

**IMCOM G9 Business Operations Site Assistance Visit  
Fort Anywhere  
1-2 Nov 2014**

**EXECUTIVE SUMMARY**

At the request of IMCOM XXXXX Region, the HQ G9 Business Operations division assigned four individuals to accompany XXXXX to Fort Anywhere from 1-2 November 2014.

The DFMWR XXXXX requested assistance and information across several areas at XXXX Conference and Catering Center and the Golf Course.

Specifically for XXXX (Tab A), the Director was interested in inventory controls, training, reviewing the gratuity SOP, the flow of lunch operations, catering operations, and facility upgrade recommendations. The team observed lunch operations over two days, as well as a banquet function on Wednesday evening. Several on-the-spot recommendations and corrections were offered and implemented for all programs, many of which are detailed under Tab A.

Bottom Line: Until the management structure is clarified, confusion among the facility's staff and customers will continue. The staff appears to be starving for guidance and direction from within the facility. Once clear, the level of customer service and employee satisfaction should grow tremendously.

Specifically for the Golf Course (Tab B), the Director was interested in inventory, employee discounts, labor, winter operation suggestions, CPMC recommendations, and a review of current management. The HQ G9 representative (XXXX, PGA) was rightfully impressed with one of IMCOM's historically best performing golf courses. Outside of a few on-site corrections/suggestions, this operation clearly demonstrated its continued high level of performance, as outlined under Tab B.

Bottom Line: With outstanding facilities from which to operate, the golf course should focus on player development.

Conclusions: The HQ G9 team shared some Business Operations philosophies that embody the DFMWR across the Enterprise, including creating value, enhancing customer service, and standardizing program execution. The addition of key staff will pay dividends to each of these goals as she shares her expertise across each food and beverage outlet.

The G9 team discouraged the use of "free" services, as that course of action could have impacts beyond soldiers' current assignment (i.e., they would be expecting free wherever they are stationed). Instead, the team recommended a different approach to creating value through short-term discounts or limited time offers. It was important to share with the DFMWR staff that free services or products does not necessarily create value across the MWR brand.

The G9 team was encouraged with the professional and can-do approach during multiple employee interactions across countless programs beyond the two facilities visited. This attitude is contagious and welcomed to "WOWing" our customers.

**IMCOM G9 Business Operations Site Assistance Visit  
Fort Anywhere  
1-2 Nov 2014**

**Tab A: XXX Conference and Catering Center**

The Club portion of the SAV consisted of reviewing the flow of the buffet lunch, kitchen setup and inventory, and catering and banquet operations, training, and recommendations for facility upgrades at the XXX Conference and Catering Center. Banquets SAV was requested by DFMWR through Region and accomplished by G9 Business Operations XXXXX from 1-2 November 2014.

**1. Guest Service**

Observation: Many guests inquire about events, payments, etc, but end up having to wait extensive periods of time for management to respond. (*Per FBE Program Scorecard, Para.3(C.)*)

Discussion: During peak hours of business both for lunch and for a high profile function, neither club manager was on site for assistance and supervision. We had observed incidences where guests were looking for management to either answer questions about an event or payment items which the staff spent a significant amount of time looking for someone who could answer their questions, while the guest waited in the immediate area.

Recommendation: Dedicate at least one member of management to remain available and accessible within the facility during peak business hours to respond to all customer needs and concerns. Empower team members to resolve certain guest issues and requests without the need to take time and look for the manager.

**2. Lunch Program**

Observations:

1. This program is very popular and well-received.
2. The amount of food offered on the lunch buffet (i.e., 10 different salad dressings etc.), lunch grill and Quick Serve Restaurants (QSR) seems to be too extensive for guest demand and creating excess waste and spoilage.
3. The dining room experience for customers could be more professional, better organized, and more customer-friendly.
4. Employees were observed eating in dining area during the tail-end of the regular lunch hours, while guests are still dining.

Discussion:

1. From the number of guests that patronize the lunch buffet and grill, it is apparent that they enjoy the food, cleanliness, convenience, and service from the cashiers, cooks, chef and buffet attendants with fast friendly service that brings guests back.

**IMCOM G9 Business Operations Site Assistance Visit**  
**Fort Anywhere**  
**1-2 Nov 2014**

2. The quality of the food on the lunch buffet and grill is well above average; however with the extensive offerings, the quality, speed, and consistency is affected by the staff having to produce so much food (quantity over quality) that it is hard to maintain and the risk of waste and spoilage is increased. On the QSR menus, it is the same case to include increased inventory that some of the smaller units have limited space as it is. Another example is the dessert station where cakes and pastries just sat on an open table in the corner; this is a potential health and sanitation hazard.
3. Due to service type and staffing, only limited service could be provided in the dining room. Cashiers are greeting customers when they pay for the meal. Customers subsequently seek an empty, clean table. The entire banquet room adjacent to the buffet/serving line is set with 10-top round banquet tables. After customers finished their meals, they leave the dirty trays on the table, or take it to the table closest to the door. It seems like one food service worker was assigned for bussing tables, and he or she usually showed up to start clean the tables around 12pm or later. During the peak hours, some of customers couldn't find the clean table; then pushed the dirty trays onto the center of the table or moved other table; and tried to make a seat for him/her. Chef tried to help the food service worker to clean tables occasionally. No management presence on the floor.
4. The overall appearance and value are diminished when guests witness staff members dining while they are dining; this may perceived that the guest is being rushed to eat or their service is decreased due to no one monitoring or available for customer needs.

Recommendations:

1. The employees are committed to providing quality customer service, making every guest's experience outstanding.

Decrease amount of offerings and focus on quality over quantity and having a good menu and price mix. This includes (1) developing, standardizing and enforcing recipes (*Per FBE Program Scorecard, Para.4(F.)*) and (2) using cost cards to include standardizing a cyclic menu for the lunch buffet & grill that will support both quality, consistent products as well as cost awareness. Utilize provided production schedules (DA Form 3034) *Per FBE Program Scorecard, Para.4(G,H,I.)* in order to communicate, monitor and control portioning, waste, spoilage and inventory. Ensure waste and spoilage sheets are being utilized, tracked and reported correctly.

Better utilize the existing equipment in the buffet area to feature and highlight specialty items and keep all items properly covered and displayed (i.e., dessert bar), cooled and heated (*Per TB Med 530,3-35 Pg.3-7 and 3-41 Pg.3-8*). By offering fewer items, the focus can be on quality which will increase value. Reformat the salad bar to focus on placing the same items on both sides (mirror) and as business slows down one side of the bar can be covered and stored. Also by ensuring all small wares (serving utensils), pans etc... match and are in good condition, this will add a sense of value and quality to the overall operation.

**IMCOM G9 Business Operations Site Assistance Visit**  
**Fort Anywhere**  
**1-2 Nov 2014**

2. With the QSR menus, all items and products across the garrison should be the same with the same price and presentation; this helps develop and maintain brand awareness not to mention keeping all customers equally happy. The menus should also reflect the demand of that particular area, if there is a operation that specializes in a particular cuisine, do not compete with that operation (i.e., Green Beans, Dominos, Subway, etc.). By doing these things, this will increase quality, appearance, freshness, nutritional value, and will decrease waste and spoilage. A complete CD containing Healthy Base Initiative (HBI) Items including 30 QSR Recipes containing General Cost, Nutritionals, HBI Score Sheets, and Marketing photos were provided. The F&B Director will conduct inspections utilizing the M-NEAT Score sheets and will implement and offer HBI QSR items at all F&B facilities.
3. Even if the lunch program operates cafeteria style, they could enhance customers' dining experience for providing "restaurant dining atmospheres" such as changing dining room layout, using proper bussing equipments, or pre-setting rolled silverware on the tables, etc. Management may consider following: 1) using different size of banquet tables to provide more private dining room atmosphere and experience instead of dingy hall experience; 2) pre-setting rolled silverware on the tables will provide more sanitized manner and a restaurant dining environment; 3) tray bussing racks may need to use for bussing dirty trays. After customers finish their meals, they could insert the dirty tray into the tray bussing racks. This approach is very practical and reasonable in a cafeteria environment, but it still requires a busser to retrieve/replace the racks and wipe down tables; and 4) ensure duty manager presence on the floor and to visit assigned number of tables for each day to evaluate the level of customer satisfaction.
4. Employee meal policy needs to be reviewed. Ensure that all employees are maintaining their duty areas until the lunch areas are completely empty of customers. Monitor and enforce the standard of time allowed for lunch breaks, etc.

