			
Billet	Grade	FTE	Metric
Program Manager/ Recreation Assistant*	NF-3/GS Equivalent	1.0	Per installation, based on demand
*May oversee more than one recreation program.			

Figure 21-1.--Core Staffing Levels

(4) FTE non-core staffing requirements are shown in Figure 21-2.

Non-Core			
Billet	Grade	FTE	Metric
Recreation Assistant	NF-2/GS Equivalent	0.5- 1.0	To support directed activities, classes and events

Figure 21-2.--Non-Core Staffing Levels

Recreation Programmer	NF-3/GS Equivalent	0.5-1.0	Based on demand to support directed activities, classes and events, utilization, program expansion and self-sustaining
Certified Instructor/ Contractor	NF-2/3/GS Equivalent or Contracted	0.5-1.0	Based on demand to support classes or instruction
Additional staff as determined by metrics.			

Figure 21-2.--Non-Core Staffing Levels-Continued

b. Core Competencies. Core competencies are the results of a specific set of skills or techniques that deliver value to the customer. Such competencies enable an organization to access a wide variety of programs. Core competencies apply to permanent, part-time, flexible employees, contractors, assigned active duty military personnel, and volunteers. Refer to chapter 1, paragraph 11b and enclosure (2) pages 16-20 for specific core competencies related to Directed Outdoor Recreation programs.

c. Training Requirements

(1) All staff shall complete orientation and continuous training of the materials, techniques, and safety precautions of the outdoor recreation programs and facilities. Periodic training shall be completed by all staff to keep current on the latest trends of outdoor recreation programs and services. Refer to chapter 1, paragraph 11a for specific training requirements.

(2) In addition to in-house training, staff providing instruction in outdoor recreational activities shall either be required or recommended to complete specialized training/certification based on the type of activity provided. Staff accompanying patrons on trips and outings for outdoor recreation activities shall complete the basic training required related to the activity provided. See Figure 21-3 below.

	Instructional Programs		Trips and Outings	
	Required	Recommended	Required	Recommended
All Activities				
First Aid	X		X	
Cardiopulmonary Resuscitation (CPR)	X		X	
Backcountry/Wilderness Travel, Summer				
Wilderness First Aid (WFA) Training	X		X	
Minimal Impact - Backcountry Travel Training		X		X
Backcountry/Wilderness Travel, Winter				
WFA Training	X		X	
Avalanche Safety Training (Mountainous Areas)	X		X	
Minimal Impact- Backcountry Travel and Winter Survival Training		X		X
Canoeing (Flat Water Surface)				
Flat Water Surface Canoeing Instructor Training		X		X
Climbing Wall				
Climbing Wall and Equipment Management Training	X		X	

Figure 21-3.--Professional Outdoor Recreation Training

Cycling				
Cycling Instructor Course		X		X
Hunting				
Hunter Safety Instructor Course	X		X	
Kayaking, Sea/Touring (Ocean or Coastal)				
Sea Kayak Instructor Training	X			X
Sea Kayak Training Course			X	
Kayaking, Sea/Touring (Inland Lake or River)				
Sea Kayak Instructor Course		X		
Sea Kayak Training Course				X
Power Boating				
United States Coast Guard (USCG) Auxiliary Boating Course	X			X
Ropes Course				
Ropes Course Facilitation and Safety Course	X			X
Sailing				
Sailing Instructor Course	X			
Sailing Course		X		X
Skiing, Cross Country				
Cross Country Ski Instructor Course		X		
Cross Country Skiing Course				X
Skiing, Downhill				
Alpine/Down-Hill Ski Instructor Training	X			
Alpine/Downhill Ski Course				X
Snowboarding				
Snowboard Instructor Course		X		
Snowboarding Course				X
Surfing				
Surf Instructor Certification	X			X
Windsurfing				
Board-Sailing Instructor Course		X		
Board-Sailing Course				X

Figure 21-3.--Professional Outdoor Recreation Training--Continued

3. Facility Operations

a. Facility. Program should be managed and collocated with Outdoor Recreation Equipment Checkout and Equipment Rental program, utilizing on-base and off-base recreational programming resources.

b. Hours of Operation. Hours of operation are determined by installation requirements, based on customer needs and customer convenience to include weekends when applicable, and other supporting business conditions. A minimum of 40 hours per week is recommended. The general hours of operation shall be posted on the program's website, each entrance and facility signage.

c. Equipment Support. Use of equipment/inventory supported through other outdoor recreation programs such as boating, marinas, or Outdoor Recreation Equipment Checkout and Equipment Rentals is encouraged, where available.

4. Programs and Services

a. Program Components. Successful Directed Outdoor Recreation programs may offer a variety of activities, both low and high adventure, and include all skill levels to meet customer needs. The program shall include but are not limited to: skills classes, seminars, outdoor recreational trips, and recreational information centers. Trips may take place within a reasonable radius of the installation. The directed outdoor recreation staff shall be the source of information for customers who wish to be active in outdoor activities and request information on outdoor activities available in the area. Staff shall be knowledgeable of outdoor recreation equipment rentals, programs offered by Marine Corps Community Services (MCCS), local advertising on recreation equipment sales, and off-base services.

b. Instruction. Skills instruction introduces people to outdoor recreation activities and their associated values and benefits. The objective of class instruction is to instruct people in appropriate attitudes, behaviors and skills relevant to outdoor activities. Safety, proper use of recreation equipment, skill development and an appreciation of the environment should be emphasized. Participating in directed activities may lead to more customers utilizing the Outdoor Recreation Equipment Checkout and Equipment Rental, boating and marina Facilities.

(1) Directed outdoor recreation staff, contractors, guest speakers, government officials, wildlife specialists, and private organizations (clubs), etc., with the appropriate expertise and credentials may conduct educational awareness classes.

(2) Instruction may include any available outdoor recreation opportunity or activity. Examples include but are not limited to: canoeing, kayaking, fishing, water safety, skiing, snowboarding, snowshoeing, camping, backpacking, biking, hunter education and safety, and Self-Contained Underwater Breathing Apparatus (SCUBA) diving, see chapter 12 for more information about SCUBA.

c. Outdoor Recreational Trips

(1) The purpose of outdoor recreational trips is to promote and encourage participation in outdoor activities in a safe, organized environment.

(2) Trip size shall be carefully considered and is often a balancing act. While wanting to avoid the extremes of excessive waiting lists or cancelling due to lack of interest, trip size shall ensure participants receive a safe, quality experience they could not easily obtain on their own. Minimum and maximum trip sizes shall be set by activity and be based on the program goal, quality of program, safety margins, leadership effectiveness and available resources.

(a) Leader-to-participant ratios should consider the following:

1. Co-educational programs should have male and female leaders, especially on overnight trips.

2. Consider partnering with nearby military installations for joint programming opportunities.

3. The recommended group leader to participant ratio is one to 12.

4. High adventure activities shall increase the instructor ratio to one leader to eight participants.

(b) Ability and experience of the leader.

(c) Age, type, and experience level of participants.

(d) Geographical area.

d. Directed outdoor recreation activities calendar shall be submitted on a quarterly basis to Headquarters Marine Corps (HQMC), Marine and Family Programs, Semper Fit (MFS) Branch, outdoor recreation program specialist, which will include the type of activity, dates, location(s), and targeted patrons.

e. Resale Operations. Resale operations are authorized as permitted by Installation Commander or designee for items related to the operation. Refer to reference (h) for specific guidance related to retail operations and asset protection. Retail items shall be priced to yield an average gross profit margin of 30%. Refer to chapter 1, paragraph 19 for more information about the storage of merchandise, and inventory management.

f. Indirect Operations. All contracted operations shall be held to the requirements in this Order. Indirect operations are required to provide the same data collection reports. Refer to chapter 1, paragraph 14a for specific information about establishing an indirect recreation operation. Refer to chapter 1, paragraph 14b for specific information on individual services contracts (instructor). Contracted services for activities not offered through MCCS shall provide a Certificate of Insurance to the NAF activity's Contracting Officer and provide the information to HQMC outdoor recreation program specialist. For specific high adventure contracted services requiring HQMC Human Resources and Training Branch (MRG) approval, refer to Composite Insurance Program (CIP) Procedures Manual for more information. Refer to chapter 1, paragraph 14 for more information on indirect operations.

g. Marketing. The Directed Outdoor Recreation program shall develop a written annual, year-round marketing and communications plan supportive of the organization's mission, goals, and objectives. Focus shall be on the specific target audience with specific messaging for each audience, selecting appropriate media budget requirements and evaluations. The purpose of the marketing and communications plan is to ensure patrons are informed about directed outdoor recreation activities offered annually. Coordination with MCCS Marketing/Public Affairs Officer (PAO) is required prior to establishing a social media page.

5. Financial Management

a. Funding. Per reference (a), Directed Outdoor Recreation programs are operated as Category B Morale, Welfare, and Recreation (MWR) programs. Every effort should be made to effectively operate this program with limited APF. NAF is authorized. Refer to chapter 1, paragraph 12 for more information.

b. Fees and Charges

(1) Refer to chapter 1, paragraph 13b for Category B fees and charges. Directed Outdoor Recreation programs include instruction, activities, trips, events where fees shall be assessed to offset all direct NAF expenses, such as personnel, supplies, prizes, awards, and instructor contracted fees. Fees shall be collected at time of purchase and receipt provided to the patron.

(2) Price determination shall be based on, a minimum of one annual competitive pricing survey utilizing the average fees and charges of three business venues using local commercial, municipal or government entities. Analysis will include the review of similar operations within 30 miles radius with both military installations and civilian community. Annual records will be maintained at each facility.

(3) Directed Outdoor Recreation programs shall assess fees and charges which support the NAF maintenance and upkeep of supplemental equipment and supplies. Fees shall be collected at time of purchase and receipt provided to the patron.

c. Cost Centers. All accounting for this activity shall be reported to the following cost centers in Figure 21-4.

Program	Cost Centers		Program Description
Directed Outdoor Recreation Programs	NAF	5555	Record the transactions for the operation of programs that provide instruction and structured outdoor recreation activities (archery, hunting, fishing, rappelling, hiking, backpacking, bicycling, boating, canoeing, camping jamborees, water and snow skiing, etc.). Do not record the rental/checkout of Outdoor Recreation equipment.
	APF	MAWB	Costs related to instruction and structured outdoor recreational activities (archery, hunting, fishing, rappelling, hiking, backpacking, bicycling, mountain biking, boating, canoeing, camping jamborees, water and snow skiing, etc.). Includes costs related to instructional materials and pamphlets.

Figure 21-4.--Cost Centers

d. Accountability. The standard Headquarters directed Recreation Management Information System shall be used in tracking program fees, retail sales, rentals, customer and usage data, reservations, and daily business operations.

6. Safety and Risk Management. Program manager shall, establish safety standards and a written safety administration and accident prevention plan for each activity/event in accordance with references (j) and (bb). Safety standards and emergency plans shall be established with base safety and bioenvironmental offices to ensure on-base recreational facilities and maintenance practices comply with environmental regulations. Standard operating procedures (SOP) for safety administration and accident prevention shall be developed for ongoing and special activities, and used by all MCCS personnel supporting the directed outdoor recreation program or special event. Refer to chapter 1, paragraph 20a for additional information pertaining to operational risk management and emergency action planning. If a significant/critical incident or fatality occurs while participating in a directed outdoor recreation activity, refer to Chapter 1, paragraph 20b for reporting requirements.

7. High Adventure Activities. These activities offer a degree of challenge and risk, either real or perceived to include but not limited to climbing, rappelling, mountain biking, and white water sports.

(a) Due to the inherent risk exposure associated with some high adventure activities and the higher potential for losses occurring, MCCS is prohibited from operating certain activities to include:

- (1) Ultra-light aircraft flying.
- (2) Sky diving/sport parachuting.

(b) Other activities may be provided through contracted services with insurance coverage that indemnifies DoD, DoN, USMC, Installation Commanders, MCCS activities and MCCS staff. A copy of the insurance certificate showing limits of liability and other insurance information shall be sent to HQMC CIP, CMC/MRG for review 60 days prior to offering the activity. Activities include:

- (1) White water sports.
- (2) Hang gliding.
- (3) Rock wall/mountain climbing/rappelling.
- (4) Mechanical bull (active duty only).
- (5) Auto racing and motocross.
- (6) Zip lining.
- (7) Jet skiing instruction.
- (8) Ski/snowboarding instruction.
- (9) Indoor skydiving.
- (10) Bungee jumping.
- (11) Cave exploration.
- (12) Ropes course.
- (13) Flyboard or like devices (active duty only).

(c) MCCS activities for on/off base recreation shall be offered with certified trained staff. Participants shall receive a safety briefing prior to participation in an activity by the program manager/leader. Activities include:

- (1) Zip lining (active duty only).
- (2) Dirt bike/ATV (active duty only).
- (3) Rock walls.
- (4) Ski/snowboarding instruction.

(5) Waverunner instruction.

(d) Installation MCCA shall submit a high adventure activity plan (type of event, dates, targeted patrons, and a risk management plan) to HQMC MFS outdoor recreation program specialist for situational awareness and MRG review for approval prior to the activity's final contract. Activity plans shall be submitted 60 days prior to the activity.

8. Operational Management. A SOP is required to ensure consistency in process, procedures, and operations. The SOP shall be reviewed and updated annually by the program manager and shall include the following information at a minimum:

- a. Hours of operation.
- b. Reservation/rental.
- c. Rules and regulations.
- d. Patron eligibility.
- e. Emergency action plan (EAP).
- f. Opening and closing procedures.
- g. Standard Headquarters directed Recreation Management Information System.
- h. Pricing list.
- i. Cash handling.
- j. Risk management plan.
- k. Other topics that pertain to the respective installation requirements shall be included.

9. Long Range Program Planning. Long Range Program planning is critical to the successful way ahead for recreation programs. This road map shall lead your program from where it is now to where it shall be in the future. The long range plan shall be flexible, practical and serve as a guide to implementing programs, evaluating programs and making adjustments when necessary. Refer to chapter 1, paragraph 7 for specific details related to the development of Long Range Program Planning.

10. Program Evaluation. The standard Headquarters directed Recreation Management Information System shall be utilized to collect, analyze and disseminate operational information for the Directed Outdoor Recreation program. The programs and activities offered are evaluated in an effort to strengthen and improve through after action reporting. Programs shall collect the program data shown in Figure 21-5.

Program Data	Methodology
# of directed activities/classes per year	Provide the number of regularly scheduled directed activities/classes on a weekly basis. Add the weekly totals for an annual count.
# of patrons in directed activities/classes per year	Provide the total number by rank/status of patrons who participated in each directed program on a weekly basis. Take the weekly count of participants and total them for an annual count. The rank/status breakdown shall be E-1-E-5, E-6-E-9, W-1-W-5, O-1-O-3, O-4-O-10, Retiree, Reserve, Family Member, DoD Civilian, and Guest.
# of trips offered per year	Provide the number of trips offered per year.
# of patrons attending trips per year	Provide the total number of patrons who attended the trips.
# of special events per year	Provide the number of special events offered per year.
# of patrons attending special events per year	Provide the total number of patrons who attended the special events.
The total value of resale inventory (if applicable)	Provide the monetary value for all in stock inventory.

Figure 21-5.--Program Evaluation

11. Program Standards Checklist. The checklist provided in Figure 21-6 should be used in assessing the program against policy requirements.

CHPT 21 DIRECTED OUTDOOR RECREATION PROGRAMS STANDARDS CHECKLIST		
Para	OPERATIONS	Met/Unmet
3.b	Hours of operation are posted on the program's website, office and facility signage.	
4.a	A variety of activities are offered to all skill levels.	
4.a	Staff is the source of information for customers who wish to be active in outdoor activities and require information on outdoor activities available in the area. Staff is knowledgeable of local advertising on recreation equipment sales, outdoor recreation rentals, and programs offered by MCCS and other public and commercial services.	
4.c.2	Minimum and maximum trip sizes are set by activity and are based on the program goal, quality of program, safety margins, leadership effectiveness and available resources.	
4.d	Directed outdoor recreation activities calendar is submitted on a quarterly basis to HQMC MFS outdoor recreation program specialist.	
4.e	Retail items are priced to yield an average gross profit margin of 30%.	
4.f	All contracted operations are held to the requirements of this Order. Indirect operations are required to provide the same data collection reports.	
4.f	Contracted services for activities not offered through MCCS have provide a Certificate of Insurance to the NAF activity's Contracting Officer and provide the information to HQMC MFS outdoor recreation program specialist.	
4.g	A written annual, year-round marketing and communications plan supportive of the organization's mission, goals, and objectives has been developed for Directed Outdoor Recreation programs.	
5.b.1	Fees are established for instruction, activities, trips, and events to offset all direct NAF expenses, such as personnel, supplies, prizes, awards and instructor contracted fees.	
5.b.2	Price determination is based on, a minimum of one annual competitive pricing survey utilizing the average fees and charges of three business venues using local commercial, municipal or government entities. Analysis includes the review of similar operations within 30 miles radius with both military installations and civilian community.	
5.b.3	Fees are assessed to offset NAF expenditures which support the NAF maintenance and upkeep of supplemental equipment and supplies.	
5.c	All accounting for Outdoor Recreation Directed programs is reported to the cost centers listed in Figure 21-4.	
5.d	The standard Headquarters directed Recreation Management Information System is used in tracking resale, rentals, customer and usage data, reservations and daily business operations.	
6	Facilities and maintenance practices comply with base safety, environmental regulations established by base engineering and environmental offices.	
7.b	A copy of the insurance limits of liability and other insurance information is sent to HQMC (CMC/MRG), CIP, for review 60 days prior to offering the activity.	
7.c	Participants receive a safety briefing prior to participate in an activity.	
7.d	MCCS has submitted a high adventure activity plan to HQMC MFS outdoor recreation program specialist for situational awareness and CIP review for approval prior to the activity's final contract. Activity plans are submitted 60 days prior to the activity.	
8.a-k	The SOP is reviewed and updated annually by the program manager and includes the information in a-k.	
9	A long range program plan is implemented.	
10	Programs collect the program data shown in Figure 21-5.	

Figure 21-6.--Program Standard Checklist

Para	PERSONNEL	Met/Unmet
2.a	Program is adequately staffed to continue normal operations when employees are on TAD, annual or sick leave. When additional workloads are created by expansion of services, goods, collateral or assigned duties, normal operations do not suffer, and the staffing levels are adjusted accordingly. Staffing requirements depicted in Figures 21-1 and 21-2 are met.	
2.c.1	All staff has completed orientation and has continuous training of the materials, techniques, and safety precautions of the programs and facilities.	
2.c.2	Staff is trained using professional outdoor recreation training programs required for instruction and trips. Required trainings are listed in Figure 21-3.	

Figure 21-6.--Program Standard Checklist-Continued

Chapter 22

Outdoor Recreation

Outdoor Recreation Equipment Checkout and Equipment Rental

1. Program Description. The Outdoor Recreation Equipment Checkout and Equipment Rental programs may work independently or in tandem to encourage outdoor recreation. This chapter shall be used in conjunction with the content and guidance of chapter 1 of this Order.

a. Outdoor Recreation Equipment Checkout, as per reference (a), is operated as a Category B Morale, Welfare, and Recreation (MWR) program and is integral to physical and mental fitness. The focus of Outdoor Recreation Equipment Checkout is to provide equipment support for directed and self-directed participation in outdoor activities, resale, and equipment repair services. Equipment examples include, but are not limited to: camping, skiing/snowboarding, fishing, snorkeling, other water sports, team sports, and bicycles.

b. Equipment Rental, MWR Category C program, providing equipment for rental use such as party and catering equipment (e.g., tables, chairs, grills, catering and service items, inflatable games, entertainment equipment), and maintenance and construction equipment (e.g., lawn mowers, rototillers, chain saws, utility trailers, hand tools). Equipment Rental operations are typically operated with the Outdoor Recreation Equipment Checkout Center, which allows for improved program effectiveness, savings in maintenance/operation costs and more efficient staff utilization.

c. Unit support, unit sponsored social recreational events are defined as: holidays or special parties (homecoming events, command family days, or events) held in conjunction with official events (deployment briefs, welcome aboard orientations, award ceremonies, commander's calls, workshops, changes of command, etc.). Based on this definition of unit sponsored social recreational events, Marine Corps Community Services (MCCS) activities provide equipment support to units as a Category A MWR function. Most equipment is provided through the Outdoor Recreation Equipment Checkout and Equipment Rental operations. Equipment used by units is comprised of both the Category B and C defined above. Some installations purchase and establish separate inventories of recreational equipment for specific use for unit support.

d. For the purpose of clarification, the following are defined below.

(1) Equipment. Inventory purchased for the program.

(2) Checkout/Rental. Processing equipment transactions.

(3) Gear Issue. Category A equipment at Fitness Centers and gymnasiums, not outdoor recreation.

2. Personnel

a. Staffing Levels. The facility is adequately staffed to continue normal operations when employees are on temporary additional duty (TAD), annual or sick leave. When additional workloads are created by expansion of

services, goods, collateral or assigned duties, normal operations shall not suffer, and the staffing levels are adjusted accordingly.

(1) APF allocations for staffing are identified as core requirements to operate Outdoor Recreation Equipment Checkout program.

(2) Any staffing requirements identified to operate above core will be defined as non-core for the purposes of APF allocations and will be funded with NAF. If additional APF resources become available, APF may be used to offset non-core requirements. Non-core program requirements shall be based on customer demand and financial viability analysis.

(3) Full time equivalent (FTE) core staffing requirements for Outdoor Recreation Equipment Checkout are depicted in Figure 22-1.

Core			
Billet	Grade	FTE	Metric
Program Manager (Recreation Specialist)*	NF-3/GS Equivalent	1.0	Per installation operation
*May be dual-hatted with another recreation program.			

Figure 22-1.--Core Staffing Levels

(4) FTE non-core staffing requirements are shown in Figure 22-2.

Non-Core			
Billet	Grade	FTE	Metric
Recreation Assistant	NF-2/GS Equivalent	0.5- 1.0	Based on demand and operating hours
Recreation Attendant	NF-1/GS Equivalent	0.5- 1.0	Volume of equipment, expansion of hours
Maintenance Mechanic (4749)**	NA-5/10/WG Equivalent	0.5- 1.0	Types and amount of equipment, volume, dollar and time utilization
Recreation Specialist Programmer	NF-3/GS Equivalent	0.5- 1.0	Sales volume, utilization, program expansion and self-sustaining
Additional staff as determined by metrics.			
**Maintenance work could be contracted out.			

