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REPORT BY THE

# Comptroller General

OF THE UNITED STATES

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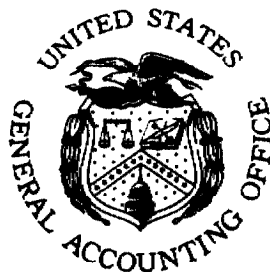
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RELEASED

## Changes Needed In Operating Military Clubs And Alcohol Package Stores Volume II



109207



505045

FPCD-79-9A  
APRIL 23, 1979





COMPTROLLER GENERAL OF THE UNITED STATES  
WASHINGTON, D.C. 20548

B-148581

The Honorable Dan Daniel  
Chairman, Nonappropriated Fund Panel  
Armed Services Investigations Subcommittee  
Committee on Armed Services  
House of Representatives

Dear Mr. Chairman:

This appendix presents the results of our questionnaire analysis of service members' perceptions of military club services. It is intended to supplement the data presented in our report "Changes Needed in Operating Military Clubs and Alcohol Package Stores," FPCD-79-9, January 15, 1979, which we prepared in response to your request of December 12, 1977.

As arranged with your office, we will make no further distribution of the report until your office submits it to the Department of Defense and each of the military services and publicly announces its contents. We understand that this distribution will be made shortly after the receipt of this appendix.

Sincerely yours,

A handwritten signature in black ink, appearing to read "Thomas B. Stebbins".

Comptroller General  
of the United States

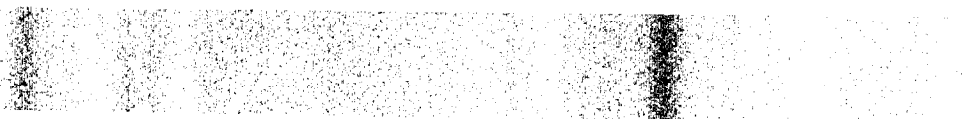


## PREFACE

Volume II of our report, "Changes Needed in Operating Military Clubs and Alcohol Package Stores," presents the results of a survey of military personnel to obtain their views on the military club system. This volume, which is appendix VII of the report, expands on information contained therein.

As a source document, it should be helpful to the Office of the Secretary of Defense and the individual service headquarters in managing military clubs. Requests from these organizations for further information should be sent to:

Director, Federal Personnel and Compensation Division  
Attn: Systems Analysis Group  
U.S. General Accounting Office  
441 G Street, NW.  
Washington, D.C. 20548



VOLUME II: RELATED APPENDIX

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ABBREVIATIONS

AF	Air Force
GAO	General Accounting Office
MC	Marine Corps
NCO	Noncommissioned officers club





SECTION 1INTRODUCTION

The military club system is having considerable financial difficulties. In addition to management problems, many clubs are experiencing low patronage by eligible personnel because of the inability of the club system to adequately satisfy their needs. Through the use of a questionnaire, we obtained information on perceptions of active-duty military personnel about their club system and related alcohol package stores. (See section 5.)

Our survey showed that:

- Although 56 percent of the military population uses the club once a month or more, 44 percent never uses it or uses it infrequently.
- Overseas clubs are used considerably more often than clubs in the United States despite a significantly less positive attitude toward the clubs.
- Junior enlisted personnel are attracted by the clubs' low drink prices and entertainment and because the clubs are often one of few places available where they can eat, drink, and socialize. Poor entertainment, poor atmosphere, and preferring not to socialize with military personnel were reasons not to use the clubs.
- Senior enlisted personnel use the clubs to cash checks, for low drink prices, to socialize with their peers, and because the club is often one of few places available. Many do not use the club because of poor entertainment, atmosphere, service, and employee attitude, or because the club is inconveniently located.
- Officers feel pressured or obligated to join their club but view it as a good place to socialize with their peers. They do not use the club because of its inconvenient location, poor food quality, and poor entertainment.
- Many enlisted personnel thought their club atmosphere was too military, too rowdy, or too ethnically oriented; and many officers thought the clubs were too military or too formal and old fashioned.

- If negative aspects were improved or eliminated, 45 percent of the population would increase their patronage.
- If further actions are necessary to reduce operating losses, enlisted personnel would prefer to consolidate into "all ranks" facilities rather than modify prices and services or close unprofitable clubs. Officers would rather retain the traditional separation of ranks by increasing prices or reducing services.
- Military personnel are generally satisfied with their alcohol package stores.

We believe club management officials should continually monitor the attitudes and impressions of military personnel toward their clubs to identify and attempt to solve problems such as those cited above. They should strive to more effectively satisfy the morale, welfare, and recreational needs of active-duty personnel.

Where all reasonable attempts to improve club patronage fail, consolidation of club services may offer a viable alternative to continuing the operation of several unsuccessful club facilities on a military installation. At some locations where a low patronage base contributes to club unprofitability, consolidating enlisted and officers clubs could improve services as well as provide a greater variety of services to meet the diverse needs of the population. Our survey showed that, overall, more military personnel would prefer some form of consolidation to the alternatives of increased prices and reduced services at existing clubs or closing unprofitable clubs.

#### OBJECTIVES OF THE SURVEY

We conducted this survey to determine whether clubs were adequately meeting the needs of active-duty personnel. More specifically, we wanted to find out

- how often military personnel use their clubs compared to other comparable establishments,
- what military personnel felt were positive and negative aspects of their clubs and alcohol beverage stores, and

--military personnel's reactions to various alternatives to reduce operating costs if the club system's financial position continued to deteriorate.

### QUESTIONNAIRE DEVELOPMENT

Before developing the survey questionnaire, we talked with service headquarters to determine whether this type of information already existed. We found that the Navy and the Air Force had surveyed their personnel in 1975 and 1977, respectively. These surveys were useful in developing our questionnaire, but they did not meet our need for more up-to-date information covering all four services.

Survey participants were asked to consider the club at their installation or at the installation nearest to them, but the survey was designed to obtain servicewide attitudinal and patronage data rather than data on a specific club. The questionnaire was pretested on Air Force and Navy personnel.

### SAMPLE SELECTION

The military population was divided into the following 12 strata or cells.

	<u>Junior enlisted personnel</u>	<u>Senior enlisted personnel</u>	<u>Officers</u>
Army	E1-E4	E5-E9	01-06 a/W1-W4
Navy	E1-E6	E7-E9	01-06 W1-W4
Marine Corps	E1-E5	E6-E9	01-06 W1-W4
Air Force	E1-E3	E4-E9	01-06

a/Warrant officers.

Primarily, the cells represent the general rank division for club membership in each service. Most larger installations have a junior enlisted club, a noncommissioned officers (NCO) club, and an officers club.

A stratified random sampling plan was developed so that the results could be projected to the entire military population and still provide sufficiently precise data within the 12 strata or groups of interest.

The sample was chosen using randomly selected terminal digits from social security numbers. Each of the services was requested to provide the names and addresses of at least 300 officers, 400 senior enlisted personnel, and 400 junior enlisted personnel.

#### QUESTIONNAIRE ADMINISTRATION

In total, 4,708 questionnaire packets were mailed during May and June 1978. Participants were asked to complete and return the questionnaire in a postage paid, GAO-addressed envelope and to separately mail the postcard included in the questionnaire packet. Returned postcards were in no way associated with returned questionnaires and were used only for control purposes. The anonymity provided by this procedure was stressed to encourage honest and accurate responses. A second mailing was sent out about 1 month after the initial mailing to those persons who had not returned their postcards.

#### RESPONSE RATE

As of the mid-August 1978 cutoff date, 3,276 questionnaires had been returned, of which 3,210 were sufficiently completed for analysis. In addition, 325 questionnaires had been returned as undeliverable because addressees had moved or were no longer in the service. The undeliverable questionnaires were subtracted from the number mailed to compute the following response rates.

Questionnaire Response Rate

	<u>Usable responses</u>	<u>Overall</u>	<u>Response rate</u>	<u>Overall</u>
Officer:				
Army	226		82.8	
Navy	250		86.5	
Marine Corps	337		91.8	
Air Force	<u>257</u>	<u>1070</u>	88.3	87.7
Senior enlisted personnel:				
Army	331		71.0	
Navy	312		83.9	
Marine Corps	332		78.1	
Air Force	<u>341</u>	<u>1316</u>	87.0	79.5
Junior enlisted personnel:				
Army	154		44.8	
Navy	209		54.7	
Marine Corps	218		55.2	
Air Force	<u>243</u>	<u>824</u>	62.8	54.6
Total sample		<u>3210</u>		73.2

SAMPLING ERROR

As in any data collection effort which does not obtain responses from the entire population, the questionnaire results are subject to a certain amount of sampling error. This sampling error depends on the level of confidence sought, the number of responses, and the observed percentage responding to specific questions. At the 95-percent level of confidence, the sampling error for service-level findings among officers is within plus or minus 7 percent; for senior enlisted personnel, 6 percent; and for junior enlisted personnel, 8 percent.

Results based on further breakdown of a cell such as responses of club members only are somewhat less precise. Conversely, responses of aggregates such as all Navy personnel or all officer personnel are somewhat more precise.

AUTOMATING QUESTIONNAIRE RESULTS

Before processing the data, a number of steps were taken to insure a high degree of accuracy. These included 100-percent verification at the time of keypunching, hand proofing of a 2-percent sample of keypunching, and an automated edit procedure.

A widely used computer program, the Statistical Package for the Social Sciences, was used to analyze the data. To project the results to service and Department of Defense levels, we weighted individual response data. This involved multiplying a given response by a factor based on sample size and the percent of the overall population represented by the respondent's service and pay grade. In general, this gave more weight to junior enlisted respondents to reflect their predominance in the active duty population. Unless otherwise indicated, the information in this report has been weighted and can be projected to the entire service or military population.

SECTION 2ATTITUDES TOWARD MILITARY CLUBS

This section presents responses to questions concerning membership, usage, and attitudes toward military clubs. Overall, the responses indicate that military clubs meet the particular needs of certain segments of the military population, who, in general, feel slightly positive about their clubs. Many junior enlisted personnel are attracted by the clubs' low drink prices and entertainment or use them because there are often few other places available. Many officers and, to some extent, senior enlisted personnel feel pressured or obligated to join the clubs but view them as a good place to socialize with their peers.

Even though over one-half of the military personnel uses the clubs for these and other reasons, the remainder never uses the clubs or uses them infrequently because of the reluctance to socialize with military peers or because of poor atmosphere, poor entertainment, unsatisfactory service, or inconvenient location. Many persons indicated that they would increase their patronage if these aspects of the clubs were improved or eliminated. Except for location and military socializing, club management could correct these negative aspects of club operations and should concentrate its attention to these deficiencies.

We analyzed responses separately for profitable and unprofitable senior enlisted and officers clubs. Profitability was based on net income after distribution of package store profits. Predictably, unprofitable senior enlisted clubs were used about one-third less than profitable clubs and unprofitable officers clubs about one-fourth less often. Respondents felt considerably less positive about the unprofitable clubs, particularly toward dues, hours, entertainment (senior enlisted), and appearance and decor (officers).

It is difficult to say whether these factors result in unprofitability or whether unprofitability negatively affects these factors. For example, do reduced hours decrease patronage or are the reduced hours a result of low patronage? Do patrons object to the amount of dues or to what they get for their dues? Would they be willing to pay more dues for a better club, better service, or better food? Unfortunately, our survey cannot answer these questions,

but negative feelings toward these aspects of club operations indicate the need for greater attention by club management.

For the most part, responses among the services did not vary significantly so the aggregate data also reflects the responses of each of the services. Where answers to certain questions were significantly different, individual service responses follow the aggregate charts.

#### MEMBERSHIP

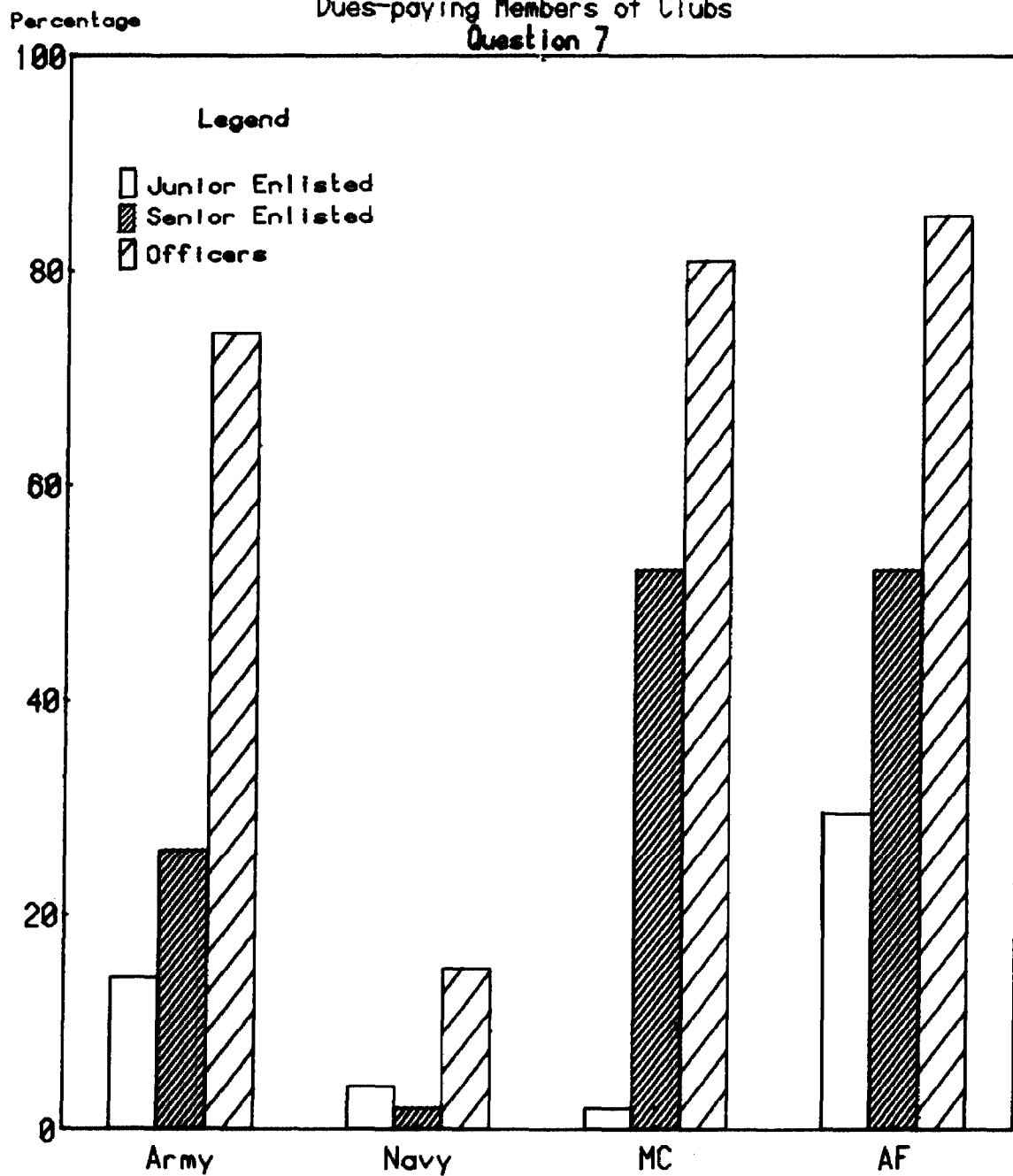
As a result of different membership requirements, the number of dues-paying members in military clubs varies considerably not only by status but also by service. Except for certain officers clubs, Navy clubs do not have dues-paying memberships. Army club membership requirements are set by local commanders. Most Army officers clubs and a few senior enlisted clubs require dues. Marine Corps senior enlisted personnel and officers and all Air Force personnel must pay dues to be club members.

The percentage of junior enlisted personnel who are dues-paying members of clubs is low because most junior enlisted clubs do not require dues. Also, about 14 percent of the junior enlisted personnel do not have clubs available, compared to about 3 percent of the senior enlisted personnel and officers.

Higher membership rates for officers may be attributed to pressure or obligation to join. About 70 percent of Air Force and Marine Corps officers and 60 percent of Army officers felt pressured to join their club. About one-third of these officers felt that pressure was the single most important reason to join.



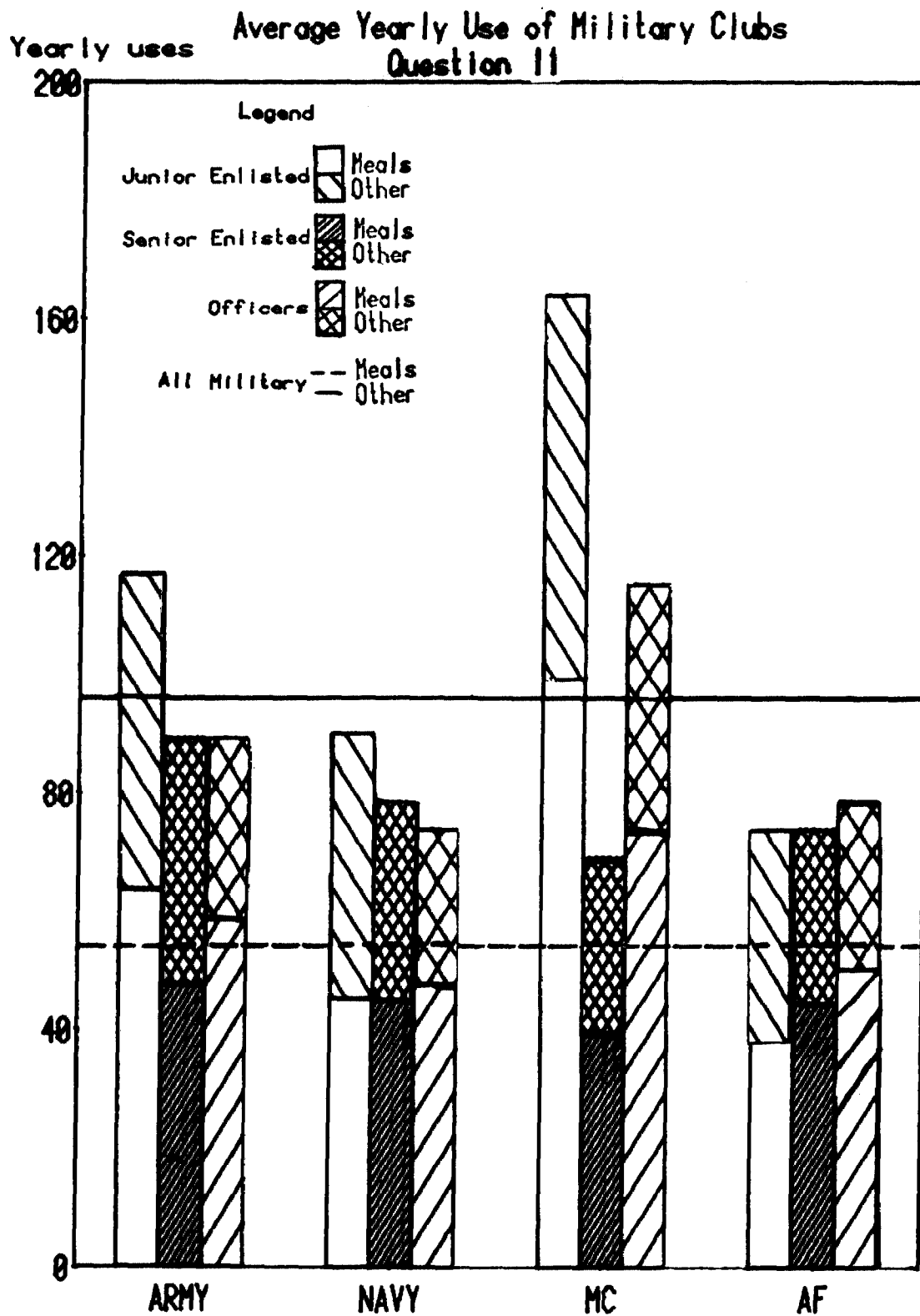
Percentage of Military Population who are  
Dues-paying Members of Clubs  
Question 7



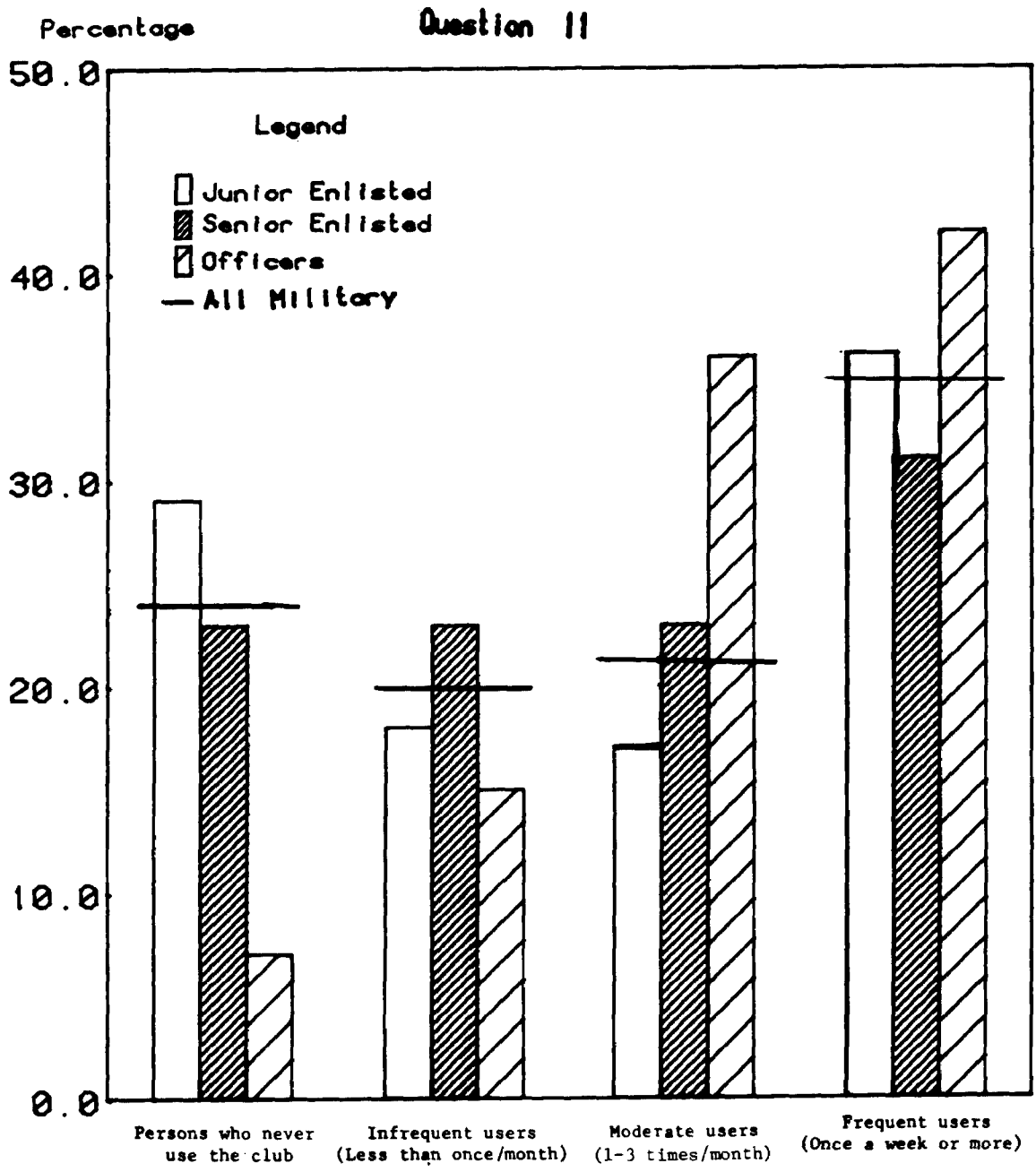
USAGE

Usage is a better indicator of the clubs' success in meeting the needs of military personnel than membership. Generally, service personnel use their clubs an average of 96 times a year, including 54 meals. Marine Corps personnel use their clubs the most and Air Force personnel the least.