### **3. Employees**

#### Observations:

1. The current management structure and situation within the conference and catering center leaves employees confused, taking different directions from different supervisors.
2. Both front of house and back of house staff should exude a clean professional appearance at all times appropriate for their position and role (i.e., proper name tags, uniforms, hygiene, etc.).

#### Discussion:

1. Staff seems to be intimidated and confused by having multiple managers and whom to go to for guidance and support. Due to the confusion, the team and middle leadership just does not follow up and issues and items don't get communicated or followed upon.

**IMCOM G9 Business Operations Site Assistance Visit**  
**Fort Anywhere**  
**1-2 Nov 2014**

2. Back of the house (BOH) team is very dedicated and work very hard to produce a quality product. The staff has some very good experience, skills and is willing to learn and improve. Some banquet servers' shirts and apron were not in good condition, and their hair wasn't pulled back off the shoulder.

Recommendations:

1. Ensure management and staff is clear on the open lines of communication and areas of responsibilities. Coordinate a regular schedule of team meetings (*Per FBE Program Scorecard, Para.3(F.)*) to address any outlying issues and to demonstrate a teamwork atmosphere. The first meetings may have a lot of negative aspects, but if done on a regular basis the meetings will become more positive and processes will be established and the team will become accustomed to the productivity and normal rhythm of a work day. This will assist in promoting both open communication and demonstrating that management is there for the team.
2. Develop and maintain "Employee recognition program" that demonstrates that their hard work and dedication is not being noticed. Ensure that the employees are given the proper tools, facilities, and operational equipment to assist them in executing their duties with the most efficiency effectiveness. (*Per FBE Program Scorecard, Para.2(I.)*). Uniform Standard needs to be reevaluated/ reestablished and adhere to every employee. (*Per FBE Program Scorecard, Para 2(b.)*)

#### **4. Management**

Observations:

1. Limited presence of lead management during peak hours and events, leaving guest and staff-related issues and concerns unresolved. (*Per FBE Program Scorecard, Para.3(B.)*)
2. Communication across the team is very limited and inconsistent.
3. It was observed that the key person in charge (F&B Director) of improving the club operations is tasked with overseeing multiple operations and facilities.
4. Focusing Basic Managerial Functions

Discussion:

1. There was numerous times when we observed either guests or staff looking for management. There was clear concern and confusion on the face of the guest to why there was a wait or people not there when they had an appointment scheduled to either book or pay for an event etc.
2. Communication among staff and management is lacking including information on events, scheduled business, tasks, uniforms, daily schedule etc. The staff ends up executing events/functions, and lunch service with limited guidance and support and is forced to provide an average product and service

**IMCOM G9 Business Operations Site Assistance Visit**  
**Fort Anywhere**  
**1-2 Nov 2014**

3. Insure management team is always focusing on performing basic managerial functions for guests and employees.
  - a. Insure presence of management during the peak hours or any function to make sure the quality of product and service provided.
  - b. The administration office is always professional looking and clean.
  - c. GM makes at least one joint sales call each week supporting catering manager, and conduct effective sales and revenue meeting with Catering Sales staff weekly.
  - d. Daily labor summaries must be reviewed to insure control of overtime and attendance equal to scheduling.
  - e. Scheduling will be prepared and reviewed for compliance using the “Schedule to Demand” principle.
  - f. Schedules will be posted in a professional and organized fashion.
  - g. China, glass, and silver inventory needs to be conducted at a minimum of twice annually.
  - h. Linen inventory needs to be conducted at a minimum of twice annually, and make a plan to purchase necessary items in advance.
  - i. Conduct employees’ meeting and training regular basis to improve employees’ job satisfaction as well as customer service.
  - j. Reviewing financial report daily / weekly / monthly and take proper actions accordingly

Recommendations:

1. Make mandatory that at least one manager is present during peak hours along with being present in the office area. Empower team members to resolve certain guest issues without the need to take time and look for the manager. It is important for management to be present to provide support, guidance, customer service and necessary on the spot corrections in order to provide a seamless meal period, event or function.
2. Establish mandatory pre-shift meetings (*Per FBE Program Scorecard, Para. 3(G.)*) Conduct lunch pre shift/service meetings to cover info including basic/specials menu and prep items, expected numbers of guests, scheduled sections/areas of duties, special tables/parties, estimated times of increased business and staff schedule. Conduct pre event/function meetings to ensure communication between Front of House (FOH) and BOH is established. Areas to cover include Banquet Event Order (BEO) event timeline, service style, plate and food presentation, table set up, areas of duties, etc. Effective and consistent communication is the key.
3. Utilize F&B Director to focus main efforts with supporting the club in the immediate term. With some direct guidance, follow up and accountability focused on the above club areas, it can be improved and maintained by a strong club management staff that is has (Assistant Manager, Catering Manager, Chef, and Clerk) With the majority of F&B sales and the potential for employee and business growth in the club, this would be an effective way to utilize a experienced strong asset such as the F&B Director to focus on the club until the remaining leadership can establish a “foothold” and are able to maintain systems, procedures, and standards.

**IMCOM G9 Business Operations Site Assistance Visit**  
**Fort Anywhere**  
**1-2 Nov 2014**

4. The club needs to have continuous attention and support by upper management of the Garrison and Region until sustainable standard operation systems is established. Improving team work among staffs and re-build positive relationships between management and staff are the keys to success.

## **5. Inventory Control**

### Observations:

1. Physical security of the BOH poses a serious weakness. Multiple areas are very poorly equipped, monitored, and controlled including back doors, doors to inventory and some sensitive items, coolers and freezers within kitchen areas. Positive key control is also lacking.
2. Inventory, inventory areas, procedures, and proper personnel are very disorganized and not monitored very well. The ordering is done either via phone or on the prime vendor ordering system using a temporary set-up.
3. Control for inventory accountability is compromised within the facility.
4. Sensitive item inventory was not conducted daily.
5. FoodTrak was not in use so this required a full install.

### Discussion:

1. Items/areas that are left unsecure at night with product in them include: three walk-in coolers (in kitchen), one six-door freezer (on grill line), one 4-door cooler(on grill line) , one 6-door cooler (in kitchen), a back door in the mop sink area, two dry storage areas in kitchen. Management (F&B Director) has stated that there have been alleged missing products and high dollar sensitive items (i.e., seafood, chicken, etc.). It makes room for temptation of theft and allows a much easier barrier to get around, hindering inventory controls.
2. The inventory areas are disorganized and scattered throughout the club area which makes control, issuing, receiving, and physical inventory very difficult, and could cause for missing product, missed items for an event, or mistakes inventory. The delegation of duties for inventory (ordering, receiving, issuing, stocking and physical inventory) is being performed by one employee. This makes for no checks and balances when doing any of the inventory duties or tasks (this is a major internal controls violation). Having product in numerous areas makes room for unaccounted and missing product and makes issuing and inventory more difficult and in accurate. The ordering is completed via telephone and the prime vendor ordering system on a small notebook computer with no print capability. When the ordering is done via phone, it is not clear if the items ordered are the correct product or desired pricing.