Figure 22-2.--Non-Core Staffing Levels

b. Core Competencies. Core competencies are the results of a specific set of skills or techniques that deliver value to the customer. Such competencies enable an organization to access a wide variety of programs. Core competencies apply to permanent, part-time, flexible employees, contractors, assigned active duty military personnel, and volunteers. Refer to chapter 1, paragraph 11b and enclosure (2) pages 16-20 for specific core competencies related to Outdoor Recreation Equipment Checkout and Equipment Rental.

c. Training Requirements

(1) All staff shall complete orientation and continuous training of the materials, techniques, and safety precautions of the programs and facilities. Periodic training shall be completed by all staff to keep current on the latest trends of outdoor recreation programs and services. Refer to chapter 1, paragraph 11a for specific training requirements.

(2) In addition to in-house training, the use of professional outdoor recreation training programs is recommended (e.g., Association of Outdoor Recreation Education [AORE], National Recreation and Parks Association [NRPA], etc.).

d. Certifications. Professional associations, certifications or qualifications reflect the overall professionalism of the outdoor recreation staff. Certifications depend upon the requirements of the position description. A standardized individual development plan for specific billets is required. Plan shall include annual training and required training as listed in chapter 21, Directed Outdoor Recreation program, when staff is conducting activities, trips, competitive events, etc.

3. Facility Operations

a. Facility. Facilities shall be located in an accessible area that supports the equipment demands of the mission, installation and customer needs. As per reference (ao), guidelines in evaluating, planning and designing the facility shall be used.

b. Hours of Operation. Hours of operation are determined by installation requirements, based on customer needs and customer convenience to include weekends when applicable, and other supporting business conditions. A minimum of 40 hours per week is recommended. The general hours of operation shall be posted on the program's website, each entrance and facility signage.

c. Core Equipment. Outdoor Recreation Equipment Checkout and Equipment Rental operations shall maintain adequate stocks of equipment designed to support installation population and demand. Inventory, particularly specialized equipment, shall be based on user surveys, needs assessments, user records, requests for equipment and waiting lists. Procedures shall be established to facilitate replacement of equipment identified in Figure 22-3 that becomes obsolete, unserviceable, or unsafe. Equipment shall be chosen for quality and durability. In most cases, select equipment that is simple to use, sustains one's safety and remains usable without excessive maintenance.

(1) Category B Equipment is identified in the following categories:

- (a) Camping.
- (b) Recreational sporting equipment.
- (c) Water sports.
- (d) Winter sports.
- (e) Bikes.
- (f) Boating (non-sleep aboard and motorized day-trip).

(2) Category C Equipment is identified as:

- (a) Boats with berthing (live-aboard).

- (b) Party equipment.
- (c) Lawn and garden.
- (d) Waverunners.
- (e) Campers.
- (f) Trailers.

d. Inventory Management

(1) Inventory level determination is made by tracking demand through time utilization studies, recording stock-outs and lost sales to understand trends in demand and plan the minimum number of items to stock.

(2) Determine inventory mixture by core inventory plus regional specialization based on geography and demand.

(3) Regular replacement cycles prevent inventory obsolescence. A replacement schedule should be adjusted accordingly based on usage, environmental conditions and product recommendations. The average annual inventory replacement schedule is depicted in Figure 22-3.

	Item	Description	Life Cycles
Tents and Camping Equipment	Backpack		5-6 years
	Blanket		3-5 years
	Camp Fire Grill		10 years
	Stove, Camping	Single, double burner	3-5 years
	Table, Camping	Folding	3-5 years
	Cart Top Carrier/Roof Rack		5-6 years
	Chair, Camping		1-3 years
	Coffee Set or Mess Kit		8-10 years
	Cook Set/Miscellaneous Cookware		5-7 years
	Lantern	Propane, battery	2-3 years
	Mattress	Air mattress	1 year
	Shovel/Pick	Folding shovel/pick	2-3 years
	Sleeping	Cots, bags, pads, foam mattress	2-3 years
	Space Heater		2-3 years
	Tent, Camping	Various sizes	1-3 years
Coolers and Ice Chests	Water Jug	Various sizes	5-8 years
	Ice Chest/Cooler	Various sizes	5-8 years
	Keg Cooler	Various sizes	7-10 years
Charcoal Cookers, Smokers, and Barbeque Grills	Drum Grill		3-5 years
	Grill/Smoker	Propane, charcoal	8-10 years
	Grill	Table top grill	1-2 years
Recreation Sports	Ball, Sports	Basketball, soccer, volley, etc.	1-2 years
	Softball Glove		1-2 years
	Croquet Set		5 years
	Frisbees		1 year
	Golf Club		3-5 years
	Horseshoe Set		5-7 years

Figure 22-3.--Average Annual Inventory Replacement Schedule

Recreation Sports Continued	Rollerblades		1-2 years
	Sports sets	Badminton, softball, football, volleyball	2-3 years
	Tennis Racket		1-2 years
	Jump Rope		2-3 years
	Tug-O-War Rope		5-7 years
Aquatic Equipment	Beach Umbrella		1-2 years
	Boards	Body, boogie, knee, wake, surf	2-3 years
	Diving Fins		2-3 years
	Fishing Rod/Reel		1-2 years
	Lifejacket	Infant, child and adult sizes	4-5 years
	Skis, Water		4-5 years
	Snorkel Set	Mask, snorkel, and fins	1-2 years
	Surfboard Car Rack		8-10 years
	Wet Suit		1-2 years
Skiing Equipment	Ski Equipment	Skis, boots, poles	4-5 years
	Snowboard Equipment	Board, boots, leash	2-4 years
Biking	Bike		2-3 years
	Bike Carrier/Rack		8-10 years
	Bike Helmet		2-3 years
Games & Party Equipment	Inflatables	Moon bounce, bouncy house, moon walk, bungee run, sticky wall, etc.	5-7 years
	Dunk Tank and Striker	Trailer	8-10 years
	Costumes	Adult (Santa, clown, etc.)	2-3 years
	Outdoor Party Games	Bocce ball, croquet, hula-hoop, lawn dice, human bowling, lawn darts/dice, parachute & balls, Frisbee games, checkerboard, etc.	2-3 years
	Entertainment/Bufferet Supplies	Cake tree, chaffing dish, champagne fountain, coffee pot/pump thermos, platter	3-5 years
	Punch Bowl and Ladle		5-7 years
	Pitcher	Plastic	1-2 years
	Chairs		5-8 years
	Table		5-8 years
	Canopy Tent		2-3 years
	Fly Tent		3-5 years
Tools (Including Lawn and Garden Items)	Garden Tools	Axe, hoe, lute rake, pitch fork, pick axe, rake, shovel, edger, etc.	3-5 years
	Ladder		3-5 years
	Lawn Equipment	Aerator, mower, rollers leaf blower, rotor-tiller, pole driver/digger, etc.	3-5 years
	Pressure Washer		3-5 years
Miscellaneous	Generator		3-5 years
	Hand Truck		8-10 years
	Heater		3-5 years
	Outdoor Standing Light		5-7 years
	Propane Tees/Trees		2-3 years
	Roll-Away Beds	Frame and mattress	5-8 years
Watercraft	Motor	Boat motor, 3.5 horsepower (HP)	6,000 hours
	Motor	50 HP - 225 HP	1,800-2,000 hours
	Centerboard Sailboat		8-10 years

Figure 22-3.--Average Annual Inventory Replacement Schedule-Continued

Watercraft Continued	Keel Sailboat	8-10 years
	Powerboat	5-7 years
	Waverunner	3-5 years
	Pontoon	5-7 years
	Jon Boat	10-15 years
	Pan Fishing	10-15 years
	Kayaks and Canoes	5-7 years

Figure 22-3.--Average Annual Inventory Replacement Schedule-Continued

(4) Disposal of Equipment. NAF equipment shall be disposed of with the proper paperwork and through the appropriate channels.

4. Programs and Services

a. Program Components. The Outdoor Recreation Equipment Checkout and Equipment Rental program consists of equipment checkout/rental and may include self-directed activities, instructional classes, special events, community-wide events, and co-sponsored events.

b. Services Provided. Skills instruction introduces people to outdoor recreation activities and their associated values and benefits. Services may be offered dependent with the abilities of the MCCA staff such as bicycle tuning, ski and snowboard waxing and other preventative maintenance services.

c. Unit Support. Use of Category B and C equipment is authorized to command representatives and other MCCA programs with prior approval of the manager. Fees shall be assessed in the event equipment is lost, damaged, or stolen. Refer to reference (b) for additional information.

d. Indirect Operations. All contracted operations shall be held to the requirements in this Order. Indirect operations are required to provide the same data collection reports. Refer to chapter 1, paragraph 14a for specific information about establishing an indirect recreation operation. Refer to chapter 1, paragraph 14b for specific information on individual services contracts (instructor).

e. Recreation Vehicles (RV) (Motorized and Towed)

(1) All MCCA owned/leased RVs, motorized and towed are required to display Department of Homeland Security NAF license plates and be issued a vehicle registration number by HQMC (CMC/MR) per reference (ap).

(2) One smoke/carbon dioxide (CO) detector shall be installed in each MCCA owned travel trailer or motor home that has a sleeping area separated from the living and cooking area by a door. A permanent detector warning label shall be installed in a visible location on or within 24 inches of the smoke detector. One 5B:C fire extinguisher shall be installed in each travel trailer or motor home that is equipped with fuel-burning equipment or 120/240-volt electrical system. The fire extinguisher shall be located as near as practical to the primary means of egress. Refer to reference (aq) for additional requirements.

f. Towing Requirements. The patron's towing vehicle shall meet all of the trailer manufacturer's and rental facility's requirements in addition to any Federal, state or host nation towing requirements.

g. Resale Operations. Authorized as permitted by Installation Commander or designee for items related to the operation. Refer to reference (h) for specific guidance related to retail operations and asset protection. All sales and labor associated with the processing of resale shall be reported to the resale cost centers. Retail items shall be priced to yield an average gross profit margin of 30%. Refer to chapter 1, paragraph 18 for more information about the storage of merchandise, and inventory management.

h. Marketing. A calendar of events shall depend on the size of program available, commercial services, geographic resources, climate, available equipment, cost to patron and MCCS, transportation, local demographics, and customer interests. Marketing provides support for the program and the activities planned for the patrons and military community. Marketing comes in a variety of formats and shall be used to promote the program with the widest dissemination with focus to Marines, units, families and the military community. Coordination with MCCS Marketing/Public Affairs Officer (PAO) is required prior to establishing a social media page.

5. Financial Management

a. Funding

(1) Category B (Outdoor Recreation Equipment Checkout). Every effort should be made to effectively operate this program with limited APF. NAF is authorized. Refer to chapter 1, paragraph 12 for more information.

(2) Category C (Equipment Rental). Category C programs are revenue generating programs that have a business capability to cover operating expenses. Category C activities operated at remote and isolated locations may be funded as a Category B activity, with limited APF as a break-even operation. Refer to chapter 1, paragraph 12 for more information.

b. Fees and Charges

(1) The Outdoor Recreation Equipment Checkout program is a Category B operation. Refer to chapter 1, paragraph 13b for Category B fees and charges. Outdoor recreation equipment is purchased with APF and/or NAF for the purpose of being checked out to patrons of outdoor recreation. Use of equipment by patrons is considered loan items. Fees and charges shall be assessed to ensure all NAF expenditures are covered and a break-even bottom line is maintained. Fees shall be assessed to cover NAF cost associated with management and maintenance of APF provided recreational equipment, materials, and/or services. Fees charged for use of recreational equipment checked-out shall offset the cost to issue the equipment (check out/in, inspection, cleaning, repair, etc.). Fees shall be collected at time of purchase and a receipt provided to the patron.

(2) Equipment Rental is a Category C operation where patron's use of equipment is a rental. Equipment is purchased with NAF for the purpose of being rented to customers to support their special interests. Refer to chapter 1, paragraph 13c for more information.

(a) Price determination shall be based on, a minimum of one annual competitive pricing survey utilizing the average fees and charges of three business venues using local commercial, municipal or government entities.

Pricing shall be based on a minimum of 75% of competitive analysis findings and shall take into consideration the cost to provide the service: life span of the rental item (set standards based on industry will also be used to develop replacement cycles); amount of time to process check out of item (based on type of equipment); amount of time to process check in of item; amount of time to set-up, inspection and repacking of item; amount of time to clean/service item; approximate time required for repair and maintenance for item; approximate cost for repair parts/supplies for item.

(b) Cost recovery determines the time frame in which to recover the purchase cost, by identifying the number of times the item is rented, and setting the rental price (i.e., the purchase price divided by the number of times the item will be rented). Cost recovery standards shall be linked to the type of equipment. For example, it typically takes longer to recover the purchase costs of items such as power boats and RVs, than items like folding chairs.

(3) Utilization data is the metric for determining pricing, inventory mix and levels, repair and maintenance schedules, developing budgets and forecasting demand. Dollar and time utilization metrics shall be used in checkout/rental operations.

(a) Dollar utilization measures the ratio of annual sales to inventory. Low ratios may indicate that rental rates are too low, inventory values too high, inventory is unused or obsolete. Very high ratios may indicate under stocking or the increased potential for stock outs, or lost revenue. For example, the purchase price is \$3,000 and checkout/rental income over one year is \$1,600. Divide checkout/rental income by purchase price. Utilization is 53.3%.

(b) Time utilization measures the number of days rented divided by number of days available. Time utilization determines demand patterns, appropriate times in a week or season to conduct preventative maintenance and how to forecast the needed levels of inventory. For example, the facility is open 250 days per year; item is rented 164 days over one year. Divide checked out/rented days by days open. Utilization is 65.5%.

(4) User fees and rental pricing shall be based on checkout/rental day(s) (e.g., one day rental, three day rental, one week rental, etc.) with possible discounted pricing for multiple days. As per reference (h), and the patron rental written agreement, payment for lost, damaged or destroyed equipment or for extended checkout/rental use (late fees) is the responsibility of the patron. Fees shall be collected at time of purchase and a receipt provided to the patron.

c. Cost Centers. All accounting for this activity shall be reported to the following cost centers located in Figure 22-4. Labor expenses associated with unit use of equipment expenses shall be reported to NAF cost center 5644 and APF cost accounting code MAWK.

Program	Cost Center		Definition
Category A - Unit Recreation & Deployment Support (Unit use of equipment)	NAF	5644	Costs related to recreational activities specifically provided to military units (Marines) at the installation level and costs associated with recreation/sports and fitness equipment and supplies directly connected to deployment & official military training exercises (recreation/sports kits, fitness equipment, etc.).
	APF	MAWK	
Category B- Outdoor Recreation Equipment Checkout	NAF	5580	Costs related to the operation of Outdoor Recreation Equipment Checkout for self-directed and directed participation in outdoor programs except costs directly related to resale activities.
	APF	MAWG	
Category C- Equipment Rental	NAF	5880	Costs related to Equipment Rental. Includes party and catering equipment and construction and maintenance equipment.
	APF	MAWZ	Costs related to Equipment Rental.
Outdoor Recreation Resale Cost	NAF	1157	Record the sales and costs associated with merchandise sold in outdoor recreation equipment facilities. This includes equipment supplies, incidental parts, and convenience merchandise.

Figure 22-4.--Cost Centers

d. Accountability. The standard Headquarters directed Recreation Management Information System shall be used in tracking program fees, retail sales, rentals, customer and usage data, reservations and daily business operations.

6. Safety and Risk Management. Program manager shall, establish safety standards and a written safety administration and accident prevention plan for each activity/event in accordance with references (j) and (bb). Facilities and maintenance practices shall comply with base safety, environmental regulations established by base engineering and bioenvironmental offices. Standard operating procedures (SOP) for safety administration and accident prevention shall be developed for equipment use, ongoing activities/special events, and shall be used by all MCCS personnel supporting the equipment checkout and rental program. If a significant/critical incident or fatality occurs while participating in an activity/special event, or utilizing Marine Corps Outdoor Recreation Equipment, refer to Chapter 1, paragraph 20b for reporting requirements.

7. Operational Management. A SOP is required to ensure consistency in process, procedures, and operations. The SOP shall be reviewed and updated annually by the program manager and shall include the following information at a minimum:

- a. Hours of operation.
- b. Reservation/rental.
- c. Rules and regulations.
- d. Patron eligibility.
- e. Emergency action plan (EAP).
- f. Daily procedures (opening and closing).

g. Standard Headquarters Directed Recreation Management Information System.

h. Pricing list.

i. Cash handling.

j. Risk management plan.

k. Other topics that pertain to the respective installation requirements shall be included.

8. Long Range Program Planning. Long Range Program planning is critical to the successful way ahead for recreation programs. This road map shall lead your program from where it is now to where it shall be in the future. The long range plan shall be flexible, practical and serve as a guide to implementing programs, evaluating programs and making adjustments when necessary. Refer to chapter 1, paragraph 7 for specific details related to the development of Long Range Program Planning.

9. Program Evaluation. The standard Headquarters directed Recreation Management Information System shall be utilized to collect, analyze and disseminate operational information for the Outdoor Recreation Equipment Checkout and Equipment Rental program. The programs and activities offered are evaluated in an effort to strengthen and improve through after action reporting. Programs shall collect the program data shown in Figure 22-5.

Program Data	Methodology
# of patrons who checkout/rent equipment with <u>fees</u> charged by month	Provide the total number of patrons who checkout/rented recreational equipment with fees charged by month for each APF fiscal year (FY). The rank/status breakdown shall be E-1-E-5, E-6-E-9, W-1-W-5, O-1-O-3, O-4-O-10, Retiree, Reserve, Family Member, DoD Civilian, and Guest.
# of recreation equipment items check-out/rented (each) for a <u>fee</u> for the APF FY	Provide the total number of items (pieces of equipment) checked-out/rented for a fee per month. Total each month for the annual APF FY total.
# of patrons checking out equipment for <u>free</u>	Provide the total number of patrons that rented recreational equipment for free by month for each APF FY. The rank/status breakdown shall be E-1-E-5, E-6-E-9, W-1-W-5, O-1-O-3, O-4-O-10, Retiree, Reserve, Family Member, DoD Civilian, and Guest. Do not include command functions, unit gatherings in this metric.
# of recreation equipment items checked out for <u>free</u> (each) for APF FY	Provide the total number of items (pieces of equipment) checked-out/rented for a free per month. Total each month for the annual APF FY total. Do not include command functions, unit gatherings in this metric.
Total value of recreation equipment items checked out for <u>free</u>	Calculate the total value of items checked-out/rented for free for APF FY. Do not include command functions, unit gatherings in this metric.
# of units/commands checking out equipment for <u>free</u> to command functions and unit social events	Provide the total number of units/commands that rented recreational equipment for free command use per month. Total each month for the annual APF FY total. This includes requests from Family Readiness Officers.

Figure 22-5.--Program Evaluation

# of recreational equipment items checked out for <u>free</u> (each) for command functions and unit social events only	Provide the total number of items (pieces of equipment) checked out for free for an annual count for each APF FY.
Total value of recreation equipment items checked out for <u>free</u> to command functions and unit social events only	Calculate the total value of items checked-out/rented for free for APF FY for command, unit use.
# of skills classes offered	Provide the total number of regularly scheduled outdoor recreation instructional classes (e.g., "how-to"). Provide the total number of programs for an annual count for each APF FY.
# of patron counts (skill lessons only)	Each patron is counted one time for participating in each directed outdoor recreation instructional class identified above. Provide the total number of participants for an annual count for each APF FY.
# of safety equipment (use classes)	Count the total number of classes provided to patrons related to safe use of equipment for an annual count for each APF FY.
# of safety equipment (use class participants)	Each patron is counted one time for participating in each class provided for the safe use of equipment. Provide the total count of patrons who have attended the training for an annual count for each APF FY.
# of patron visits for information/resources	Provide the number of patron visits and phone calls from patrons requesting information, but not checking out equipment or participating in a class for each APF FY.
Total value of resale inventory	Provide the monetary value for all in stock inventory for each APF FY.

Figure 22-5.--Program Evaluation-Continued

10. Program Standards Checklist. The checklist provided in Figure 22-6 should be used in assessing the program against policy requirements.

CHPT 22 OUTDOOR RECREATION EQUIPMENT CHECKOUT PROGRAM STANDARDS CHECKLIST		
Para	OPERATIONS	Met/Unmet
3.b	Hours of operation are posted on the program's website, office and facility signage.	
4.b	Safety, skill development and an appreciation of the environment are emphasized when conducting instructional activities.	
4.c	Fees are assessed in the event equipment is lost, damaged, or stolen.	
4.e.2	One smoke/CO detector is installed in each MCCA owned travel trailer or motor home that has a sleeping area separated from the living and cooking area by a door.	
4.e.2	One 5B:C fire extinguisher is installed in each travel trailer or motor home that is equipped with fuel-burning equipment or 120/240-volt electrical system. The fire extinguisher is located as near as practical to the primary means of egress.	
4.f	The towing vehicle meets all of the trailer manufacturer's and rental facility's requirements in addition to any federal, state or host nation towing requirements.	
4.g	Retail items are priced to yield an average gross profit margin of 30%.	
4.h	Program has developed a written annual, year-round marketing and communications plan supportive of the organization's mission, goals, and objectives.	
5.b.1	Category B fees and charges are assessed to ensure all NAF expenditures are covered and a break-even bottom line is maintained. Fees are assessed to cover NAF cost associated with management and maintenance of APF provided recreational equipment, materials, and/or services. Fees are charged for use of recreational equipment checked-out to offset the cost to issue the equipment (check out/in, inspection, cleaning, repair, etc.).	
5.b.2.a	Price determination is based on, a minimum of one annual competitive pricing survey utilizing the average fees and charges of three business venues using local commercial, municipal or government entities. Pricing is based on 75% of competitive analysis findings and shall take into consideration the cost to provide the service.	
5.b.2.b	Cost recovery standards are linked to the type of equipment.	
5.b.3	Dollar and time utilization metrics are used in checkout/rental operations.	
5.b.4	User fees and rental pricing are based on checkout/rental day(s) (e.g., one day rental, three day rental, one week rental, etc.) with possible discounted pricing for multiple days.	
5.c	All accountings for Outdoor Recreation Equipment Checkout and Equipment Rental programs are reported to the cost centers listed in Figure 22-4.	
5.d	The standard Headquarters directed Recreation Management Information System is used in tracking resale, rentals, customer and usage data, reservations and daily business operations.	
6	Facilities and maintenance practices comply with base safety, environmental regulations established by base engineering and environmental offices.	
7.a-k	The SOP is reviewed and updated annually by the program manager and includes the information in a-k.	
8	A long range program plan is implemented.	
9	Programs collect the program data shown in Figure 22-5.	
Para	PERSONNEL	Met/Unmet
2.a	Program is adequately staffed to continue normal operations when employees are on TAD, annual or sick leave. When additional workloads are created by expansion of services, goods, collateral or assigned duties, normal operations do not suffer, and the staffing levels are adjusted accordingly.	