Further analysis shows that 24 percent of the military population never uses the club, and 20 percent uses it infrequently (less than once a month). About 21 percent could be considered moderate users, who use the club from 1 to 3 times a month. About 35 percent frequent the clubs more than once a week.



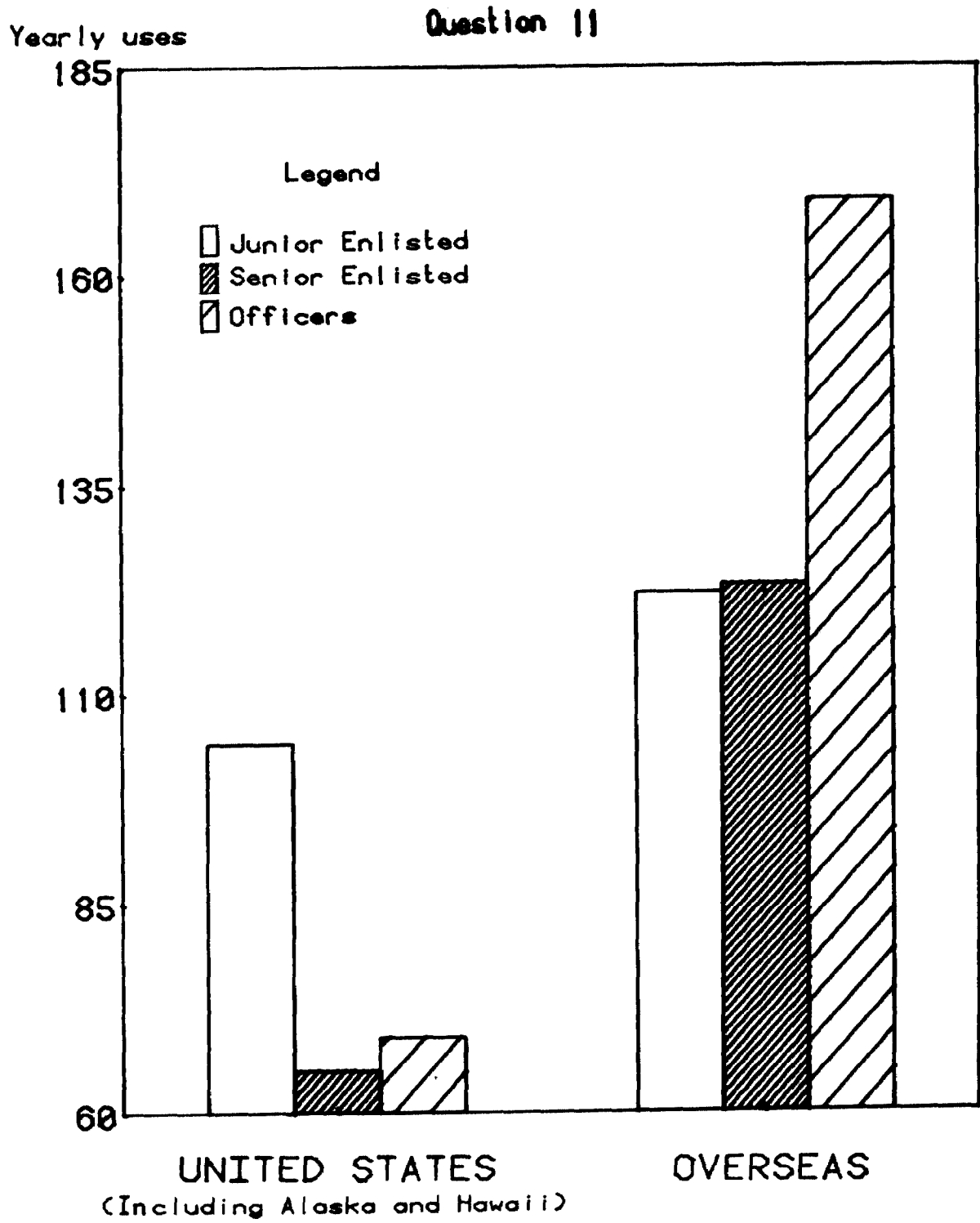
### Frequency of Club Use



Usage--overseas v. United States

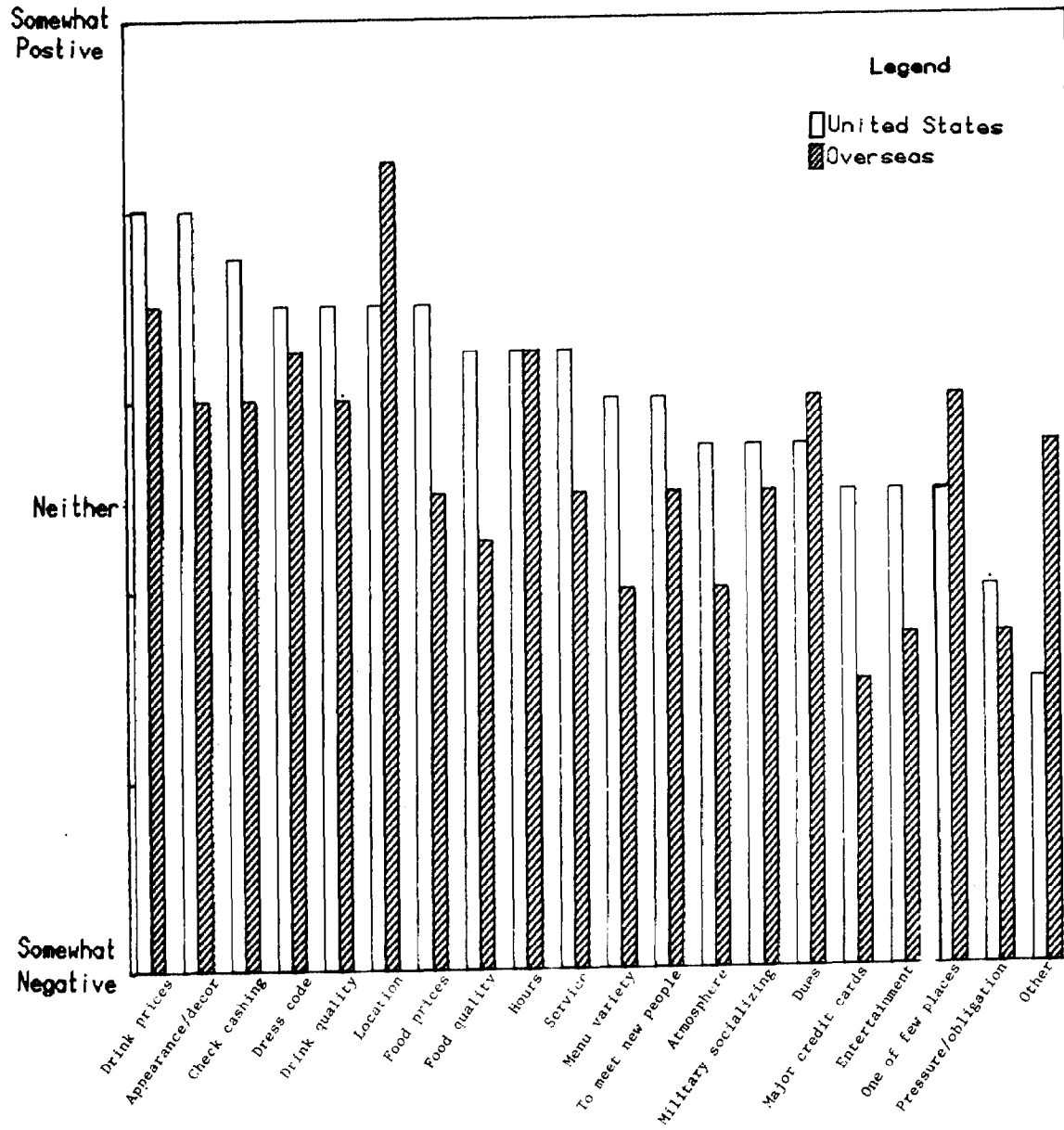
Overseas clubs are used considerably more often than clubs in the United States despite a significantly less positive attitude toward the clubs. Service personnel use clubs overseas because of location and because clubs are often one of few places available where they can eat, drink, and socialize. Food quality, menu variety, atmosphere, and entertainment were considered negative influences in overseas clubs.

### Comparison of United States and Overseas Clubs



Attitudes toward United States and Overseas Clubs

Question 20



REASONS FOR JOINING OR USING MILITARY CLUBSJunior enlisted personnel

Responses indicate that, except for Air Force personnel, drink prices seem to be the most attractive feature of clubs for many people, especially Navy junior enlisted personnel. Entertainment was the second most popular reason for using the clubs. The fact that there were few places available where personnel could eat, drink, socialize, and meet new people also influenced personnel to use the clubs. About 10 percent of the Air Force junior enlisted respondents said check cashing service was the most important reason for using the clubs, whereas less than 2 percent of the personnel from the other services chose this factor.

Senior enlisted personnel

Check cashing service is the single most important reason why many senior enlisted personnel use the clubs. However, this was strongly influenced by Air Force personnel, 30 percent of whom selected this factor. Drink prices, being one of few places available, and socializing with military personnel also attract senior enlisted personnel.

Further analysis shows significant variances in drink prices and military socializing. Again, Navy personnel are more positively influenced by drink prices and military socializing than other service personnel. However, the wide variance in military socializing is probably due to our including only E7 through E9 for Navy senior enlisted personnel. By comparison, for our survey Air Force senior enlisted personnel included E4 through E9.

Other significant variances occurred in pressure or obligation to join, which was felt most strongly by Marine Corps personnel, and entertainment which was more influential for Army and Marine Corps personnel.

Officers

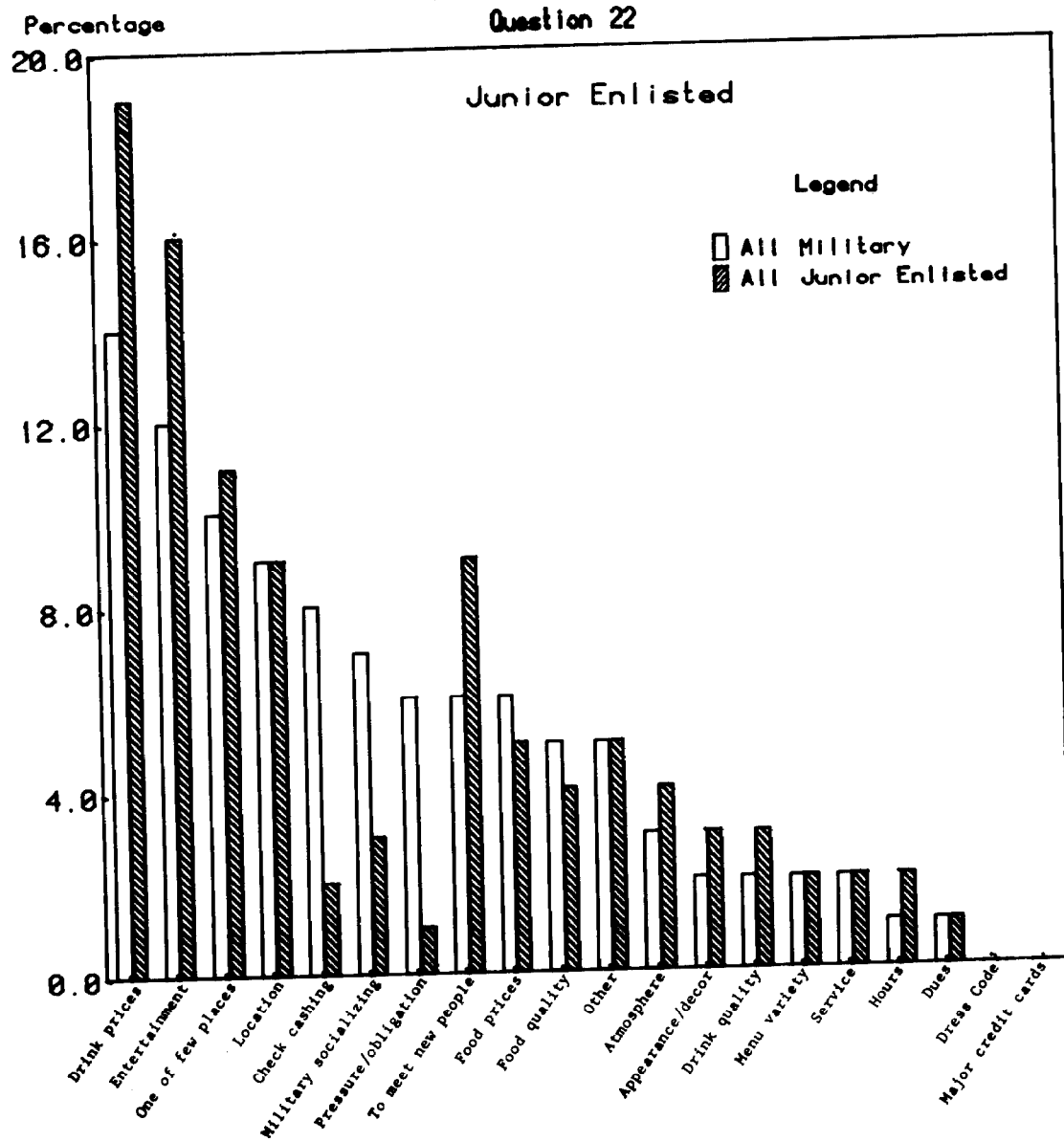
Except for Navy officers, by far the single most important reason for officers to join the clubs was pressure or obligation. Over 30 percent of the officers in the other services indicated that this was the most important reason to join. In addition, 64 percent of the officers in these services felt some pressure to join. Notwithstanding this



pressure, a sizable percentage sees the club as a good place to socialize with fellow officers. This was especially true for Marine Corps officers.

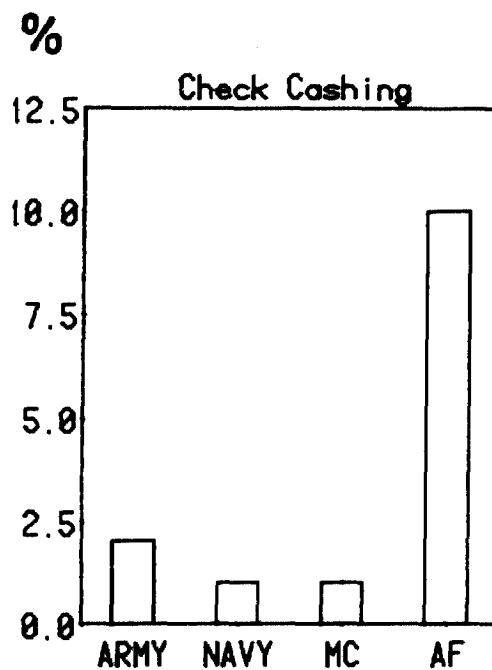
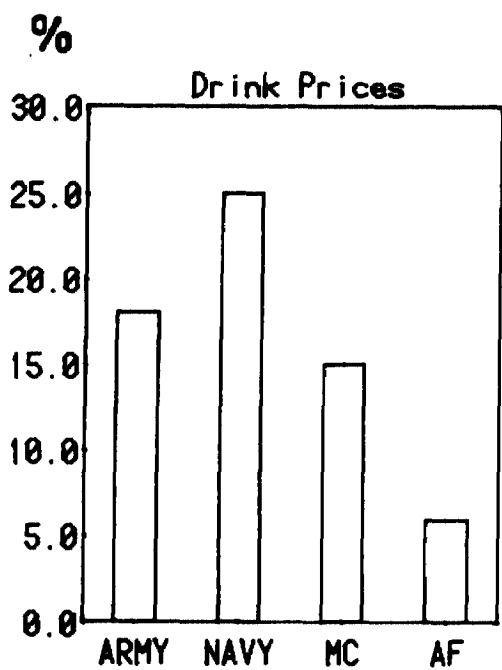
Other variances were seen in check cashing services, food quality, food prices, and drink prices. Navy officers seemed more favorably impressed with the last three aspects of the clubs. Army and Air Force officers viewed check cashing privileges as an important reason to join the club.