**IMCOM G9 Business Operations Site Assistance Visit**  
**Fort Anywhere**  
**1-2 Nov 2014**

3. They do not have actual control of the “footprint” of the storage pieces, thus the kitchen and order areas of the facility take what is needed and do not always document the removal of items.
4. Reconciliation of products to resale points within the facility is lacking, thus accurate financial analysis cannot be obtained.
5. FoodTrak was not in use for as inventory control system. Warehouse staff uses “Excel file” to ordering / issuing / managing inventory.

Recommendations:

1. Immediately place locks/chains on all above areas and anywhere products, high dollar equipment or materials, etc. Issue, track and maintain positive control of all keys limiting to key personnel and leadership. Permanently issued keys should be kept to a minimum. The F&B Director stated that there is a plan to install locks, cameras and develop a key control system. Properly develop, maintain, monitor and report over production, waste and spoilage.
2. Consolidate and organize all products to a limited area that can easily be tracked, monitored and secured. Task/Hire at least one person (Storeroom Clerk) to assist in the inventory and receiving processes. Ensure to separate duties so that the same person is not doing the ordering, receiving, stocking, issuing and inventory. Issue and set up at least one computer with internet and print capabilities designated for Materials Manager and storeroom personnel in order to streamline and standardize ordering, issuing, receiving and conducting physical inventory.
3. Accountability documentation needs to be developed or current regulatory forms instituted, so as all items being issued from the storeroom can be tracked and accounted for. All items (Food, Beverage, Supplies, Paper Products, etc.) should have an audit trail and be supported by documentation/transfer forms. A flow diagram should be developed to insure the process of who prepares what documents and who they pass through to get to the final accountability point of reconciliation.
4. Documented daily/weekly sensitive item inventories should be conducted to insure accountability. These types of products are designated as high cost items and should be one of the main focal points for control prior to issuing. Inventory par levels need to be established, so that purchasing is done on a demand principle, not just because somebody ordered, wanting more without a specific purpose. Re-order points should be established to maintain average par level, with par levels changing as the operational programming and participation increase/decrease.
5. HQ web-base FoodTrak system is available to use. G9 will coordinate with G6 to implement FoodTrak system for Fort Gordon.



**IMCOM G9 Business Operations Site Assistance Visit**  
**Fort Anywhere**  
**1-2 Nov 2014**

**6. Execution of Catering Function (Product Quality)**

Observations:

1. Plans, processes and procedures for preparation and service of a plated banquet were very unclear and unorganized causing a delay in service and quality of food.
2. We noticed lack of communication / guidance to the staff for execution of the functions. However, the G9 team received positive feedback from BOH team members who participated in a new expediting/plating method DURING the plating process.

Discussion:

1. It was clear that the pertinent information such as set up, numbers of guests & entrees, timeline and execution of the event was not communicated with all staff and key leaders to both back and front of the house.

The FOH staff was not completely prepared or set up prior the event, the reasons were 1) management and Banquet captain found out the actual customer count increased from 137 to 220 during BEO meeting, but no action was taken to call extra servers. The original five servers were not enough to serve 220 customers for plated meal function; 2) the scheduling of the staff (i.e., employees report at 1800 when the event started at 1800); and 3) two back servers who were supposed to carry trays didn't show up to work without any notice. No action was taken by management to replace missing back servers.

Salads are pre-dressed, plates are plated up when server receives order from guests, and drinks (water, tea) are prepared well under the required amount. (*Per FBE Program Scorecard, Para.4(C,D).*) This causes a ripple effect that affects the FOH to the BOH and ultimately to the guest which quality, speed, event timing, presentation and value are sacrificed.

2. Deficient areas:
  - a. Pre-planning did not exist.
  - b. No pre-function side duties lists and no pre-preparation for table set-up.
  - c. Table set-up was not completed before the door opened due to lack of staffing and scheduling.
  - d. No standard sample table setting for plated function.
  - e. No section assignment for each server.
  - f. No table numbers signage on the tables.
  - g. There was no time to set up side stations prior to opening of doors.
  - h. Banquet Captain refused the guest's request without any hesitation. The request was if four main entrees could be served after the program.
  - i. Dessert station was almost ignored by staff. No one paid attention or provided any service for cake table.
  - j. Placing napkins in coffee cup is discouraged.

**IMCOM G9 Business Operations Site Assistance Visit**  
**Fort Anywhere**  
**1-2 Nov 2014**

Recommendations:

1. Conduct and enforce regular BEO meetings and pre shift/event meetings with all team members involved to review BEO, timelines, service styles/presentation, special requirements, staff duties, dry runs and table settings. When at all possible serve dressing on the side to maintain freshness and offer guests a choice. With serving hot plated food utilize your hot boxes, chafing dishes, plate covers, trays, tray stands and production schedules and timelines in order to provide a hot efficient, quality well presented product. Utilize the training and material (See Attachments) that the entire team received from the G9 Team on the proper way to execute an event that focused on following plans and being able effectively communicate and adapt to changes. Review and adjust employee schedules according to events and timelines.
2. Standard Banquet Service guideline and procedures needs to be established and implemented.
  - a. Pre-shift meeting needs to be held before the function
  - b. Assign the task for each server
  - c. Post “Sequence of Service Time line” for the function in the back stage area and all staff aware of the time line and follow it.
  - d. Banquet server training needs to be conducted regularly focusing on improving productivity, efficiency, and effectiveness.
  - e. Standard staffing and scheduling guidance for each function type needed to develop and implement in order to providing quality dining experience and service.
3. Memorable dining experience could be created for adding WOW factors such as:
  - a. For center pieces ideas, round mirrors decorated with candles in votives or decorate fishbowl with artificial flowers and color rocks, etc.
  - b. Napkins could be used program holder for using different napkins folding and located above the pre-set salad plate.
  - c. A bread and butter plate should be part of the place setting for all sit-down meal functions.
  - d. The coffee spoon should be part of the silverware setting if coffee cup is pre-set.
  - e. For reception area set-up, a few cocktail tables covered with table clothes scatter around the room. Small center pieces could be placed for each table.

**IMCOM G9 Business Operations Site Assistance Visit**  
**Fort Anywhere**  
**1-2 Nov 2014**

## **7. Programming**

Observation: It was stated that there may be a demand for a “Fine Dining” dinner program.

Discussion: There may be a market for a dinner theme program for perhaps a few nights a month. The market does not seem to be able to support a successful dinner program 2-3 nights a week, but however may have a market for a limited amount of times a month.

Recommendation: Develop a program and a break even analysis for 1-2 events in a month. Ensure that payments and numbers are pre ordered to gain an accurate count for ordering and scheduling purposes. Theme could coincide with the season, on post events, social events, ethnic recognition, wine/beer pairings, tastings, local producers/farms etc. Ensure that there are accurate recipes, cost cards and supporting documents to be able to track cost and demonstrate financials.

## **8. Automation**

Observation: While RecTrac and EventMaster were already implemented within the facility, they were underutilized and incorrectly setup for functionality. FoodTrak was not in use so this required a full install. (*Per FBE Program Scorecard, Para 7.*)

Discussion:

1. Stand-alone EventMaster system was utilized for booking function within the facility along with ‘Function Book’. Some of catering staff uses the function book for initial booking functions and transferred the information into the EventMaster system. Missing functions or miscommunication could be occurred because of two methods to utilize booking function.
2. While RecTrac was operational at the facility as POS system, it was far from optimal or user friendly. The system was very slow and the Verifone system was very slow to get authorization.
3. No automation system is used for inventory control. Warehouse staff uses “Excel file” for managing inventory.