Figure 22-6.--Program Standards Checklist

2.c	All staff has completed orientation and has continuous training of the materials, techniques, and safety precautions of the programs and facilities.	
Para	FACILITIES	Met/Unmet
3.a	Facilities are located in an accessible area that supports the equipment demands of the mission, installation and customer needs.	
Para	EQUIPMENT	Met/Unmet
3.c.	Program maintains adequate stock of equipment designed to support installation population and demand. Inventory, particularly specialized equipment, is based on user surveys, needs assessments, user records, requests for equipment and waiting lists.	
3.c.	Procedures are established to facilitate replacement of equipment in Figure 22-3 that becomes obsolete, unserviceable, or unsafe.	
3.d.4	NAF equipment is disposed of with the proper paperwork and through the proper channels.	

Figure 22-6.--Program Standards Checklist-Continued

Chapter 23

Outdoor Recreation

Parks, Picnic Areas, and Playgrounds

1. Program Description. Parks, Picnic Areas, and Playgrounds (Parks) are used for diverse recreation activities, ranging from natural, undeveloped areas to large facilities and areas including lakes, picnic pavilions, playing fields, fitness trails, amphitheaters, miniature golf, and nature centers. Parks increase a sense of community while underscoring the importance of preserving land as a natural habitat. This chapter shall be used in conjunction with the content and guidance of chapter 1 of this Order.

a. Parks. Developed and undeveloped areas.

b. Picnic Areas. Areas which are operated for day use to have picnics and parties. These areas may consist of pavilions or canopy structures, picnic tables, barbeque grills, and trash containers.

c. Playgrounds. Playgrounds other than those associated with child, youth and teen facilities, housing, and private public venture (PPV) housing, are typically located next to other recreational areas such as parks, pavilions, athletic fields and waterfronts.

2. Personnel

a. Staffing Levels. The program is adequately staffed to continue normal operations when employees are on temporary additional duty (TAD), annual or sick leave. When additional workloads are created by expansion of services, goods, collateral or assigned duties, normal operations shall not suffer, and the staffing levels are adjusted accordingly. The minimum requirements are:

(1) Appropriated fund (APF) allocations for staffing are identified as core requirements to operate the Park, Picnic Areas and Playgrounds program.

(a) One program manager (NF-3), staffing is based on demand, may be dual-hatted with other recreation program oversight.

(b) One grounds' maintenance (NF-1/2), flex or part-time, based on program demand and operating hours; may be combined with sports and athletics duties.

(2) Any staffing requirements identified to operate above core will be defined as non-core for the purposes of APF allocations and will be funded with NAF. If additional APF resources become available, APF may be used to offset non-core requirements. Non-core program requirements shall be based on customer demand and financial viability analysis.

b. Core Competencies. Core competencies are the results of a specific set of skills or techniques that deliver value to the customer. Such competencies enable an organization to access a wide variety of programs. Core competencies apply to permanent, part-time, flexible employees, contractors, assigned active duty military personnel, and volunteers. Refer

to chapter 1, paragraph 11b and enclosure (2) pages 16-20 for specific core competencies related to Parks.

c. Training

(1) Requirements. All staff shall complete orientation and continuous training of the materials, techniques, and safety precautions of the programs and facilities. Periodic training shall be completed by all staff to keep current on the latest trends of parks, picnic areas, playgrounds, trails, and recreation programs and services. Refer to chapter 1, paragraph 11a for specific training requirements.

(2) In addition to in-house training, the use of professional parks, picnic areas, and playground training programs are recommended (e.g., National Recreation and Parks Association [NRPA], Certified Playground Safety Inspector [CPSI] Certification Course, etc.).

3. Facility Operations

a. Facility. Facilities shall be located in an accessible area that supports the demands of the mission, installation and customer needs. Location to process facility reservations shall be centrally located for customer convenience.

b. Hours of Operation. Hours of operation are determined by installation, based on daylight, weather conditions, and other business conditions. The general hours of operation shall be posted on each installation's website and adjusted as needed for available daylight hours.

c. Core Equipment. Equipment needs shall be based upon the size of the area dedicated to the park program. Weather and graffiti resistant inclusive picnic tables; durable, waterproof and rodent proof trash containers; and shade structures/shelters shall be available to authorized users. Refer to chapter 1, paragraph 9 for specific information on inclusion.

4. Programs and Services

a. Program Components. The Parks consists of natural, undeveloped areas and developed areas, and is used by patrons to pursue various outdoor recreational activities for leisure and socialization.

b. Services Provided. Self-directed activities enable patrons the ability to partake in numerous recreational opportunities while outdoors. A reservation service shall be established for patron to reserve popular park areas, pavilions, barbeque spaces, etc.

c. Marketing. Each program shall regularly update their website with the core information and provide additional information about activities as they arise. A calendar of activities and special events shall be posted for each quarter based upon customer requests and needs. Marketing provides support for the program and the activities planned for the patrons and military community. Marketing comes in a variety of formats and shall be used to promote the program with the widest dissemination. Coordination with MCCS Marketing/Public Affairs Officer (PAO) is required prior to establishing a social media page.

d. Indirect Operations. All contracted operations shall be held to the requirements in this Order. Indirect operations are required to provide the same data collection reports. Refer to chapter 1, paragraph 14a for specific information about establishing an indirect recreation operation. Refer to chapter 1, paragraph 14b for specific information on individual services contracts (instructor).

5. Financial Management

a. Funding. As per reference (a), Parks, Picnic Areas, and Playgrounds are operated as Category A Morale, Welfare, and Recreation (MWR) programs. Every effort should be made to effectively operate this program with APF as a mission sustaining program. NAF is authorized. Refer to chapter 1, paragraph 12 for more information.

b. Fees and Charges. Fees shall be assessed for facility use and upkeep and pricing shall be established to offset NAF expenditures for the processing of reservations, and any other NAF associated costs. Refer to chapter 1, paragraph 13a, for more information. Fees shall be collected at time of purchase and receipt provided to the patron.

c. Cost Centers. All accounting for this activity shall be reported to cost centers in Figure 23-1.

Program	Cost Centers		Program Description
Recreation Picnic/Park Areas	NAF	5551	Picnic/park areas which are operated for day use of picnics and parties. Use this activity to also account for income and expenses associated with standalone playground areas that are maintained by Marine Corps Community Services (MCCS).
	APF	MAWL	Costs related to on-installation picnic areas, barbecues, pavilions, game fields, fitness trails, nature centers, playgrounds, etc. for self-directed use. Includes but is not limited to: equipment support, salaries, supplies and upkeep.

Figure 23-1.--Cost Centers

d. Accountability. The standard Headquarters directed Recreation Management Information System shall be used in tracking program fees, rentals, customer and usage data, reservations and daily business operations. The recreational point of sales (POS) may be used in recording and tracking food and beverage sales where offered.

6. Safety and Risk Management. Program manager shall, establish safety standards and a written safety administration and accident prevention plan for each activity/event in accordance with references (j) and (bb). Facilities and maintenance practices shall comply with environmental regulations established by base engineering and bioenvironmental offices. Standard operating procedures (SOP) for safety administration and accident prevention shall be developed for ongoing and special activities and used by all MCCS personnel supporting the parks program or special event. If a significant/critical incident or fatality occurs while utilizing a Marine Corps Parks, Picnic Areas and Playgrounds, refer to Chapter 1, paragraph 20b for reporting requirements.

7. Playgrounds. All playgrounds shall meet or exceed the basic guidance found in references (ar), (as), and (at). Playgrounds shall be inspected monthly and logged. A checklist, approved by the installation safety office,

shall be created to facilitate this process. For safety requirements concerning design of specific playground equipment such as platforms, slides, swings and ladders, refer to reference (ar).

8. Operational Management. A SOP is required to ensure consistency in process, procedures, and operations. The SOP shall be reviewed and updated annually by the program manager and shall include the following information at a minimum:

- a. Hours of operation.
- b. Reservation/rental procedures.
- c. Safety regulations.
- d. Patron eligibility.
- e. Emergency action plan (EAP).
- f. Daily procedures (opening and closing).
- g. Standard Headquarters directed Recreation Management Information System.
- h. Pricing list.
- i. Cash handling.
- j. Risk management plan.
- k. Routine equipment and area inspection and replacement plan.
- l. Other topics that pertain to the respective installation requirements shall be included.

9. Long Range Program Planning. Long Range Program planning is critical to the successful way ahead for recreation programs. This road map shall lead your program from where it is now to where it shall be in the future. The long range plan shall be flexible, practical and serve as a guide to implementing programs, evaluating programs and making adjustments when necessary. Refer to chapter 1, paragraph 7 for specific details related to the development of Long Range Program Planning.

10. Program Evaluation. The standard Headquarters directed Recreation Management Information System shall be utilized to collect, analyze and disseminate operational information for Parks, Picnic Areas, and Playgrounds.

- a. The programs and activities offered are evaluated in an effort to strengthen and improve through after action reporting.
- b. Programs shall collect the program data shown in Figure 23-2.

Program Data	Methodology
# of patron reservations annually	Provide an annual total number by rank/status of reservations of the park/picnic Areas. The rank/status breakdown shall be E-1-E-5, E-6-E-9, W-1-W-5, O-1-O-3 and O-4-O-6, Reservist, Retiree, Reserve, Family Members and DoD Civilian.
# of patrons reserving facility/park areas based on annual reservations	Provide an annual total number by rank/status of patrons who reserved the park/picnic Area. The rank/status breakdown shall be E-1-E-5, E-6-E-9, W-1-W-5, O-1-O-3 and O-4-O-6, Reservist, Retiree, Reserve, Family Members and DoD Civilian.
# of patrons utilizing the facility/park areas based on annual reservation	Provide an annual total number of patrons who utilized the park/picnic Areas based on reservation data and/or physical counts.
# of directed programs (skills classes/camps)	Provide the number of directed activities/classes on a monthly basis. Add the monthly totals for an annual count.
# of directed programs (skills classes/camps) attendance	Provide an annual total number by rank/status of patrons participating in directed programs. The rank/status breakdown shall be E-1-E-5, E-6-E-9, W-1-W-5, O-1-O-3 and O-4-O-6, Reservist, Retiree, Reserve, Family Members and DoD Civilian.
# of trail miles aboard the installation	Provide the total miles of trails available for recreation use on installation.
# of parks	Provide the total number of parks aboard the installation.
# of playgrounds	Provide the total number of playgrounds aboard the installation.
# of picnic areas	Provide the total number of picnic areas aboard the installation.

Figure 23-2.--Program Evaluation

11. Program Standards Checklist. The checklist provided in Figure 23-3 should be used in assessing the program against policy requirements.

CHPT 23 PARKS, PICNIC AREAS & PLAYGROUNDS PROGRAM STANDARDS CHECKLIST		
Para	OPERATIONS	Met/Unmet
4.c	Parks, Picnic Areas and Playground programs have developed a written annual, year-round marketing and communications plan supportive of the organization's mission, goals, and objectives.	
5.b	Fees are assessed for facility use and pricing is established to offset NAF expenditures for the processing of reservations, and any other NAF associated costs.	
5.c	All accounting for this activity is reported as indicated in Figure 23-1.	
5.d	The standard Headquarters directed Recreation Management Information System is used in tracking resale, rentals, customer and usage data, reservations and daily business operations.	
6	Facilities and maintenance practices comply with base safety, environmental regulations established by base engineering and bioenvironmental offices.	
7	All Playgrounds meet or exceed the basic guidance found in references (ar), (as) and (at).	
7	Playgrounds are inspected monthly and logged. A checklist, approved by the installation safety office, is maintained to facilitate this process.	
8.a-l	The SOP is reviewed and updated annually by the program manager and includes the information in a-l.	
9	A long range program plan is implemented.	
10.b	Program data is collected as described in Figure 23-2.	
Para	PERSONNEL	Met/Unmet
2.a	The program is adequately staffed to continue normal operations when employees are on TAD, annual or sick leave.	
2.c	All staff has completed orientation and receives continuous training of the materials, techniques, and safety precautions of the programs and facilities.	
Para	FACILITIES	Met/Unmet
3.a	Facilities are located in an accessible area that supports the equipment demands of the mission, installation and customer needs.	
3.b	The general hours of operation are posted on the program's website and facility signage.	
Para	EQUIPMENT	Met/Unmet
3.c.	Equipment needs are based upon the size of the area dedicated to the Park.	
3.c.	Weather and graffiti resistant inclusive picnic tables; durable, waterproof and rodent proof trash containers; and shade structures/shelters are available to authorized users.	

Figure 23-3.--Program Standards Checklist

Chapter 24

Commercial Recreation

Recreational Shooting - Archery, Skeet, Trap and Paintball

1. Program Description. Recreational Shooting programs offer opportunities to develop and improve skills, and promote safety. Included are archery, skeet and trap, and paintball programs. This chapter shall be used in conjunction with the content and guidance of chapter 1 of this Order.

2. Personnel

a. Staffing Levels. The program shall be adequately staffed to continue normal operations when employees are on temporary additional duty (TAD), annual or sick leave. When additional workloads are created by expansion of services, goods, collateral or assigned duties, normal operations will not suffer, and the staffing levels are adjusted accordingly. Staffing shall consist of the following guidelines:

(1) One program manager (NF-3), staffing is based on demand, may be dual-hatted with other recreation program oversight.

(2) One recreation attendant (NF-1/2), flex or part-time, based on program demand.

(3) Per reference (r), all personnel with access to arms, ammunition, and explosives (AA&E) shall have screening and background checks.

(4) Per reference (b), off-duty enlisted personnel working in the above positions may be paid with NAF.

(5) Qualified Range Safety Officers (RSOs) and Officers in Charge (OICs) may conduct and supervise command, recreational and intramural shooting.

b. Core Competencies. Core competencies are the results of a specific set of skills or techniques that deliver value to the customer. Such competencies enable an organization to access a wide variety of programs. Core competencies apply to permanent, part-time, flexible employees, contractors, assigned active duty military personnel, and volunteers. Refer to chapter 1, paragraph 11b and enclosure (2) pages 16-20 for specific core competencies related to Recreational Shooting.

c. Training

(1) All staff shall complete orientation and maintain continuous training on the materials, techniques, and safety precautions of the programs and facilities. Periodic training shall be completed by all staff to keep current on the latest trends of Recreational Shooting programs and services. Refer to chapter 1, paragraph 11a, for specific training requirements. Skeet and trap staff shall also comply with reference (v).

(2) In addition to in-house training, the use of professional Recreational Shooting training programs is recommended (e.g., National Shooting Sports Foundation [NSSF], National Field Archery Association [NFAA], etc.).

3. Facility Operations

a. Facility. Refer to references (v) and (au) for more information on facility requirements.

b. Hours of Operation. Hours of operation are determined by installation, based on daylight, weather conditions, customer needs and other supporting business conditions. The general hours of operation shall be posted on the program's website, office and facility signage.

c. Core Equipment

(1) On archery ranges, target mats shall be provided.

(2) On skeet and trap fields, target throwers shall be provided.

(3) On paintball areas, fields or courses, permanent targets, natural targets, inflatable targets, or a combination shall be provided.

4. Programs and Services. The program components may include inclusive practices, self-directed activities, instructional classes, special events, community-wide events, and co-sponsored events. Refer to chapter 1, paragraph 9 for specific information on inclusion.

a. Program Components. The program components may include skeet and trap, archery and paintball activities. The opportunity to host instructional classes, special events, community-wide events, and co-sponsored events, when available, shall be taken for the growth of the program. Operations may support intramural sports activities, unit physical training and other competitive events or activities.

(1) Archery. Outdoor archery range operating hours shall be limited to no earlier than one-half hour after sunrise and no later than one-half hour before sunset. The following depicts the archery range requirements:

(a) Archery ranges shall be 426.5 feet long.

(b) Roped clear space on each side of the range shall be at least 32.8 feet.

(c) Roped clear space behind targets shall be at least 82 feet, or 41 feet if there is a bunker.

(d) Range rules shall be permanently posted at all access points.

(e) Warning signs shall be posted at the back and sides of the range.

(f) Only target type arrows shall be used for range activities.

(g) Shooting stations shall be ten feet apart and aligned with the designated target.

(h) Vegetation controls shall be implemented to ensure adequate visibility.

(2) Skeet and Trap Fields and Combination Fields. Shooting areas and a 100 yard radius cleared area shall be turf. The 300 yard radius shortfall danger zone may be turf, water, or left in native condition, and the entire field shall be located in a relatively flat area with an open background.

(3) Paintball Areas. Military training opportunities shall be considered when developing a paintball area. Operational and safety factors shall be considered when deciding where to put a paintball area or course. Shooting areas may be indoors or outdoors. Areas may be designed as urban areas or wooded areas, based upon the style of course. The course may contain permanent targets, natural targets, inflatable targets, or a combination. Boundaries are clearly identified from both the inside and outside with large colored indicators placed to ensure patrons do not unknowingly pass between the boundaries. Each area of play has a sufficiently large clear zone near the start or staging area where shooting markers are prohibited. The clear zone is marked so players know when they have entered the clear zone and other players can tell who is and who is not in the clear zone.

b. Resale Operations. Authorized as permitted by Installation Commanders or designee for items related to the operation including ancillary items and food and beverage operations. Refer to reference (h) for specific guidance related to retail operations and asset protection. Resale items shall be priced to yield an average gross profit margin of 30%. Installations shall comply with Bureau of Alcohol, Tobacco, and Firearms (ATF), safety and occupational health (SOH), NAF financial and asset control procedures for receiving, storing, issuing, and selling firearms and ammunition. As per reference (t), NAFI in all 50 states, the District of Columbia, Puerto Rico, and United States possessions, shall be licensed dealers in order to sell firearms. All sales of firearms, ammunition, and reloading supplies shall comply with the guidance in reference (u), or its replacement. As of 15 November 1986, no license is required to sell ammunition only. Rifles, shotguns, handguns, and ammunition are non-refundable. All sales of firearms and ammunition shall comply with enclosure (1) chapter 3 of reference (o).

c. Indirect Operations. All contracted operations shall be held to the requirements in this Order. Indirect operations are required to provide the same data collection reports. Refer to chapter 1, paragraph 14a for specific information about establishing an indirect recreation operation. Refer to chapter 1, paragraph 14b for specific information on individual services contracts (instructor).

5. Financial Management

a. Funding

(1) Category B - Archery. As per reference (a), archery programs are operated as Category B Morale, Welfare, and Recreation (MWR) programs. Every effort should be made to effectively operate this program with limited APF. NAF is authorized. Refer to chapter 1, paragraph 12 for more information.

(2) Category C - Skeet and Trap and Paintball. As per reference (a), Recreational Shooting programs are operated as Category C MWR programs. Category C programs are revenue generating programs that have a business capability to cover operating expenses. Category C activities operated at remote and isolated locations may be funded as a Category B activity, with

limited APF as a break-even operation. Refer to chapter 1, paragraph 12 for more information.

b. Fees and Charges

(1) Archery Programs. Refer to chapter 1, paragraph 13b for Category B fees and charges. All archery programs shall assess fees to offset all NAF expenses associated with providing recreational programs and services. When providing classes and events, fees shall be assessed to offset all direct NAF expenses, such as personnel, supplies, prizes, awards, instructor contracted fees, and the maintenance and repair of rental equipment. Fees shall be collected at time of purchase and a receipt provided to the patron.

(2) Other Recreational Shooting. Refer to chapter 1, paragraph 13c and 13d for Category C Recreational Shooting program fees and charges. Price determination shall be based on, a minimum of one annual competitive pricing survey utilizing the average fees and charges of three business venues using local commercial, municipal or government entities. Based on the annual competitive pricing survey rates shall reflect a minimum of 75% requirement for each market. For skeet and trap activities, each installation shall charge fees to cover all NAF costs, including range and labor, and shall be priced to achieve a break-even bottom line. Fees shall be collected at time of purchase and a receipt provided to the patron.

c. Cost Centers. All accounting for Recreational Shooting programs shall be reported to the following cost centers depicted in Figure 24-1. Within the recreational shooting cost center, the department code depicted in Figure 24-2 shall be used. Archery department code (350) shall only be used in accordance with the directed outdoor recreation cost center (5555).

Program	Cost Centers		Program Description
Recreational Shooting	NAF	5830	Costs related to skeet/trap, paintball and other recreational firing range costs for equipment and supplies, equipment maintenance, and other common support services.
	APF	MAMW	
Directed Outdoor Recreation (Archery Only)	NAF	5555	Record sales and costs of ammunition, targets, and supplies sold at recreational shooting facilities.
	APF	MAWB	Applies to archery only. Record the transactions for the operation of programs that provide instruction and structured outdoor recreation activities (archery, hunting, fishing, rappelling, hiking, backpacking, bicycling, boating, canoeing, camping jamborees, water and snow skiing, etc.). Do not record the rental/checkout of outdoor recreation equipment.
Resale	NAF	1153	Record sales and costs of ammunition, targets, and supplies sold at recreational shooting facilities.

Figure 24-1.--Cost Centers

Department Code	Title
335	Range Fee
336	Handgun Rental
338	Membership Fees
339	Rifle and Shotgun Rental
350	Archery (only used with cost center 5555)
418	Paintball

Figure 24-2.--Department Codes

d. Accountability. The standard Headquarters directed Recreation Management Information System shall be used in tracking program fees, retail sales, rentals, customer and usage data, reservations and daily business operations. The recreational point of sales (POS) may be used in recording and tracking the sale of ancillary items, food and beverage items, and business operations.

6. Safety and Risk Management. Program manager shall, establish safety standards and a written safety administration and accident prevention plan for each activity/event in accordance with references (j) and (bb). Skeet and trap facilities shall comply with references (b) and (w). All facilities and maintenance practices shall comply with base safety, environmental regulations established by base engineering and environmental offices. Standard operating procedures (SOP) for safety administration and accident prevention shall be developed for ongoing and special events and used by all Marine Corps Community Services (MCCS) personnel supporting the recreational shooting program or special events. If a significant/critical incident or fatality occurs while participating in a recreational shooting activity or utilizing a Marine Corps Recreational Shooting program, refer to chapter 1, paragraph 20b for reporting requirements.

a. Skeet and Trap

(1) Customers and staff shall wear eye and ear protection (shooting glasses and ear muffs) on the shooting range.

(2) If shooting is entirely over land, there shall be safety provisions for fencing, posting of warning signs and clearing away concealing brush. If shooting is over water, warnings posted on buoys or other signs are required, and skeet houses shall be far enough inland to permit recovery of unbroken targets.

(3) The environmental impact of lead contamination on adjacent waterways shall be assessed in compliance with reference (av).