Single Most Important Reason to Join or Use Military Clubs

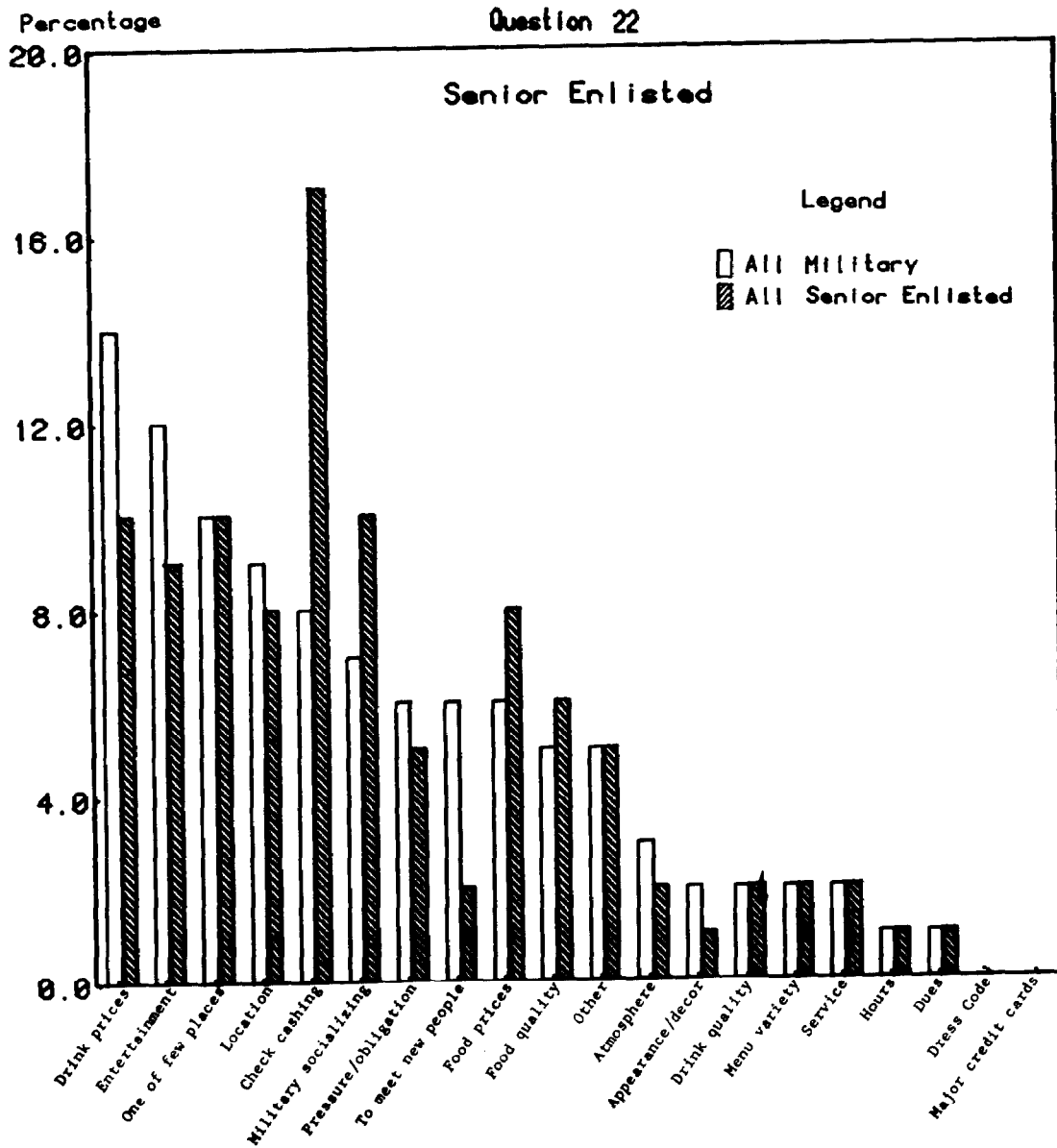


### Significant Variances in Reasons to Use Clubs

Junior Enlisted

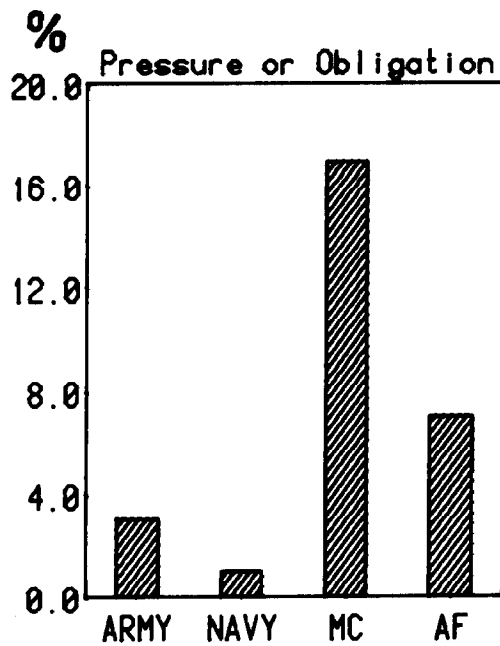
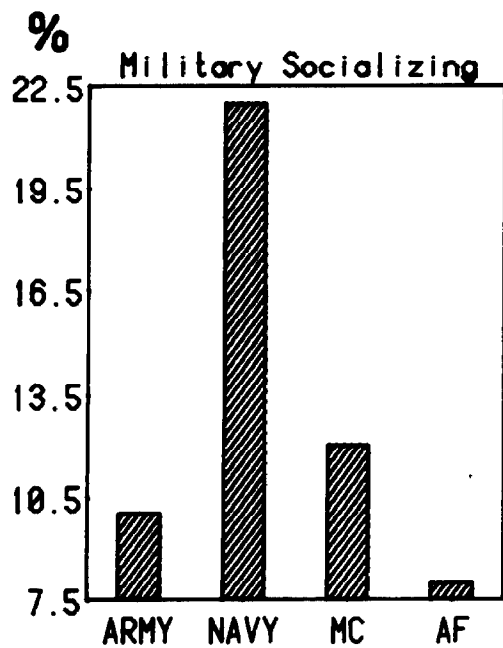
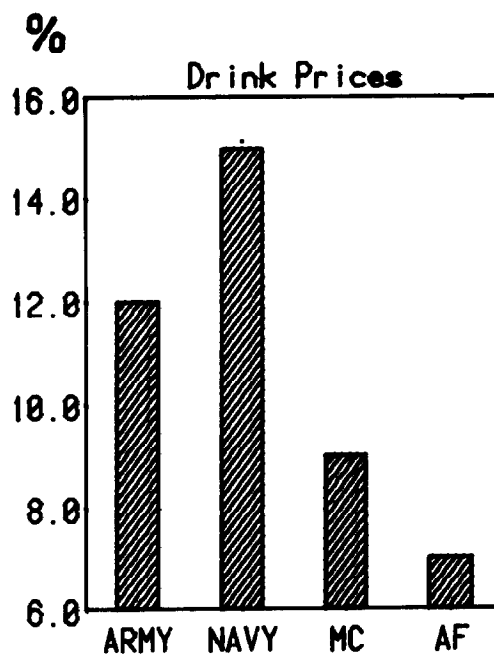
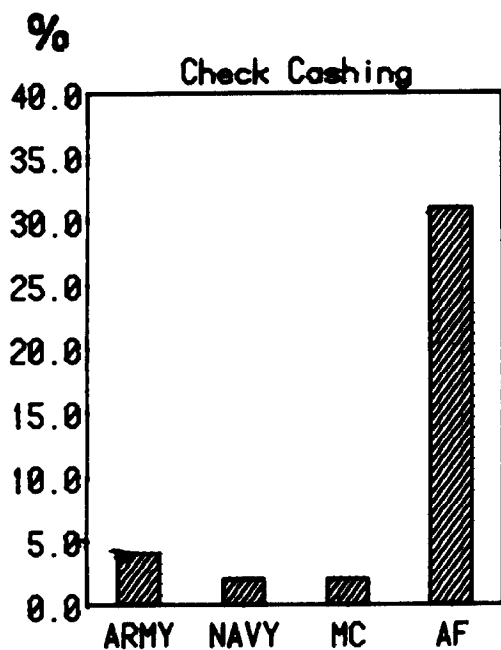


Single Most Important Reason to Join or Use Military Clubs



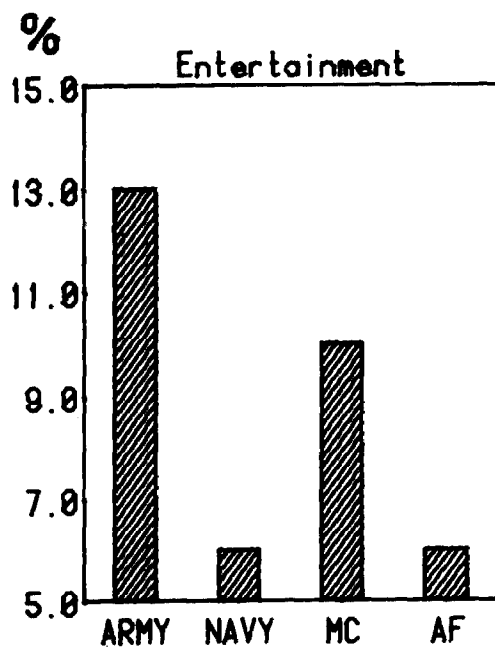
### Significant Variances in Reasons to Use Clubs

#### Senior Enlisted

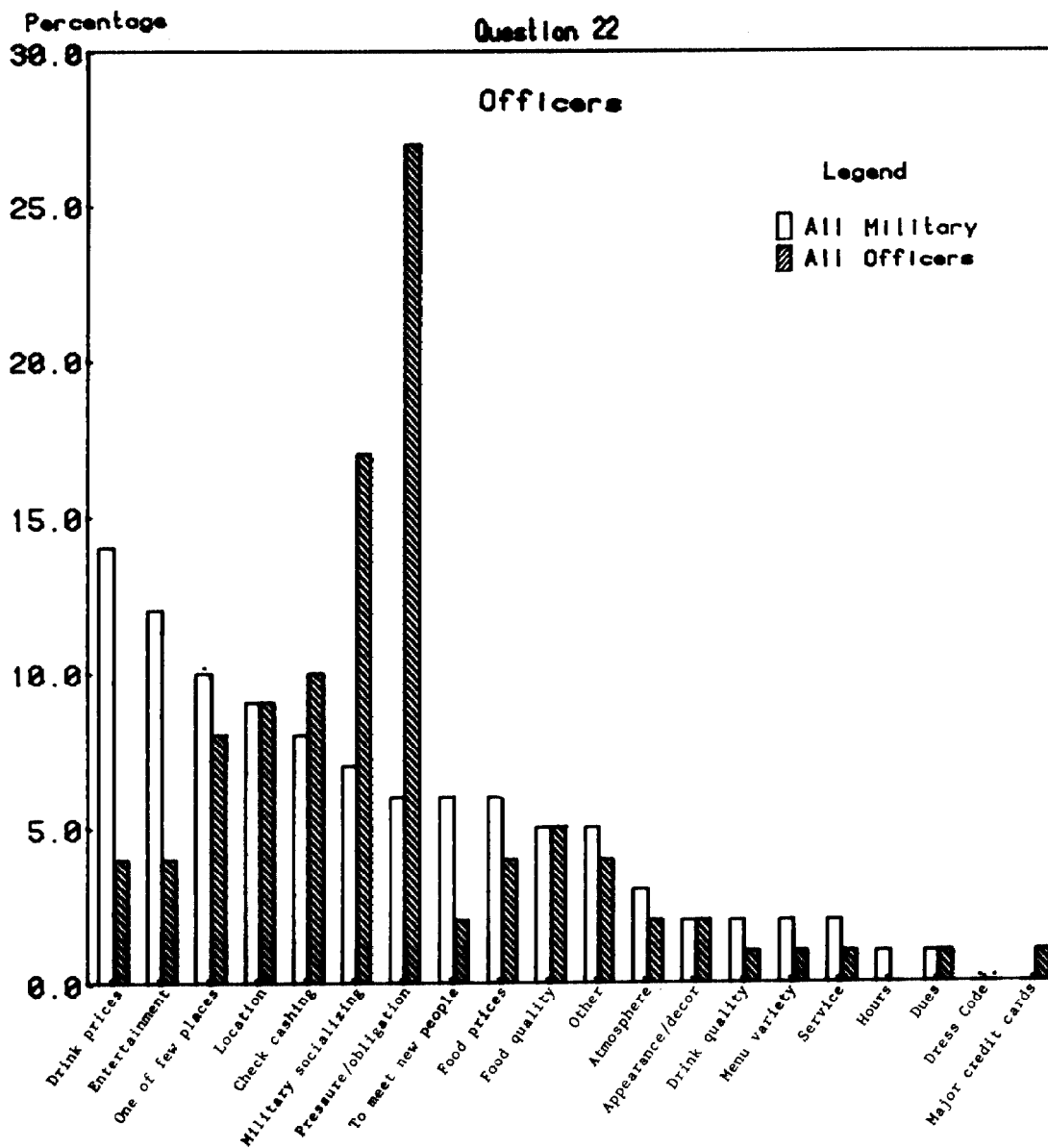


Significant Variances in Reasons to Use Clubs

Senior Enlisted

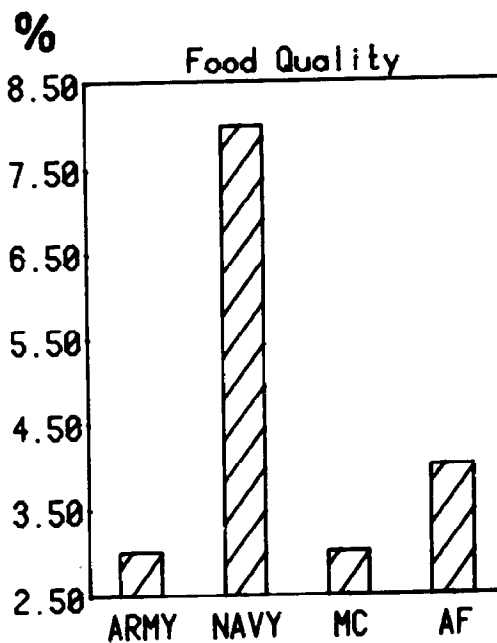
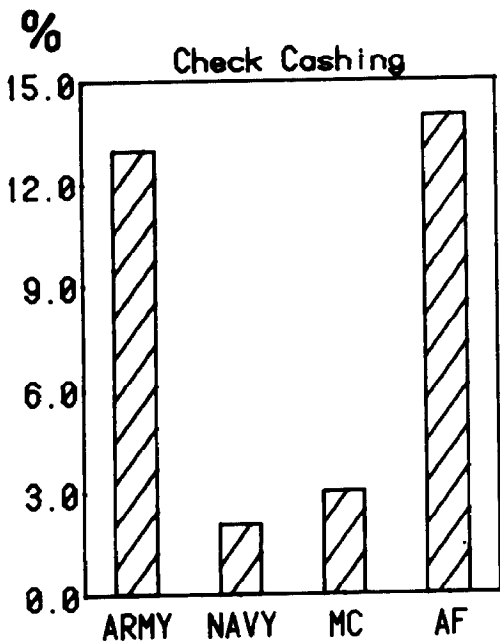
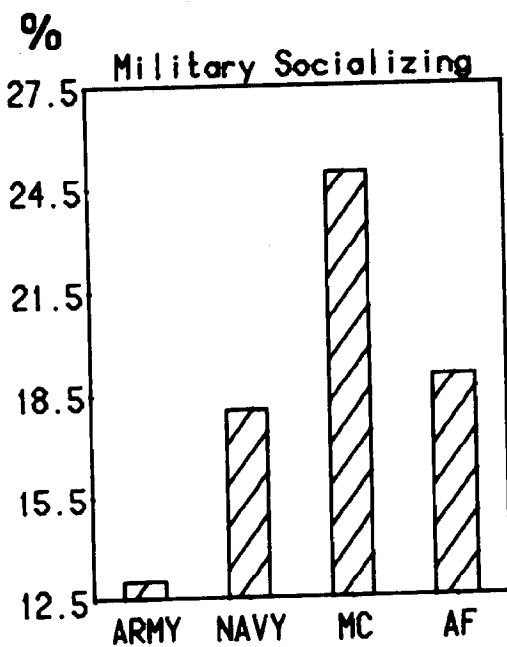
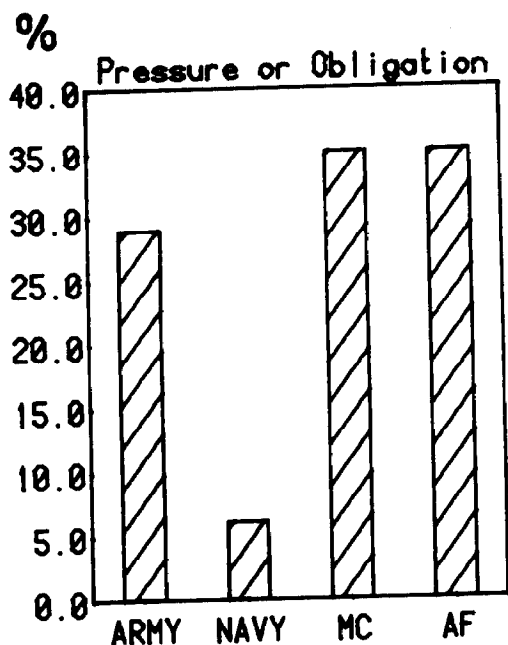


Single Most Important Reason to Join or Use Military Clubs



### Significant Variances in Reasons to Use Clubs

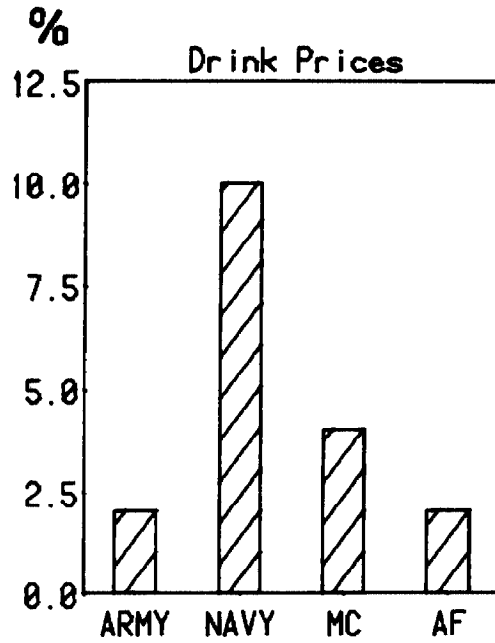
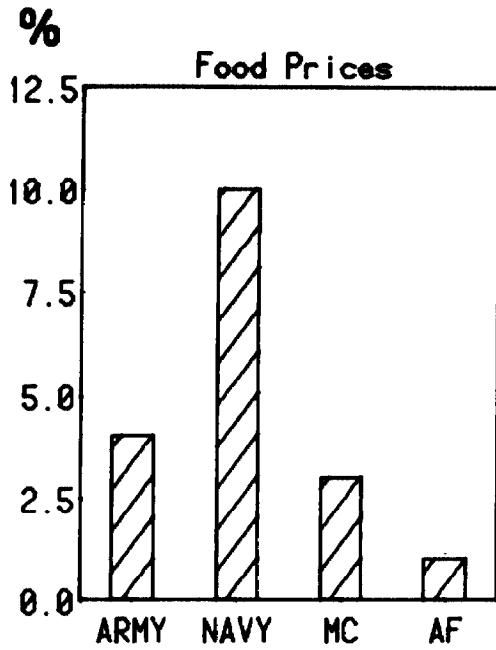
#### Officers





### Significant Variances in Reasons to Use Clubs

#### Officers



REASONS FOR NOT JOINING OR USING MILITARY CLUBSJunior enlisted personnel

Entertainment and atmosphere followed closely by socializing with military personnel were cited most often by junior enlisted personnel as the most important reasons for not joining or using military clubs. Such factors as dues, dress code, and use of major credit cards seem to have little effect on club use.

Junior enlisted personnel's reasons for not using the clubs were fairly consistent except that considerably more Navy personnel and fewer Army personnel considered socializing with military personnel to be the most negative factor.

Senior enlisted personnel

Again, entertainment and atmosphere were considered to be the most negative aspects of the clubs by many personnel. Service and employee attitude and location were also negative factors.

More Air Force personnel and fewer Navy personnel indicated entertainment as the most negative factor. Also, Navy personnel were less negative toward the club atmosphere. Location was more often cited by Navy personnel, but this could result from the unavailability of clubs to personnel at sea. Also, Navy senior enlisted personnel were less negative toward socializing with their peers; but, again, this could result from our having included only E7 through E9 for the Navy in our senior enlisted personnel survey.

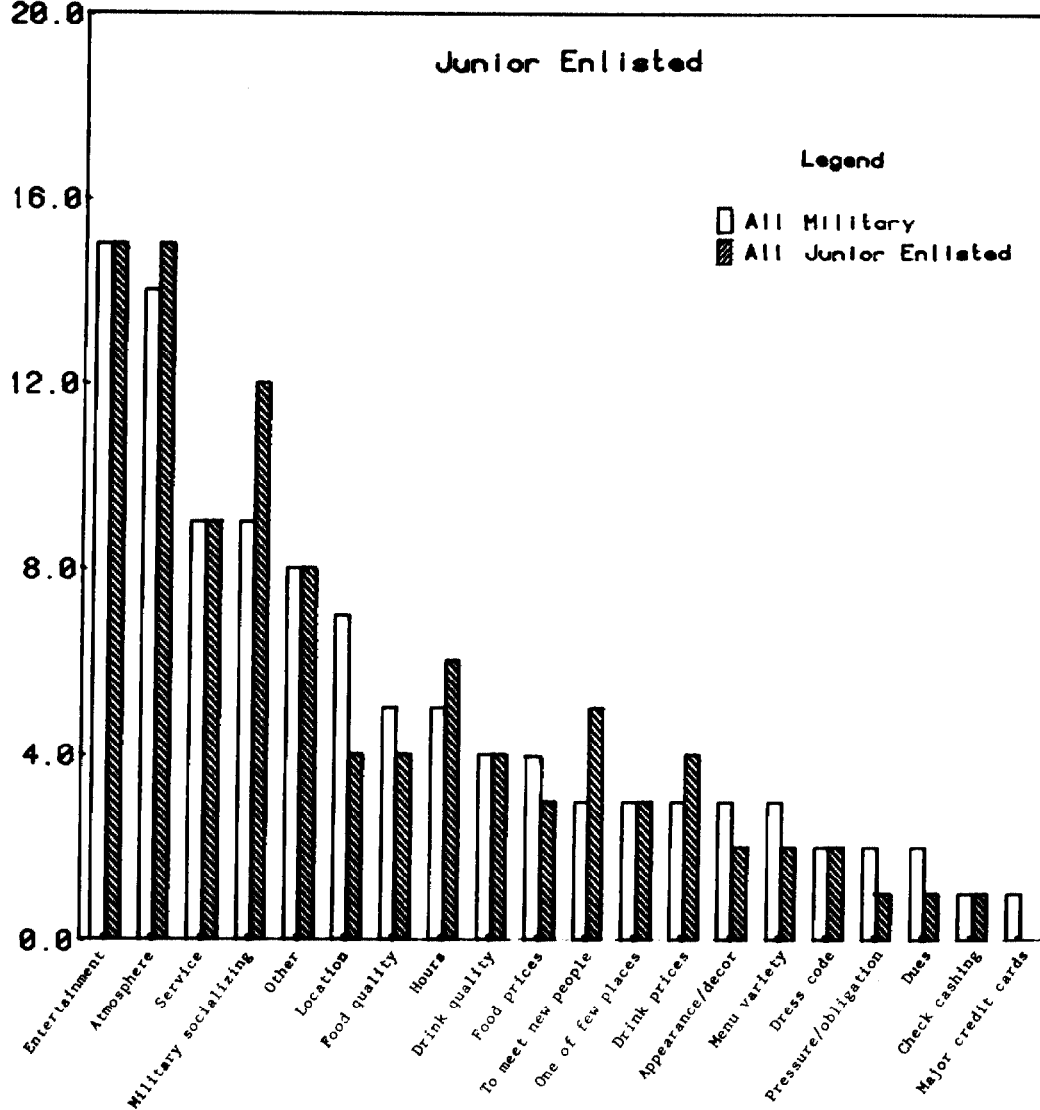
Officers

Officers considered location, food quality, and entertainment as reasons for not using the clubs. Location was a deterrent to more Navy and Air Force officers. Army officers were less satisfied with food quality and more satisfied with food prices.