Recommendations:

1. The database building into web-base EventMaster system is completed including users and the current catering menu uploaded into the system. Couple of issues was found, but the issues were resolved. HQ web-base system is ready to use and additional training were provided by G9 when on site. EventMaster should be only one method for booking function. Also management should utilize the functionality of reporting system for financial management.
2. RecTrac and the setup of the POS was an ongoing project that required many tweaks and changes to improve the functionality as user friendly condition.

**IMCOM G9 Business Operations Site Assistance Visit**  
**Fort Anywhere**  
**1-2 Nov 2014**

3. G9 recommend FoodTrak system for inventory control system. HQ web-base FoodTrak system is available to use. G9 will coordinate with G6 to implement Food Tray system in Fort Gordon.

**9. Catering Program.**

Observations:

1. Communication between Guest, Management, FOH Catering and BOH Catering staff is lacking, requiring more collaboration between departments.
2. Insufficient information in Banquet Event Order (BEO) packages.
3. Review catering policy and procedures. *(Per FBE Program Scorecard, Para 8 )*

Discussion:

1. It was apparent that the management did not communicate very well with the key leaders and staff on guest needs and expectations are including making significant changes (increasing numbers and entrée choices) to a function four hours prior to serving. By not knowing what the overall plan was or increase in numbers the staff has to react and attempt to provide a mediocre product with ultimately the guest paying the price.
2. In order to execute functions successfully, all the details discussed with customers should be described in the BEOs. We noticed that many details were missing from BEOs such as Event times, floor diagrams, cake table and cake serving, etc.
3. We noticed that same menu item was charged to 4 different prices, and the function POC changed the customer counts on the function day. The club put themselves in failure position to allowing the incidents.

Recommendations:

1. Implement and emphasize the importance of conducting BEO meetings with communication between all key leaders. The meetings should be conducted every week and should concentrate on the next 2 weeks of functions and events. The attendees should include: F&B Director, Manager, Assistant Manager, Catering Manager, Chef, Banquet Captain, Material Manager, Clerk, Lead Set Up Person. This is a very important meeting that if done on a consistent basis will demonstrate communication, collaboration and accountability and overall provide top notch service and value.
2. Conduct and maintain pre-shift/event meetings with all team members involved with the execution of the event to review the BEO, timelines, service styles/presentation, special requirements, staff duties, dry runs, table settings, event program. It is important to cross train and promote teamwork amongst management, and both BOH and FOH staff. Overall the guest benefits from the teamwork, communication and planning with a better valued product.

**IMCOM G9 Business Operations Site Assistance Visit**  
**Fort Anywhere**  
**1-2 Nov 2014**

3. In order to execute functions successfully;
  - Provide accurate information for the function in timely manner.
  - Adhere to Catering Sales Policy and regulation in order to get required information from customers on time.
  - Provide floor diagram agreed with customers in the BEOs.
  - Catering sales staff needs to develop a “One Stop” format for clients including IT support, special set-up, table seating arrangement, menu choices, entertainment, flowers, special linens, transportation, etc.
  - In the weekly BEOs meeting, every detail for functions needs to be discussed among staff.
4. Standard catering policy and procedures needs to be established and should adhere to every customer equally.

**10. Facility.**

Observations:

1. There are good amounts of equipment (chafing dishes, serving trays, etc.) that are placed in various areas of both the FOH serving areas and BOH. It was noticed that some key pieces of equipment are not operational including the two ovens on the grill line, one set of deep fryers, and the air removal and return system (Hood System)
2. Key BOH leadership (Chef and Materials Manager) do not have any workspace, desks, computers or print capability and are having to work on a bus cart with paperwork scattered on shelving.

Discussion:

1. Walking around the facility, there numerous spaces, rooms, closets etc... that are under utilized, cluttered and disorganized. There are pieces of equipment such as dressing boats, carafes, etc. that are not be utilized for such things as salad plate ups, simply because the staff cannot find them nor were aware that the facility had those items. There were numerous staff members that stated they had to prepare items in unsafe or efficient manner, such as frying in a tilt skillet instead of a deep fryer or ovens not operational due to melted plastic in them.
2. It is important for many reasons to have those key leaders a area to work, manage and conduct mentoring/counseling. Another reason is simply organization and accountability purposes. It is important to have computers and print capability so that the leadership can execute and produce ordering, inventories, scheduling, production schedules, recipes, menus, labels and training materials without having to rely on front office support.

**IMCOM G9 Business Operations Site Assistance Visit**  
**Fort Anywhere**  
**1-2 Nov 2014**

Recommendations:

1. Direct, monitor and follow up with club leadership with reorganizing and placing items in appropriate areas and ensuring the items are in presentable condition. Develop standards with management to enforce the proper utilization of equipment and items for events/functions, etc. Ensure work orders are submitted and tracked for all inoperable equipment. Have a standard process of inspecting and tracking the maintenance and condition of all pieces of equipment including coolers, dishwashers, hot/cold tables, drink dispensers, etc. As it was mentioned by management, there is plans to install a HVAC system; until then, work on the Hood System to be fully operational which will alleviate some of the hot air and moisture. Be sure to remove the swamp fans as soon as the HVAC system is in place, being that it is very unsanitary and unsafe.
  
2. It was stated that there is plans to create a work space for the Chef, Materials Manager and staff training works station. Immediately acquire and install at least one computer with print capability so the all items and materials can be easily utilized by BOH leadership. By not having an established area the chance of having inventories etc.. lost or ruined is very high which ultimately affect business and productivity.

**11. Sanitation.**

Observation: The overall cleanliness of the facility is very good. Chef is utilizing and recording cooler temperature logs. The assistant manager is servsafe instructor and proctor certified.

Discussion: The basic cleanliness of the facility including labeling, wrapping, and storage of food is well. Unorganized and cluttered areas prevent the opportunity to be much cleaner.

Recommendation: Once facility is reorganized and cleaned, maintain overall cleanliness by implementing and monitoring a daily/weekly cleaning schedule and hold staff and management accountable with spot checks and inspections (Attached). Utilize the assistant manager in the capacity of train the trainer to all F&B operations and staff. Utilize the free (some) tools for ServSafe instructors via website: <http://www.servsafe.com/6einstructor>.

**IMCOM G9 Business Operations Site Assistance Visit  
Fort Anywhere  
1-2 Nov 2014**

**Tab B: Golf Course**

SAV consisted of an overview of the entire golf program to include facilities, personnel, programs, and processes. SAV was requested by DFMWR through Region and accomplished by G9 Program Analyst XXXX from 1-2 November 2014. The 13 Golf Scorecard sections (Appendix A) have been used as an outline for this report. Overall, XXXX scored a 93% and displayed numerous outstanding processes.

**Section 1: Guest Service**

Observation: Overall guest service practices were exceptional.

Discussion: The golf course team, to include the maintenance department, maintained a friendly and conscientious awareness of their customers and their needs. Regulars were greeted by name; questions were answered in detail; employees were empowered; management was present at the front of the house. The overall assessment of the atmosphere of the golf operation was highly positive.

IMCOM G9 Recommendation: Staffing levels should be studied to ensure labor is right-sized for the amount of traffic. This practice is normal and ongoing, and as long as upper management supports the golf staff with any hiring needs the operation is in good hands going forward.

**Section 2: Employees**

Observation: There was no evidence of weakness in any department.

Discussion: The team is led by the Business Manager and GC Superintendent. Both areas seemed to have high morale, especially the maintenance department. Management is performing all required training and performance standards & appraisals. Employees are thanked and recognized for superior service. Employees are courteous, knowledgeable and courteous. Everyone wore name tags and uniforms. The excellent staff is able to supply outstanding customer service because morale is high and leadership is present.