(4) Shooting ranges shall take positive steps to reduce the impact of lead shot deposited on the ground in the course of normal operations. While these practices will not eliminate the need for environmental clean-up, they will reduce the potential for environmental problems from operations. Ranges shall not be situated where lead shot would be deposited into wetlands, drainage areas, or other sites where lead is likely to reach surface or ground water systems. Steps shall be taken to prevent wildlife, particularly waterfowl and other game birds, from using shooting ranges as feeding or grit collection areas. Ranges should refer to reference (aw), to see if other steps could be taken to reduce the impact of lead shot on the environment. Applying lime (to raise soil pH [potential of hydrogen] to 6.5-8.5) or

phosphate (to bind the lead particles) are two low cost practices that help reduce lead migration. Refer to reference (av).

b. Paintball. Players and on-course officials shall wear face, eye, and ear protection. Each course shall establish a suitable method to signal the end of a game or cease-fire to players. This may require a mix of flags, fixed horns, and on-course officials to get the signal out. Barrel covers/sleeves shall be the standard safety device used to prevent injury or damage from an inadvertently fired marker. All paintball markers used on the field of play shall be tested using a chronograph to test velocity of the paintball before each day of play. The chronograph limit shall be 290 frames per second (fps). All paintball markers shall have a barrel safety sock, no barrel plugs. To obtain the safety rules, personal protective equipment and range design specifications contact an organization such as the American Paintball League, P.O. Box 3561 CRS, Johnson City, Tennessee 37602 or (800) 541-9169 or e-mail: apl@paintball-apl.com.

7. Operational Management. A SOP is required to ensure consistency in process, procedures, and operations. The SOP shall be reviewed and updated annually by the program manager and shall include the following information at a minimum:

- a. Hours of operation.
- b. Reservation/rental.
- c. Safety regulations.
- d. Patron eligibility.
- e. Emergency action plan (EAP).
- f. Daily procedures (opening and closing).
- g. Standard Headquarters directed Recreation Management Information System.
- h. Pricing list.
- i. Cash handling.
- j. Risk management plan.
- k. Inventory control.
- l. Other topics that pertain to the respective installation requirements shall be included.

8. Long Range Program Planning. Long Range Program planning is critical to the successful way ahead for recreation programs. This road map shall lead your program from where it is now to where it shall be in the future. The long range plan shall be flexible, practical and serve as a guide to implementing programs, evaluating programs and making adjustments when necessary. Refer to chapter 1, paragraph 7 for specific details related to the development of Long Range Program Planning.

9. Program Evaluation. The standard Headquarters directed Recreation Management Information System shall be utilized to collect, analyze and disseminate operational information for the Recreational Shooting programs.

a. The recreational shooting program and activities offered are evaluated in an effort to strengthen and improve through after action reporting.

b. Programs shall collect the program data shown in Figure 24-3.

Program Data	Methodology
# of patrons for skeet and trap	Provide an annual total number by rank/status of patrons. The rank/status breakdown shall be E-1-E-5, E-6-E-9, W-1-W-5, O-1-O-3, O-4-O-10, Retiree, Reserve, Family Member, DoD Civilian, and guest.
# of patrons for archery	Provide an annual total number by rank/status of patrons. The rank/status breakdown shall be E-1-E-5, E-6-E-9, W-1-W-5, O-1-O-3, O-4-O-10, Retiree, Reserve, Family Member, DoD Civilian, and Guest.
# of patrons for paintball	Provide an annual total number by rank/status of patrons. The rank/status breakdown shall be E-1-E-5, E-6-E-9, W-1-W-5, O-1-O-3, O-4-O-10, Retiree, Reserve, Family Member, DoD Civilian, and Guest.
# of spaces rented annually	Total number of spaces rented annually
# of patrons renting spaces based on rank	Provide an annual total number by rank/status of patrons renting space. The rank/status breakdown shall be E-1-E-5, E-6-E-9, W-1-W-5, O-1-O-3, O-4-O-10, Retiree, Reserve, Family Member, DoD Civilian, and Guest.
# of spaces available	Total number of spaces available per annual fiscal year
Annual occupancy percentage	Total number of spaces rented annually divided by the total number of available spaces for annual fiscal year.

Figure 24-3.--Program Evaluation

10. Program Standards Checklist. The checklist provided in Figure 24-4 should be used in assessing the program against policy requirements.

CHPT 24 RECREATION SHOOTING (ARCHERY, SKEET, TRAP AND PAINTBALL) PROGRAM STANDARDS CHECKLIST		
Para	OPERATIONS	Met/Unmet
3.b	Hours of operation are posted on the program's website, office and facility signage.	
4	The program components are include inclusive practices, self-directed activities, instructional classes, special events, community-wide events, and co-sponsored events.	
4.b	Resale items are priced to yield an average gross profit margin of 30%.	
4.b	Installation complies with ATF, SOH, NAF financial and asset-control procedures for receiving, storing, issuing, and selling firearms and ammunition.	
4.b	If program sells firearms, it is properly licensed and complies with reference (y).	
4.b	All sales of firearms, ammunition, and reloading supplies comply with the guidance in reference (u).	
4.b	MCCS does not sell firearms or ammunition to anyone prohibited from such a purchase.	
4.b	All sales of firearms and ammunition comply with reference (o).	
5.b.1	The archery program assesses fees to offset all NAF expenses associated with providing programs and services.	
5.b.2	Based on the annual competitive pricing survey, rates reflect a minimum of 75% requirement for each market.	
5.b.2	Skeet and trap activities charge fees to offset all NAF costs.	
5.c	All accounting for Recreational Shooting programs are reported to the cost centers and department codes depicted in Figures 24-1 and 24-2.	
5.d	The standard Headquarters directed Recreation Management Information System is used in tracking program fees, retail sales, rentals, customer and usage data, reservations and daily business operations.	
6	Safety standards and a written safety administration and accident prevention plan are established.	
6.a.1	Customers and staff wear eye and ear protection on the shooting range.	
6.a.2	If shooting is entirely over land, there are safety provisions for fencing, posting of warning signs and clearing away concealing brush. If shooting is over water, there are warnings posted on buoys or other signs, and skeet houses are far enough inland to permit recovery of unbroken targets.	
6.a.3	The environmental impacts of lead contamination on adjacent waterways are assessed.	
6.a.4	Shooting ranges take positive steps to reduce the impact of lead shot deposited on the ground. Ranges are not situated where lead shot would be deposited into sites where lead is likely to reach surface or ground water systems. Steps are taken to prevent wildlife from using shooting ranges as feeding or grit collection areas.	
6.b	Paintball: There is safety equipment for players and on-course officials: face, eye, and ear protection. Shooting marker barrels have covers/sleeves and are the standard safety device used to prevent injury or damage from an inadvertently fired marker.	
6.b	Each paintball course has established a suitable method to signal the end of a game or cease-fire.	
6.b	All paintball markers are tested using a chronograph before each day of play. The chronograph limit is 290 fps.	
6.b	All paintball markers have a barrel safety sock, no barrel plugs.	
7.a-1	The SOP is established, reviewed, and updated annually.	

Figure 24-4.--Program Standards Checklist

8	Long range program plan is implemented.	
9.b	Program collects the program data shown in Figure 24-3.	
Para	PERSONNEL	Met/Unmet
2.a.1-2	Staffing is: one program manager (NF-3), and one recreation attendant (NF-1/2), based on program demand.	
2.a.3	All personnel with access to AA&E have screening and background checks.	
2.c	All staff has completed orientation and continuous training of the materials, techniques, and safety precautions of the programs and facilities. Skeet and trap staff also complies with reference (v).	
Para	FACILITIES	Met/Unmet
4.a.1.a-c	Archery ranges is 426.5 feet long, with roped clear space on each side of the range at least 32.8 feet and roped clear space behind targets at least 82 feet, or 41 feet if there is a bunker.	
4.a.1.d-e	Archery range rules and warning signs are permanently posted at all access points and back/sides of range.	
4.a.1.f-g	Only target type arrows are used for range activities with shooting stations at least ten feet apart and aligned with the designated target.	
4.a.3	Paintball: boundaries are clearly identified from both the inside and outside with large colored indicators placed to ensure patrons do not unknowingly pass between the boundaries. Each area of play has a sufficiently large clear zone near the start or staging area where shooting markers are prohibited. The clear zone is marked so players know when they have entered the clear zone and other players can tell who is and who is not in the clear zone.	
6	Skeet and trap facilities comply with reference (w).	
6	All facilities and maintenance practices comply with base safety, environmental regulations established by base engineering and environmental offices.	
Para	EQUIPMENT	Met/Unmet
3.c.	Core equipment is provided.	

Figure 24-4.--Program Standards Checklist--Continued

Chapter 25

Outdoor Recreation

Skate Parks

1. Program Description. Program may consist of skateboarding, bicycle motor cross (BMX), roller/in-line, and skating activities offered at designated Skate Parks. Skate Parks provide authorized patrons the opportunity to develop coordination, endurance, flexibility and other derived benefits associated with good physical fitness. Skate park activities or facilities can complement the overall recreation program by providing an alternative to traditional team sports and fitness activities. It may be co-located with a youth center or other recreational facilities such as athletic fields, parks, or fitness centers. This chapter shall be used in conjunction with the content and guidance of chapter 1 of this Order.

2. Personnel. MCCA operated Skate Park may be managed by using Marine Corps Community Services (MCCA) employees, volunteers, or contracted personnel/instructors.

a. Staffing Levels. Staffing at a minimum would involve facility oversight, registration, directed activities and reservations for groups. Staff may be dual-hatted and would depend on location of facility and hours the facility is available for self-directed and directed use. Any staff or volunteers working with children under the age of 18 are required to complete background checks in accordance with references (m) and (l). Refer to chapter 1 paragraph 21 for more information.

b. Core Competencies. Core competencies are the results of a specific set of skills or techniques that deliver value to the customer. Such competencies enable an organization to access a wide variety of programs. Core competencies apply to permanent, part-time, flexible employees, contractors, assigned active duty military personnel, and volunteers. Refer to chapter 1, paragraph 11b and enclosure (2) pages 16-20 for specific core competencies related to Skate Parks.

c. Training Requirements. All staff shall complete orientation and continuous training on the materials, techniques, and safety precautions of the programs and facilities. Periodic training shall be completed by all staff to keep current on the latest trends of skate park activities and services. Refer to chapter 1, paragraph 11a for specific training requirements.

3. Facility Operations

a. Facility. The skate park facility provides a controlled environment designed specifically for skateboarding, BMX, roller/in-line, and skating activities. This may include individual structures combined to create a skateboard park. The structures may include half-pipe ramp, quarter pipe ramp, bowl, pool, ditch, pyramid, fun box, grinding rails, launch ramp, spines and hips, and pump hump. Facility may include fencing and capabilities to be secured during non-operational hours.

b. Hours of Operation. Hours of operation are determined by installation requirements, based on customer needs, customer convenience, weather, natural and artificial lighting, weekends when applicable, and other

supporting business conditions. The general hours of operation shall be posted on the program's website, each entrance and facility signage.

c. Core Equipment. All users and program participants shall wear helmets while participating in skate park activities. Approved helmets for skating activities shall meet the American Society for Testing and Materials (ASTM) F1492 standard, and bicycle helmets shall meet the Consumer Product Safety Commission (CPSC) standard. Recommended safety equipment for children under the age of 18 includes: kneepads, elbow pads, wrist guards, and gloves. Signs shall be posted at the facility regarding safety equipment and random checks by staff shall be made to verify usage.

4. Programs and Services

a. Program Components. Scheduled activities and events can promote and expand the Skate Park program.

(1) Competitions. Contests or events that may include free style or slalom competitions. Divisions are defined by age and ability levels.

(2) Demonstrations. Professionals or amateurs performing stunts, events, or competitions for introductory skill or promotional purposes.

(3) Skills Clinics. Organized classes or workshops conducted to introduce or develop skills or techniques.

(4) Video Presentations. Organized presentation of activity videos to emphasize or promote specific topics (e.g., fundamentals, safety, maintenance, etc.).

b. Indirect Operations. All contracted operations shall be held to the requirements in this Order. Indirect operations are required to provide the same data collection reports. Refer to chapter 1, paragraph 14a for specific information about establishing an indirect recreation operation. Refer to chapter 1, paragraph 14b for specific information on individual services contracts (instructor).

c. Marketing. The Skate Park program shall develop a written annual, year-round marketing and communications plan supportive of the organization's mission, goals, and objectives. Focus shall be on the specific target audience with specific messaging for each audience, selecting appropriate media budget requirements and evaluations. The purpose of the marketing and communications plan is to ensure patrons are informed about Skate Park activities offered annually. Coordination with MCCA Marketing/Public Affairs Officer (PAO) is required prior to establishing a social media page.

5. Financial Management

a. Funding. Skate Parks are operated as Category B Morale, Welfare, and Recreation (MWR) programs. Every effort should be made to effectively operate this program with limited APF. NAF are authorized. Refer to chapter 1, paragraph 12 for more information.

b. Fees and Charges. Fees for activities, instruction and competitions shall be assessed to offset NAF expenditures for the processing of reservations, registration and special events. Registration fees may be charged daily, monthly or annually. Refer to chapter 1, paragraph 13b for

more information about Category B programs. Fees shall be collected at time of purchase and a receipt provided to the patron.

c. Costs Centers. Accounting for expenses related to Skate Parks should be accounted for based on the program that provides oversight and identified by a NAF department code. If the Skate Park is part of a park area, next to athletic fields or just a stand-alone operation, then it should be reported to cost centers identified in chapter 23, of this Order, Parks, Picnic Areas and Playgrounds. If the facility is located with and/or managed by a youth center or youth sports then it should be accounted for accordingly. The NAF department code would apply to all three programs.

(1) Figure 25-1 depicts the cost center that shall be used when accounting for Skate Parks.

Program	Cost Center		Program Description
Youth Sports Programs	NAF	5565	Costs related to the operation of youth sports competitions for individual or teams and skills development programs ONLY.
	APF	MAWT	Costs related to the operation of youth sports competitions for individual or teams and skills development programs ONLY. Includes, but is not limited to: equipment support, salaries, supplies and upkeep.

Figure 25-1.--Cost Center

(2) Within the Youth Sports program cost center, use the following department code depicted in Figure 25-2.

Department Code	Title
419	Skate Parks

Figure 25-2.--Department Code

d. Accountability. The standard Headquarters directed Recreation Management Information System shall be used in tracking program fees, retail sales, rentals, customer and usage data, reservations and daily business operations for directed activities.

6. Safety and Risk Management. Program manager shall, establish safety standards and a written safety administration and accident prevention plan for each activity/event in accordance with references (j) and (bb). Facilities and maintenance practices shall comply with base safety, environmental regulations established by base engineering and environmental offices. Standard operating procedures (SOP) for safety administration and accident prevention shall be developed for ongoing and special events and used by all MCCS personnel supporting the skate park program or special event. If a significant/critical incident or fatality occurs while participating in a skate activity or utilizing a Marine Corps Skate Parks, refer to Chapter 1, paragraph 20b for reporting requirements.

a. Agreement, Directed Activities. All authorized patrons shall be provided a patron registration package which shall include rules and regulations, fees and charges format, responsibility authority, and equipment availability. Parents shall sign a liability release form for all minors (17 years and under) prior to participation in activity.

b. Agreement, Self-Directed Activities. All authorized patrons are required to complete and sign a liability release form. Parents shall sign a

liability release form for all minors (17 years and under) prior to participation in activity.

7. Operational Management. A SOP is required to ensure consistency in process, procedures, and operations. The SOP shall be reviewed and updated annually by the program manager and shall include the following information at a minimum:

- a. Hours of operation.
- b. Reservation/rental.
- c. Rules and regulations.
- d. Patron eligibility.
- e. Emergency action plan (EAP).
- f. Daily procedures (opening and closing).
- g. Standard Headquarters directed Recreation Management Information System.
- h. Pricing list.
- i. Cash handling.
- j. Risk management plan.
- k. Other topics that pertain to the respective installation requirements shall be included.

8. Long Range Program Planning. Long Range Program planning is critical to the successful way ahead for recreation programs. This road map shall lead your program from where it is now to where it shall be in the future. The long range plan shall be flexible, practical and serve as a guide to implementing programs, evaluating programs and making adjustments when necessary. Refer to chapter 1, paragraph 7 for specific details related to the development of Long Range Program Planning.

9. Program Evaluation. The standard Headquarters directed Recreation Management Information System shall be utilized to collect, analyze and disseminate operational information for the Skate Park program.

- a. The programs and activities offered are evaluated in an effort to strengthen and improve through after action reporting.
- b. Skate Park programs shall collect the program data shown in Figure 25-3.

Program Data	Methodology
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# of directed activities/classes (lessons, special events, etc.).	Provide an annual total number of directed activities/classes provided.
# of patrons using directed activities/classes (lessons, special events, etc.).	Provide an annual total number by rank/status of patrons who participated in each directed program on a weekly basis (do not include participation in self-directed activities). Take the weekly count of participants and total them for an annual count. The rank/status breakdown shall be E-1-E-5, E-6-E-9, W-1-W-5, O-1-O-3, O-4-O-10, Retiree, Reserve, Family Member, DoD Civilian, and Guest.
# of hours open for self-directed activity usage	Provide a total number of hours the facility is open for self-directed usage on a weekly basis. Add the weekly total for an annual count.
# of patrons using facility for self-directed activities	Provide an annual total number by rank/status of patrons who participated in each self-directed program on a weekly basis. Take the weekly count of participants and total them for an annual count.

Figure 25-3.--Program Evaluation

10. Program Standards Checklist. The checklist provided in Figure 25-4 should be used in assessing the program against policy requirements.

CHPT 25 SKATE PARK PROGRAM STANDARDS CHECKLIST		
Para	OPERATIONS	Met/Unmet
3.b	The general hours of operation are posted on the program's website and facility signage.	
4.c	Skate Park program has developed a written annual, year-round marketing and communications plan supportive of the organization's mission, goals, and objectives.	
5.b	Fees for activities, instruction and competitions are assessed to offset NAF expenditures for the processing of reservations, registration and special events.	
5.c	All accounting for this activity are reported to the appropriate cost center and department code listed in Figures 25-1 and 25-2.	
5.d	The standard Headquarters directed Recreation Management Information System is used in tracking resale, rentals, customer and usage data, reservations and daily business operations.	
6	Facilities and maintenance practices comply with base safety, environmental regulations established by base engineering and environmental offices.	
6.a	All authorized patrons are provided a patron registration package which includes rules and regulations, fees and charges format, responsibility authority, and equipment availability for directed activities. Parents have signed a liability release form for all minors (17 years and under) prior to participation in activity.	
6.b	All authorized patrons are required to complete and sign a liability release form for self-directed activities. Parents have signed a liability release form for all minors (17 years and under) prior to participation in activity.	
7.a-k	The SOP is reviewed and updated annually by the program manager and includes the information in a-k.	
8	A long range program plan is implemented.	
9.b	Program collects the program data as depicted in Figure 25-3.	
Para	PERSONNEL	Met/Unmet
2	Skate operations are limited to those programs managed by the local MCCS.	
2.c	All staff has complete orientation and is in continuous training of the materials, techniques, and safety precautions of the programs and facilities	
Para	EQUIPMENT	Met/Unmet
3.c	All users and program participants wear appropriate helmets while participating in skate park activities.	
Para	FACILITY	Met/Unmet
3.c	Signs are posted at the facility regarding safety equipment and random checks by staff are made to verify usage.	

Figure 25-4.--Program Standards Checklist

Chapter 26

Marine and Unit Recreation

Recreation Centers (Military Personnel)

1. Program Description. Recreation Centers shall provide core spaces to include self-directed and directed recreation activity components to meet the needs of the young single Marine population (for Marines approximately 18-25 years of age). An emphasis on alcohol-free and tobacco-free events and activities are highly encouraged. Directed and self-directed functions within a Recreation Center shall have a direct correlation with the Single Marine Program (SMP) in accordance with reference (az). Self-directed components shall be in keeping with the core components of a Recreation Center. Directed programs shall promote and enhance community connectedness, social interaction, life skills, personal growth and development, competitiveness, wellness, morale, and camaraderie. Although financial resources, programs and services will be targeted towards young single Marines and Sailors, unaccompanied and other active duty personnel may participate and utilize Recreation Centers. This chapter shall be used in conjunction with the content and guidance of chapter 1 of this Order.

2. Personnel

a. Staffing Levels. Operational oversight is by staff who may oversee more than one Recreation program. The program is adequately staffed to continue normal operations when employees are on temporary additional duty (TAD), annual or sick leave. When additional workloads are created by expansion of services, goods, collateral or assigned duties, normal operations shall not suffer, and the staffing levels are adjusted accordingly. Anytime the facility is open, staffing levels shall be met. All staff shall fulfill the mission; meet set standards to accomplish program goals and guidelines. Volunteers may be recruited, trained, utilized, and recognized for assisting with Recreation Center programs. Refer to chapter 1, paragraph 22 for specific details related to volunteers.

(1) APF allocations for staffing are identified as core requirements to operate Recreation Centers at 40-60 hours a week based on active duty population served. Installations with multiple recreation centers shall have an additional supervisory recreation specialist that oversees all recreation center facility managers.

(2) A minimum of 2 staff members shall be on duty at all times to ensure the safety and security of the facility and patrons.

(3) Any staffing requirements identified to operate above 40-60 hours a week will be defined as non-core for the purposes of APF allocations and will be funded with NAF. If additional APF resources become available, APF may be used to offset non-core requirements. Non-core program requirements shall be based on customer demand and financial viability analysis.

(4) Full time equivalent (FTE), core staffing level requirements are depicted in Figure 26-1.

Core					
Active Duty Population Served	Facility Hours	Billet	Grade	FTE	Metric
Small (500-3,000)	40 Hours	Program/Facility Manager *	NF-3/4	1	Per facility
		Recreation Assistant/Attendant	NF-1/2	1	During hours of operation for safety and security.
Medium (3,001-7,000) and Large (7,001-14,000)	60 Hours	Program/Facility Manager*	NF-3/4	1	Per facility
		Assistant Manager	NF-2/3	1	Per facility
		Recreation Assistant/Attendant	NF-1/2	1	During hours of operation for safety and security.
* May be dual-hatted with SMP coordinator					
* May oversee more than one recreation program.					

Figure 26-1.--Core Staffing Levels

(5) FTE non-core staffing level requirements are depicted in Figure 26-2.

Non-Core				
Facility Hours	Billet	Grade	FTE	Metric
80 Hours	Programmer	NF-3	0.5	Per facility
	Recreation Assistant/Attendant	NF-1/2	1.0	During hours of operation for safety and security.
100 Hours	Programmer	NF-3	1.5	Per facility
	Recreation Assistant/Attendant	NF-1/2	1.0	During hours of operation for safety and security.