Single Most Important Reason NOT to Join or Use Military Clubs

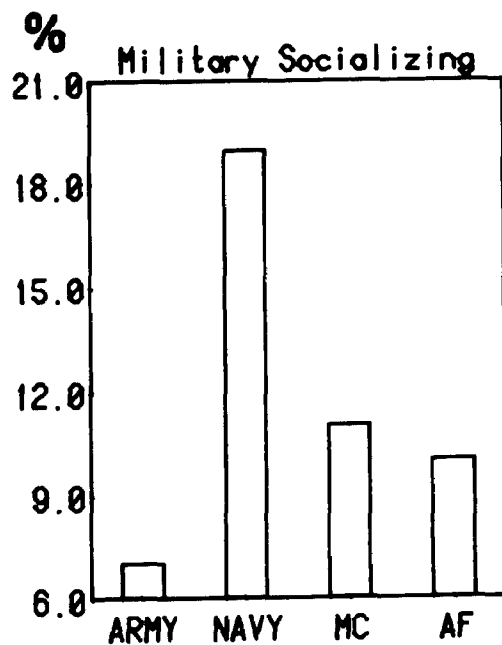
Percentage

Question 23

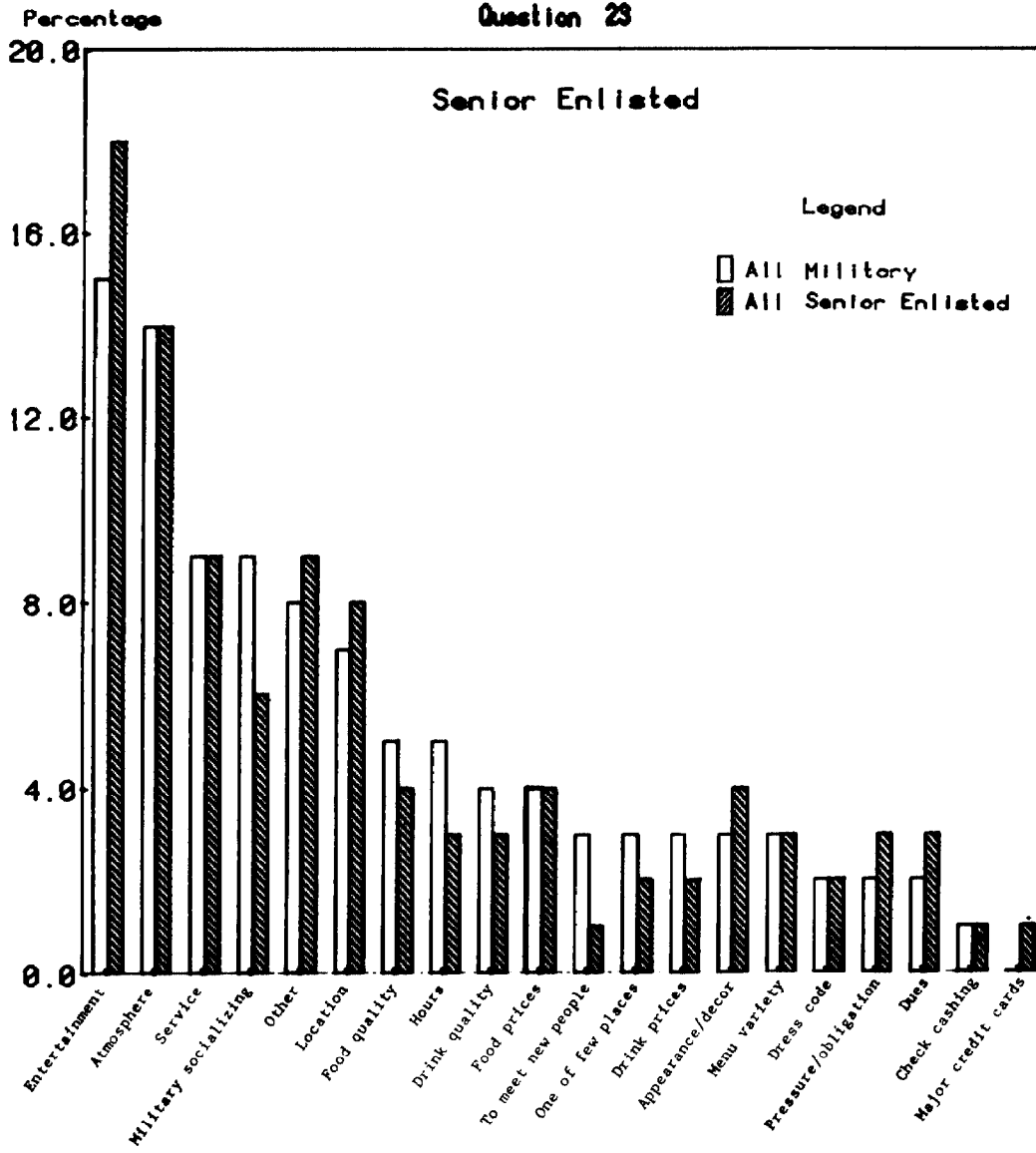


### Significant Variances in Reasons NOT to Use Clubs

Junior Enlisted

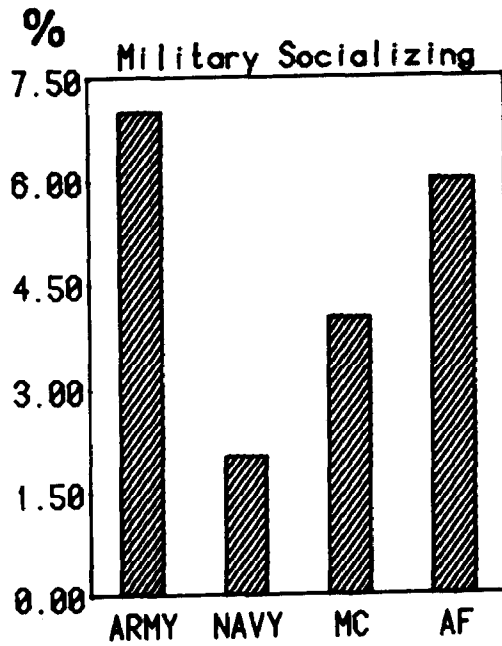
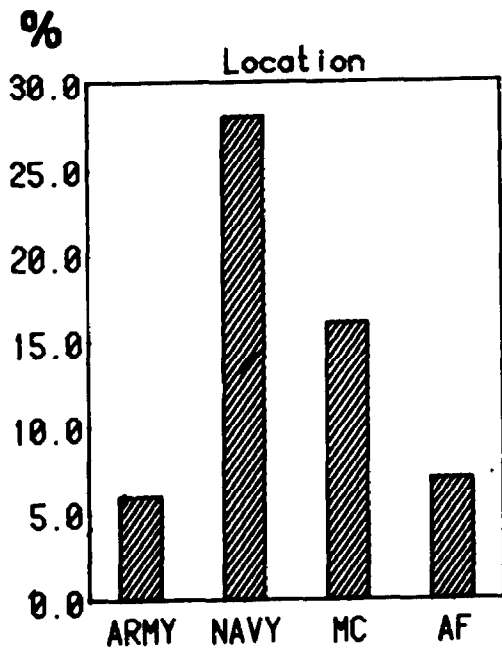
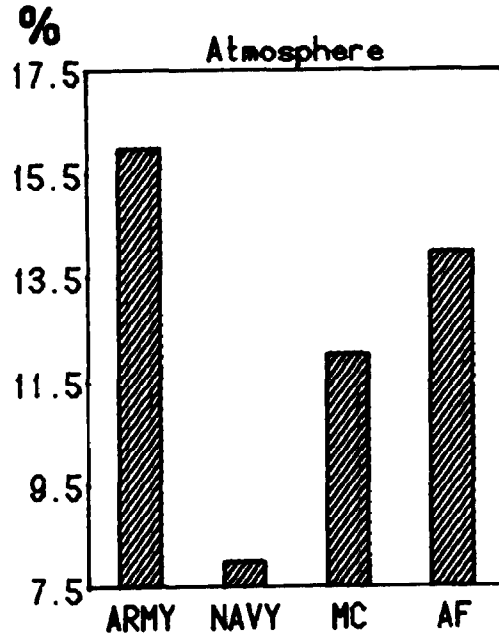
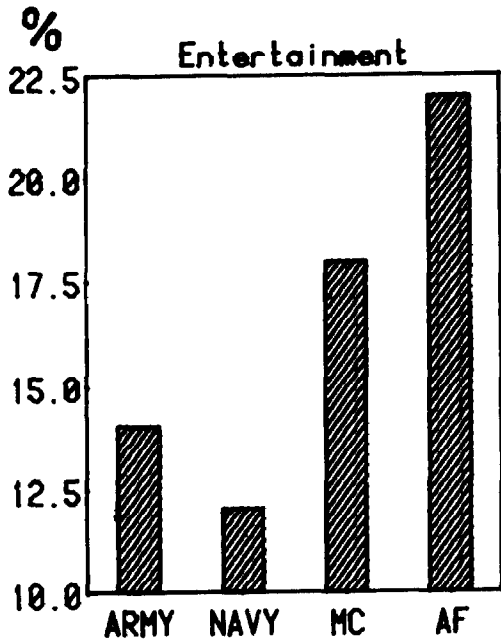


Single Most Important Reason NOT to Join or Use Military Clubs



### Significant Variances in Reasons NOT to Use Clubs

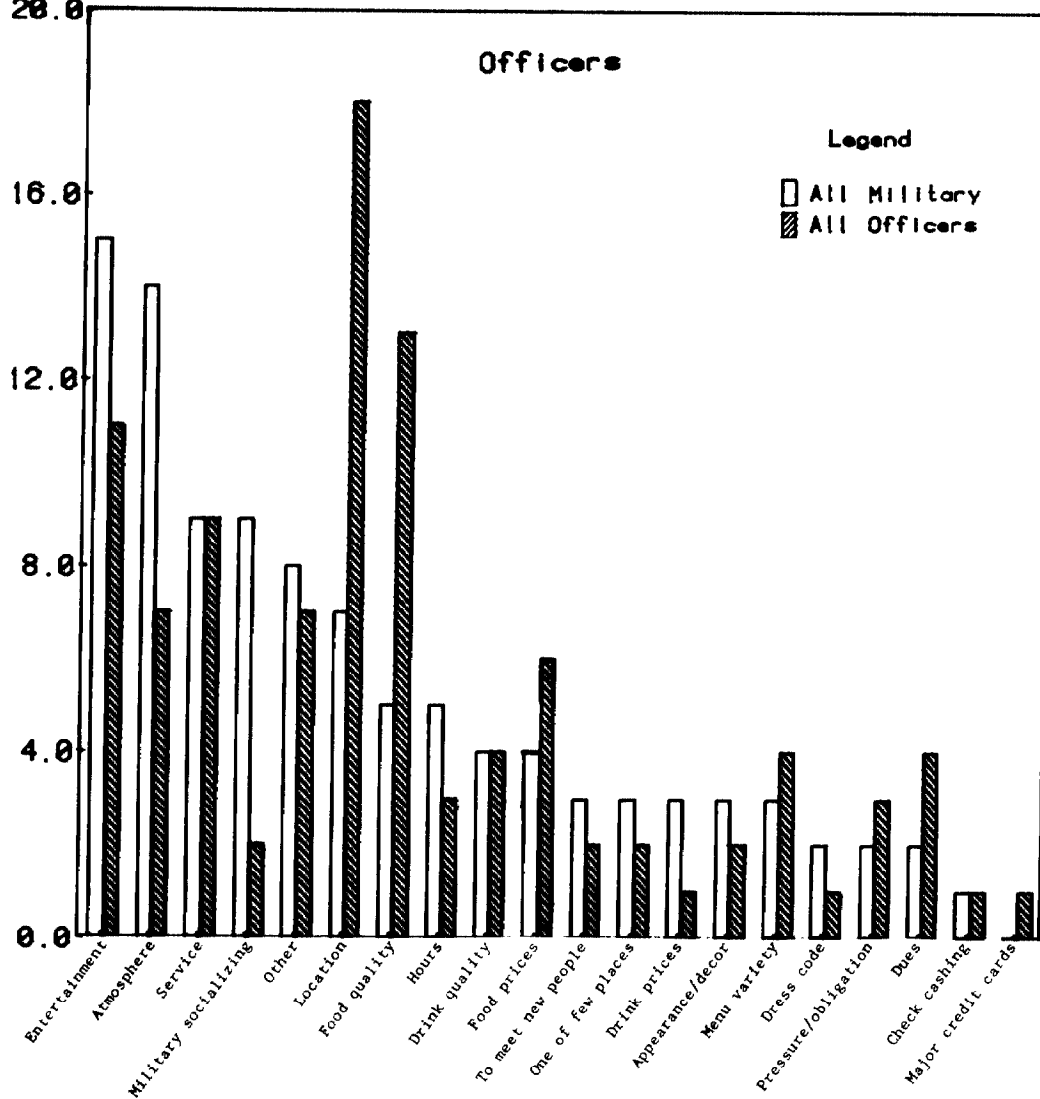
#### Senior Enlisted



Single Most Important Reason NOT to Join or Use Military Clubs

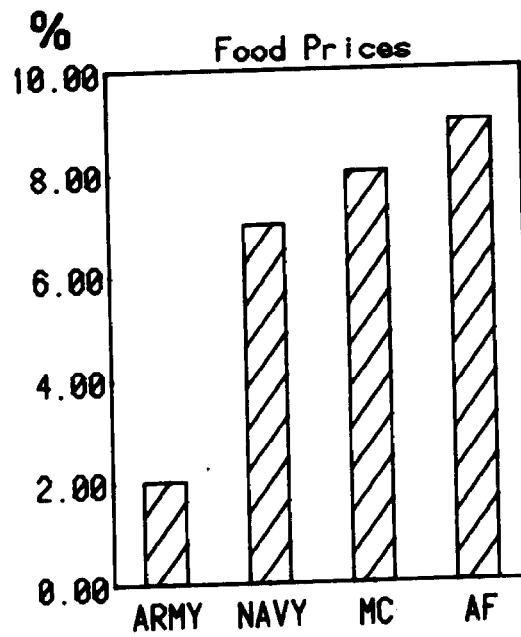
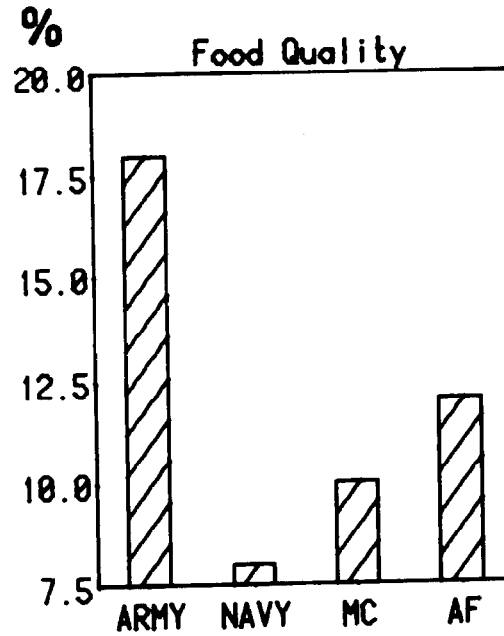
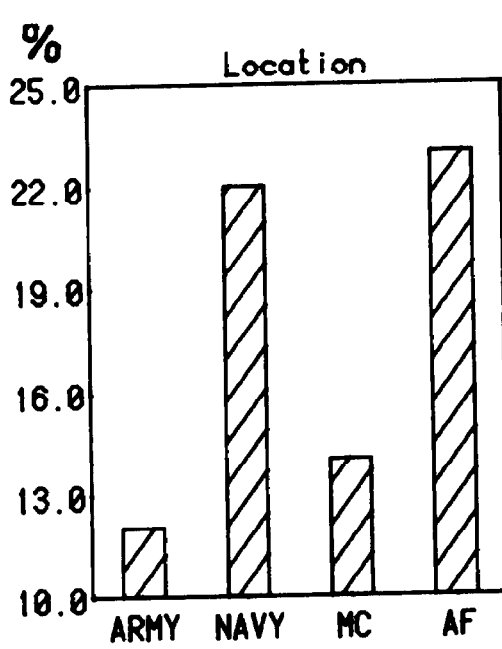
Percentage

Question 23



### Significant Variances in Reasons NOT to Use Clubs

Officers





REASONS FOR USING COMMERCIAL ESTABLISHMENTS  
RATHER THAN MILITARY CLUBS

Junior enlisted personnel

Almost one-third of the junior enlisted personnel uses commercial establishments to get away from the military atmosphere. Entertainment and the desire to meet civilians were the second and third most selected reasons. Prices and use of major credit cards had little influence.

Service and employee attitude were selected more often by Army junior enlisted personnel, indicating some dissatisfaction with this aspect of the clubs. Location was important to Navy personnel but not cited by Army junior enlisted personnel.

Senior enlisted personnel

Senior enlisted personnel most often cited the need to get away from the military environment as the most important reason to frequent commercial establishments. Entertainment and service were also important. Prices and use of major credit cards had little influence.

Navy personnel are significantly less concerned with avoiding the military and more attracted by location than senior enlisted personnel in the other services.

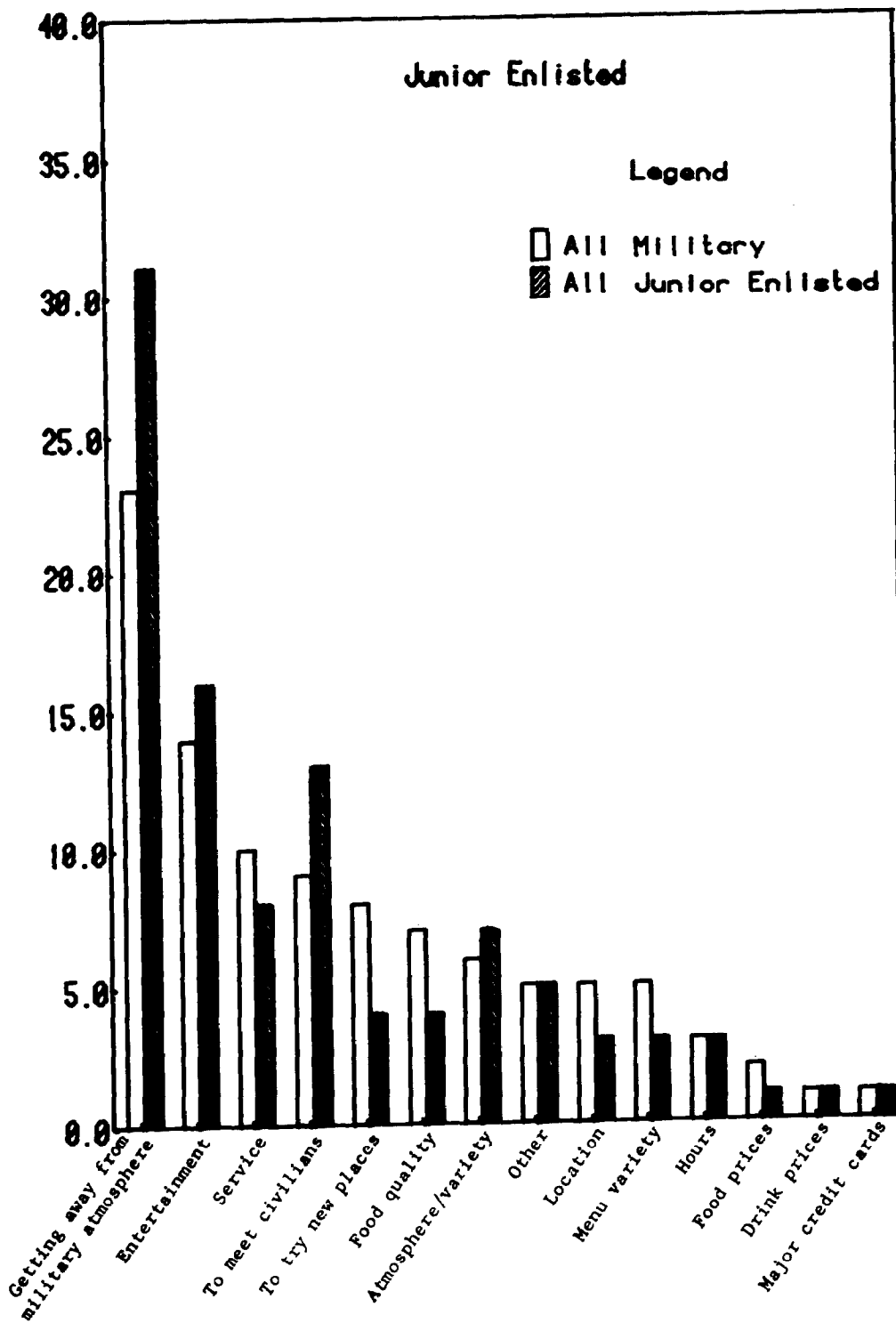
Officers

Officers are most concerned with trying new places, food quality, menu variety, service, and location. Hours, prices, and use of major credit cards were of little concern. There were no significant variances in officer responses to this question.