IMCOM G9 Recommendation: Due to the high volume of customers and demand for service the staff is sometimes overwhelmed to accomplish all necessary tasks. Cross-training should continue to be pursued and management must take the time to listen carefully to employees for input on improving processes and programs. Five employees have been promoted from RPT to RFT. This will affect the labor expenses during the slower winter months and could have a negative effect on NIBD in the first half of FY15.

**IMCOM G9 Business Operations Site Assistance Visit**  
**Fort Anywhere**  
**1-2 Nov 2014**

**Section 3: Management**

Observation: Management is strong but may be over-taxed due to loss of assistant manager.

Discussion: The responsibilities must be accomplished by the Business Manager and his staff.

IMCOM G9 Recommendation: XXXX must take the lead for the teaching program until a replacement for XX can be hired. Recommend hiring a PGA Apprentice over the winter that can take over the teaching duties as the current teacher is not a professional. Consider using XXX to take on a large part of the pro shop merchandising operation, she's a star. Management should train someone to do DAR's as presently the Admin Assistant is on extended sick leave and only XXXX is capable of doing the DAR's and paperwork. Management should assess the current staff to see if anyone is capable of filling in for the admin person. Management should determine if an Assistant Manager hiring is necessary for FY15 or if an Apprentice will suffice. The golf operation staff level is presently short of IMCOM BOS Personnel Baseline Standards maximums, but it is not recommended that Gordon Lakes bolsters their staff until assessing the current staff through 2014.

**Section 4: Business Procedures**

Observation: Overall, business processes are well maintained and executed, but some areas could be improved.

Discussion: The golf operation has developed a solid SOP book, with good policies and procedures explained in detail. The website is very good and print media is professionally done. The most recent in-depth marketing plan was done many years ago. Golf fees and the tier structure are in accordance with IMCOM Operating Standards. The Business Plan has good information and a solid plan, but needs editing. Overall, the 93% score achieved on the Golf Scorecard reflects an excellent attention to the important details of managing a solid golf operation.

IMCOM G9 Recommendation: Website maintenance capabilities should be done on a weekly basis rather than monthly or quarterly. A marketing plan should be developed for an 18-month period, starting FY15. Competitive price surveys should be accomplished monthly, or quarterly at a minimum. The Golf Program Scorecard asks for annually, but to stay competitive on guest rates a more intensive program should be used. The Business Plan should be scrubbed for spelling and all emotion eliminated.

**Section 5: Golf Business Procedures**

Observations:

1. The golf operation scored a 100% on this portion of the Golf Scorecard, with some of the best player development programming in the Army.
2. Marketing material is well done but Marketing Plan needs to be developed.



**IMCOM G9 Business Operations Site Assistance Visit  
Fort Anywhere  
1-2 Nov 2014**

Discussion: The activity has the programming in place to execute a solid player development program. Management has developed a “hook” program that specifically targets various groups with free lessons, such as Active Duty, Seniors, Ladies and Juniors. This program will be distributed throughout Army golf programs as a Best Practice. Recommend PGA Manager sets up a table as close to the front door of the NSA building and promotes the golf program. Additional marketing efforts can be accomplished at the PX, Commissary and other large front doors on Ft Anywhere.

DFMWR requested that a study be conducted concerning possible golf course closure on Mondays during the winter months. Mr. Fumai has analyzed the revenue and expenses associated with Monday play throughout the year. Results indicate that closing during the summer months would be more advantageous and save \$4,000 in labor and \$1,000 in utilities, per month. DFMWR also requested IMCOM for guidance on employee golf discounts.

IMCOM G9 Recommendation: Management should work closely with marketing department to develop a thorough plan for the next 18 months. Recommend closing the course on Mondays for two or three summer months. All patrons signing up for annual dues should be advised of this practice at the time of sign-up.

Employees may not play at a discounted rate according to 215-1 Chapter 12-9, Discounts; which reads, “Golf Course Managers and their full time assistants may be exempted from paying greens fees and from golf car rental when necessary to perform their official duties in accordance with DoD directive 5500.7R. This exemption will not apply to personal use”. HQ G9 Business Operations is re-evaluating the employee discount program relative to golf and bowling.

## **Section 6: Clubhouse**

### Observations:

1. The facility is well maintained, clean and orderly. The entrance, parking lot and clubhouse surrounds give an outstanding first impression.
2. Safety issue was discovered near golf car staging area.
3. Clubhouse front entrance can be upgraded and off course signage improved

### Discussion:

1. The landscaping is outstanding from the gate to the first tees. Some weeds were growing in a few small areas but overall still an outstanding first impression.
2. Near the golf car staging area a step-down created a possible tripping/falling hazard. The problem was fixed within 24 hours by painting a yellow line on the step for customers to see the potential hazard. The clubhouse front door area has a “false” door. The foyer leading to the snack bar and pro shop is well done but very darkly lit.
3. The existing signage leading guests to the golf course from Gate 1 directs customers only one way once they arrive at the traffic circle near the Huddle House.

### IMCOM G9 Recommendations:

1. Develop plan to weed all areas around the clubhouse and leading to the first tees.

**IMCOM G9 Business Operations Site Assistance Visit**  
**Fort Anywhere**  
**1-2 Nov 2014**

2. Recommend building a double glass door in place of the current 1-door entry and false door. The new entryway would lighten up the foyer and be more customer friendly.
3. Place a large sign on the right side of the Main Street directing customers to turn right to access the golf course and other MWR programs more easily and quickly.

**Section 7: Golf Course Condition and Maintenance**

Observation: The entire 18-hole facility is in pristine condition, minus some of the bunkers. The layout is challenging and the greens are well designed and rolling at the proper speed.

Discussion: On a scale of 1-10 this facility is a 9.0, and only the condition of some of the bunkers keep it from being a 10. The Superintendent and staff have developed a consistent turf-grass conditioning and environmental program that rivals resort and high-end country club standards.

IMCOM G9 Recommendations: The following are recommendations that can improve the operation:

1. Purchase 100 wooden stakes and re-stake entire golf course to make the rules decisions easier, make hazards more recognizable, and speed up play.
2. Edge and weed the handful of bunkers that are not in good condition & design a renovation program for problem bunkers.
3. Move tee markers closer together instead of the entire tee width (about 2/3 of box is best).
4. Turn in old equipment to DRMO.
5. Initiate study with TSS to determine low cost fix for #8 island green issue.
6. Pick up numerous loose branches scattered throughout the course.

**Section 8: Environmental Program**

Observation: Superintendent has this program mastered.

Discussion: All areas of the environmental program standards are documented and up to date. The score of 100% on the Scorecards reflect this.

IMCOM G9 Recommendation: Keep up the outstanding work, and do not lose concentration on the safety piece of the program.

**Section 9: Golf Cars**

Observation: The cars were clean and in good working order. The facility was clean and organized.

**IMCOM G9 Business Operations Site Assistance Visit**  
**Fort Anywhere**  
**1-2 Nov 2014**

Discussion: The golf car program is outstanding, as evidenced by the 100% scored on the Scorecard. The VISAGE GPS system and its numerous capabilities is a real bonus and adds huge value, especially since the system is paid for in full.

IMCOM G9 Recommendation: Add a path from the parking lot to the storage facility to facilitate more efficient return of cars after tournament play, and widen the lane for better cleaning and consolidating capabilities.