Figure 26-2.--Non-Core Staffing Levels

b. Core Competencies. Core competencies are the results of a specific set of skills or techniques that deliver value to the customer. Such competencies enable an organization to access a wide variety of programs. Core competencies apply to permanent, part-time, flexible employees, contractors, assigned active duty military personnel, and volunteers. Refer to chapter 1, paragraph 11b and enclosure (2) pages 21-24 for specific core competencies related to Recreation Centers.

c. Training

(1) All staff shall complete orientation and continuous training of the materials, techniques, and safety precautions of the programs and facilities. Periodic training shall be completed by all staff to keep current on the latest trends of recreation programs and services. Refer to chapter 1, paragraph 11a for specific training requirements.

(2) In addition to in-house training, the use of professional recreation organization/association training programs is recommended (e.g., annual Single Marine Program leadership training/recreation center manager training, National Recreation and Parks Association [NRPA], Association for the Promotion of Campus Activities [APCA], Learning Resources Network [LERN], etc.).

d. Certifications. Certifications depend upon the requirements of the position description and the certifying agency. Figure 26-3 depicts the typical certifications for recreation center managers and program staff.

Certification	Position			
	Manager	Assistant Manager	Programmer	Recreation Attendant/ Assistant
First Aid	X	X	X	X
Cardio Pulmonary Resuscitation (CPR)/Automated External Defibrillator (AED)	X	X	X	X
Certified Program Planner (CPP) from LERN	X	X	X	
Certified Parks and Recreation Professional (CPRP) from NRPA	X	X	X	

Figure 26-3.--Staff Certifications

3. Facility Operations. Co-locating the facility with other recreational facilities providing complementary programs is encouraged to provide the users with increased convenience and attractiveness of bundled activities, and to take advantage of potential savings in support space requirements and operating costs. Size and locate an individual facility appropriately to the target population and geographic area its particular function is designed to serve. Convenient access for users shall be considered in balance with the need for efficient facility operation and avoidance of duplicate facilities. Large, widely dispersed installations shall provide multiple facilities located in close proximity to targeted populations. SMP coordinators should be located with a recreation center. Recreation Centers and Multi-Faceted Recreational facilities may be identified as the "Home of the SMP." In cases where the SMP coordinator directly manages a recreation facility policies and standards for Recreation Center facilities apply.

a. Facility

(1) Core Spaces. As per reference (ax), the following core spaces shall be provided within each Recreation Center:

- (a) Customer service area/control counter.
- (b) Computer area (Wi-Fi enabled).
- (c) Game area (table and video gaming).
- (d) Mini theater/television (TV) lounge (Navy Motion Picture Service [NMPS] encrypted digital video disk [DVD]).
- (e) TV lounge (entertainment area).
- (f) Snack/vending areas or food and beverage.
- (g) Reading area/quiet space.
- (h) Multi-purpose room/classroom.
- (i) Outdoor social area.

(2) Recommended Additional Space

- (a) Managers office.
- (b) Kitchen.
- (c) Storage areas.
- (d) Food and beverage operation.
- (e) Music listening and practice area.

(3) All facilities shall be properly maintained and physical arrangements are attractive and functional.

b. Hours of Operations. Minimum requirements for hours of operation shall take into consideration the work demand, training schedule, active duty schedules and specific needs of the population served. Hours of operation shall be posted in the facility and posted on the program's website. Geographic locations should be considered in determining the population, not necessarily the entire base population if multiple facilities exist. APF allocations for staffing are identified as core requirements to operate Recreation Centers at 40 hours a week for small installations and 60 hours for medium to large installations identified in Figure 26-1. Expenses associated with operating above these designated hours will be defined as non-core for the purposes of APF allocations and will be funded with NAF. If additional APF resources become available, APF may be used to offset non-core requirements as depicted in Figure 26-2. Additional hours shall be based on customer demand and financial viability analysis.

c. Core Equipment. Reference (ax) shall be used as a guide in identifying equipment requirements in support of core and recommended spaces. Facilities shall effectively maintain a process for replacement, improvement, inventory, and storage of equipment and supplies. Figure 26-4 depicts the standard core equipment related to core spaces.

Core Spaces	Core Equipment
Customer Service Area	Counter, telephone, computer with the standard Headquarters directed Recreation Management Information System, Wi-Fi throughout facility, video games, NMPS encrypted DVD, storage, fax, copier/scanner, color printer, public address (PA) system, secured files and cabinets. Audio-visual (AV) controls, and closed-circuit (CC) TV monitoring system.
Computer Area	Internet capability, tables and chairs, computer with Webcam capabilities, and printers. Locked storage closet for router and computer connections.
Game Area (Table and Video Game)	Pool tables, table tennis, Foosball, poker and other card tables, speakers, wall mounted flat screen TV, anti-theft video game console and peripherals/accessories.
Reading Area/Quiet Space	Chairs, tables and individual study desk, bookshelves, floor and table lamps, adequate shade control for windows, and magazines and books that support Commandant of the Marine Corps (CMC) recommended reading list.
Multi-Purpose Room	Storage space, tables and chairs, TV with video and DVD capability recessed projection screen, marker board, and window shade control.

Figure 26-4.--Core Equipment

Outdoor Social Area	Adequate shading and seating, waste receptacles, hose bib, landscape appropriate to outdoor recreation area. Consider co-locating other recreation functions in or near the outdoor gathering area (e.g., basketball, horseshoe pits, sand volleyball, outdoor ping pong table, outdoor TV).
Snack/Vending or Food and Beverage	Microwave, vending machines, and tables and chairs. Ice machine, refrigerator, microwave, and small food prep area. Food and beverage operations are managed by local installation Food and Hospitality through direct or indirect operations with core equipment defined by Headquarters Marine Corps Food and Hospitality Branch (HQMC MRK).
Mini Theater/TV Lounge	Comfortable seating, home theater sound system to commercial grade systems, Large Flat Screen TV, or projection systems, cable TV or projection systems, dimmable lighting, NMPS encrypted DVD.

Figure 26-4.--Core Equipment-Continued

d. Equipment Maintenance and Replacement Schedules. Annual maintenance plans should be determined for the sustainment of equipment such as the replacing the felt covering of the pool tables. Equipment replacement schedules are provided below as a guide:

- (1) Furniture such as tables, chairs, bookcases - 10-15 years
- (2) Computers and printers - five to seven years
- (3) Television, stereo equipment, video screens - 10-15 years
- (4) Gaming systems and accessories - three to five years
- (5) Game tables such as pool, foosball, table tennis - 10-15 years

4. Programs and Services

a. Program Component. Successful Recreation Centers shall offer a variety of activities and services to meet customer needs. Recreation Center program components shall include self-directed activities, instructional classes, special events, recreation information areas, inclusive practices, internet/Wi-Fi, room reservations, community-wide events, and co-sponsored events. Refer to chapter 1, paragraph 9 for specific information on inclusion. Staff shall be knowledgeable of local, both on and off base recreational resources available.

b. Categories of Programs

(1) Recreational activities (e.g., movie viewing [NMPS encrypted DVD], instruction, video games, etc.).

(a) Competitions/tournaments (e.g., billiards, electronic gaming, table tennis, cards, chess, etc.).

(b) Social interaction (e.g., dances, karaoke, etc.).

(2) Entertainment/special events (e.g., battle of the bands, talent shows, block party, picnics, BINGO, etc.).

(3) Performing arts (e.g., theatre productions, drama classes/workshops, music/dance instruction, etc.).

(4) Personal life skills development (e.g., personal growth classes, computer classes, crafts, financial planning, resume writing, etc.).

c. Services Provided

(1) Core

- (a) Wi-Fi/internet.
- (b) Snack/vending or food and beverage.
- (c) Information and referral.

(2) Suggested

- (a) Print, copy and fax.
- (b) Room reservations.

d. Resale Operations. Authorized as permitted by Installation Commander or designee for items related to the operation including ancillary items and food and beverage operations. Reference (h) provides specific guidance related to retail operations and asset protection. All sales and labor associated with the processing of resale shall be reported to the resale cost centers as shown in Figure 26-5. Retail items shall be priced to yield an average gross profit margin of 30%. Refer to chapter 1, paragraph 18 for more information about the storage of merchandise, and inventory management. Refer to chapter 1, paragraph 14c for information related to food and vending operations.

e. Food and Beverage. Food and beverage activities within Recreation Centers shall be operated as part of the Food and Hospitality Branch on the installation either through direct or indirect operations. Food and beverage requirements are contained in reference (o).

f. Sale, Possession, and Consumption of Alcoholic Beverages. The requirements for the sale, possession and consumption of alcoholic beverages are found in reference (p).

(1) Recreation Centers may be designated by the Installation Commander for the sale and consumption of alcoholic beverages by the drink. The Installation Commander shall determine whether this is a full time operation or on an occasional basis for special recreational activities and/or events. Whether a full-time operation or occasional basis, both shall be managed by the Food and Hospitality Branch (direct or indirect operation).

(2) If the sale of alcohol by the drink has been designated as a full time operation, the Food and Hospitality Branch shall be responsible for the sale of alcohol by the drink within Recreation Centers either through direct or indirect operations when managed with a food and beverage operation.

(3) Recreation Center patrons are not authorized to bring and/or consume alcoholic beverages purchased outside of the facility.

g. Indirect Operations

(1) All contracted operations shall be held to the requirements in this Order. Indirect operations are required to provide the same data collection reports. Refer to chapter 1, paragraph 14a, for specific information about establishing an indirect recreation operation. Refer to chapter 1, paragraph 14b for specific information on individual services contracts (instructor).

(2) Recreation Centers directly support active duty personnel with the targeted population being young single Marines. As such, on premises indirect operations and/or contracted services shall ensure operations are marketed and directed to this active duty population only.

h. Marketing. Recreation Centers shall develop a written annual, year-round marketing and communications plan supportive of the organization's mission, goals, and objectives. Focus shall be on the specific target audience with specific messaging for each audience, selecting appropriate media budget requirements and evaluations. The purpose of the marketing and communications plan is to ensure patrons are informed about Recreation Center activities offered annually. Coordination with MCCA Marketing/Public Affairs Officer (PAO) is required prior to establishing a social media page.

(1) Recreation Centers shall establish an annual marketing and publicity plan to include presentations at a variety of outreach sources such as installation newspapers, posters, bulletin board, websites, and social media outlets.

(2) Recreation Centers shall develop monthly calendars or newsletters which display daily and weekly activities and events.

5. Financial Management

a. Funding. Per reference (a), Recreation Centers are operated as a Category A Morale, Welfare, and Recreation (MWR) programs. Every effort should be made to effectively operate this program with APF as a mission sustaining program. NAF is authorized. Refer to chapter 1, paragraph 12 for more information.

b. Fees and Charges

(1) Recreation Center programs shall assess fees and charges which support the NAF maintenance and upkeep of supplemental equipment and supplies. Refer to chapter 1, paragraph 13a for more information.

(2) When providing recreational activities, classes, and events, fees shall be assessed to offset all direct NAF expenses, such as personnel (not uniformed funding and management [UFM]), supplies, prizes, awards and instructor contracted fees. Price determination for fees and charges related to recreational activities, classes, and events shall be based on, a minimum of one annual competitive pricing survey utilizing the average fees and charges of three business venues using local commercial, municipal or government entities. Analysis shall include the review of similar operations within 30 miles radius with both military installations and civilian community. Annual records shall be maintained at each facility. Fees shall be collected at time of purchase and a receipt provided to the patron.

c. Cost Centers. All accounting for Recreation Centers shall be reported to the following cost centers depicted in Figure 26-5.

Program	Cost Centers		Program Description
Recreation Centers	NAF	5530	Costs related to Recreation Center operations salaries, equipment, supplies, and programming targeted to active duty. SMP expenses shall not be accounted in this cost center/cost accounting code, use 5710/MAWN.
	APF	MAWJ	

Figure 26-5.--Cost Centers

d. Accountability. The standard Headquarters directed Recreation Management Information System shall be utilized in tracking activity fees and charges, rental, customer and usage data, reservations and daily business operations. Collect, analyze and disseminate resale operational information for Recreation Centers.

(1) Program Tracking. Instruction, patron use, activities, reservations.

(2) Point of Sales (POS). All fees and charges.

6. Safety and Risk Management. Program manager shall, establish safety standards and a written safety administration and accident prevention plan for each activity/event in accordance with references (j) and (bb). Facilities and maintenance practices shall comply with base safety, environmental regulations established by base engineering and environmental offices. Standard operating procedures (SOP) for safety administration and accident prevention shall be developed for ongoing and special events and used by all Marine Corps Community Services (MCCS) personnel supporting the Recreation Center program. If a significant/critical incident or fatality occurs while participating in a Recreation Center activity or utilizing a Marine Corps Recreation Center, refer to Chapter 1, paragraph 20b for reporting requirements.

a. Facility Safety

(1) Rules and regulations shall be posted at prominent locations throughout the facility.

(2) Staff shall inform patrons about safety rules and rules shall be enforced; loss of privileges could result from non-compliance of the rules.

(3) Recreation Centers shall be inspected daily for safe operating conditions and maintained at the maximum condition. Daily inspections shall be documented and records kept for a period of one year.

(4) All facilities shall be equipped with a complete first aid kit which shall include:

- (a) Absorbent compress dressings.
- (b) Adhesive bandages (assorted sizes).
- (c) Adhesive cloth tape.
- (d) Sterile eyewash (saline solution).

- (e) Blanket (space blanket).
- (f) Breathing barrier (with one-way valve).
- (g) Instant cold compress.
- (h) Instant hot compress.
- (i) Non-latex gloves (assorted sizes).
- (j) Scissors.
- (k) Roller bandage (assorted sizes).
- (l) Sterile gauze pads (assorted sizes).
- (m) Triangular bandages.
- (n) Tweezers.
- (o) Soap or instant hand sanitizer.
- (p) Plastic bags for the disposal of contaminated materials.

(5) Per reference (d), equipment, facilities, and operating procedures shall be met.

b. Emergency Action Plan (EAP). An EAP covering such areas as injuries, environmental emergencies, chemical emergencies, medical emergencies, and severe weather shall be provided in local SOP and included in required staff training. EAPs shall be practiced and rehearsed quarterly. Records of this training shall be maintained for a period of five years per reference (ab). Documentation of training shall be a roster signed by each staff member in attendance.

7. Operational Management

a. A SOP is required to ensure consistency in process, procedures, and operations. The SOP shall be reviewed and updated annually by the program manager and shall include the following information at a minimum:

- (1) Hours of operation.
- (2) Reservation/rental.
- (3) Rules and regulations.
- (4) Patron eligibility.
- (5) EAP.
- (6) Daily procedures (opening and closing).
- (7) Standard Headquarters directed Recreation Management Information System.
- (8) Pricing list.

- (9) Cash handling.
- (10) Risk management plan.
- (11) Inventory control.
- (12) Daily safety checklist.

(13) Other topics that pertain to respective installation requirements shall be included.

b. Staff shall check patrons in and out with the use of the standard Headquarters directed Recreation Management Information System. In order to establish patrons households, staff shall collect patron's identification cards in order to gather/record the patron information identified below. Identification (ID) cards shall be returned immediately after the information is gathered and cannot be held by the staff during the time patrons are in the facility. Check-in information shall include:

- (1) Name of person.
- (2) Address.
- (3) Phone numbers.
- (4) Rank or status with the following breakdown:
 - (a) Active duty.
 - 1. E-1-E-5.
 - 2. E-6-E-9.
 - 3. W-1-W-5.
 - 4. O-1-O-3.
 - 5. O-4-O-10.
 - (b) Reserve.
 - (c) Retiree.
 - (d) Family member.
 - (e) DoD civilian.
 - (f) Guest.
- (5) Type of activity.

8. Long Range Program Planning. Long Range Program planning is critical to the successful way ahead for recreation programs. This road map shall lead your program from where it is now to where it shall be in the future. The long range plan shall be flexible, practical and serve as a guide to implementing programs, evaluating programs and making adjustments when

necessary. Refer to chapter 1, paragraph 7 for specific details related to the development of Long Range Program Planning.

9. Program Evaluation. The standard Headquarters directed Recreation Management Information System or alternative method shall be utilized to collect, analyze and disseminate operational information for the program.

a. The programs and activities offered are evaluated in an effort to strengthen and improve them through after action reporting.

b. Recreation Centers shall collect: patron's rank, status, activity, in addition to information in Figure 26-6.

Program Data	Methodology
# of hours a week facility is open	Report the total number of hours the facility is open per week. Add the weekly totals for an annual count.
# of directed programs	Count the number of regularly scheduled programs coordinated by the Recreation Center (to include instructional classes) on a weekly basis. Take the total number of weekly counts and total them for an annual count.
# of Directed Programs Patrons	Each patron is counted one time for participating in each directed program on a weekly basis (do not include participation in self-directed activities, 8mm, or computer room-these are counted separately). Take the weekly count of participants and total them for an annual count.
# of special events	Count the number of special events (events that are above and beyond the regularly directed programs, such as holiday programs/themed events) for an annual count.
# of special event patrons	Count each patron one time, participating in each special event and total for an annual count.
# of NDVD movies shown	# shown on a daily/weekly/monthly basis at your facility. Take the monthly totals and add together for an annual count.
# of patrons viewing NDVD movies	# of patrons viewing each movie (do not include in the hourly self-directed counts). Add the total number of patrons for an annual.
# of reservations for private groups or room usage	Count the number of reservations made for use of the facility (rental space) for functions, parties, meetings, etc. and total for an annual count.
# of active duty attending private groups/room usage	Count each patron one time, participating in the function, party, meeting, etc. held in the facility. Add the total number of patrons for an annual count.
# of professional military education (PME)/ official military function	Count the number of PME/official military functions (deployments, safety stand downs) held in your facility (do not include reservations) for an annual count.
# of active duty attending PME/official	Count each patron one time, participating in the PME/official military function held in the facility. Add the total number of patrons for an annual count.
# of self-directed patrons	Each patron is counted hourly (do not include patrons participating in directed programs and special events). Take the hourly counts for each day and total for an annual count.
# of computers available	Report the total number of patron-use computers in the facility that are operational.
# of patrons using computer room	Count each patron one time for use of computers on a daily basis. Take the daily counts and total for an annual count.
# of patrons using wireless service	Count each patron hourly using wireless service on personal computer in facility. Take the hourly counts for each day and total for an annual count.

Figure 26-6.--Program Evaluation

10. Program Standards Checklist. The checklist provided in Figure 26-7 should be used in assessing the program against policy requirements.

CHPT 26 RECREATION CENTERS PROGRAM STANDARDS CHECKLIST		
Para	OPERATIONS	Met/Unmet
3.b	Minimum requirements for hours of operation are taken into consideration the work demand, training schedule, active duty schedules and specific needs of the population served. Hours of operation are posted in the facility and posted on the program website.	
4.a	A variety of activities and services to meet customer needs are offered.	
4.a	Program components include self-directed activities, instructional classes, special events, recreation information areas, inclusive practices, internet/Wi-Fi, room reservations, community-wide events, and co-sponsored events.	
4.d	All sales and labor associated with the processing of resale is reported to the resale cost centers.	
4.d	Retail items are priced to yield an average gross profit margin of 30%.	
4.f	Reference (p) is followed for the sale, possession, and consumption of alcoholic beverages.	
4.f.2	Food and Hospitality Branch is responsible for the sale of alcohol within recreation centers either through direct or indirect operations when managed with a food and beverage operation.	
4.g	All contracted services or staff are held to the requirements of this Order.	
4.h	A written annual, year-round marketing and communications plan supportive of the organization's mission, goals, and objectives is developed. Focusing on the specific target audience with specific messaging for each audience, selecting appropriate media budget requirements and evaluations.	
4.h.1	An annual marketing and publicity plan is developed to include presentations at a variety of outreach sources such as installation newspapers, posters, bulletin board, websites, and social media outlets.	
4.h.2	Monthly calendars or newsletters which display daily and weekly activities and events are developed.	
5.b.1	Fees and charges are assessed which support the NAF maintenance and upkeep of supplemental equipment and supplies. Fees are collected at time of purchase and receipt provided to the patron.	
5.b.2	When providing recreational activities, classes, and events, fees are assessed to offset all direct NAF expenses, such as personnel (not UFM), supplies, prizes, awards and instructor contracted fees. An annual competitive pricing market analysis is conducted to determine fees and charges related to recreational activities, classes, events that include the review of similar operations within 30 miles radius with both military installations and civilian community.	
5.c	All accounting for Recreation Centers is reported to the cost centers as depicted in Figure 26-5.	
5.d	The standard Headquarters directed Recreation Management Information System is utilized in tracking activity fees and charges, rental, customer and usage data, reservations and daily business operations.	
6	SOP for safety administration and accident prevention is developed for ongoing and special events and used by all MCCS personnel.	
7.a.1-13	A SOP for Recreation Centers to ensure consistency in process, procedures, and operations is established.	
7.b	Identification cards are presented and scanned through the use of the standard Headquarters directed Recreation Management Information System.	
8	Long range program plan implemented.	
9	The standard Headquarters directed Recreation Management Information System or alternative method is utilized to collect, analyze and disseminate operational information for the program.	
Para	PERSONNEL	Met/Unmet
2.a	Figure 26-1 staffing levels is followed	
2.a.1	All staff fulfills the mission and meet set standards to accomplish program goals and guidelines.	
2.a.3	Installations with multiple Recreation Centers have an additional supervisory recreation specialist that oversees all Recreation Centers and thereby identifying each recreation center facility manager as assistant managers.	
2.c.1	All staff completes orientation and continuing training of the materials, techniques, and safety precautions of the programs and facilities. Periodic training is completed by all staff to keep current on the latest trends of recreation programs and services.	

Figure 26-7.--Program Standards Checklist

6.b	EAPs are practiced and rehearsed quarterly. Records of this training are maintained for a period of five years. Documentation of training is a roster signed by each staff member in attendance.	
Para	FACILITIES	Met/Unmet
3	Convenient access for users is considered in balance with the need for efficient facility operation and avoidance of duplicate facilities.	
3	Large, widely dispersed installations provide multiple facilities located in close proximity to targeted populations.	
3.a.1.a-i	Facility meets core space requirements.	
6	Facilities and maintenance practices comply with base safety, environmental regulations established by base engineering and environmental offices. SOP for safety administration and accident prevention are developed for ongoing and special events and used by all MCCS personnel.	
6.a.1-5	Rules and regulations are posted at prominent locations throughout the facility. Staff informs patrons about safety rules, and they are enforced. Recreation Centers are inspected daily for safe operating conditions and maintained at the maximum condition. Daily inspections are documented and records kept for a period of one year. All facilities are equipped with a complete first aid kit. Equipment, facilities, and operating procedures meet all applicable occupational safety and health administration (OSHA) standards and are Americans with disabilities act (ADA) compliant.	
6.b	An EAP covering such areas as injuries, environmental emergencies, chemical emergencies, medical emergencies, and severe weather is provided in local SOP and included in required staff training.	
Para	EQUIPMENT	Met/Unmet
3.c	Reference (ax) is used to identify core equipment requirements in support of core and recommended spaces.	
3.c	Facilities effectively maintain a process for replacement, improvement, inventory and storage of equipment and supplies for core equipment as depicted in Figure 26-4.	