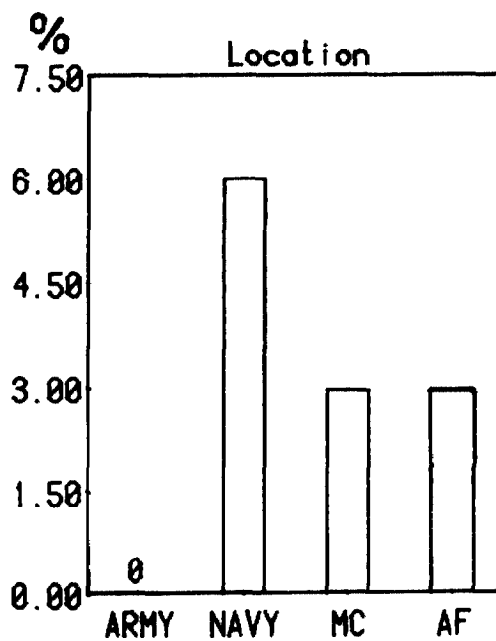
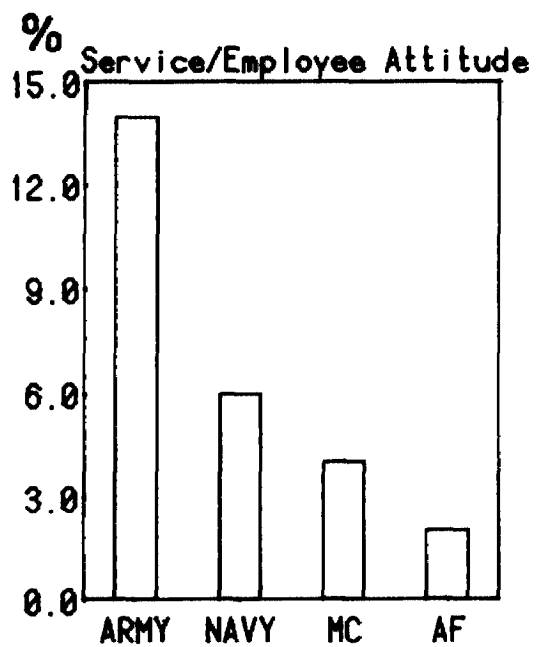
### Single Most Important Reason to Use Commercial Establishments

Percentage

Question 25



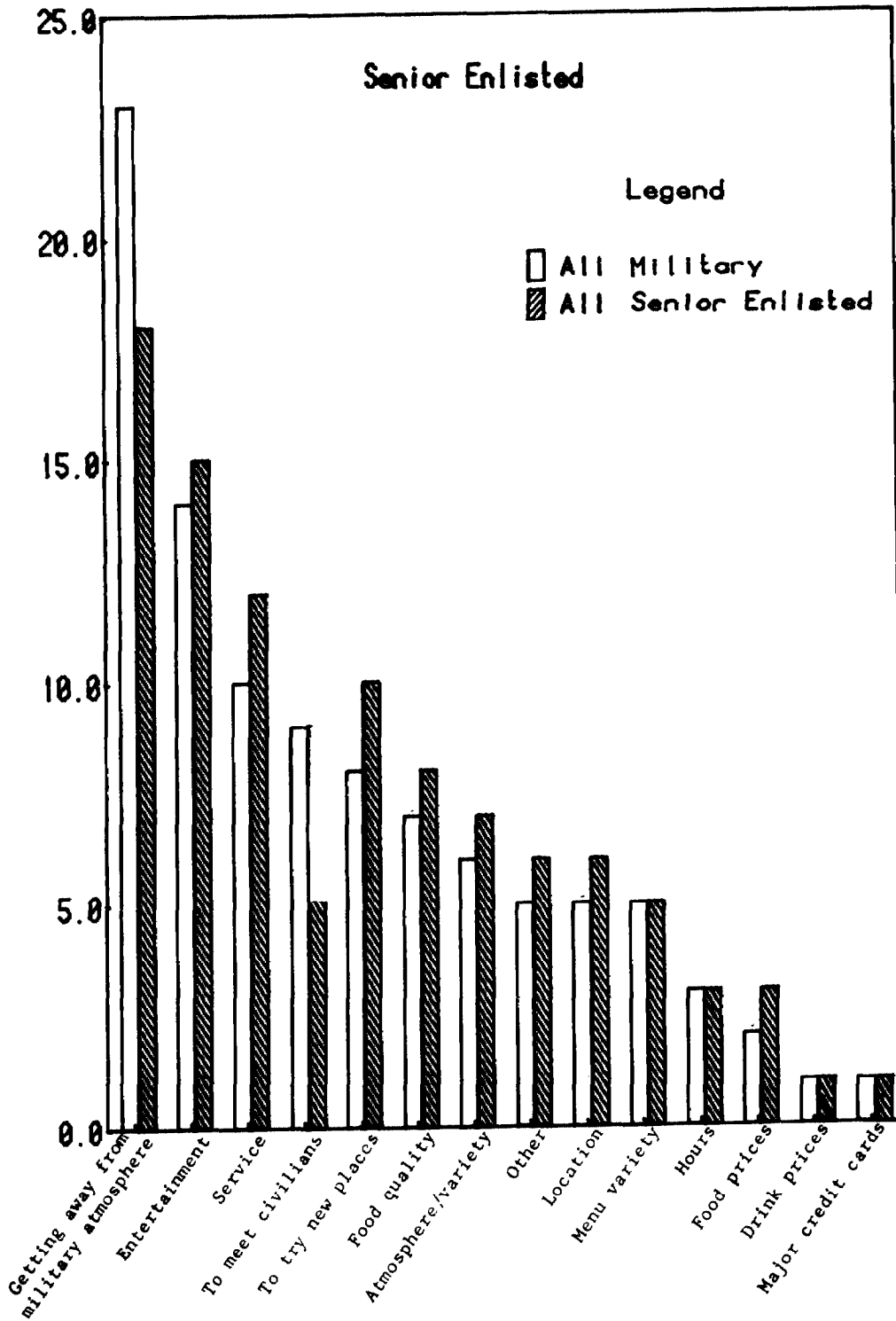
Significant Variances in Reasons to Use Commercial Establishments  
Junior Enlisted



### Single Most Important Reason to Use Commercial Establishments

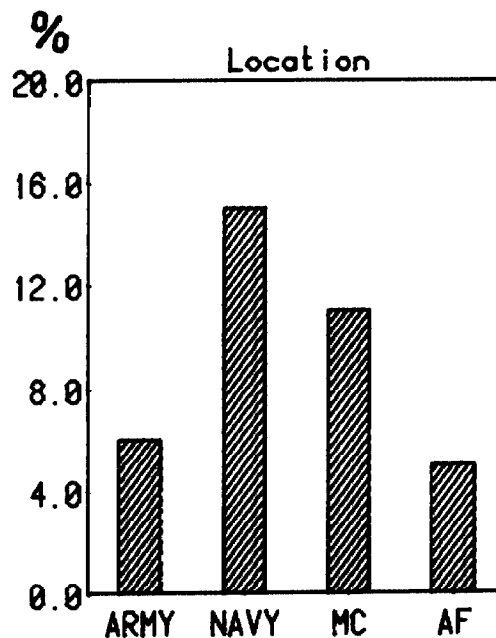
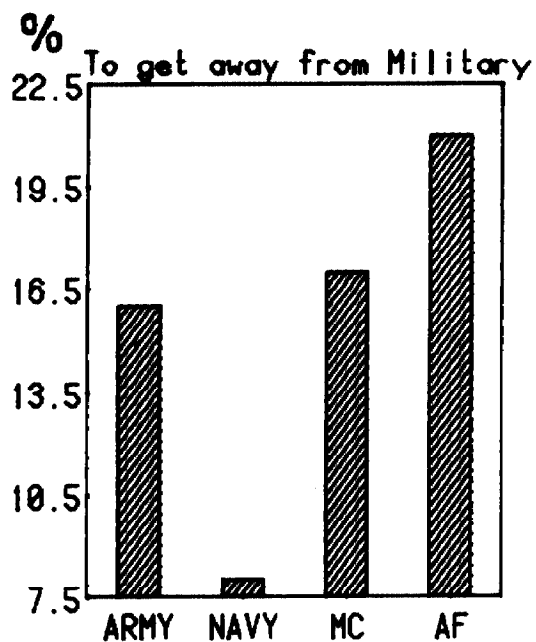
Percentage

Question 25



### Significant Variances in Reasons to Use Commercial Establishments

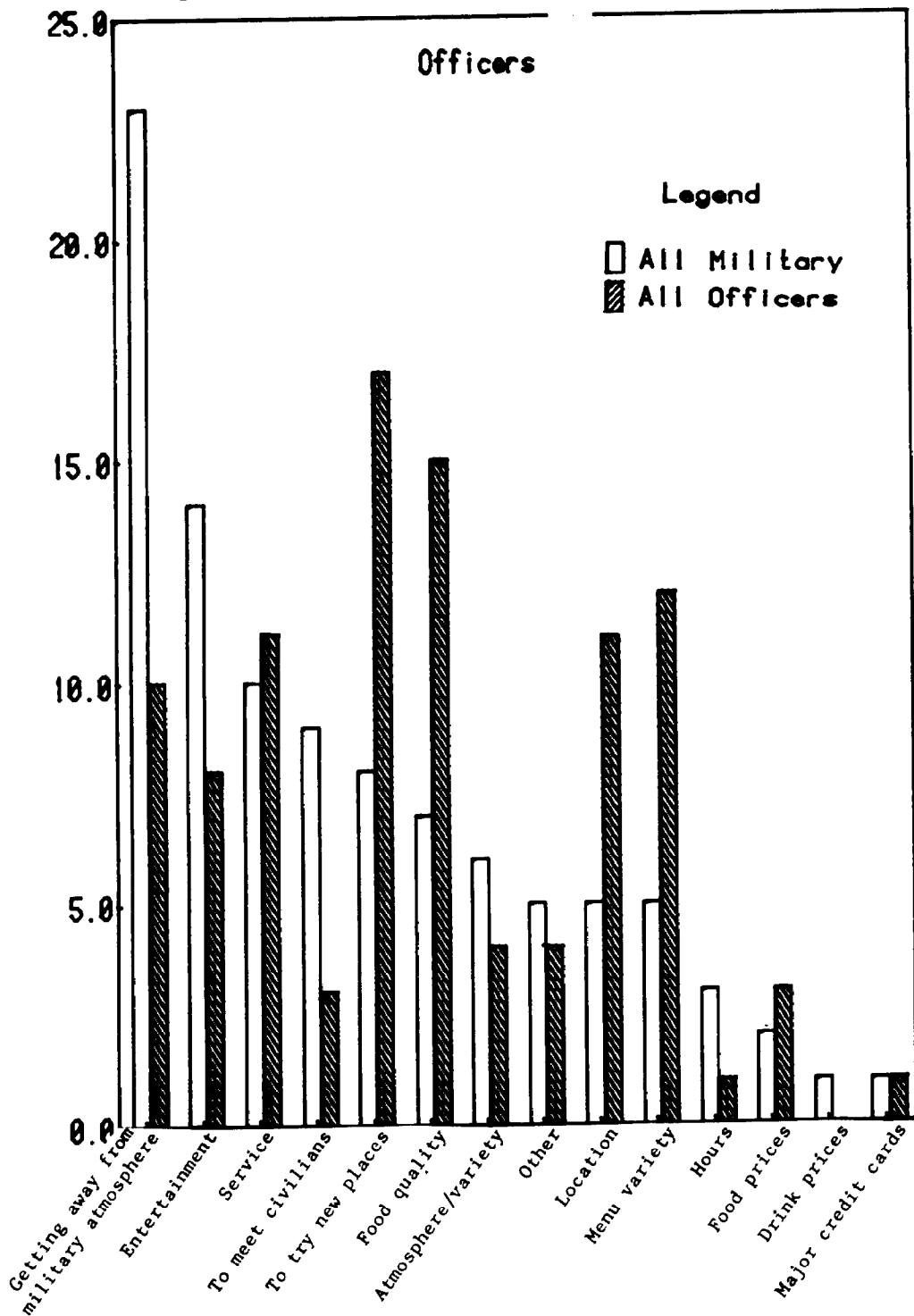
#### Senior Enlisted



### Single Most Important Reason to Use Commercial Establishments

Percentage

Question 25

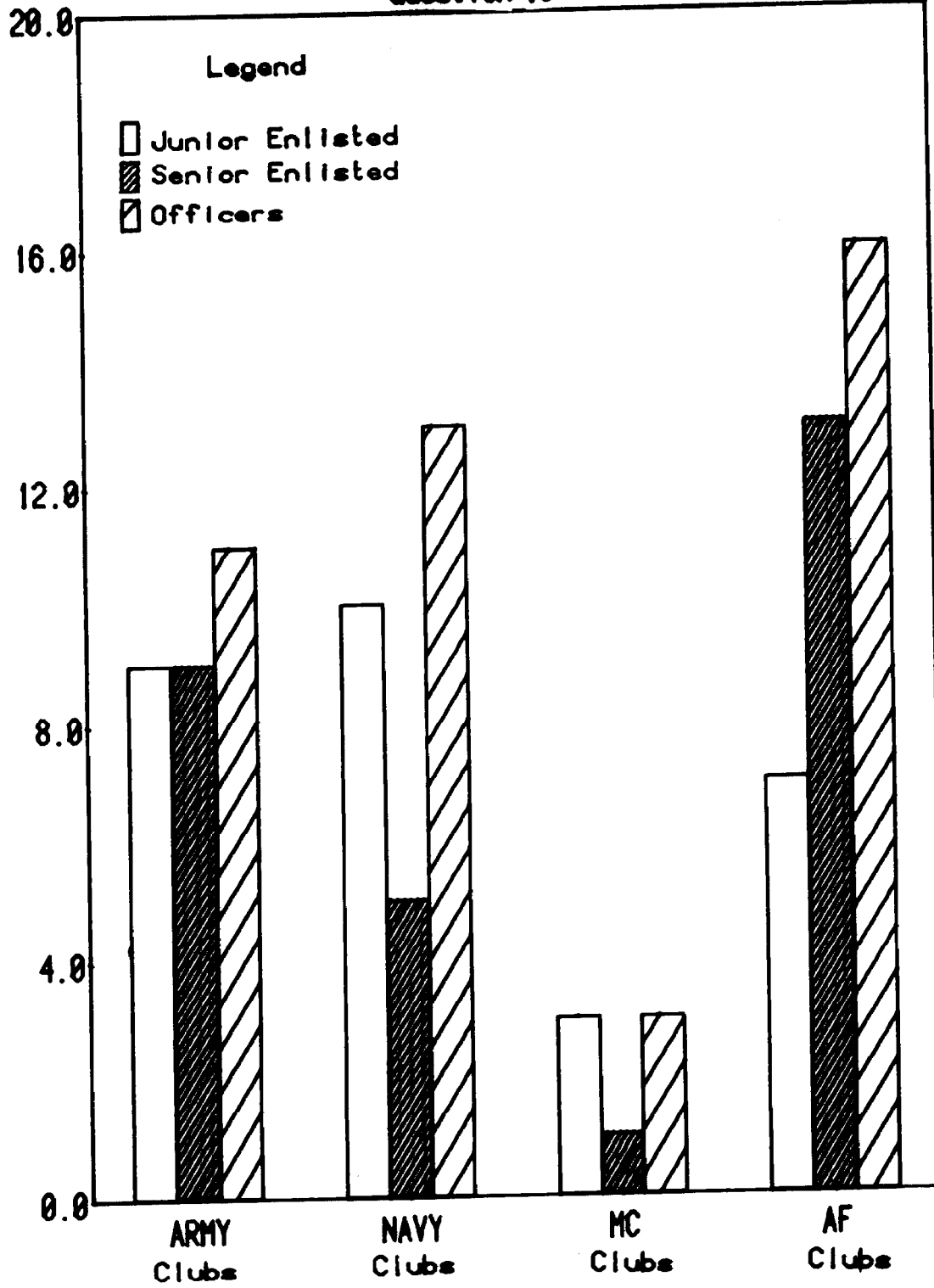


REASONS FOR USING OTHER NEARBY MILITARY CLUBS

About one-fourth of the enlisted personnel and one-third of the officers said that they used other nearby military clubs. More of these respondents used Air Force clubs and fewer used Marine Corps clubs. Lower use of Marine Corps clubs is most likely attributable to the fewer number of clubs.

Reasons cited most frequently by enlisted personnel for using other military clubs included entertainment, atmosphere, and the opportunity to go someplace different. Officers used other military clubs for variety, atmosphere, and food quality.

### Percentage of Personnel Who Use Other Nearby Military Clubs Question 18

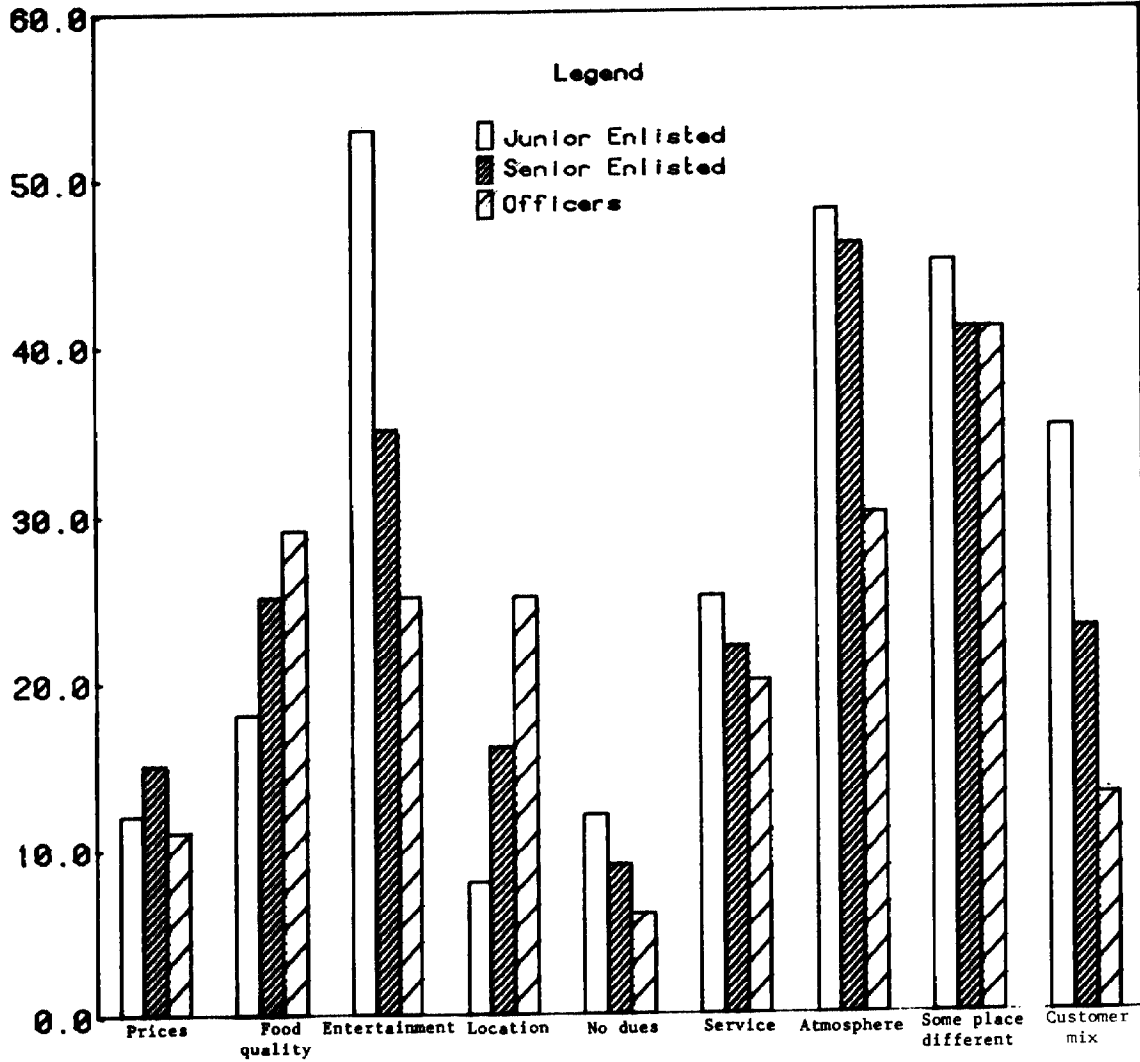




### Reasons for Using Other Nearby Military Clubs

Question 19

Percentage



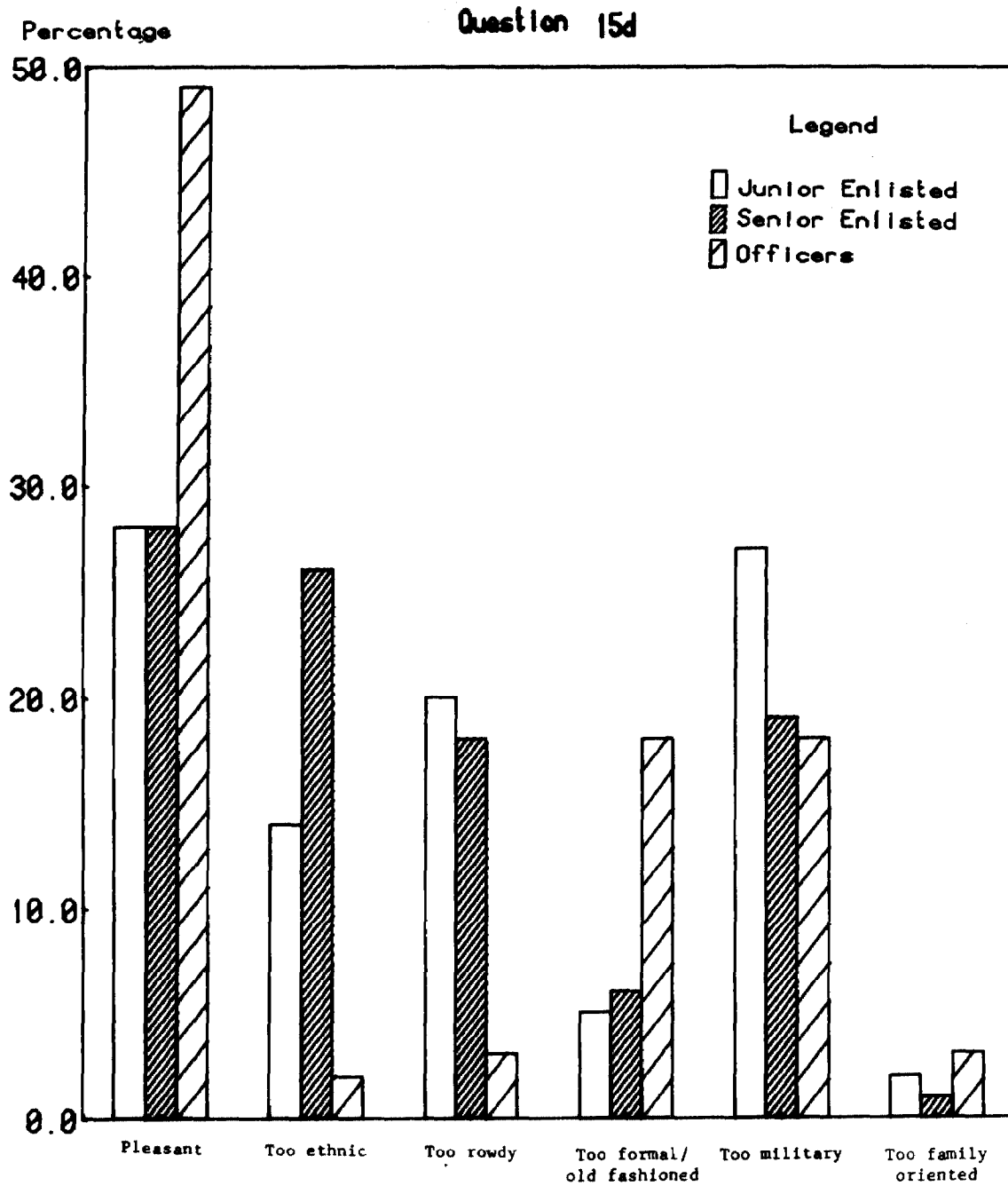
ATMOSPHERE

Since atmosphere seemed to have a strong influence on club use, we further analyzed responses to determine what caused the negative feelings. Less than 30 percent of all junior enlisted personnel thought club atmosphere was pleasant. Navy and Air Force personnel were somewhat more positive. Less than 30 percent of all junior enlisted personnel thought the club atmosphere was too military. This was slightly higher for Marine Corps personnel and slightly lower for Air Force personnel. Many Army junior enlisted personnel thought their club was too ethnically oriented, and, except in the Air Force, many junior enlisted personnel found the clubs to be too rowdy.