### **Section 10: Pro Shop**

Observation:

1. The pro shop needed to be revitalized and re-engineered. The process was started during the visit.
2. The activity would capitalize on an additional logo option that incorporates “Augusta, GA” in the logo.
3. Inventory mix is good but heavy on logo bags, glove brands, and solid color apparel.
4. Inventory level is appropriate for this time of year.
5. “Hot spot” was missing but created within two hours of recommendation.
6. POS did not display the price of the sale due to the customer.
7. Top selling, high margin caps not in inventory.
8. Putter rack was not be used properly.

Discussion:

1. Pro shop was reorganized on the spot, with over 50% of recommendations taking place during the visit. The staff was very open to making changes and understood the reasoning behind recommendations.
2. Management is aware that college bag inventory is excessive and will curtail future orders. The glove brands consist of six different types. Solid colored shirts greatly outnumber stripes & fancies.
3. The amount of merchandise in the storage room is minimal and at a very good level for this time in the season.
4. A “hot spot” was created for new items (usually apparel) near the entrance way. The shop actually has another area that is similar and can create another spot to further enhance sales opportunities.
5. Customers are required to see the amount of sale displayed (according to AR 215-1). Management was quick to call in IT to fix the problem but it was not accomplished.
6. Top-of-the-line equipment manufacturers’ caps were not sufficiently represented. Caps are a top selling item that are a “must stock” part of pro shop inventory.
7. All non-putter equipment was removed and the putter rack was stocked with putters only.

IMCOM G9 Recommendations:

1. Apparel fixtures should be added to take place of round fixture. Rounder should be used for sale items only and moved around the shop and outside of shop. Glove display on slot wall should be reorganized by size and brand. All gloves should be displayed here

**IMCOM G9 Business Operations Site Assistance Visit  
Fort Anywhere  
1-2 Nov 2014**

(not on floor). Counter area next to POS should consist of top selling product with higher margins only.

2. Excess shoe styles (slow movers) should be displayed as one shoe on slot-wall, with stock held in storage room to alleviate shop clutter.
3. Put excessive product in the storeroom, for example only six gloves in each size, only one size of each style shirt, only a small box of tees instead of an enormous container full etc.
4. Hot spot should be kept well organized at all times and refreshed/rotated on a bi-monthly basis.
5. The receipt display at the POS station must be functional. Order a new part if the old one cannot be fixed.
6. Purchase Titleist, Ping, Taylor Made and Callaway caps and keep them in stock

### **Section 11: Driving Range and Practice Facilities**

Observation: The driving range facility has all of the characteristics required for optimal participation and revenue production, minus a new ball dispenser and range picker.

Discussion: The range grass hitting area is ample in size to allow for moving the hitting row regularly and for turf to re-grow. The benches, bag stands and club-washing stations are all in very good condition. Targets are well-placed, orderly and easy to see, while yardages are annotated on a sign for customers to know the distance of the targets. The range area is large enough that balls do not get lost on the side or in the back of the range. The ball picker unit is in poor condition. The range ball dispensing machine gives 51 balls for \$5.00. Although this \$0.10 per ball rate is a competitive price, an additional option for dispensing fewer balls for a quick warm-up is not available.

IMCOM G9 Recommendations: Purchase a new machine that allows flexibility in dispensing the amount of balls, such as 25 balls for \$2.50 or 30 for \$3.00. The new dispenser should also have multiple payment options; cash, multi-credit keys, tokens, credit card etc. Purchase a new ball picker unit through CPMC within 12 months.

Management should have an “emergency supply” of 500 dozen new range balls in stock in case the dispenser needs to be replenished due to too many old balls in the mix or for an important tournament where pyramids are used. Old balls should be thrown out on a regular basis; customers will use the range less if they know they are getting more than 10% old balls in their bucket.

### **Section 12: Snack Bar**

Observations: The Snack Bar operation is well run with good food, great service and adequate delivery time. Tables and chairs are cleaned regularly. Condiments on the table were excessive given the fact that condiment dispensing units are also available.

**IMCOM G9 Business Operations Site Assistance Visit  
Fort Anywhere  
1-2 Nov 2014**

Discussion: The operation has produced consistent COGS of 35%, the Army benchmark, one of the few operations in CONUS to accomplish this. Therefore, portion control and waste has been limited and the operation is being run very efficiently. The customer dining area is large, well lighted (maybe too bright) has ample TV's and was clean and organized. The food was very good with the right amount of menu options. Daily specials are available at a reasonable price. The operation is fairly busy at lunch and draws customers that are not golfers despite the long drive to the facility.

The liquor miniatures were displayed on the counter in an open basket, posing a serious potential for theft and lack of control.

Condiment area should be organized and tended to on a regular basis throughout the day.

IMCOM G9 Recommendations: Menus should be made available for customers near the entrance and at the dispensing area, seven days a week. Portion size should match up with the bread pairing. Store room should be locked at all times.

The recommendation for the liquor was to secure the miniatures and display one of each brand only. The fix was getting a transparent display case that locks the product, and was done within a day of our departure!

The recommendation for the condiments to take the 57 Sauce and ketchup off of each table was accomplished in the same quick manner. The consolidation of the bottled products at the condiment dispensing unit area will save the facility in supply expenses from theft and product expirations.

### **Section 13: Golf Standards**

Observation: Overall the score on the golf standards piece of the Scorecard is 80%. The activity has struggled this year compared to last due to poor weather in the first half of FY14.

Discussion:

1. Labor % is 57% thru June, 7% off of Army Standard. Projection for FY14 is 55%.
2. NIBD is at (2.4%) well below Army Standard of 12%. Only one CONUS activity has met standard thru June. Golf Course has been the #2 NIBD producer in CONUS over the past 10 years and #3 over the past 5 years.
3. Participation for FY13 (latest data) shows an 87% capacity of 48,887 rounds played.
4. Management is certified in both the PGA and GCSAA.

IMCOM G9 Recommendation: Revenue is down \$126K from FY13 thru August. If efforts to increase Player Development opportunities continue and weather is cooperative in FY15, the operation should see Labor move back to the 51% that was averaged over the past five years and NIBD to produce close to \$100K. A Revenue gain of 50% could be realized at the Driving Range, along with additional income from green fees and carts if player development programming and front-door marketing efforts are increased.

**IMCOM G9 Business Operations Site Assistance Visit  
Fort Anywhere  
1-2 Nov 2014**

**Appendix A: Golf Scorecard**

Program Scorecard - Golf			
<b>GARRISON</b> <b>ACTIVITY</b> <b>DATE</b>  <b>HQ REGION</b> <b>TEAM MEMBERS</b>	<b>Ft Gordon</b> <b>Gordon Lakes GC</b> <b>15-17 July 2014</b>  <b>G9</b> Marco Spellacy Peter Craig		
<b>LEGEND:</b>	100% - 90% =		
	89% - 75% =		
	74% - 0% =		
ACTIVITY SUMMARY	TOTAL POINTS AVAILABLE	TOTAL POINTS EARNED	%
<b>TOTAL SCORE</b>	<b>424</b>	<b>396</b>	<b>93%</b>
1 - GUEST SERVICE	30	29	97%
2 - EMPLOYEES	24	24	100%
3 - MANAGEMENT	44	41	93%
4 - BUSINESS PROCEDURES	40	37	93%
5 - GOLF BUSINESS PROCEDURES	26	26	100%
6 - FACILITY	20	19	95%
7 - GOLF COURSE CONDITIONS	56	55	98%
8 - GOLF MAINTENANCE PROGRAM	16	16	100%
9 - GOLF CAR CONDITIONS & MAINTENANCE	22	22	100%
10 - PRO SHOP	40	34	85%
11 - DRIVING RANGE & PRACTICE AREAS	18	17	94%
12 - SNACK BAR	38	36	95%
13 - STANDARDS	50	40	80%
<b>COMMENTS:</b>			
<p>Overall, the team at Gordon lakes GC has been doing an outstanding job taking care of their customers and facility. For FY14 NIBD results are lower than over the past nine years but the pieces are in place to move the operation back to solid profitability in FY15. The above score of 90% reflects this fine effort. Only the Standards section of the Scorecard is below expectations. Since Mr Fumai was hired nine years ago the activity has been #2 in NIBD in CONUS, and the Labor % has averaged 49.7% over this same period!</p>			
<b>NOTE:</b> If any area or item within an area is non-applicable, enter 99 into the Grey "N/A" column. This will deduct the allotted points for that Section from the Total Points available.			