Figure 26-7.--Program Standards Checklist-Continued

Chapter 27

Marine and Unit Recreation

Unit Recreation, Deployment Support and Recreation Rooms/Common Areas

1. Program Description. Marine and Unit Recreation programs and services provide opportunities for active duty personnel to participate in social recreation activities including a variety of leisure pursuits and are recognized as mission essential. Marine and Unit Recreation promotes the benefits of social interaction, skills development, stress relief, and builds trust and unit cohesion. Program delivery within Marine and Unit Recreation includes all Marine Corps installations, military units, and forward-deployed areas, and training. This chapter addresses unit recreation, Morale, Welfare, and Recreation (MWR) deployment support, barracks recreation rooms/common areas, and shall be used in conjunction with the content and guidance of chapter 1 of this Order.

2. Unit Recreation. Unit recreation includes three distinct categories: active duty in their assigned units at a Marine Corps installation, active duty personnel who are deployed or participating in a major training exercise, and single/geographic bachelor Marines. Unit recreation promotes and supports combat readiness, unit cohesion, physical and social fitness, esprit de corps, leadership, and improves the overall quality of life (QOL). Unit recreation shall be recognized as a mission essential program with specific programming activities developed for a targeted audience (units) on a continuing basis across Marine Corps Recreation programs.

a. Unit recreation includes but is not limited to: unit-driven recreational activities, alternative physical training (PT) activities, special events and MWR activities and services. Examples of unit-driven recreation programs include, but are not limited to: competitions such as Commander's Cup, intramural sports competitions, outdoor recreational activities such as alternative PT and competitive activities, and high adventure activities.

b. Unit recreational activities may be provided either through direct or indirect services. Refer to chapter 1, paragraph 14 for specific information about establishing contracts for recreational activities.

c. Commanders should recognize Marine Corps Recreation programs as resources for unit recreational activities. Per reference (ay), Unit, Personal and Family Readiness Program (UPFRP) funds can be utilized to conduct directed unit recreation activities through Marine Corps Community Services (MCCS).

3. MWR Recreation Deployment Support. As per reference (b), the social, recreation and fitness programs within MCCS deployment support provide for participation in leisure activities when forward deployed away from the home installation in austere environments. Support may include, but is not limited to: functional fitness equipment including total body resistance training (TRX), and in locations that are able to support; high intensity tactical training (HITT) centers. For most locations the availability of theater-in-a-box (TIB) systems, electronic game kit systems (E-Game kits) may also be available. Indoor/outdoor recreation kits as well as other recreational types of equipment are also available upon request from the deploying unit's home station. Additional support may include internet

cafés, Morale Portable Satellite Communications (MoraleSat) program and satellite television (TV). Social events may include, but are not limited to: sports parties, monthly holiday celebrations, televised international sporting events, unit warrior events with the host nation, and/or coalition/service component partners.

a. Recreational Facilities in a Deployed Environment. Subject to operational area and length of deployment, MCCS resources are available to provide a safe, secure and comfortable recreational location/environment for all personnel and equipment. All recreation equipment shall be accounted for on the service component appropriate accountability form. Each receiving unit shall ensure adequate and efficient management of government assets that they are responsible for, to include maintenance and upkeep of equipment. Facilities shall be available to all authorized Marine Corps personnel when the environment permits.

b. Training Exercises Versus Deployment. Certain training exercises may have a limited amount of support and others may have more than what is normal at home station this may be due to: location of training, availability of equipment/support, procurement and shipping times/expenses of requested items, and host nation practices and laws. In an active deployment status, the executive agent for MWR support will normally be the major combatant command in charge of the theater of operations.

c. Operational Manual. Standard operating procedures (SOP) shall be developed for each recreational program to ensure consistency in process, procedures and operations. The SOP shall include information about hours of operation, patron eligibility, emergency action plan (EAP), opening and closing procedures, if applicable, and any other topics that pertain to the respective site location. Efforts shall be made to track usage through the use of sign-in sheets or automated system. Data shall be compiled weekly, bi-weekly, and/or monthly and reported upon request to higher Headquarters.

d. Cost Centers. All accounting for this activity shall be reported to the following cost centers located in Figure 27-1.

Program	Cost Center		Definition
Unit Recreation and Deployment Support	NAF	5644	Costs related to recreational activities specifically provided to military units (Marines) at the installation level and costs associated with recreation/sports and fitness equipment and supplies directly connected to deployment & official military training exercises (recreation/sports kits, fitness equipment, etc.).
	APF	MAWK	

Figure 27-1.--Cost Centers

4. Barracks Recreation Rooms/Common Areas. Funding and oversight responsibilities for the maintenance and upkeep of barracks common areas (formerly known as "Barracks Recreation Rooms") is as follows:

a. Barracks common areas fall under the Bachelor Housing program and are administered locally by the installation facilities department. Barracks common areas are considered integral to Bachelor Housing QOL and should not replace/duplicate MCCS Recreation Centers, but should offer an in-house common area for the Marines' relaxation and leisure.

b. Commandant of the Marine Corps (CMC) Installation and Logistics (LFS) is responsible for policy and funding of furniture and furnishings authorized in barracks common areas. Furniture/furnishings are identified by the local command in its collateral equipment (CE) requirements for initial outfitting of major renovations or newly constructed barracks.

c. Local commands should consider proximity of MCCS Recreation Centers when identifying CE requirements for barracks common areas, (i.e., if one exists within a reasonable distance from the new or renovated barracks, items such as pool tables, video games, etc.), would not be included in the CE for the barracks common areas.

d. Marine Corps Recreation programs are not responsible for the funding, installation or maintenance of internet and Wi-Fi services within barracks common areas.

5. Program Standards Checklist. The checklist provided in Figure 27-2 should be used in assessing the program against policy requirements.

CHPT 27 RECREATION ROOMS AND DEPLOYMENT SUPPORT PROGRAM STANDARDS CHECKLIST		
Para	OPERATIONS	Met/Unmet
2.a	Unit-driven programming is recognized as a mission essential program with a targeted audience with specific programming activities developed for units on an on-going basis across Marine Corps Recreation programs	
3	Reference (b), chapter 7, and appendix C and D are being adhered to	
4.d	MCCS is not responsible for the funding, installation or maintenance of internet and Wi-Fi services within barracks common areas.	
Para	FACILITIES	Met/Unmet
3.a	Personnel are utilizing all available MCCS resources to adequately provide a safe, secure and comfortable recreational location/environment for all personnel and equipment	
3.a	Facilities are available to all authorized Marine Corps personnel when the environment permits	
Para	EQUIPMENT	Met/Unmet
3.a	Recreation equipment is accounted for on the service component appropriate accountability form	
3.a	Receiving units ensure adequate and efficient management of government assets that they are responsible for, to include maintenance and upkeep of equipment	

Figure 27-2.--Program Standards Checklist

Commercial Recreation (ITT/Leisure Travel, Golf, Bowling, Theater, Vehicle Storage, Entertainment & Special Events)

Competency Name	Competency Description
<i>Skill Level 1 (NF1-2)</i>	
Administrative Activity	Use basic computer skills to conduct day-to-day work.
Communication	Provides timely, concise, and accurate information to others both orally and in writing. Helps others effectively communicate and ensure communication occurs between all organizational levels.
Confidentiality Compliance	Adhere to confidentiality requirements and standards in order to protect participant privacy.
Conflict Resolution	Take prompt reasonable action to address and resolve customer service issues.
Cooperation/Teamwork	Inspires and fosters team commitment, spirit, pride, and trust. Motivates team members to accomplish group goals. Performs well in team settings and assists others when needed. Develops and maintains effective working relationships with others.
Customer Service	Anticipates customer needs, takes action to meet customer needs, and continually searches for ways to increase customer satisfaction to ensure the delivery of world class customer service.
Customer Service-Orientation	Greet new arrivals explaining activities/services, procedures and policies to encourage participation.
Data Gathering	Collect data on activities, services and/or facilities for analysis and review.
Facility Operations	Lead or perform facility operational requirements, discuss rules and regulations with staff and resolve facility related problems to ensure effective and efficient facilities operations.
Information and Referral	Provide information and referral support to authorized patrons to meet customer needs.
Internal Control	Execute internal management controls to safeguard resources and comply with policies and procedures.
Inventory Control	Follow inventory control procedures, including storage, tracking, repairing and distribution, and maintain appropriate inventory documentation procedures and systems to ensure accurate accounting of resources.
Janitorial Processes and Supplies	Use appropriate techniques and supplies in custodial activities to complete duties effectively and safely.
Leadership	Motivates and guides others towards goals. Instills commitment to a common image and shared values.
Mission Focus	Focuses on accomplishing work objectives in accordance with the strategic goals and objectives of an organization.
Partnering	Develops networks and builds alliances, engages in cross-functional activities; collaborates across boundaries, and finds common ground with a widening range of stakeholders. Utilizes contacts to build and strengthen internal support.
Problem Solving	Identifies and analyzes problems, makes logical decisions, and provides solutions.
Professionalism	Exemplifies the characteristics, qualities, and conduct expected in a profession.
Program Execution	Observe play, assess situations and take appropriate action to ensure compliance with applicable rules/regulations.
Program Identification and Implementation	Lead and promote interest in recreational activities/services to meet customer needs.
Program Management-Inclusion	Identify and implement inclusive practices to ensure programs and services are available to patrons of all abilities.
Program Operations 1	Instruct in compliance with certifications and education standards to ensure consistent quality program delivery.

Competency Name	Competency Description
Program Operations 2	Deliver educational or instructional activities for individuals and groups to support achievable outcomes.
Program Operations 3	Operate computers, cash registers, scanning devices to facilitate transactions and customer service.
Program Operation-Design	Lead and/or assist in the delivery of activities/services to meet customer expectations.
Public Speaking	Communicate effectively with internal/external audiences to promote, advocate and educate in public venues.
Risk Management	Identify hazards, assess hazards, implement hazard controls, and supervise controls to manage and reduce SOH risks.
Risk Management/Hazardous Materials	Comply with OSHA/EPA standards to ensure proper handling and disposal of hazardous materials.
Safety Management 1	Apply equipment maintenance policies and procedures to ensure safety and customer satisfaction.
Safety Management 2	Enforce rules and regulations of activities and/or facilities to maintain discipline and ensure safety.
Safety Management 3	Administer first-aid according to scope of training, procedures and notify emergency medical personnel when necessary to provide care.
Stress Tolerance	Retains composure and responds calmly and effectively to high stress situations.
<i>Skill Level 2 (NF2-3)</i>	
Administrative Activity	Use comprehensive computer skills to conduct day-to-day work.
Communication	Provides timely, concise, and accurate information to others both orally and in writing. Helps others effectively communicate and ensure communication occurs between all organizational levels.
Confidentiality Compliance	Adhere to confidentiality requirements and standards in order to protect participant privacy.
Conflict Resolution	Take prompt reasonable action to address and resolve customer service issues.
Cooperation/Teamwork	Inspires and fosters team commitment, spirit, pride, and trust. Motivates team members to accomplish group goals. Performs well in team settings and assists others when needed. Develops and maintains effective working relationships with others.
Customer Service	Anticipates customer needs, takes action to meet customer needs, and continually searches for ways to increase customer satisfaction to ensure the delivery of world class customer service.
Customer Service-Orientation	Greet new arrivals explaining activities/services, procedures and policies to encourage participation.
Data Gathering and Analysis	Evaluate activities, services and/or facilities to determine if they are producing desired results.
Facility Management	Supervise and coordinate facility requirements, discuss rules and regulations with staff and resolve facility related problems to ensure effective and efficient facilities management.
Generating Revenue	Recommend and/or establish fees and charges using financial and quantitative information to meet budgetary goals.
Information and Referral	Provide information and referral support to authorized patrons to meet customer needs.
Internal Control	Establish and implement internal management controls to safeguard resources and comply with policies and procedures.
Inventory Control	Follow inventory control procedures, including storage, tracking, repairing, and distribution, and maintain appropriate inventory documentation procedures and systems to ensure accurate accounting of resources.
Janitorial Processes and Supplies	Ensure appropriate techniques and supplies are used in custodial activities to complete duties effectively and safely.

Competency Name	Competency Description
Leadership	Motivates and guides others towards goals. Instills commitment to a common image and shared values.
Mission Focus	Focuses on accomplishing work objectives in accordance with the strategic goals and objectives of an organization.
Partnering	Develops networks and builds alliances, engages in cross-functional activities; collaborates across boundaries, and finds common ground with a widening range of stakeholders. Utilizes contacts to build and strengthen internal support.
Problem Solving	Identifies and analyzes problems, makes logical decisions, and provides solutions.
Professionalism	Exemplifies the characteristics, qualities, and conduct expected in a profession.
Program Execution	Observe play, assess situations and take appropriate action to ensure compliance with applicable rules/regulations.
Program Identification and Implementation	Organize, lead, and promote interest in recreational activities/services to meet customer needs.
Program Management - Needs Assessment	Apply research methods to identify customer interests.
Program Management 1	Establish long-range plan based on environment, resources, capabilities, and constraints to comply with policy and strategic plans.
Program Management 2	Establish budgets using financial and quantitative information to manage day-to-day operations.
Program Management 3	Provide clear directions and priorities, clarifying roles and responsibilities to foster the development of a common vision.
Program Management-Inclusion	Identify and implement inclusive practices to ensure program and services are available to patrons of all abilities.
Program Operation-Design	Design/deliver educational or instructional activities for individuals and groups to support achievable outcomes.
Program Operation-Instruct	Instruct and or assess in compliance with certifications and education standards to ensure consistent quality program delivery.
Program Planning and Management	Meet and collaborate with installation personnel, community organizations, and other professional personnel to plan balanced programs for participation.
Public Speaking	Communicate effectively with internal/external audiences to promote, advocate and educate in public venues.
Resource Management 1	Recommend POM initiatives, supplemental requirements, MILCON/NAF construction and renovations (FRSM) to develop and support a comprehensive program.
Resource Management 2	Use financial and quantitative information to plan and justify staffing, equipment replacement, and operational resources.
Risk Management	Identify hazards, assess hazards, implement hazard controls, and supervise controls to manage and reduce SOH risks.
Risk Management/Hazardous Materials	Comply with OSHA/EPA standards to ensure proper handling and disposal of hazardous materials.
Safety Management 1	Identify and enforce equipment maintenance policies to ensure safety and customer satisfaction.
Safety Management 2	Enforce rules and regulations of activities and/or facilities to maintain discipline and ensure safety.
Safety Management 3	Administer first-aid according to scope of training, procedures and notify emergency medical personnel when necessary to provide care.

Competency Name	Competency Description
Situational Awareness	Continually assesses and maintains an accurate interpretation of one's current surroundings, to take appropriate action at any given time.
Stress Tolerance	Retains composure and responds calmly and effectively to high stress situations.
<i>Skill Level 3 (NF4-5)</i>	
Administrative Activity	Use comprehensive computer skills to conduct day-to-day work.
Communication	Provides timely, concise, and accurate information to others both orally and in writing. Helps others effectively communicate and ensure communication occurs between all organizational levels.
Confidentiality Compliance	Adhere to confidentiality requirements and standards in order to protect participant privacy.
Conflict Resolution	Take prompt reasonable action to address and resolve customer service issues.
Cooperation/Teamwork	Inspires and fosters team commitment, spirit, pride, and trust. Motivates team members to accomplish group goals. Performs well in team settings and assists others when needed. Develops and maintains effective working relationships with others.
Customer Service	Oversee and anticipate actions to meet customer needs and continually searches for ways to increase customer satisfaction to ensure the delivery of world class customer service.
Customer Service-Orientation	Greet new arrivals explaining activities/services, procedures and policies to encourage participation.
Data Gathering and Analysis	Evaluate activities, services and/or facilities to determine if they are producing desired results.
Facility Management	Oversee and coordinate facility requirements, discuss rules and regulations with staff and resolve facility related problems to ensure effective and efficient facilities management.
Generating Revenue	Recommend and/or establish fees and charges using financial and quantitative information to meet budgetary goals.
Information and Referral	Provide information and referral support to authorized patrons to meet customer needs.
Internal Control	Establish and implement internal management controls to safeguard resources and comply with policies and procedures.
Inventory Control	Oversee and direct inventory control procedures, including storage, tracking, repairing, distribution, and disposal and maintain appropriate inventory documentation procedures and systems to ensure accurate accounting of resources.
Janitorial Processes and Supplies	Ensure appropriate techniques and supplies are used in custodial activities to complete duties effectively and safely.
Leadership	Motivates and guides others towards goals. Instills commitment to a common image and shared values.
Mission Focus	Focuses on accomplishing work objectives in accordance with the strategic goals and objectives of an organization.
Partnering	Develops networks and builds alliances, engages in cross-functional activities; collaborates across boundaries, and finds common ground with a widening range of stakeholders. Utilizes contacts to build and strengthen internal support.
Problem Solving	Identifies and analyzes problems, makes logical decisions, and provides solutions.
Professionalism	Exemplifies the characteristics, qualities, and conduct expected in a profession.
Program Advocacy	Advocate for program resources to ensure quality programs and services and meet mission requirements.
Program Execution	Observe play, assess situations and take appropriate action to ensure compliance with applicable rules/regulations.
Program Identification and Implementation	Provide oversight to organize, lead, and promote recreational activities/services to meet customer needs.

Competency Name	Competency Description
Program Management - Needs Assessment	Direct, interpret and apply research methods to identify customer interests.
Program Management 1	Establish long-range plan based on environment, resources, capabilities, and constraints to comply with policy and strategic plans.
Program Management 2	Establish budgets using financial and quantitative information to manage day-to-day operations.
Program Management 3	Provide clear directions and priorities, clarifying roles and responsibilities to foster the development of a common vision.
Program Management-Inclusion	Identify, direct and implement inclusive practices to ensure program and services are available to patrons of all abilities.
Program Operation	Ensure compliance with certifications and education standards to maintain consistent quality program delivery.
Program Planning and Management	Meet and collaborate with installation personnel, community organizations, and other professional personnel to plan balanced programs for participation.
Public Speaking	Communicate effectively with internal/external audiences to promote, advocate and educate in public venues.
Resource Management 1	Recommend POM initiatives, supplemental requirements, MILCON/NAF construction and renovations (FRSM) to develop and support a comprehensive program.
Resource Management 2	Use financial and quantitative information to plan and justify staffing, equipment replacement, and operational resources.
Risk Management	Identify hazards, assess hazards, implement hazard controls, and supervise controls to manage and reduce SOH risks.
Risk Management/Hazardous Materials	Comply with OSHA/EPA standards to ensure proper handling and disposal of hazardous materials.
Safety Management 1	Direct and enforce equipment maintenance policies to ensure safety and customer satisfaction.
Safety Management 2	Enforce rules and regulations of activities and/or facilities to maintain discipline and ensure safety.
Safety Management 3	Administer first-aid according to scope of training, procedures and notify emergency medical personnel when necessary to provide care.
Situational Awareness	Continually assesses and maintains an accurate interpretation of one's current surroundings, to take appropriate action at any given time.
Stress Tolerance	Retains composure and responds calmly and effectively to high stress situations.