Except for Navy personnel, less than 30 percent of the senior enlisted personnel thought club atmosphere was pleasant. Others thought the clubs were too ethnically oriented, too rowdy, or too military. Fifty-five percent of the Navy senior enlisted personnel were pleased with club atmosphere.

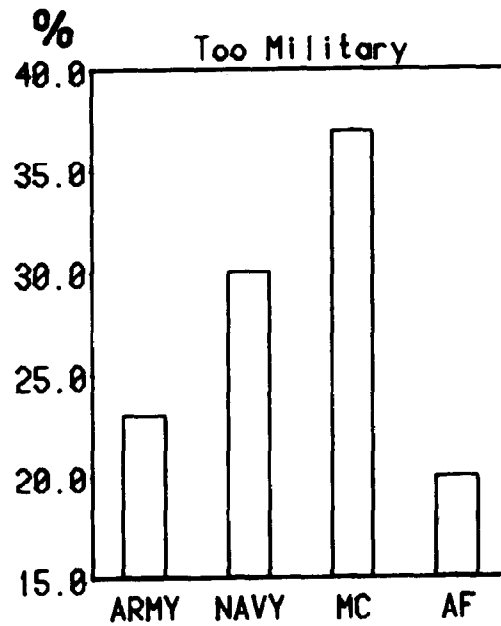
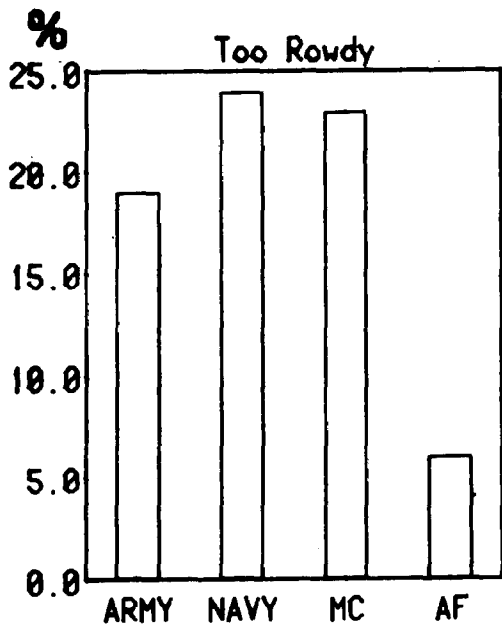
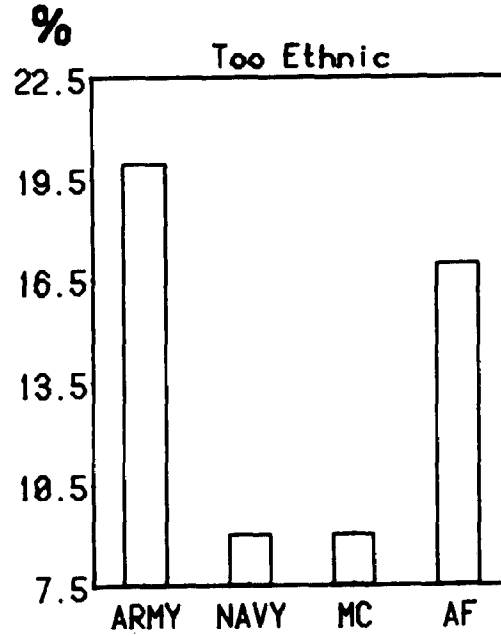
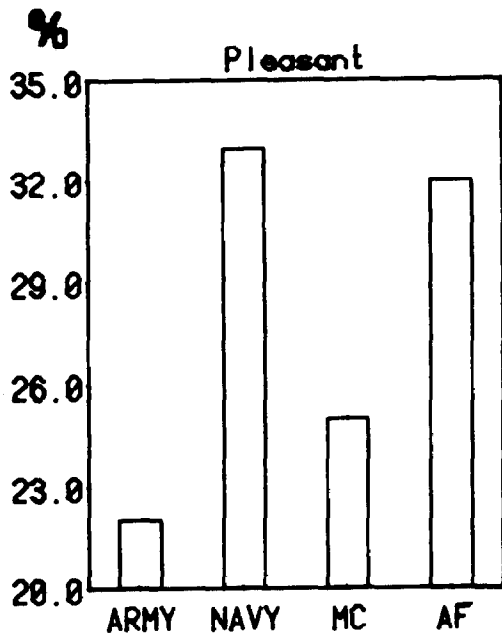
Officers thought more favorably about club atmosphere, with almost 50 percent indicating they thought it was pleasant. Others thought the clubs were too military or too formal. There were no significant variances between the services indicating that all officers generally felt the same toward club atmosphere.

### Impressions of Club Atmosphere



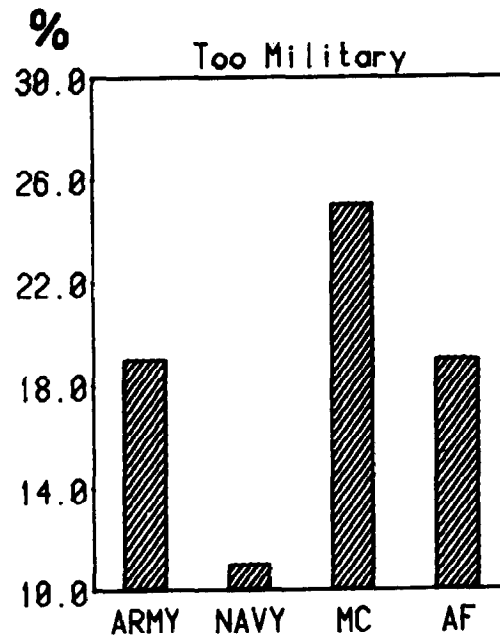
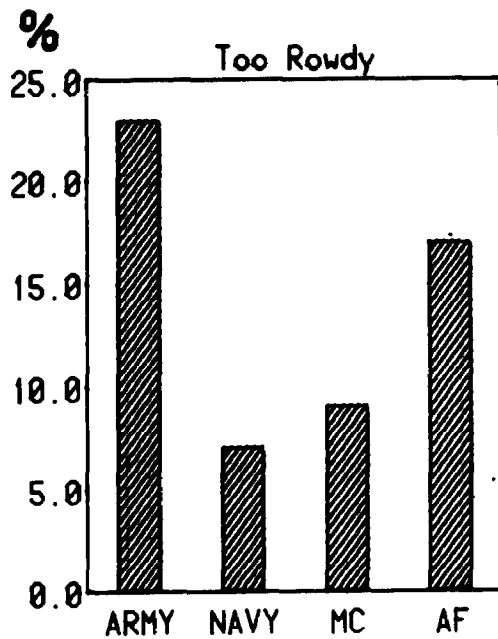
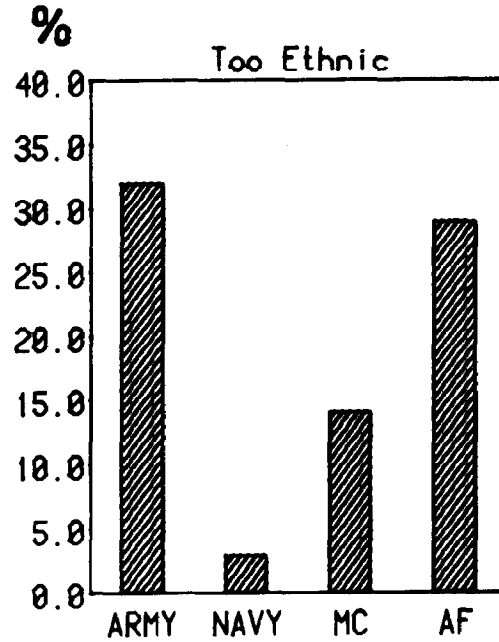
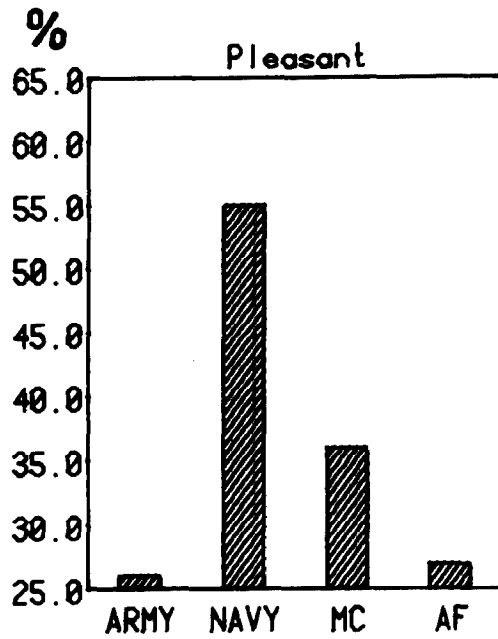
Significant Variances in Impressions of Club Atmosphere

Junior Enlisted



Significant Variances in Impressions of Club Atmosphere

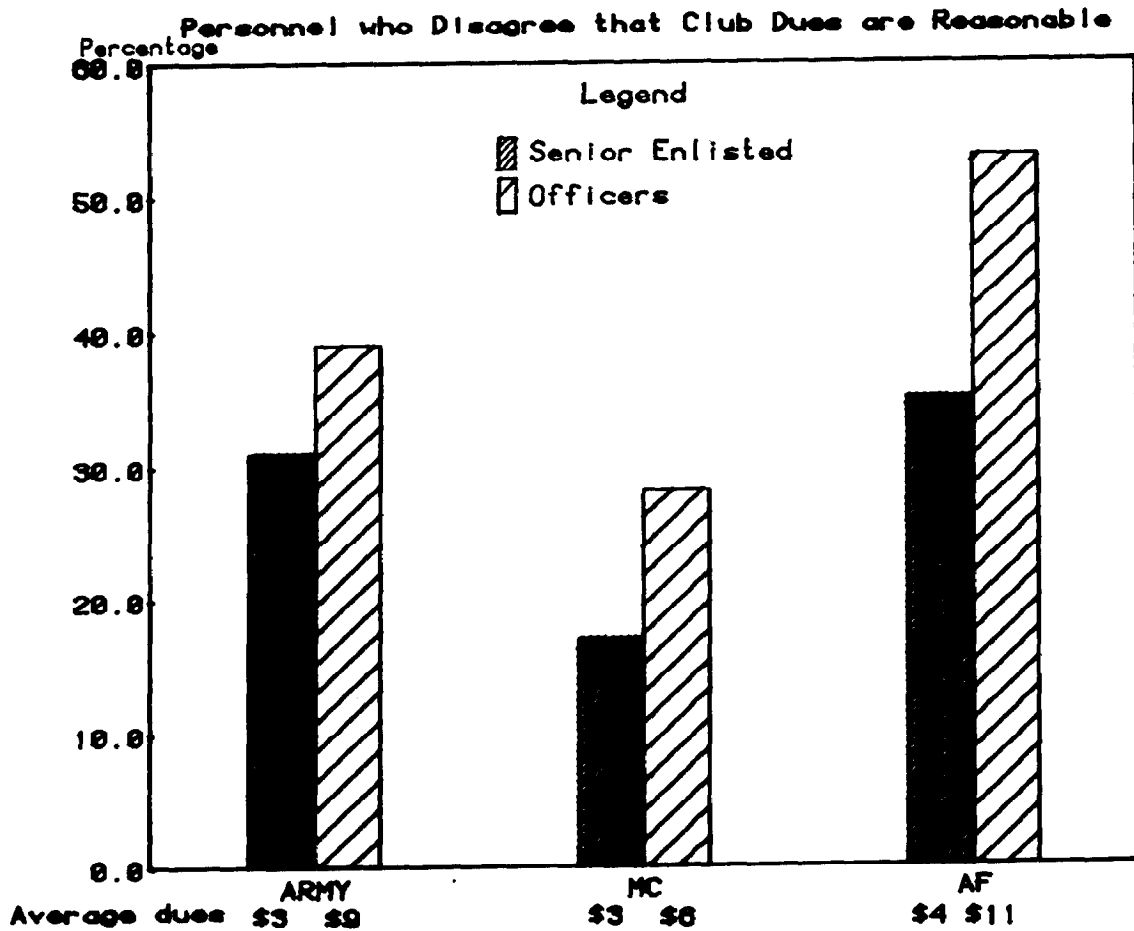
Senior Enlisted

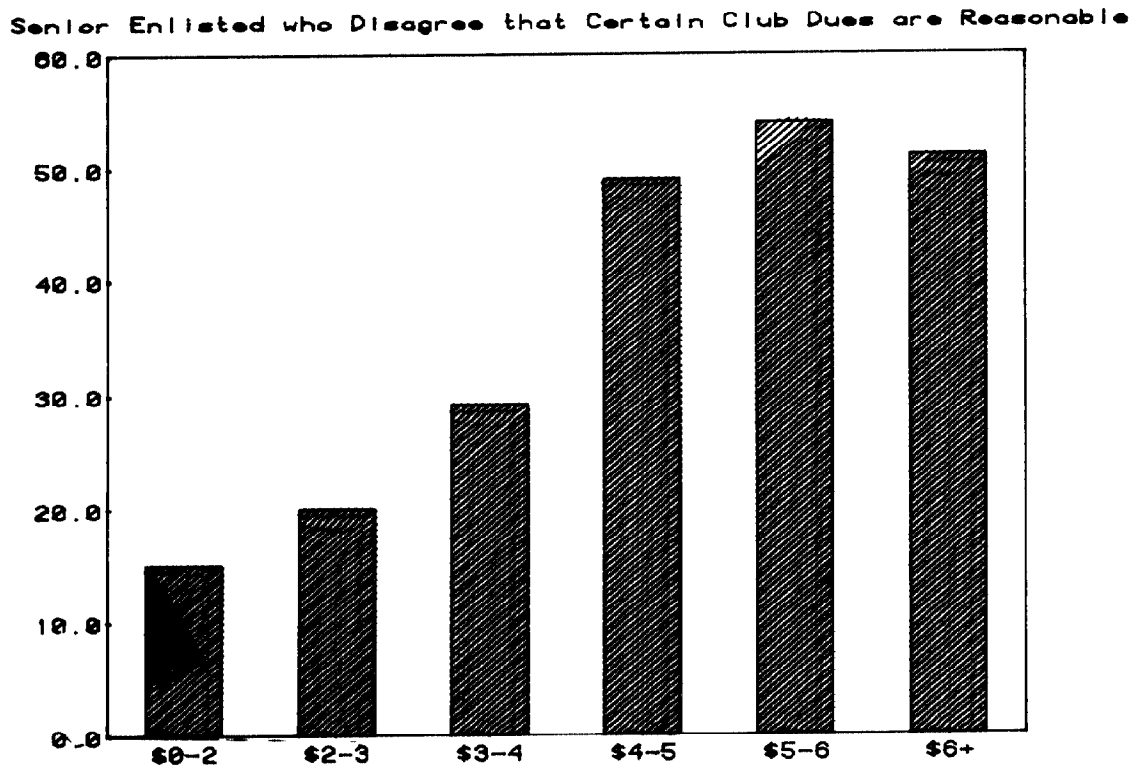
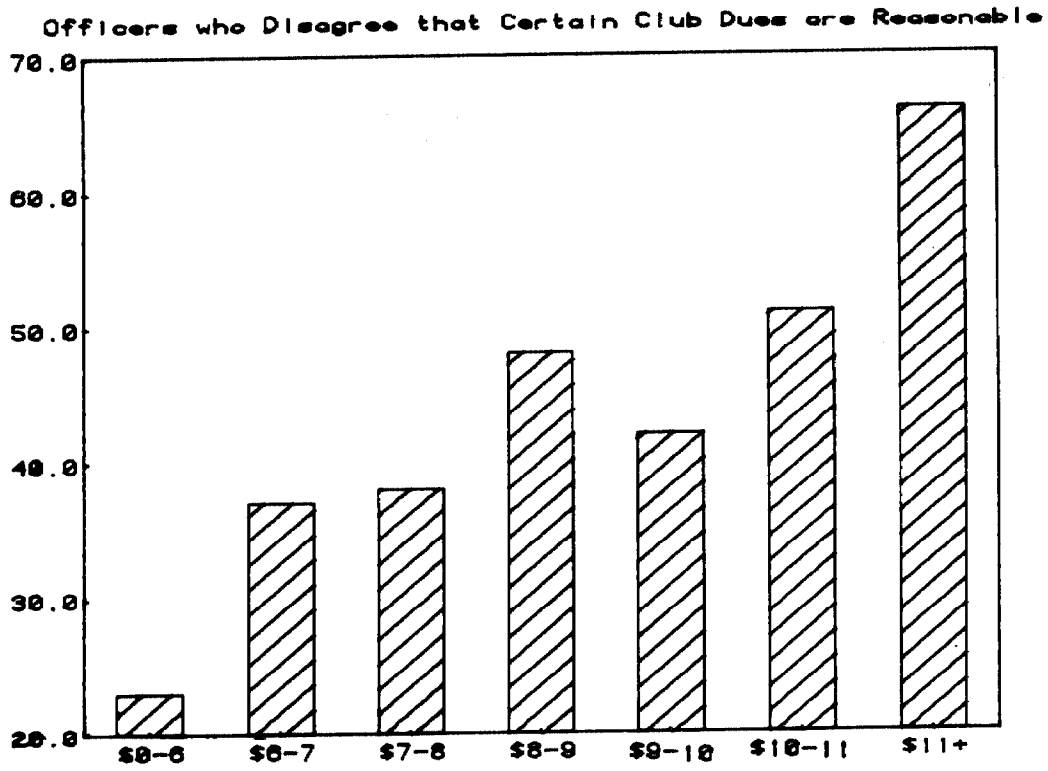


DUES

Dissatisfaction with dues was directly related to the amount of dues paid. For example, 53 percent of the Air Force officers, who pay an average of \$10.80 a month, believed their dues were unreasonable; 39 percent of Army officers and 28 percent of Marine Corps officers, who pay an average of \$9.60 and \$6.30 a month, respectively, thought club dues were unreasonable.

The point at which dues become objectionable seems to be \$4 to \$5 for senior enlisted personnel. For officers, \$6 to \$10 is considered unreasonable for a large percentage of the officers, and over \$11 is objectionable to two-thirds of the officers.



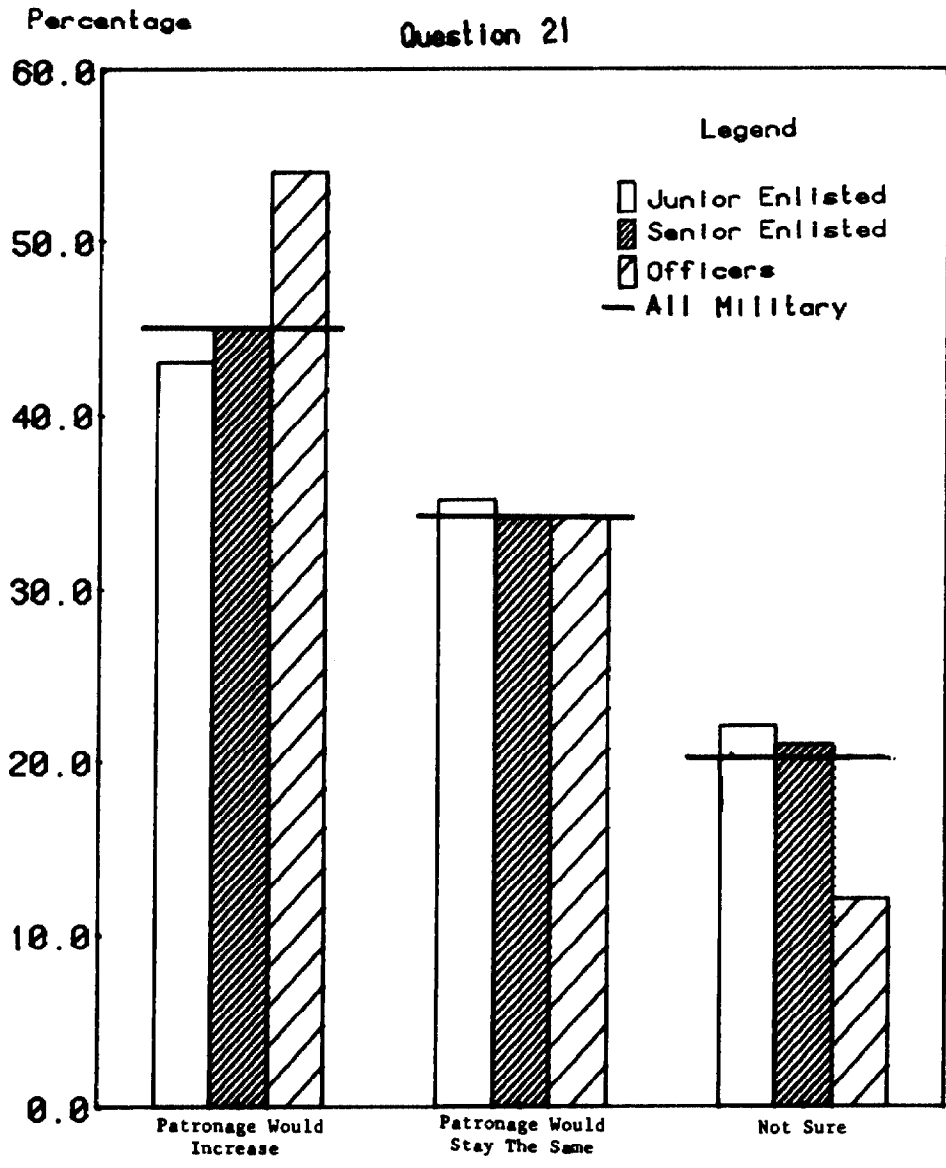


WOULD PATRONAGE INCREASE IF NEGATIVE  
FACTORS WERE IMPROVED OR ELIMINATED?