# IMCOM G9 Business Operations Site Assistance Visit Fort Anywhere 1-2 Nov 2014

## Program Scorecard - Golf

GARRISON Ft Gordon  
 ACTIVITY Gordon lakes Golf Course  
 DATE 15-17 July, 2014

PAGE 1 OF 4

### 1 GUEST SERVICE

	YES	INCOMPLETE	NO	N/A	Score
a. Are all guests greeted and assisted?	4	2	0	0	4
b. Is there a guest feedback program in place?	2	1	0	0	2
c. Are employees trained for guest service within first month?	4	2	0	0	4
d. Annual Guest Service Training Conducted and Documented	4	2	0	0	4
e. Are guests thanked for their business with a smile?	4	2	0	0	4
f. Are employees empowered to resolve guest dissatisfaction on the spot?	4	2	0	0	4
g. Staffing Levels are adequate for sales volume.	4	2	0	0	3
h. Is there "Standard Sequence of Service Procedure" established?	4	2	0	0	4
<b>Total Pts Available:</b>	<b>30</b>				<b>Total Pts Eamed:</b>
					<b>29</b>
					<b>97%</b>

**NOTES:** Staffing level is a little low for this time of year. Loss of Assistant Manager will result in additional burden on staff.

### 2 EMPLOYEES

	YES	INCOMPLETE	NO	N/A	Score
a. Has employee received position appropriate training?	4	2	0	0	4
b. Are uniforms and name tags in good condition, worn properly, & used for all employees?	4	2	0	0	4
c. Are current Individual Development Plans (IDP) in place for NF3/GS5 and above?	2	1	0	0	2
d. Are there Current Performance Standards for all employees?	2	1	0	0	2
e. Are there Annual Performance Evaluations for all employees IAW AR215-3?	2	1	0	0	2
f. What is the overall assessment of employee morale?	4	2	0	0	4
g. Are team members who serve alcohol ASIP/ServSafe Alcohol (or equivalent) certified?	2	1	0	0	2
h. Are team members who serve food ServSafe (or equivalent) trained?	2	1	0	0	2
i. Is there "Employee Recognition Program" established?	2	1	0	0	2
<b>Total Pts Available:</b>	<b>24</b>				<b>Total Pts Eamed:</b>
					<b>24</b>
					<b>100%</b>

**NOTES:** Excellent

### 3 MANAGEMENT

	YES	INCOMPLETE	NO	N/A	Score
a. Has management completed mandatory applicable training?	4	2	0	0	4
b. Is management present during peak hours?	4	2	0	0	4
c. Is management actively involved in providing service?	4	2	0	0	4
d. Is management cordial and welcoming?	2	1	0	0	2
e. Is management appropriately dressed & wearing a nametag?	2	1	0	0	2
f. Manager conducts and documents Periodic Staff Meetings.	2	1	0	0	2
g. Departmental Supervisors conduct Pre-Shift Meetings as matter of routine.	2	1	0	0	2
h. Does management execute their Individual Development Plan (IDP)?	2	1	0	0	2
i. Respective management certified in ServSafe (or equivalent)?	2	1	0	0	2
j. Is respective management ASIP/ServSafe Alcohol (or equivalent) certified?	2	1	0	0	2
k. Does management utilize Labor Model Tool for outlining available labor hours	4	2	0	0	2
l. Does management conduct monthly financial review & analysis?	2	1	0	0	2
m. Does management track daily revenues and expenses (MIS)?	2	1	0	0	2
n. Does management produce three standard reports, analyze them, and make program adjustments based on the result? (what's hot and what's not, Daily sales report, and Hourly sales report) from the POS?	4	2	0	0	4
o. Personnel Requirement Document updated and accurately reflects staffing needs.	2	1	0	0	1
p. Department and Position Cross-Training Encouraged and Practiced	4	2	0	0	4
<b>Total Pts Available:</b>	<b>44</b>				<b>Total Pts Eamed:</b>
					<b>41</b>
					<b>93%</b>

**NOTES:** PRD is presently being reworked, was not available. Management is aware of labor Model tool but not using it due to already being short-staffed.

# IMCOM G9 Business Operations Site Assistance Visit

## Fort Anywhere

### 1-2 Nov 2014

Program Scorecard - Golf

PAGE 2 OF 4

**4 BUSINESS PROCEDURES**

- a. Is RecTrac used to prepare and submit the DAR?
- b. Are fees and pricing IAW IMCOM Operating Standards?
- c. Is the annual competitive pricing survey completed?
- d. Is the Business Action Plan updated to reflect current status?
- e. Is marketing research used in the development of the business/action plan?
- f. Is "Web-site" available?
- g. Is information in the "Web-site" updated regularly?
- h. Is there a reinvestment plan for the facility and FFE (5-yr/CPMC)?
- i. Are CPMC's submitted for the budgeted quarter?
- j. Is a Standard Operations Procedures (SOP) available for review?
- k. Is a Facility Safety Plan available and reviewed by all employees?
- l. Are employees accounted for in the proper department?
- m. Are annual Marketing planned events advertised and promoted at a minimum 30 days in advance?
- n. Are JSPVP rebates credited to the correct department?
- o. Are tip reporting procedures followed and updated?
- p. Do reduced pricing periods in the bar conform to published guidelines IAW AR 215-1, Chapter 10, para 8g?
- q. Is a "Designated Driver" program in place and advertised?

	YES	INCOMPLETE	NO	N/A	Score
2	1	0			2
2	1	0			2
2	1	0			2
2	1	0			2
2	1	0			1
2	1	0			2
2	1	0			1
2	1	0			2
2	1	0			2
2	1	0			2
2	1	0			2
2	1	0			2
2	1	0			1
2	1	0			2
4	2	0			4
4	2	0			4

Total Pts Available: 40      Total Pts Earned: 37  
93%

**NOTES:** Golf course Management and Marketing Chief need to work together more closely.

**5 GOLF BUSINESS PROCEDURES**

- a. Is there an internal SOP for tournaments?
- b. Is there a guest brochure describing tournament procedures?
- c. Does operation participate in IMCOM-G9, PGA, and other national promotions?
- d. Are after action reports for promotional events completed and submitted?
- e. Is there an annual calendar of golf events?
- f. Does course operate with a General Public Access Waiver?
- g. Is there an SOP for golf lessons?
- h. Are scorecards current and available?
- i. Are general rules of play and conduct available to customers?

	YES	INCOMPLETE	NO	N/A	Score
2	1	0			2
2	1	0			2
2	1	0			2
2	1	0			2
6	3	0			6
6	3	0			6
2	1	0			2
2	1	0			2
2	1	0			2

Total Pts Available: 26      Total Pts Earned: 26  
100%

**NOTES:**

**6 CLUBHOUSE**

- a. Does the front entrance give a good first impression?
- b. Is the parking lot clearly marked and outside areas clean?
- c. Is there professional exterior signage?
- d. Is signage and advertising current?
- e. Are the landscaped areas well maintained?
- f. Is the dumpster area well maintained?
- g. Are the floors, furniture, and fixtures clean?
- h. Are the restrooms clean, adequately stocked and well maintained?
- i. Are all areas adequately lit/all lights functional?
- j. Are the drinking fountains clean with cool, adequate water pressure?
- k. Is the stage set (proper lighting, background music, televisions, popcorn popped)?