***Community Recreation Skills Development & Recreation Programming for
Community & Family (Auto Skills, Arts & Crafts, Community Centers)***

Competency Name	Competency Description
<i>Skill Level 1 (NF1-2)</i>	
Administrative Activity	Use basic computer skills to conduct day-to-day work.
Communication	Provides timely, concise, and accurate information to others both orally and in writing. Helps others effectively communicate and ensure communication occurs between all organizational levels.
Confidentiality Compliance	Adhere to confidentiality requirements and standards in order to protect participant privacy.
Conflict Resolution	Take prompt reasonable action to address and resolve customer service issues.
Cooperation/Teamwork	Inspires and fosters team commitment, spirit, pride, and trust. Motivates team members to accomplish group goals. Performs well in team settings and assists others when needed. Develops and maintains effective working relationships with others.
Customer Service	Anticipates customer needs, takes action to meet customer needs, and continually searches for ways to increase customer satisfaction to ensure the delivery of world class customer service.
Customer Service-Orientation	Greet new arrivals explaining activities/services, procedures and policies to encourage participation.
Data Gathering	Collect data on activities, services and/or facilities for analysis and review.
Facility Operations	Lead or perform facility operational requirements, discuss rules and regulations with staff and resolve facility related problems to ensure effective and efficient facilities operations.
Information and Referral	Provide information and referral support to authorized patrons to meet customer needs.
Internal Control	Execute internal management controls to safeguard resources and comply with policies and procedures.
Inventory Control	Follow inventory control procedures, including storage, tracking, repairing and distribution, and maintain appropriate inventory documentation procedures and systems to ensure accurate accounting of resources.
Janitorial Processes and Supplies	Use appropriate techniques and supplies in custodial activities to complete duties effectively and safely.
Leadership	Motivates and guides others towards goals. Instills commitment to a common image and shared values.
Mission Focus	Focuses on accomplishing work objectives in accordance with the strategic goals and objectives of an organization.
Partnering	Develops networks and builds alliances, engages in cross-functional activities; collaborates across boundaries, and finds common ground with a widening range of stakeholders. Utilizes contacts to build and strengthen internal support.
Problem Solving	Identifies and analyzes problems, makes logical decisions, and provides solutions.
Professionalism	Exemplifies the characteristics, qualities, and conduct expected in a profession.
Program Execution	Observe play, assess situations and take appropriate action to ensure compliance with applicable rules/regulations.
Program Identification and Implementation	Lead and promote interest in recreational activities/services to meet customer needs.
Program Management-Inclusion	Identify and implement inclusive practices to ensure programs and services are available to patrons of all abilities.
Program Operations 1	Instruct in compliance with certifications and education standards to ensure consistent quality program delivery.
Program Operations 2	Deliver educational or instructional activities for individuals and groups to support

Competency Name	Competency Description
	achievable outcomes.
Program Operations 3	Operate computers, cash registers, scanning devices to facilitate transactions and customer service.
Program Operation-Design	Lead and/or assist in the delivery of activities/services to meet customer expectations.
Public Speaking	Communicate effectively with internal/external audiences to promote, advocate and educate in public venues.
Risk Management	Identify hazards, assess hazards, implement hazard controls, and supervise controls to manage and reduce SOH risks.
Risk Management/Hazardous Materials	Comply with OSHA/EPA standards to ensure proper handling and disposal of hazardous materials.
Safety Management 1	Apply equipment maintenance policies and procedures to ensure safety and customer satisfaction.
Safety Management 2	Enforce rules and regulations of activities and/or facilities to maintain discipline and ensure safety.
Safety Management 3	Administer first-aid according to scope of training, procedures and notify emergency medical personnel when necessary to provide care.
Stress Tolerance	Retains composure and responds calmly and effectively to high stress situations.
<i>Skill Level 2 (NF2-3)</i>	
Administrative Activity	Use comprehensive computer skills to conduct day-to-day work.
Communication	Provides timely, concise, and accurate information to others both orally and in writing. Helps others effectively communicate and ensure communication occurs between all organizational levels.
Confidentiality Compliance	Adhere to confidentiality requirements and standards in order to protect participant privacy.
Conflict Resolution	Take prompt reasonable action to address and resolve customer service issues.
Cooperation/Teamwork	Inspires and fosters team commitment, spirit, pride, and trust. Motivates team members to accomplish group goals. Performs well in team settings and assists others when needed. Develops and maintains effective working relationships with others.
Customer Service	Anticipates customer needs, takes action to meet customer needs, and continually searches for ways to increase customer satisfaction to ensure the delivery of world class customer service.
Customer Service-Orientation	Greet new arrivals explaining activities/services, procedures and policies to encourage participation.
Data Gathering and Analysis	Evaluate activities, services and/or facilities to determine if they are producing desired results.
Facility Management	Supervise and coordinate facility requirements, discuss rules and regulations with staff and resolve facility related problems to ensure effective and efficient facilities management.
Generating Revenue	Recommend and/or establish fees and charges using financial and quantitative information to meet budgetary goals.
Information and Referral	Provide information and referral support to authorized patrons to meet customer needs.
Internal Control	Establish and implement internal management controls to safeguard resources and comply with policies and procedures.
Inventory Control	Follow inventory control procedures, including storage, tracking, repairing and distribution, and maintain appropriate inventory documentation procedures and systems to ensure accurate accounting of resources.
Janitorial Processes and Supplies	Ensure appropriate techniques and supplies are used in custodial activities to complete duties effectively and safely.
Leadership	Motivates and guides others towards goals. Instills commitment to a common

Competency Name	Competency Description
	image and shared values.
Mission Focus	Focuses on accomplishing work objectives in accordance with the strategic goals and objectives of an organization.
Partnering	Develops networks and builds alliances, engages in cross-functional activities; collaborates across boundaries, and finds common ground with a widening range of stakeholders. Utilizes contacts to build and strengthen internal support.
Problem Solving	Identifies and analyzes problems, makes logical decisions, and provides solutions.
Professionalism	Exemplifies the characteristics, qualities, and conduct expected in a profession.
Program Execution	Observe play, assess situations and take appropriate action to ensure compliance with applicable rules/regulations.
Program Identification and Implementation	Organize, lead, and promote interest in recreational activities/services to meet customer needs.
Program Management - Needs Assessment	Apply research methods to identify customer interests.
Program Management 1	Establish long-range plan based on environment, resources, capabilities, and constraints to comply with policy and strategic plans.
Program Management 2	Establish budgets using financial and quantitative information to manage day-to-day operations.
Program Management 3	Provide clear directions and priorities, clarifying roles and responsibilities to foster the development of a common vision.
Program Management-Inclusion	Identify and implement inclusive practices to ensure program and services are available to patrons of all abilities.
Program Operation-Design	Design/deliver educational or instructional activities for individuals and groups to support achievable outcomes.
Program Operation-Instruct	Instruct and or assess in compliance with certifications and education standards to ensure consistent quality program delivery.
Program Planning and Management	Meet and collaborate with installation personnel, community organizations, and other professional personnel to plan balanced programs for participation.
Public Speaking	Communicate effectively with internal/external audiences to promote, advocate and educate in public venues.
Resource Management 1	Recommend POM initiatives, supplemental requirements, MILCON/NAF construction and renovations (FRSM) to develop and support a comprehensive program.
Resource Management 2	Use financial and quantitative information to plan and justify staffing, equipment replacement, and operational resources.
Risk Management	Identify hazards, assess hazards, implement hazard controls, and supervise controls to manage and reduce SOH risks.
Risk Management/Hazardous Materials	Comply with OSHA/EPA standards to ensure proper handling and disposal of hazardous materials.
Safety Management 1	Identify and enforce equipment maintenance policies to ensure safety and customer satisfaction.
Safety Management 2	Enforce rules and regulations of activities and/or facilities to maintain discipline and ensure safety.
Safety Management 3	Administer first-aid according to scope of training, procedures and notify emergency medical personnel when necessary to provide care.
Situational Awareness	Continually assesses and maintains an accurate interpretation of one's current surroundings, to take appropriate action at any given time.
Stress Tolerance	Retains composure and responds calmly and effectively to high stress situations.
<i>Skill Level 3 (NF4-5)</i>	
Administrative Activity	Use comprehensive computer skills to conduct day-to-day work.
Communication	Provides timely, concise, and accurate information to others both orally and in writing. Helps others effectively communicate and ensure communication occurs

Competency Name	Competency Description
	between all organizational levels.
Confidentiality Compliance	Adhere to confidentiality requirements and standards in order to protect participant privacy.
Conflict Resolution	Take prompt reasonable action to address and resolve customer service issues.
Cooperation/Teamwork	Inspires and fosters team commitment, spirit, pride, and trust. Motivates team members to accomplish group goals. Performs well in team settings and assists others when needed. Develops and maintains effective working relationships with others.
Customer Service	Oversee and anticipate actions to meet customer needs and continually searches for ways to increase customer satisfaction to ensure the delivery of world class customer service.
Customer Service-Orientation	Greet new arrivals explaining activities/services, procedures and policies to encourage participation.
Data Gathering and Analysis	Evaluate activities, services and/or facilities to determine if they are producing desired results.
Facility Management	Oversee and coordinate facility requirements, discuss rules and regulations with staff and resolve facility related problems to ensure effective and efficient facilities management.
Generating Revenue	Recommend and/or establish fees and charges using financial and quantitative information to meet budgetary goals.
Information and Referral	Provide information and referral support to authorized patrons to meet customer needs.
Internal Control	Establish and implement internal management controls to safeguard resources and comply with policies and procedures.
Inventory Control	Oversee and direct inventory control procedures, including storage, tracking, repairing, distribution, and disposal and maintain appropriate inventory documentation procedures and systems to ensure accurate accounting of resources.
Janitorial Processes and Supplies	Ensure appropriate techniques and supplies are used in custodial activities to complete duties effectively and safely.
Leadership	Motivates and guides others towards goals. Instills commitment to a common image and shared values.
Mission Focus	Focuses on accomplishing work objectives in accordance with the strategic goals and objectives of an organization.
Partnering	Develops networks and builds alliances, engages in cross-functional activities; collaborates across boundaries, and finds common ground with a widening range of stakeholders. Utilizes contacts to build and strengthen internal support.
Problem Solving	Identifies and analyzes problems, makes logical decisions, and provides solutions.
Professionalism	Exemplifies the characteristics, qualities, and conduct expected in a profession.
Program Advocacy	Advocate for program resources to ensure quality programs and services and meet mission requirements.
Program Execution	Observe play, assess situations and take appropriate action to ensure compliance with applicable rules/regulations.
Program Identification and Implementation	Provide oversight to organize, lead, and promote recreational activities/services to meet customer needs.
Program Management - Needs Assessment	Direct, interpret and apply research methods to identify customer interests.
Program Management 1	Establish long-range plan based on environment, resources, capabilities, and constraints to comply with policy and strategic plans.
Program Management 2	Establish budgets using financial and quantitative information to manage day-to-day operations.
Program Management 3	Provide clear directions and priorities, clarifying roles and responsibilities to foster the development of a common vision.
Program Management-	Identify, direct and implement inclusive practices to ensure program and services

Competency Name	Competency Description
Inclusion	are available to patrons of all abilities.
Program Operation	Ensure compliance with certifications and education standards to maintain consistent quality program delivery.
Program Planning and Management	Meet and collaborate with installation personnel, community organizations, and other professional personnel to plan balanced programs for participation.
Public Speaking	Communicate effectively with internal/external audiences to promote, advocate and educate in public venues.
Resource Management 1	Recommend POM initiatives, supplemental requirements, MILCON/NAF construction and renovations (FRSM) to develop and support a comprehensive program.
Resource Management 2	Use financial and quantitative information to plan and justify staffing, equipment replacement, and operational resources.
Risk Management	Identify hazards, assess hazards, implement hazard controls, and supervise controls to manage and reduce SOH risks.
Risk Management/Hazardous Materials	Comply with OSHA/EPA standards to ensure proper handling and disposal of hazardous materials.
Safety Management 1	Direct and enforce equipment maintenance policies to ensure safety and customer satisfaction.
Safety Management 2	Enforce rules and regulations of activities and/or facilities to maintain discipline and ensure safety.
Safety Management 3	Administer first-aid according to scope of training, procedures and notify emergency medical personnel when necessary to provide care.
Situational Awareness	Continually assesses and maintains an accurate interpretation of one's current surroundings, to take appropriate action at any given time.
Stress Tolerance	Retains composure and responds calmly and effectively to high stress situations.

Aquatics Programs (SCUBA, Swimming Pools and Open Water)

Competency Name	Competency Description
<i>Skill Level 1 (NF1-2)</i>	
Administrative Activity	Use basic computer skills to conduct day-to-day work.
Communication	Provides timely, concise, and accurate information to others both orally and in writing. Helps others effectively communicate and ensure communication occurs between all organizational levels.
Confidentiality Compliance	Adhere to confidentiality requirements and standards in order to protect participant privacy.
Conflict Resolution	Take prompt reasonable action to address and resolve customer service issues.
Cooperation/Teamwork	Inspires and fosters team commitment, spirit, pride, and trust. Motivates team members to accomplish group goals. Performs well in team settings and assists others when needed. Develops and maintains effective working relationships with others.
Customer Service	Anticipates customer needs, takes action to meet customer needs, and continually searches for ways to increase customer satisfaction to ensure the delivery of world class customer service.
Customer Service-Orientation	Greet new arrivals explaining activities/services, procedures and policies to encourage participation.
Data Gathering	Collect data on activities, services and/or facilities for analysis and review.
Facility Operations	Lead or perform facility operational requirements, discuss rules and regulations with staff and resolve facility related problems to ensure effective and efficient facilities operations.
Information and Referral	Provide information and referral support to authorized patrons to meet customer needs.
Internal Control	Execute internal management controls to safeguard resources and comply with policies and procedures.
Inventory Control	Follow inventory control procedures, including storage, tracking, repairing and distribution, and maintain appropriate inventory documentation procedures and systems to ensure accurate accounting of resources.
Janitorial Processes and Supplies	Use appropriate techniques and supplies in custodial activities to complete duties effectively and safely.
Leadership	Motivates and guides others towards goals. Instills commitment to a common image and shared values.
Mission Focus	Focuses on accomplishing work objectives in accordance with the strategic goals and objectives of an organization.
Partnering	Develops networks and builds alliances, engages in cross-functional activities; collaborates across boundaries, and finds common ground with a widening range of stakeholders. Utilizes contacts to build and strengthen internal support.
Problem Solving	Identifies and analyzes problems, makes logical decisions, and provides solutions.
Professionalism	Exemplifies the characteristics, qualities, and conduct expected in a profession.
Program Execution	Observe patrons, assess situations and take appropriate action to ensure compliance with applicable rules/regulations.
Program Identification and Implementation	Lead and promote interest in recreational activities/services to meet customer needs.
Program Management-Inclusion	Identify and implement inclusive practices to ensure programs and services are available to patrons of all abilities.
Program Operations 1	Instruct in compliance with certifications and education standards to ensure consistent quality program delivery.
Program Operations 2	Deliver educational or instructional activities for individuals and groups to support achievable outcomes.

Competency Name	Competency Description
Program Operations 3	Operate computers, cash registers, scanning devices to facilitate transactions and customer service.
Program Operation-Design	Lead and/or assist in the delivery of activities/services to meet customer expectations.
Public Speaking	Communicate effectively with internal/external audiences to promote, advocate and educate in public venues.
Risk Management	Identify hazards, assess hazards, implement hazard controls, and supervise controls to manage and reduce SOH risks.
Risk Management/Hazardous Materials	Comply with OSHA/EPA standards to ensure proper handling and disposal of hazardous materials.
Safety Management 1	Apply equipment maintenance policies and procedures to ensure safety and customer satisfaction.
Safety Management 2	Enforce rules and regulations of activities and/or facilities to maintain discipline and ensure safety.
Safety Management 3	Administer first-aid according to scope of training, procedures and notify emergency medical personnel when necessary to provide care.
Stress Tolerance	Retains composure and responds calmly and effectively to high stress situations.
<i>Skill Level 2 (NF2-3)</i>	
Administrative Activity	Use comprehensive computer skills to conduct day-to-day work.
Communication	Provides timely, concise, and accurate information to others both orally and in writing. Helps others effectively communicate and ensure communication occurs between all organizational levels.
Confidentiality Compliance	Adhere to confidentiality requirements and standards in order to protect participant privacy.
Conflict Resolution	Take prompt reasonable action to address and resolve customer service issues.
Cooperation/Teamwork	Inspires and fosters team commitment, spirit, pride, and trust. Motivates team members to accomplish group goals. Performs well in team settings and assists others when needed. Develops and maintains effective working relationships with others.
Customer Service	Anticipates customer needs, takes action to meet customer needs, and continually searches for ways to increase customer satisfaction to ensure the delivery of world class customer service.
Customer Service-Orientation	Greet new arrivals explaining activities/services, procedures and policies to encourage participation.
Data Gathering and Analysis	Evaluate activities, services and/or facilities to determine if they are producing desired results.
Facility Management	Supervise and coordinate facility requirements, discuss rules and regulations with staff and resolve facility related problems to ensure effective and efficient facilities management.
Generating Revenue	Recommend and/or establish fees and charges using financial and quantitative information to meet budgetary goals.
Information and Referral	Provide information and referral support to authorized patrons to meet customer needs.
Inventory Control	Follow inventory control procedures, including storage, tracking, repairing and distribution, and maintain appropriate inventory documentation procedures and systems to ensure accurate accounting of resources.
Janitorial Processes and Supplies	Ensure appropriate techniques and supplies are used in custodial activities to complete duties effectively and safely.
Leadership	Motivates and guides others towards goals. Instills commitment to a common image and shared values.
Mission Focus	Focuses on accomplishing work objectives in accordance with the strategic goals and objectives of an organization.

Competency Name	Competency Description
Partnering	Develops networks and builds alliances, engages in cross-functional activities; collaborates across boundaries, and finds common ground with a widening range of stakeholders. Utilizes contacts to build and strengthen internal support.
Problem Solving	Identifies and analyzes problems, makes logical decisions, and provides solutions.
Professionalism	Exemplifies the characteristics, qualities, and conduct expected in a profession.
Program Execution	Observe play, assess situations and take appropriate action to ensure compliance with applicable rules/regulations.
Program Management - Needs Assessment	Apply research methods to identify customer interests.
Program Management 1	Establish long-range plan based on environment, resources, capabilities, and constraints to comply with policy and strategic plans.
Program Management 2	Establish budgets using financial and quantitative information to manage day-to-day operations.
Program Management 3	Provide clear directions and priorities, clarifying roles and responsibilities to foster the development of a common vision.
Program Management-Inclusion	Identify and implement inclusive practices to ensure program and services are available to patrons of all abilities.
Program Operation-Design	Design/deliver educational or instructional activities for individuals and groups to support achievable outcomes.
Program Operation-Instruct	Instruct and or assess in compliance with certifications and education standards to ensure consistent quality program delivery.
Program Planning and Management	Meet and collaborate with installation personnel, community organizations, and other professional personnel to plan balanced programs for participation.
Public Speaking	Communicate effectively with internal/external audiences to promote, advocate and educate in public venues.
Resource Management 1	Recommend POM initiatives, supplemental requirements, MILCON/NAF construction and renovations (FRSM) to develop and support a comprehensive program.
Resource Management 2	Use financial and quantitative information to plan and justify staffing, equipment replacement, and operational resources.
Risk Management	Identify hazards, assess hazards, implement hazard controls, and supervise controls to manage and reduce SOH risks.
Risk Management/Hazardous Materials	Comply with OSHA/EPA standards to ensure proper handling and disposal of hazardous materials.
Safety Management 1	Identify and enforce equipment maintenance policies to ensure safety and customer satisfaction.
Safety Management 2	Enforce rules and regulations of activities and/or facilities to maintain discipline and ensure safety.
Safety Management 3	Administer first-aid according to scope of training, procedures and notify emergency medical personnel when necessary to provide care.
Situational Awareness	Continually assesses and maintains an accurate interpretation of one's current surroundings, to take appropriate action at any given time.
Stress Tolerance	Retains composure and responds calmly and effectively to high stress situations.
Training Coordination	Coordinate training to coaches, officials, volunteers, and staff in sport-specific rules and regulations to ensure education and/or certification in accordance to the designated national Governing Body of that particular sport.
<i>Skill Level 3 (NF4-5)</i>	
Administrative Activity	Use comprehensive computer skills to conduct day-to-day work.
Communication	Provides timely, concise, and accurate information to others both orally and in writing. Helps others effectively communicate and ensure communication occurs between all organizational levels.

Competency Name	Competency Description
Confidentiality Compliance	Adhere to confidentiality requirements and standards in order to protect participant privacy.
Conflict Resolution	Take prompt reasonable action to address and resolve customer service issues.
Cooperation/Teamwork	Inspires and fosters team commitment, spirit, pride, and trust. Motivates team members to accomplish group goals. Performs well in team settings and assists others when needed. Develops and maintains effective working relationships with others.
Customer Service	Oversee and anticipate actions to meet customer needs and continually searches for ways to increase customer satisfaction to ensure the delivery of world class customer service.
Customer Service-Orientation	Greet new arrivals explaining activities/services, procedures and policies to encourage participation.
Data Gathering and Analysis	Evaluate activities, services and/or facilities to determine if they are producing desired results.
Facility Management	Oversee and coordinate facility requirements, discuss rules and regulations with staff and resolve facility related problems to ensure effective and efficient facilities management.
Generating Revenue	Recommend and/or establish fees and charges using financial and quantitative information to meet budgetary goals.
Information and Referral	Provide information and referral support to authorized patrons to meet customer needs.
Internal Control	Establish and implement internal management controls to safeguard resources and comply with policies and procedures.
Inventory Control	Oversee and direct inventory control procedures, including storage, tracking, and repairing, distribution and disposal and maintain appropriate inventory documentation procedures and systems to ensure accurate accounting of resources.
Janitorial Processes and Supplies	Ensure appropriate techniques and supplies are used in custodial activities to complete duties effectively and safely.
Leadership	Motivates and guides others towards goals. Instills commitment to a common image and shared values.
Mission Focus	Focuses on accomplishing work objectives in accordance with the strategic goals and objectives of an organization.
Partnering	Develops networks and builds alliances, engages in cross-functional activities; collaborates across boundaries, and finds common ground with a widening range of stakeholders. Utilizes contacts to build and strengthen internal support.
Problem Solving	Identifies and analyzes problems, makes logical decisions, and provides solutions.
Professionalism	Exemplifies the characteristics, qualities, and conduct expected in a profession.
Program Advocacy	Advocate for program resources to ensure quality programs and services and meet mission requirements.
Program Execution	Observe play, assess situations and take appropriate action to ensure compliance with applicable rules/regulations.
Program Management - Needs Assessment	Direct, interpret and apply research methods to identify customer interests.
Program Management 1	Establish long-range plan based on environment, resources, capabilities, and constraints to comply with policy and strategic plans.
Program Management 2	Establish budgets using financial and quantitative information to manage day-to-day operations.
Program Management 3	Provide clear directions and priorities, clarifying roles and responsibilities to foster the development of a common vision.
Program Management-Inclusion	Identify, direct and implement inclusive practices to ensure program and services are available to patrons of all abilities.
Program Operation	Ensure compliance with certifications and education standards to maintain consistent quality program delivery.

Competency Name	Competency Description
Program Planning and Management	Meet and collaborate with installation personnel, community organizations, and other professional personnel to plan balanced programs for participation.
Public Speaking	Communicate effectively with internal/external audiences to promote, advocate and educate in public venues.
Resource Management 1	Recommend POM initiatives, supplemental requirements, MILCON/NAF construction and renovations (FRSM) to develop and support a comprehensive program.
Resource Management 2	Use financial and quantitative information to plan and justify staffing, equipment replacement, and operational resources.
Risk Management	Identify hazards, assess hazards, implement hazard controls, and supervise controls to manage and reduce SOH risks.
Risk Management/Hazardous Materials	Comply with OSHA/EPA standards to ensure proper handling and disposal of hazardous materials.
Safety Management 1	Direct and enforce equipment maintenance policies to ensure safety and customer satisfaction.
Safety Management 2	Enforce rules and regulations of activities and/or facilities to maintain discipline and ensure safety.
Safety Management 3	Administer first-aid according to scope of training, procedures and notify emergency medical personnel when necessary to provide care.
Situational Awareness	Continually assesses and maintains an accurate interpretation of one's current surroundings, to take appropriate action at any given time.
Stress Tolerance	Retains composure and responds calmly and effectively to high stress situations.
Training Coordination	Coordinate training to coaches, officials, volunteers, and staff in sport-specific rules and regulations to ensure education and/or certification in accordance to the designated national Governing Body of that particular sport.