We asked this question of survey participants and found that almost 45 percent of the military population would increase their patronage if negative factors were improved or eliminated. Many of these respondents indicated that their patronage would increase considerably; that is, by four or more times a month. About 35 percent of the military population would not change their club usage, and 20 percent did not know how their usage would be affected.



### Effect of Removing or Improving Negative Factors



SECTION 3EFFECT OF VARIOUS ACTIONS TO DECREASE OPERATING LOSSES

We asked survey participants how their patronage would be affected if various actions were necessary to reverse the clubs' deteriorating financial situation. The alternatives were divided into three broad categories with several options.

1. Maintain separate officers, NCO, and enlisted clubs but

- increase or initiate dues;
- increase food and drink prices;
- increase or initiate entertainment charges;
- decrease services;
- decrease operating hours; or
- decrease physical size of club.

2. Consolidate clubs with

- common dining rooms and lounges;
- common dining rooms and separate lounges for officers and enlisted personnel;
- separate lounges and separate dining rooms served by a central kitchen;
- several buildings open to all ranks, offering different services, such as a discotheque, supper club, and specialty restaurant; or
- officers from all services in a given vicinity using one club; the same for junior and senior enlisted personnel.

3. Close unprofitable clubs.

The only alternative which would not have a negative effect on club patronage was to offer different types of services in several buildings. In general, the options involving consolidation were viewed somewhat less negatively than modifying dues, prices, and services.

Junior enlisted personnel

Junior enlisted personnel favored consolidation, particularly having different buildings offering several types of services and having common lounges and dining rooms. Responses among junior enlisted personnel were fairly consistent, except that Marine Corps personnel were slightly more positive toward consolidation.

The junior enlisted personnel preference for consolidation may result from their impressions of club atmosphere and services offered. Junior enlisted clubs are generally less elaborate facilities offering limited services and menus. They may be no more than a one-room snack bar. Thus, to have access to the types of facilities and services enjoyed by senior enlisted personnel and officers might appeal to them.

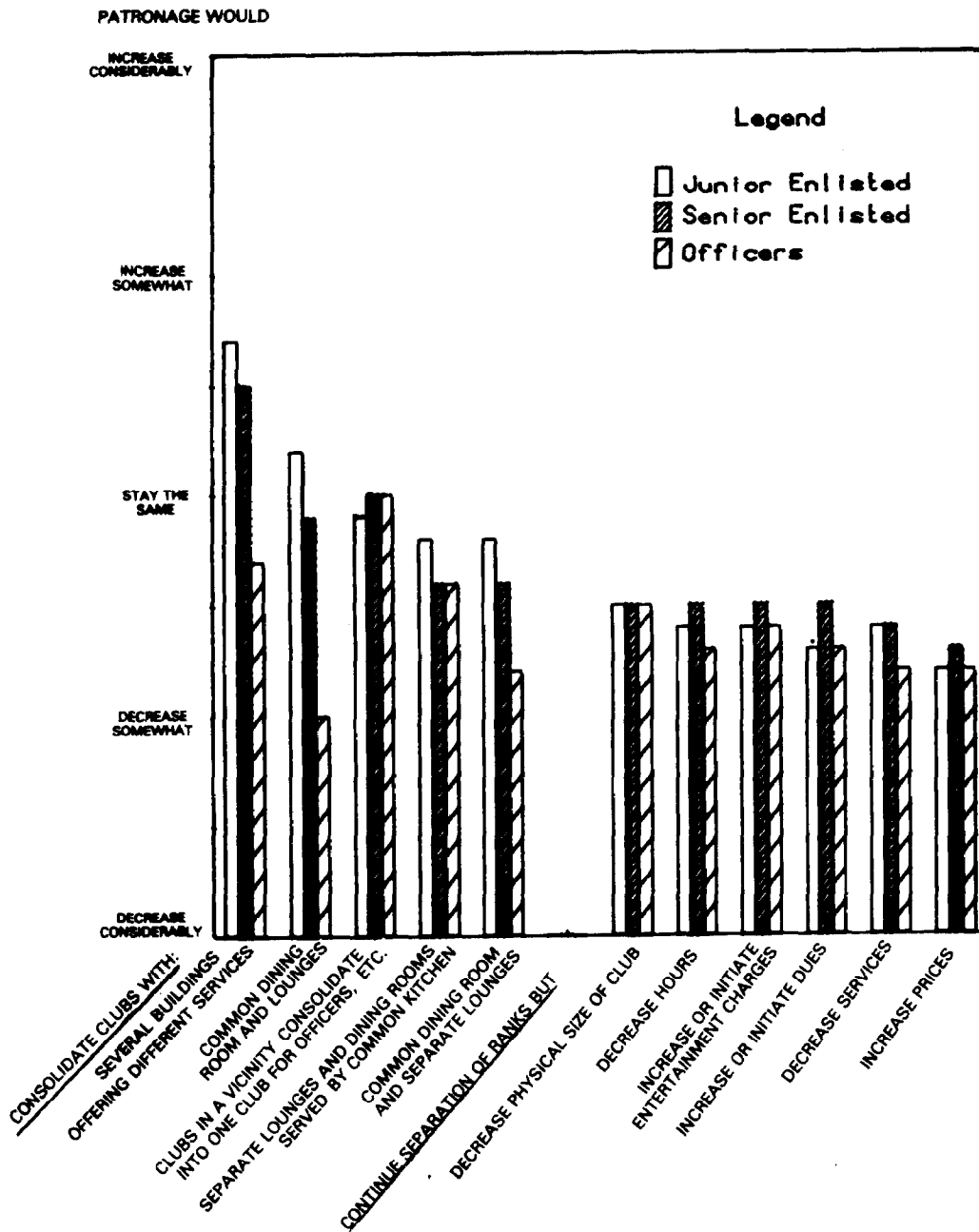
Senior enlisted personnel

Senior enlisted personnel indicated that all options except offering different types of services in several buildings and consolidating all NCO clubs within a vicinity would decrease their patronage slightly. Navy and Air Force personnel were more opposed to modifying dues, prices, and services; and Navy and Marine Corps personnel were more opposed to options involving consolidation. Army personnel were slightly less negative toward all options.

Officers

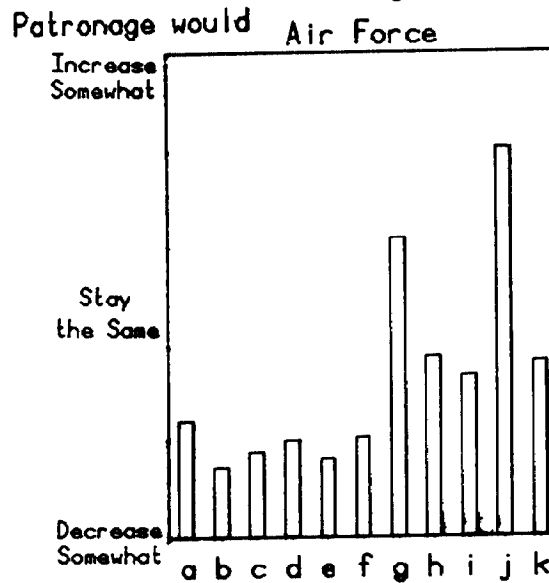
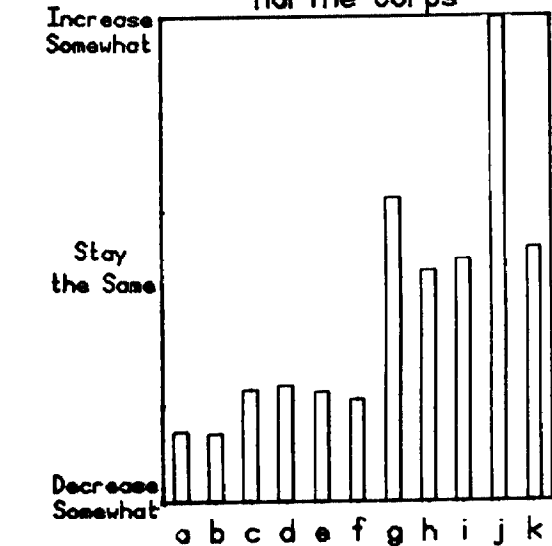
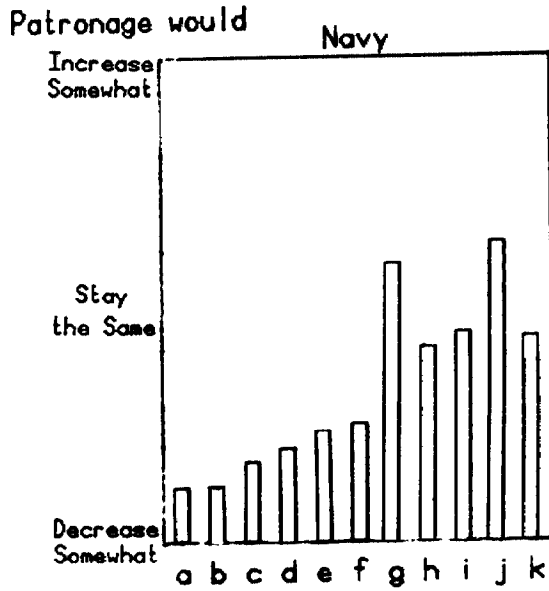
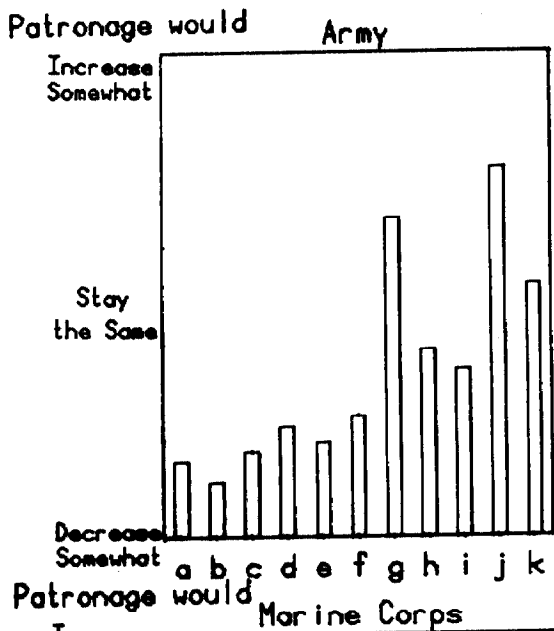
Officers were negative to all options except consolidating all officers clubs within a vicinity. They were especially adverse to consolidating into common dining rooms and lounges. Air Force officers were slightly less negative toward consolidation while Marine Corps and Navy officers were slightly more negative. Like the senior enlisted personnel, Navy and Air Force officers were more opposed to increasing prices, dues, or entertainment charges or decreasing services, club size, or hours.

Effect of Various Actions to Decrease Operating Costs  
 Questions 28 and 29



Effect of Various Actions on Club Usage

Junior Enlisted



Legend:

Maintain separate clubs but:

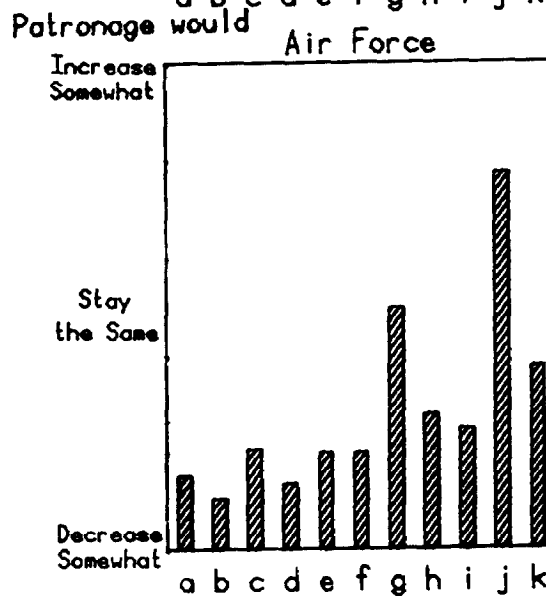
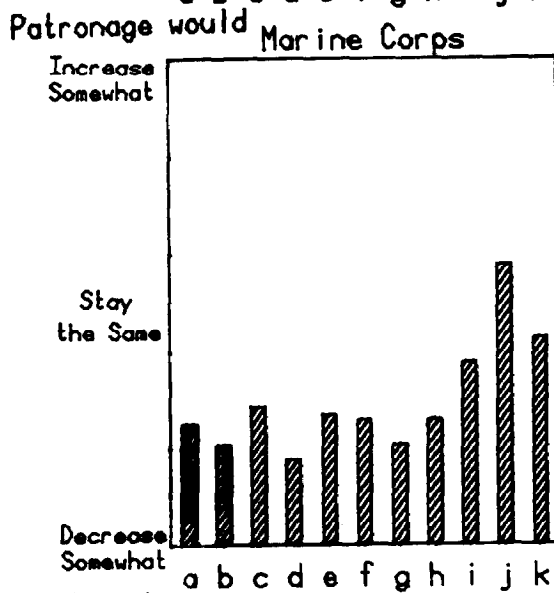
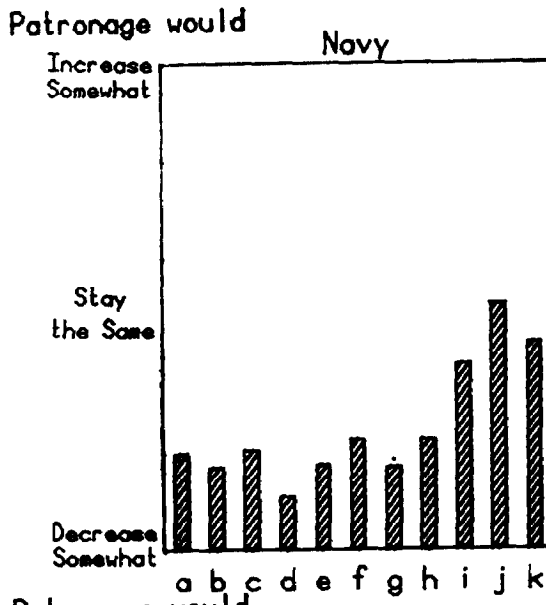
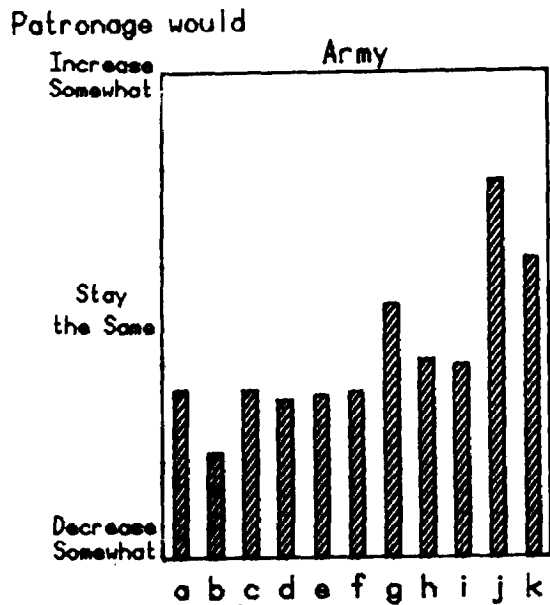
- a. Increase/initiate dues
- b. Increase prices
- c. Increase/initiate entertainment charges
- d. Decrease services
- e. Decrease operating hours
- f. Decrease physical size

Consolidate clubs with:

- g. Common dining room and lounge
- h. Common dining room/separate lounges
- i. Common kitchen/separate dining rooms and lounges
- j. Several buildings/different services
- k. All officers in a vicinity use one club; all senior enlisted use one club, etc.

Effect of Various Actions on Club Usage

Senior Enlisted



Legend:

Maintain separate clubs but:

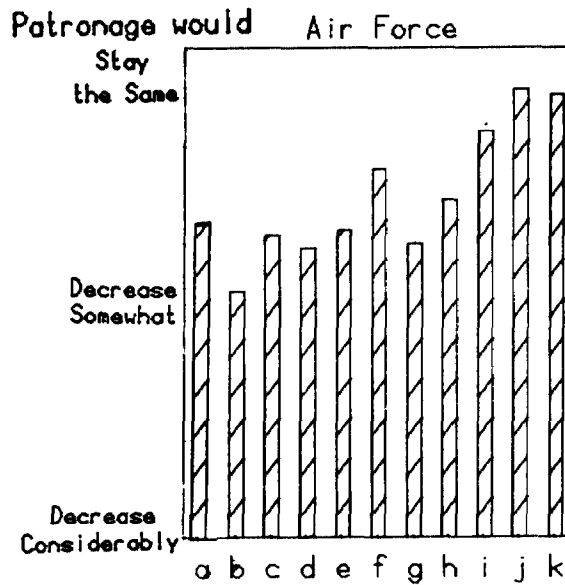
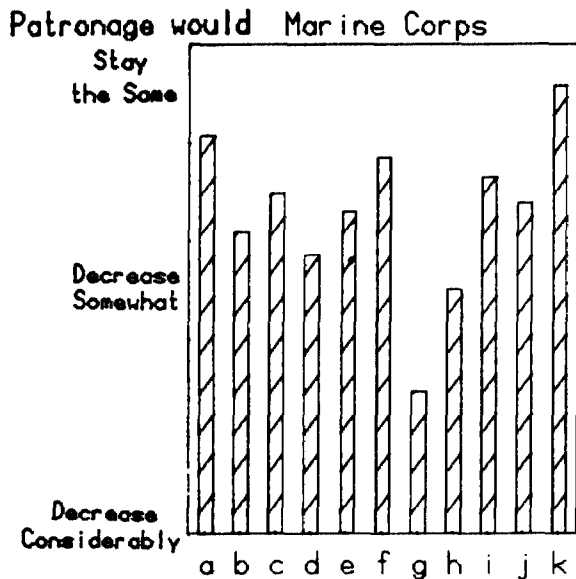
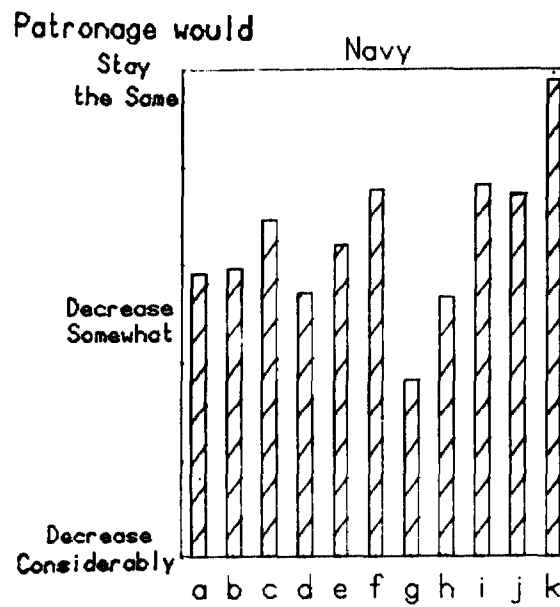
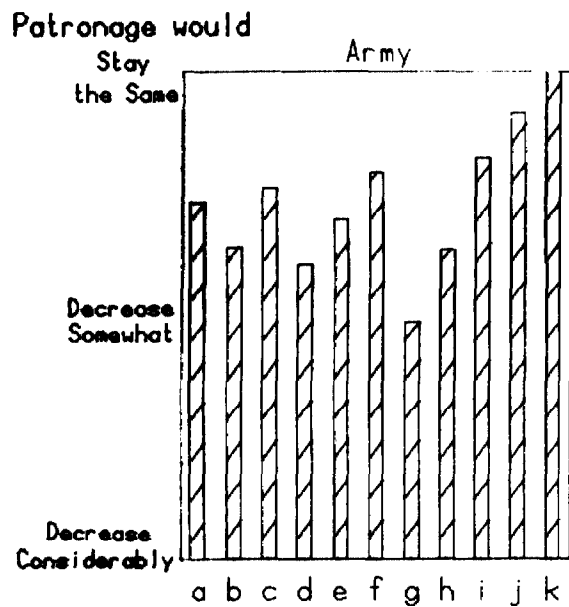
- a. Increase/initiate dues
- b. Increase prices
- c. Increase/initiate entertainment charges
- d. Decrease services
- e. Decrease operating hours
- f. Decrease physical size

Consolidate clubs with:

- g. Common dining room and lounge
- h. Common dining room/separate lounges
- i. Common kitchen/separate dining rooms and lounges
- j. Several buildings/different services
- k. All officers in a vicinity use one club; all senior enlisted use one club, etc.

Effect of Various Actions on Club Usage

Officers



Legend:

Maintain separate clubs but:

- a. Increase/initiate dues
- b. Increase prices
- c. Increase/initiate entertainment charges
- d. Decrease services
- e. Decrease operating hours
- f. Decrease physical size

Consolidate clubs with:

- g. Common dining room and lounge
- h. Common dining room/separate lounges
- i. Common kitchen/separate dining rooms and lounges
- j. Several buildings/different services
- k. All officers in a vicinity use one club; all senior enlisted use one club, etc.