	YES	INCOMPLETE	NO	N/A	Score
2	1	0			2
2	1	0			2
2	1	0			1
2	1	0			2
2	1	0			2
2	1	0			2
2	1	0			2
2	1	0			2
2	1	0			2
2	1	0			2
0	1	0		99	
2	1	0			2

Total Pts Available: 20      Total Pts Earned: 19  
95%

**NOTES:**



# IMCOM G9 Business Operations Site Assistance Visit Fort Anywhere 1-2 Nov 2014

7 GOLF COURSE CONDITION & MAINTENANCE		YES	INCOMPLETE	NO	N/A	Score
a. Are turf conditions consistent from tee to green throughout the course?		6	3	0		6
b. Are the cart paths in good shape, edged, and weed free?		2	1	0		2
c. Are rest rooms clean and functional?		2	1	0		2
d. Are water coolers stocked and drinking fountains working?		2	1	0		2
e. Are trash receptacles neat and clean?		2	1	0		2
f. Are the bunkers edged, weed free, with consistent sand levels?		4	2	0		4
g. Does superintendent have a detailed maintenance plan?		4	2	0		4
h. Are weak/damaged areas at the prescribed minimum for all play areas?		6	3	0		6
i. Is there evidence of proper tee box rotation?		4	2	0		4
j. Is there a preventative maintenance plan/schedule for equipment?		4	2	0		4
k. Is maintenance equipment cleaned daily?		2	1	0		2
l. Is the maintenance facility clean and organized?		2	1	0		2
m. Are lock out / tag out procedures in place?		2	1	0		2
n. Do the Greens, Tees, Fairways and Bunkers meet playing standards?		8	4	0		7
o. Is there evidence of proper maintenance applications (aeration, chemicals, topdressing, etc.)?		6	3	0		6
<b>Total Pts Available:</b>		<b>56</b>		<b>Total Pts Earned:</b>		<b>55</b>
						<b>98%</b>

**NOTES:** Some bunkers need edging and weeding

8 GOLF ENVIRONMENTAL PROGRAM		YES	INCOMPLETE	NO	N/A	Score
a. Is there a published Integrated Pest Management Plan?		2	1	0		2
b. Are pesticide handlers certifications up to date?		6	3	0		6
c. Are MSDS documents on file and available for review?		4	2	0		4
d. Is a chemical handling safety program in place and followed?		4	2	0		4
<b>Total Pts Available:</b>		<b>16</b>		<b>Total Pts Earned:</b>		<b>16</b>
						<b>100%</b>

**NOTES:**

9 GOLF CARTS		YES	INCOMPLETE	NO	N/A	Score
a. Are carts being maintained on a proper schedule?		4	2	0		4
b. Are carts cleaned daily and staged properly?		2	1	0		2
c. Are the carts being properly rotated for use?		4	2	0		4
d. Is there a proper cart storage facility used?		2	1	0		2
e. Is cart storage facility clean and organized?		2	1	0		2
f. Has activity replaced/scheduled replacement of batteries?		4	2	0		4
g. Has mechanic attended Club Cart training?		4	2	0		4
<b>Total Pts Available:</b>		<b>22</b>		<b>Total Pts Earned:</b>		<b>22</b>
						<b>100%</b>

**NOTES:**

10 PRO SHOP		YES	INCOMPLETE	NO	N/A	Score
a. Are merchandise displays clean, stocked, and rotated regularly?		2	1	0		2
b. Is merchandise current?		2	1	0		2
c. Is the inventory merchandised properly?		2	1	0		1
d. Is club fitting and special ordering available?		2	1	0		2
e. Are multiple logo options incorporated in the merchandise?		4	2	0		2
f. Does the shop provide multiple brands for both men and women?		4	2	0		4
g. Are proper tee time prioritization and reservation procedures in use?		6	3	0		6
h. Are seasonal sales events used to increase sales and turn inventory?		2	1	0		2
i. Are sales events identified in the annual marketing plan?		4	2	0		2
j. Are rental clubs serviceable, clean, complete, and replaced regularly?		4	2	0		4
k. Is there a proper mix of fancies and basics within the clothing lines?		2	1	0		1
l. Does the shop use mannequins for both men and ladies clothing?		2	1	0		2
m. Does the Pro Shop staff wear like clothing items from the floor with course logo as uniforms?		4	2	0		4
<b>Total Pts Available:</b>		<b>40</b>		<b>Total Pts Earned:</b>		<b>34</b>
						<b>85%</b>

**NOTES:** New logo being designed; Shop staff has uniforms with FMWR logo - cannot deduct points for (m). Merchandising practices were discussed and some were fixed on the spot.

# IMCOM G9 Business Operations Site Assistance Visit

## Fort Anywhere

### 1-2 Nov 2014

11 DRIVING RANGE AND PRACTICE AREAS		YES	INCOMPLETE	NO	N/A	Score
a. Are range balls in good condition and replaced annually?		4	2	0		3
b. Are driving range mats in good condition?		4	2	0		4
c. Are grass hitting areas in good condition?		4	2	0		4
d. Are signs visible, legible, and in generally good condition?		2	1	0		2
e. Are range targets visible, serviceable, with yardage marked?		2	1	0		2
f. Are proper turf management practices in place to include adequate drainage?		2	1	0		2
<b>Total Pts Available:</b>		18		<b>Total Pts Earned:</b>		17
						94%

**NOTES:** Old range balls should be discarded and new balls put into circulation.

12 SNACK BAR		YES	INCOMPLETE	NO	N/A	Score
a. Are all of the products on the menu available?		2	1	0		2
b. Are specials advertised and available?		2	1	0		2
c. Is service time appropriate to style of food delivery?		2	1	0		2
d. Were presentations appetizing, fresh, and appealing?		2	1	0		2
e. Are recipes available for staff and followed?		4	2	0		2
f. Are portion controls in place & followed?		4	2	0		4
g. Were the table/chairs clean and neat?		2	1	0		2
h. Are the menus clean and updated?		0	1	0	99	
i. Are the last 3 Preventive Medicine (sanitation) inspections on file?		6	3	0		6
j. Are all findings corrected w/in specified time?		2	1	0		2
k. Are the kitchen service and storage areas clean and organized?		4	2	0		4
l. Are the bar service and storage areas clean and organized?		0	2	0	99	
m. Are any Portable F&B operations equipment clean and well stocked?		2	1	0		2
n. Are JSPVP rebates credited to the correct activity?		2	1	0		2
o. Are par inventory levels established?		2	1	0		2
p. Is stock being properly rotated (FIFO)?		2	1	0		2
<b>Total Pts Available:</b>		38		<b>Total Pts Earned:</b>		36
						95%

**NOTES:** Recipes need updating

13 GOLF STANDARDS		BM/STD	YTD	XXX%	≥ 80%	79-50%	<50%	N/A	SCORE
a. Prime Vendor usage		80%			10	5	0		10
		Last Year		Current Year	Variance				
b. Labor % meets fiscal year standard?		< or =	up to +5%	>5%	10	5	0		5
c. Actual NIBD vs. Standard NIBD		≥ 12%	11.9%-0%	<0%	10	5	0		5
d. Participation		≥ 70%	69-50%	<50%	10	5	0		10
e. Management Certification (PGA Class A/GCSAA)		Good Standing	N-PROGRESS	NO-PROGRESS	10	5	0		10
<b>Total Pts Available:</b>		50		<b>Total Pts Earned:</b>		40		80%	