Outdoor Recreation (Equipment Checkout/Rental, Directed Outdoor Recreation Program, Boating, Marinas, Camping and RV Parks, Stables, Recreational Shooting, Park Areas, Skate Parks, Fishing & Hunting)

Competency Name	Competency Description
<i>Skill Level 1 (NF1-2)</i>	
Administrative Activity	Use basic computer skills to conduct day-to-day work.
Communication	Provides timely, concise, and accurate information to others both orally and in writing. Helps others effectively communicate and ensure communication occurs between all organizational levels.
Confidentiality Compliance	Adhere to confidentiality requirements and standards in order to protect participant privacy.
Conflict Resolution	Take prompt reasonable action to address and resolve customer service issues.
Cooperation/Teamwork	Inspires and fosters team commitment, spirit, pride, and trust. Motivates team members to accomplish group goals. Performs well in team settings and assists others when needed. Develops and maintains effective working relationships with others.
Customer Service	Anticipates customer needs, takes action to meet customer needs, and continually searches for ways to increase customer satisfaction to ensure the delivery of world class customer service.
Customer Service-Orientation	Greet new arrivals explaining activities/services, procedures and policies to encourage participation.
Data Gathering	Collect data on activities, services and/or facilities for analysis and review.
Facility Operations	Lead or perform facility operational requirements, discuss rules and regulations with staff and resolve facility related problems to ensure effective and efficient facilities operations.
Information and Referral	Provide information and referral support to authorized patrons to meet customer needs.
Internal Control	Execute internal management controls to safeguard resources and comply with policies and procedures.
Inventory Control	Follow inventory control procedures, including storage, tracking, repair and distribution, and maintain appropriate inventory documentation procedures and systems to ensure accurate accounting of resources.
Janitorial Processes and Supplies	Use appropriate techniques and supplies in custodial activities to complete duties effectively and safely.
Leadership	Motivates and guides others towards goals. Instills commitment to a common image and shared values.
Mission Focus	Focuses on accomplishing work objectives in accordance with the strategic goals and objectives of an organization.
Partnering	Develops networks and builds alliances, engages in cross-functional activities; collaborates across boundaries, and finds common ground with a widening range of stakeholders. Utilizes contacts to build and strengthen internal support.
Problem Solving	Identifies and analyzes problems, makes logical decisions, and provides solutions.
Professionalism	Exemplifies the characteristics, qualities, and conduct expected in a profession.
Program Execution	Observe play, assess situations and take appropriate action to ensure compliance with applicable rules/regulations.
Program Identification and Implementation	Lead and promote interest in recreational activities/services to meet customer needs.
Program Management-Inclusion	Identify and implement inclusive practices to ensure programs and services are available to patrons of all abilities.
Program Operations 1	Instruct in compliance with certifications and education standards to ensure consistent quality program delivery.

Competency Name	Competency Description
Program Operations 2	Deliver educational or instructional activities for individuals and groups to support achievable outcomes.
Program Operations 3	Operate computers, cash registers, scanning devices to facilitate transactions and customer service.
Program Operation-Design	Lead and/or assist in the delivery of activities/services to meet customer expectations.
Public Speaking	Communicate effectively with internal/external audiences to promote, advocate and educate in public venues.
Risk Management	Identify hazards, assess hazards, implement hazard controls, and supervise controls to manage and reduce SOH risks.
Risk Management/Hazardous Materials	Comply with OSHA/EPA standards to ensure proper handling and disposal of hazardous materials.
Safety Management 1	Apply equipment maintenance policies and procedures to ensure safety and customer satisfaction.
Safety Management 2	Enforce rules and regulations of activities and/or facilities to maintain discipline and ensure safety.
Safety Management 3	Administer first-aid according to scope of training, procedures and notify emergency medical personnel when necessary to provide care.
Stress Tolerance	Retains composure and responds calmly and effectively to high stress situations.
<i>Skill Level 2 (NF2-3)</i>	
Administrative Activity	Use comprehensive computer skills to conduct day-to-day work.
Communication	Provides timely, concise, and accurate information to others both orally and in writing. Helps others effectively communicate and ensure communication occurs between all organizational levels.
Confidentiality Compliance	Adhere to confidentiality requirements and standards in order to protect participant privacy.
Conflict Resolution	Take prompt reasonable action to address and resolve customer service issues.
Cooperation/Teamwork	Inspires and fosters team commitment, spirit, pride, and trust. Motivates team members to accomplish group goals. Performs well in team settings and assists others when needed. Develops and maintains effective working relationships with others.
Customer Service	Anticipates customer needs, takes action to meet customer needs, and continually searches for ways to increase customer satisfaction to ensure the delivery of world class customer service.
Customer Service-Orientation	Greet new arrivals explaining activities/services, procedures and policies to encourage participation.
Data Gathering and Analysis	Evaluate activities, services and/or facilities to determine if they are producing desired results.
Facility Management	Supervise and coordinate facility requirements, discuss rules and regulations with staff and resolve facility related problems to ensure effective and efficient facilities management.
Generating Revenue	Recommend and/or establish fees and charges using financial and quantitative information to meet budgetary goals.
Information and Referral	Provide information and referral support to authorized patrons to meet customer needs.
Internal Control	Establish and implement internal management controls to safeguard resources and comply with policies and procedures.
Inventory Control	Follow inventory control procedures, including storage, tracking, repair and distribution, disposal and maintain appropriate inventory documentation procedures and systems to ensure accurate accounting of resources.
Janitorial Processes and Supplies	Ensure appropriate techniques and supplies are used in custodial activities to complete duties effectively and safely.

Competency Name	Competency Description
Leadership	Motivates and guides others towards goals. Instills commitment to a common image and shared values.
Mission Focus	Focuses on accomplishing work objectives in accordance with the strategic goals and objectives of an organization.
Partnering	Develops networks and builds alliances, engages in cross-functional activities; collaborates across boundaries, and finds common ground with a widening range of stakeholders. Utilizes contacts to build and strengthen internal support.
Problem Solving	Identifies and analyzes problems, makes logical decisions, and provides solutions.
Professionalism	Exemplifies the characteristics, qualities, and conduct expected in a profession.
Program Execution	Observe play, assess situations and take appropriate action to ensure compliance with applicable rules/regulations.
Program Identification and Implementation	Organize, lead, and promote interest in recreational activities/services to meet customer needs.
Program Management - Needs Assessment	Apply research methods to identify customer interests.
Program Management 1	Establish long-range plan based on environment, resources, capabilities, and constraints to comply with policy and strategic plans.
Program Management 2	Establish budgets using financial and quantitative information to manage day-to-day operations.
Program Management 3	Provide clear directions and priorities, clarifying roles and responsibilities to foster the development of a common vision.
Program Management-Inclusion	Identify and implement inclusive practices to ensure program and services are available to patrons of all abilities.
Program Operation-Design	Design/deliver educational or instructional activities for individuals and groups to support achievable outcomes.
Program Operation-Instruct	Instruct and or assess in compliance with certifications and education standards to ensure consistent quality program delivery.
Program Planning and Management	Meet and collaborate with installation personnel, community organizations, and other professional personnel to plan balanced programs for participation.
Public Speaking	Communicate effectively with internal/external audiences to promote, advocate and educate in public venues.
Resource Management 1	Recommend POM initiatives, supplemental requirements, MILCON/NAF construction and renovations (FRSM) to develop and support a comprehensive program.
Resource Management 2	Use financial and quantitative information to plan and justify staffing, equipment replacement, and operational resources.
Risk Management	Identify hazards, assess hazards, implement hazard controls, and supervise controls to manage and reduce SOH risks.
Risk Management/Hazardous Materials	Comply with OSHA/EPA standards to ensure proper handling and disposal of hazardous materials.
Safety Management 1	Identify and enforce equipment maintenance policies to ensure safety and customer satisfaction.
Safety Management 2	Enforce rules and regulations of activities and/or facilities to maintain discipline and ensure safety.
Safety Management 3	Administer first-aid according to scope of training, procedures and notify emergency medical personnel when necessary to provide care.
Situational Awareness	Continually assesses and maintains an accurate interpretation of one's current surroundings, to take appropriate action at any given time.
Stress Tolerance	Retains composure and responds calmly and effectively to high stress situations.
<i>Skill Level 3 (NF4-5)</i>	
Administrative Activity	Use comprehensive computer skills to conduct day-to-day work.
Communication	Provides timely, concise, and accurate information to others both orally and in writing. Helps others effectively communicate and ensure communication occurs

Competency Name	Competency Description
	between all organizational levels.
Confidentiality Compliance	Adhere to confidentiality requirements and standards in order to protect participant privacy.
Conflict Resolution	Take prompt reasonable action to address and resolve customer service issues.
Cooperation/Teamwork	Inspires and fosters team commitment, spirit, pride, and trust. Motivates team members to accomplish group goals. Performs well in team settings and assists others when needed. Develops and maintains effective working relationships with others.
Customer Service	Oversee and anticipate actions to meet customer needs and continually searches for ways to increase customer satisfaction to ensure the delivery of world class customer service.
Customer Service-Orientation	Greet new arrivals explaining activities/services, procedures and policies to encourage participation.
Data Gathering and Analysis	Evaluate activities, services and/or facilities to determine if they are producing desired results.
Facility Management	Oversee and coordinate facility requirements, discuss rules and regulations with staff and resolve facility related problems to ensure effective and efficient facilities management.
Generating Revenue	Recommend and/or establish fees and charges using financial and quantitative information to meet budgetary goals.
Information and Referral	Provide information and referral support to authorized patrons to meet customer needs.
Internal Control	Establish and implement internal management controls to safeguard resources and comply with policies and procedures.
Inventory Control	Oversee and direct inventory control procedures, including storage, tracking, repair, distribution and disposal and maintain appropriate inventory documentation procedures and systems to ensure accurate accounting of resources.
Janitorial Processes and Supplies	Ensure appropriate techniques and supplies are used in custodial activities to complete duties effectively and safely.
Leadership	Motivates and guides others towards goals. Instills commitment to a common image and shared values.
Mission Focus	Focuses on accomplishing work objectives in accordance with the strategic goals and objectives of an organization.
Partnering	Develops networks and builds alliances, engages in cross-functional activities; collaborates across boundaries, and finds common ground with a widening range of stakeholders. Utilizes contacts to build and strengthen internal support.
Problem Solving	Identifies and analyzes problems, makes logical decisions, and provides solutions.
Professionalism	Exemplifies the characteristics, qualities, and conduct expected in a profession.
Program Advocacy	Advocate for program resources to ensure quality programs and services and meet mission requirements.
Program Execution	Observe play, assess situations and take appropriate action to ensure compliance with applicable rules/regulations.
Program Identification and Implementation	Provide oversight to organize, lead, and promote recreational activities/services to meet customer needs.
Program Management - Needs Assessment	Direct, interpret and apply research methods to identify customer interests.
Program Management 1	Establish long-range plan based on environment, resources, capabilities, and constraints to comply with policy and strategic plans.
Program Management 2	Establish budgets using financial and quantitative information to manage day-to-day operations.
Program Management 3	Provide clear directions and priorities, clarifying roles and responsibilities to foster the development of a common vision.
Program Management-	Identify, direct and implement inclusive practices to ensure program and services

Competency Name	Competency Description
Inclusion	are available to patrons of all abilities.
Program Operation	Ensure compliance with certifications and education standards to maintain consistent quality program delivery.
Program Planning and Management	Meet and collaborate with installation personnel, community organizations, and other professional personnel to plan balanced programs for participation.
Public Speaking	Communicate effectively with internal/external audiences to promote, advocate and educate in public venues.
Resource Management 1	Recommend POM initiatives, supplemental requirements, MILCON/NAF construction and renovations (FRSM) to develop and support a comprehensive program.
Resource Management 2	Use financial and quantitative information to plan and justify staffing, equipment replacement, and operational resources.
Risk Management	Identify hazards, assess hazards, implement hazard controls, and supervise controls to manage and reduce SOH risks.
Risk Management/Hazardous Materials	Comply with OSHA/EPA standards to ensure proper handling and disposal of hazardous materials.
Safety Management 1	Direct and enforce equipment maintenance policies to ensure safety and customer satisfaction.
Safety Management 2	Enforce rules and regulations of activities and/or facilities to maintain discipline and ensure safety.
Safety Management 3	Administer first-aid according to scope of training, procedures and notify emergency medical personnel when necessary to provide care.
Situational Awareness	Continually assesses and maintains an accurate interpretation of one's current surroundings, to take appropriate action at any given time.
Stress Tolerance	Retains composure and responds calmly and effectively to high stress situations.

Unit/Military Recreation (Recreation Centers, Recreation Programming for Units & Deployment Support)

Competency Name	Competency Description
<i>Skill Level 1 (NF1-2)</i>	
Administrative Activity	Use basic computer skills to conduct day-to-day work.
Communication	Provides timely, concise, and accurate information to others both orally and in writing. Helps others effectively communicate and ensure communication occurs between all organizational levels.
Confidentiality Compliance	Adhere to confidentiality requirements and standards in order to protect participant privacy.
Conflict Resolution	Take prompt reasonable action to address and resolve customer service issues.
Cooperation/Teamwork	Inspires and fosters team commitment, spirit, pride, and trust. Motivates team members to accomplish group goals. Performs well in team settings and assists others when needed. Develops and maintains effective working relationships with others.
Customer Service	Anticipates customer needs, takes action to meet customer needs, and continually searches for ways to increase customer satisfaction to ensure the delivery of world class customer service.
Customer Service-Orientation	Greet new arrivals explaining activities/services, procedures and policies to encourage participation.
Data Gathering	Collect data on activities, services and/or facilities for analysis and review.
Facility Operations	Lead or perform facility operational requirements, discuss rules and regulations with staff and resolve facility related problems to ensure effective and efficient facilities operations.
Information and Referral	Provide information and referral support to authorized patrons to meet customer needs.
Internal Control	Execute internal management controls to safeguard resources and comply with policies and procedures.
Inventory Control	Follow inventory control procedures, including storage, tracking, repair and distribution, and maintain appropriate inventory documentation procedures and systems to ensure accurate accounting of resources.
Janitorial Processes and Supplies	Use appropriate techniques and supplies in custodial activities to complete duties effectively and safely.
Leadership	Motivates and guides others towards goals. Instills commitment to a common image and shared values.
Mission Focus	Focuses on accomplishing work objectives in accordance with the strategic goals and objectives of an organization.
Partnering	Develops networks and builds alliances, engages in cross-functional activities; collaborates across boundaries, and finds common ground with a widening range of stakeholders. Utilizes contacts to build and strengthen internal support.
Problem Solving	Identifies and analyzes problems, makes logical decisions, and provides solutions.
Professionalism	Exemplifies the characteristics, qualities, and conduct expected in a profession.
Program Execution	Observe play, assess situations and take appropriate action to ensure compliance with applicable rules/regulations.
Program Identification and Implementation	Lead and promote interest in recreational activities/services to meet customer needs.
Program Management-Inclusion	Identify and implement inclusive practices to ensure programs and services are available to patrons of all abilities.
Program Operations 1	Instruct in compliance with certifications and education standards to ensure consistent quality program delivery.
Program Operations 2	Deliver educational or instructional activities for individuals and groups to support achievable outcomes.

Competency Name	Competency Description
Program Operations 3	Operate computers, cash registers, scanning devices to facilitate transactions and customer service.
Program Operation-Design	Lead and/or assist in the delivery of activities/services to meet customer expectations.
Public Speaking	Communicate effectively with internal/external audiences to promote, advocate and educate in public venues.
Risk Management	Identify hazards, assess hazards, implement hazard controls, and supervise controls to manage and reduce SOH risks.
Risk Management/Hazardous Materials	Comply with OSHA/EPA standards to ensure proper handling and disposal of hazardous materials.
Safety Management 1	Apply equipment maintenance policies and procedures to ensure safety and customer satisfaction.
Safety Management 2	Enforce rules and regulations of activities and/or facilities to maintain discipline and ensure safety.
Safety Management 3	Administer first-aid according to scope of training, procedures and notify emergency medical personnel when necessary to provide care.
Stress Tolerance	Retains composure and responds calmly and effectively to high stress situations.
<i>Skill Level 2 (NF2-3)</i>	
Administrative Activity	Use comprehensive computer skills to conduct day-to-day work.
Communication	Provides timely, concise, and accurate information to others both orally and in writing. Helps others effectively communicate and ensure communication occurs between all organizational levels.
Confidentiality Compliance	Adhere to confidentiality requirements and standards in order to protect participant privacy.
Conflict Resolution	Take prompt reasonable action to address and resolve customer service issues.
Cooperation/Teamwork	Inspires and fosters team commitment, spirit, pride, and trust. Motivates team members to accomplish group goals. Performs well in team settings and assists others when needed. Develops and maintains effective working relationships with others.
Customer Service	Anticipates customer needs, takes action to meet customer needs, and continually searches for ways to increase customer satisfaction to ensure the delivery of world class customer service.
Customer Service-Orientation	Greet new arrivals explaining activities/services, procedures and policies to encourage participation.
Data Gathering and Analysis	Evaluate activities, services and/or facilities to determine if they are producing desired results.
Facility Management	Supervise and coordinate facility requirements, discuss rules and regulations with staff and resolve facility related problems to ensure effective and efficient facilities management.
Generating Revenue	Recommend and/or establish fees and charges using financial and quantitative information to meet budgetary goals.
Information and Referral	Provide information and referral support to authorized patrons to meet customer needs.
Internal Control	Establish and implement internal management controls to safeguard resources and comply with policies and procedures.
Inventory Control	Follow inventory control procedures, including storage, tracking, repair, distribution and disposal and maintain appropriate inventory documentation procedures and systems to ensure accurate accounting of resources.
Janitorial Processes and Supplies	Ensure appropriate techniques and supplies are used in custodial activities to complete duties effectively and safely.
Leadership	Motivates and guides others towards goals. Instills commitment to a common image and shared values.
Mission Focus	Focuses on accomplishing work objectives in accordance with the strategic goals

Competency Name	Competency Description
	and objectives of an organization.
Partnering	Develops networks and builds alliances, engages in cross-functional activities; collaborates across boundaries, and finds common ground with a widening range of stakeholders. Utilizes contacts to build and strengthen internal support.
Problem Solving	Identifies and analyzes problems, makes logical decisions, and provides solutions.
Professionalism	Exemplifies the characteristics, qualities, and conduct expected in a profession.
Program Execution	Observe play, assess situations and take appropriate action to ensure compliance with applicable rules/regulations.
Program Identification and Implementation	Organize, lead, and promote interest in recreational activities/services to meet customer needs.
Program Management - Needs Assessment	Apply research methods to identify customer interests.
Program Management 1	Establish long-range plan based on environment, resources, capabilities, and constraints to comply with policy and strategic plans.
Program Management 2	Establish budgets using financial and quantitative information to manage day-to-day operations.
Program Management 3	Provide clear directions and priorities, clarifying roles and responsibilities to foster the development of a common vision.
Program Management-Inclusion	Identify and implement inclusive practices to ensure program and services are available to patrons of all abilities.
Program Operation-Design	Design/deliver educational or instructional activities for individuals and groups to support achievable outcomes.
Program Operation-Instruct	Instruct and or assess in compliance with certifications and education standards to ensure consistent quality program delivery.
Program Planning and Management	Meet and collaborate with installation personnel, community organizations, and other professional personnel to plan balanced programs for participation.
Public Speaking	Communicate effectively with internal/external audiences to promote, advocate and educate in public venues.
Resource Management 1	Recommend POM initiatives, supplemental requirements, MILCON/NAF construction and renovations (FRSM) to develop and support a comprehensive program.
Resource Management 2	Use financial and quantitative information to plan and justify staffing, equipment replacement, and operational resources.
Risk Management	Identify hazards, assess hazards, implement hazard controls, and supervise controls to manage and reduce SOH risks.
Risk Management/Hazardous Materials	Comply with OSHA/EPA standards to ensure proper handling and disposal of hazardous materials.
Safety Management 1	Identify and enforce equipment maintenance policies to ensure safety and customer satisfaction.
Safety Management 2	Enforce rules and regulations of activities and/or facilities to maintain discipline and ensure safety.
Safety Management 3	Administer first-aid according to scope of training, procedures and notify emergency medical personnel when necessary to provide care.
Situational Awareness	Continually assesses and maintains an accurate interpretation of one's current surroundings, to take appropriate action at any given time.
Stress Tolerance	Retains composure and responds calmly and effectively to high stress situations.
<i>Skill Level 3 (NF4-5)</i>	
Administrative Activity	Use comprehensive computer skills to conduct day-to-day work.
Communication	Provides timely, concise, and accurate information to others both orally and in writing. Helps others effectively communicate and ensure communication occurs between all organizational levels.
Confidentiality Compliance	Adhere to confidentiality requirements and standards in order to protect participant privacy.

Competency Name	Competency Description
Conflict Resolution	Take prompt reasonable action to address and resolve customer service issues.
Cooperation/Teamwork	Inspires and fosters team commitment, spirit, pride, and trust. Motivates team members to accomplish group goals. Performs well in team settings and assists others when needed. Develops and maintains effective working relationships with others.
Customer Service	Oversee and anticipate actions to meet customer needs and continually searches for ways to increase customer satisfaction to ensure the delivery of world class customer service.
Customer Service-Orientation	Greet new arrivals explaining activities/services, procedures and policies to encourage participation.
Data Gathering and Analysis	Evaluate activities, services and/or facilities to determine if they are producing desired results.
Facility Management	Oversee and coordinate facility requirements, discuss rules and regulations with staff and resolve facility related problems to ensure effective and efficient facilities management.
Generating Revenue	Recommend and/or establish fees and charges using financial and quantitative information to meet budgetary goals.
Information and Referral	Provide information and referral support to authorized patrons to meet customer needs.
Internal Control	Establish and implement internal management controls to safeguard resources and comply with policies and procedures.
Inventory Control	Oversee and direct inventory control procedures, including storage, tracking, and repair, distribution and disposal and maintain appropriate inventory documentation procedures and systems to ensure accurate accounting of resources.
Janitorial Processes and Supplies	Ensure appropriate techniques and supplies are used in custodial activities to complete duties effectively and safely.
Leadership	Motivates and guides others towards goals. Instills commitment to a common image and shared values.
Mission Focus	Focuses on accomplishing work objectives in accordance with the strategic goals and objectives of an organization.
Partnering	Develops networks and builds alliances, engages in cross-functional activities; collaborates across boundaries, and finds common ground with a widening range of stakeholders. Utilizes contacts to build and strengthen internal support.
Problem Solving	Identifies and analyzes problems, makes logical decisions, and provides solutions.
Professionalism	Exemplifies the characteristics, qualities, and conduct expected in a profession.
Program Advocacy	Advocate for program resources to ensure quality programs and services and meet mission requirements.
Program Execution	Observe play, assess situations and take appropriate action to ensure compliance with applicable rules/regulations.
Program Identification and Implementation	Provide oversight to organize, lead, and promote recreational activities/services to meet customer needs.
Program Management - Needs Assessment	Direct, interpret and apply research methods to identify customer interests.
Program Management 1	Establish long-range plan based on environment, resources, capabilities, and constraints to comply with policy and strategic plans.
Program Management 2	Establish budgets using financial and quantitative information to manage day-to-day operations.
Program Management 3	Provide clear directions and priorities, clarifying roles and responsibilities to foster the development of a common vision.
Program Management-Inclusion	Identify, direct and implement inclusive practices to ensure program and services are available to patrons of all abilities.
Program Operation	Ensure compliance with certifications and education standards to maintain consistent quality program delivery.