PREFERRED MAJOR CHANGE

Participants were also asked to rank the three major options--maintain separate facilities but modify prices and services, consolidate, or close unprofitable clubs by most preferred, next preferred, and least preferred. In the aggregate more enlisted personnel preferred to consolidate rather than maintain separate clubs and modify prices and services. Junior enlisted responses were fairly consistent, but about 10 percent more Air Force and Marine Corps personnel preferred consolidation. More Navy and Army personnel preferred to close unprofitable clubs than did Air Force and Marine Corps personnel.

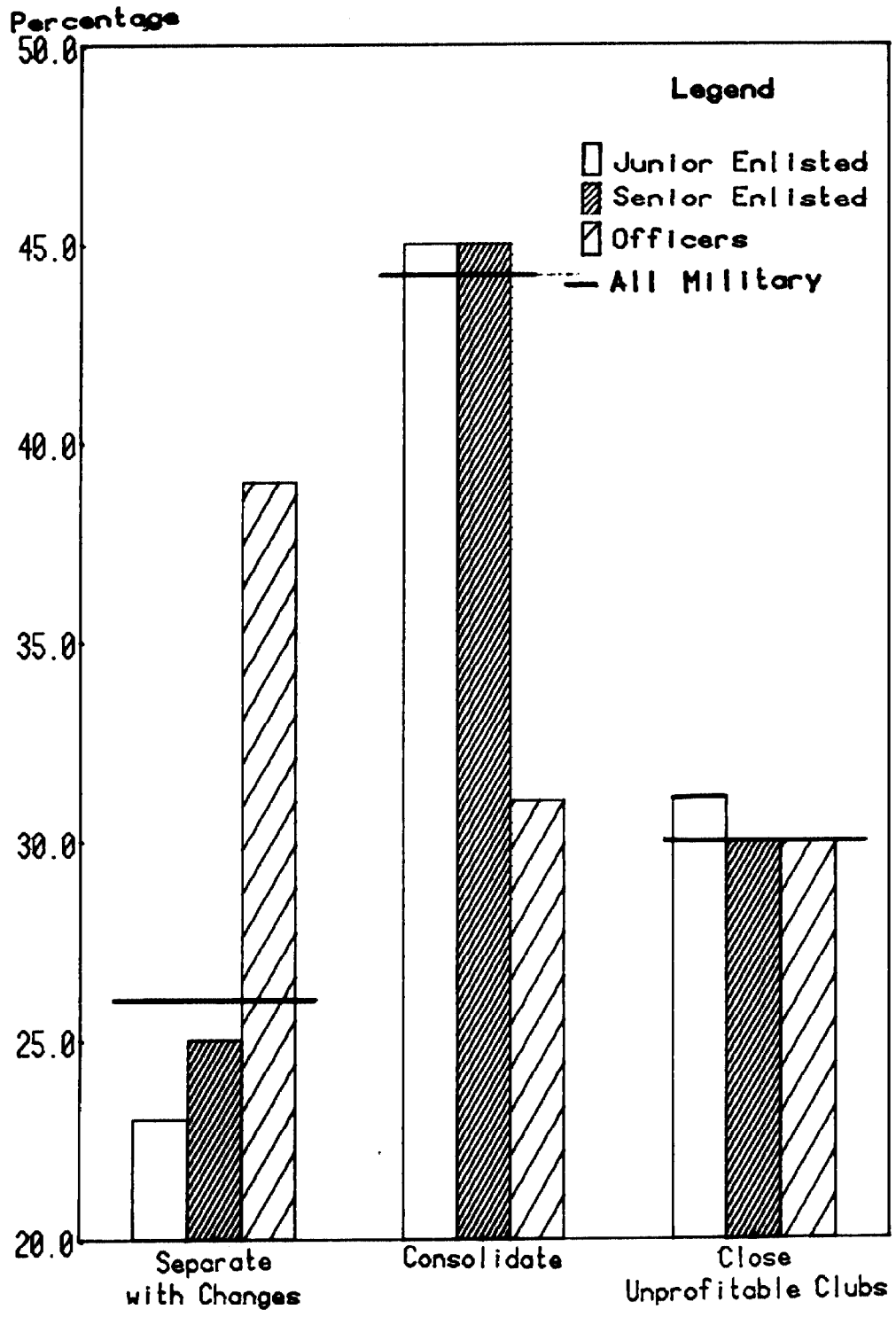
Senior enlisted responses were less consistent. More Navy and Marine Corps personnel would rather maintain separate clubs while more Army and Air Force personnel would rather consolidate or close clubs.

Aggregate responses for officers showed a preference for the traditional separation of ranks. However, Air Force responses were fairly evenly distributed over all three options, but they slightly preferred consolidation. Navy and Marine Corps officers were strongly in favor of maintaining separate facilities.



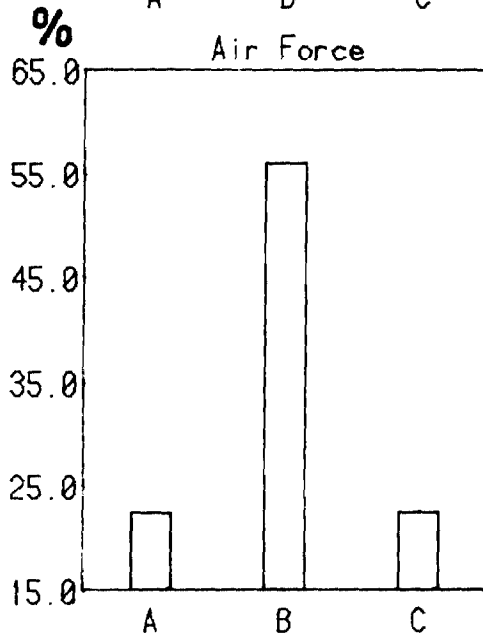
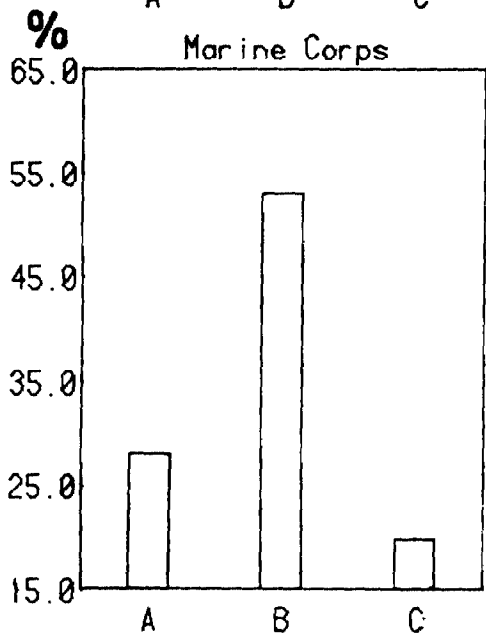
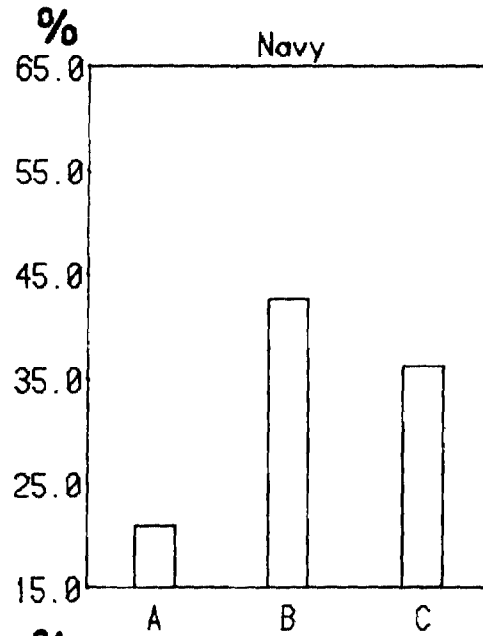
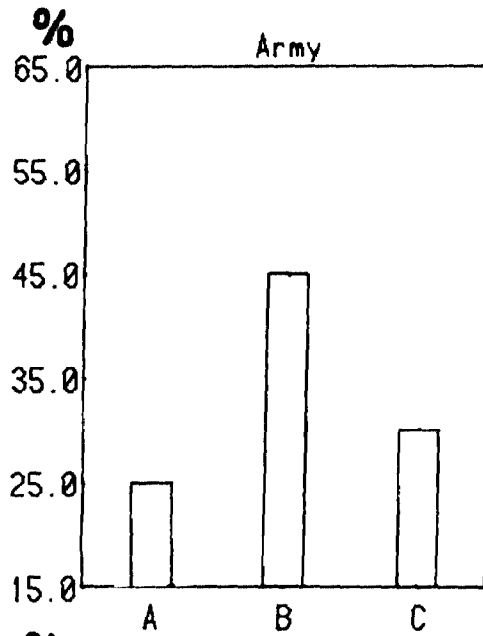
Preferred Major Change to Reduce Operating Costs

Question 30



Significant Variances in Preferred Major Change

Junior Enlisted

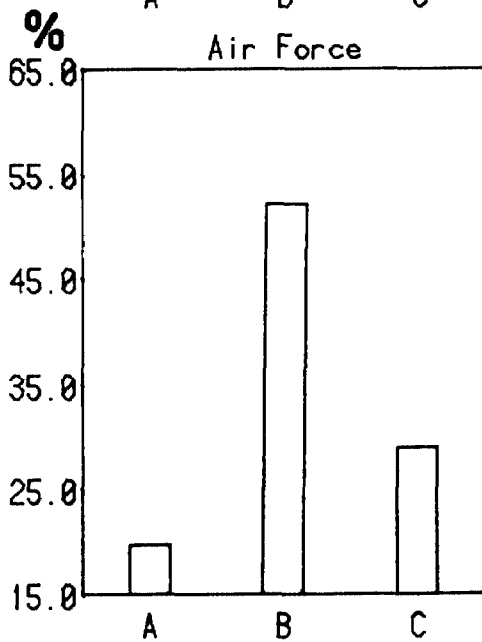
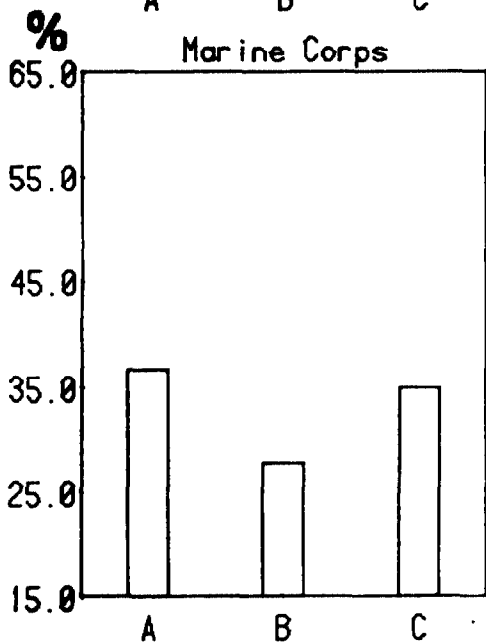
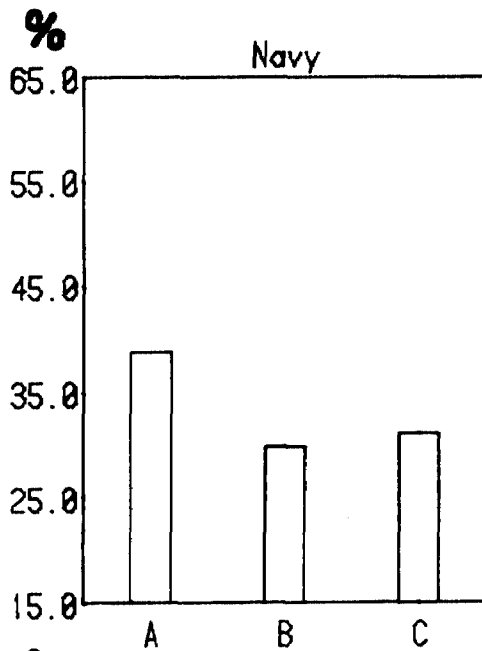
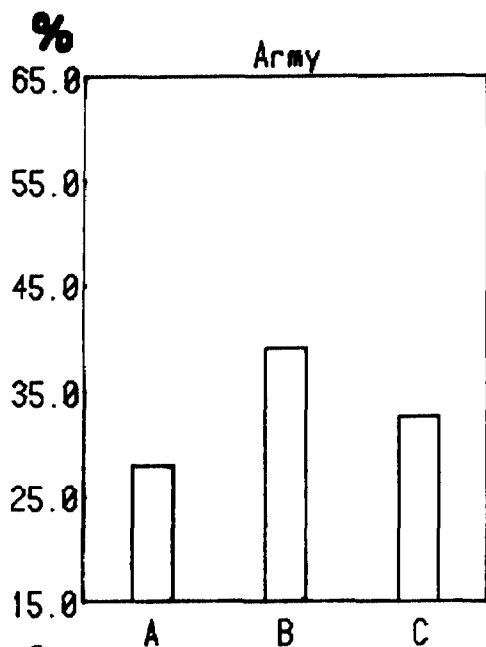


Legend:

- A Maintain separate clubs with changes
- B Consolidate clubs
- C Close unprofitable clubs

Significant Variances in Preferred Major Change

Senior Enlisted

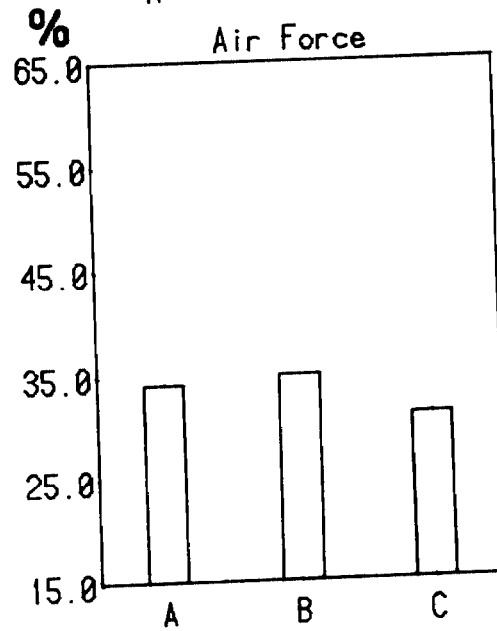
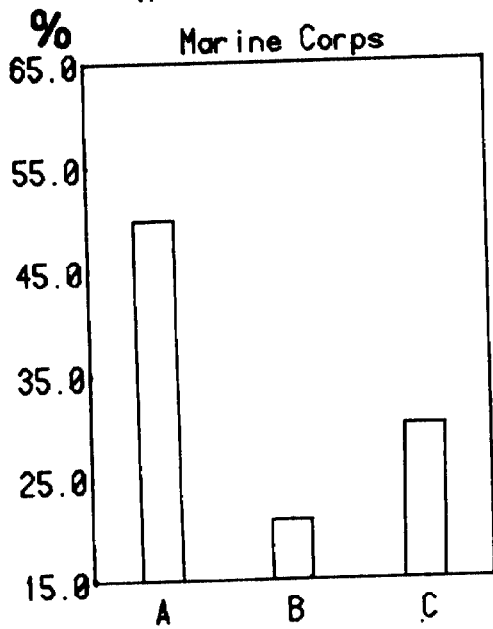
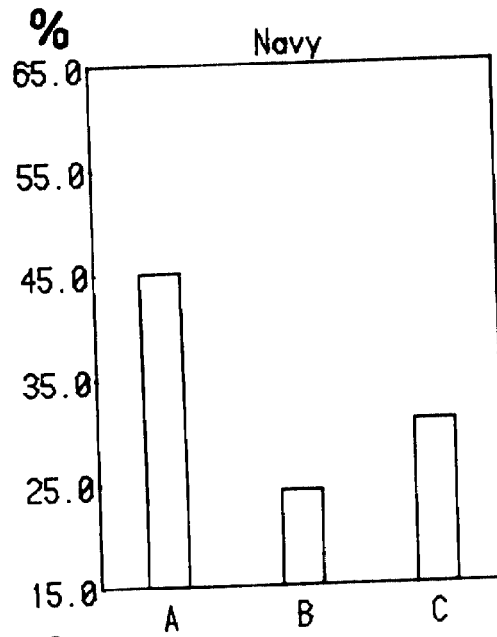
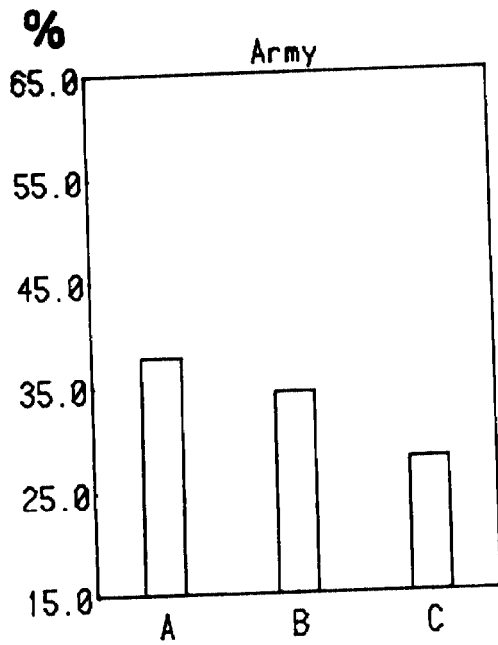


Legend:

- A Maintain separate clubs with changes
- B Consolidate clubs
- C Close unprofitable clubs

### Significant Variances in Preferred Major Change

#### Officers



**Legend:**

- A Maintain separate clubs with changes
- B Consolidate clubs
- C Close unprofitable clubs

SECTION 4ATTITUDES TOWARD ALCOHOL PACKAGE STORES

Military personnel visit their alcohol package stores an average of 16 times a year and spend about \$97. Almost one-fifth of the military population never uses the stores. Junior enlisted personnel frequent the stores the most; and, although officers go less often, they spend more money.

In general, military personnel are satisfied with their alcohol package stores, but junior enlisted personnel are slightly less satisfied. Junior enlisted personnel, especially in the Army, seemed less pleased with the check cashing and credit card policies and store operating hours.

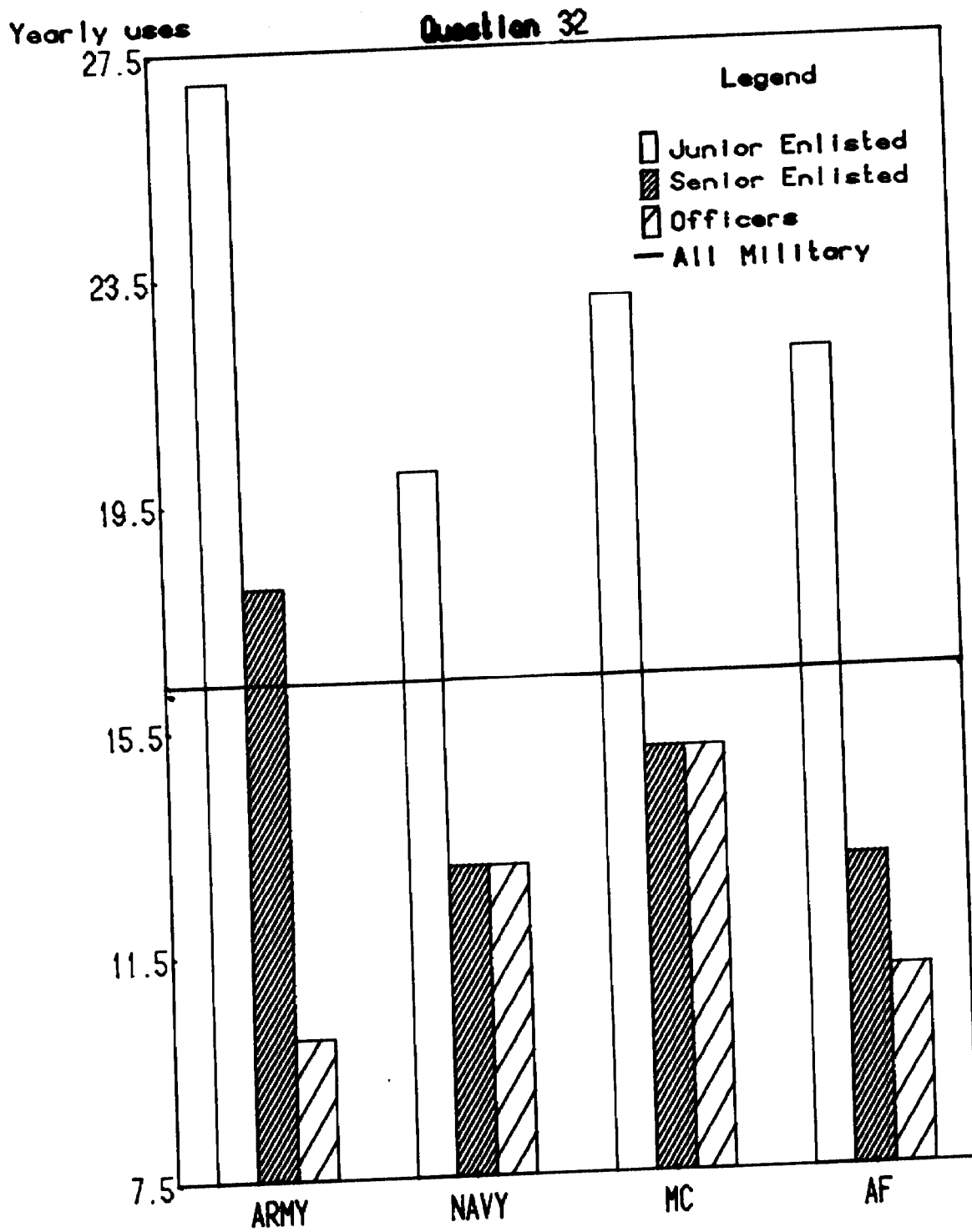
Air Force senior enlisted personnel were slightly less satisfied with brand selection and variety of beverages, and Marine Corps personnel were slightly more satisfied.

Officer responses varied significantly in all categories. Again, Air Force personnel were less satisfied, and Marine Corps personnel were more satisfied.

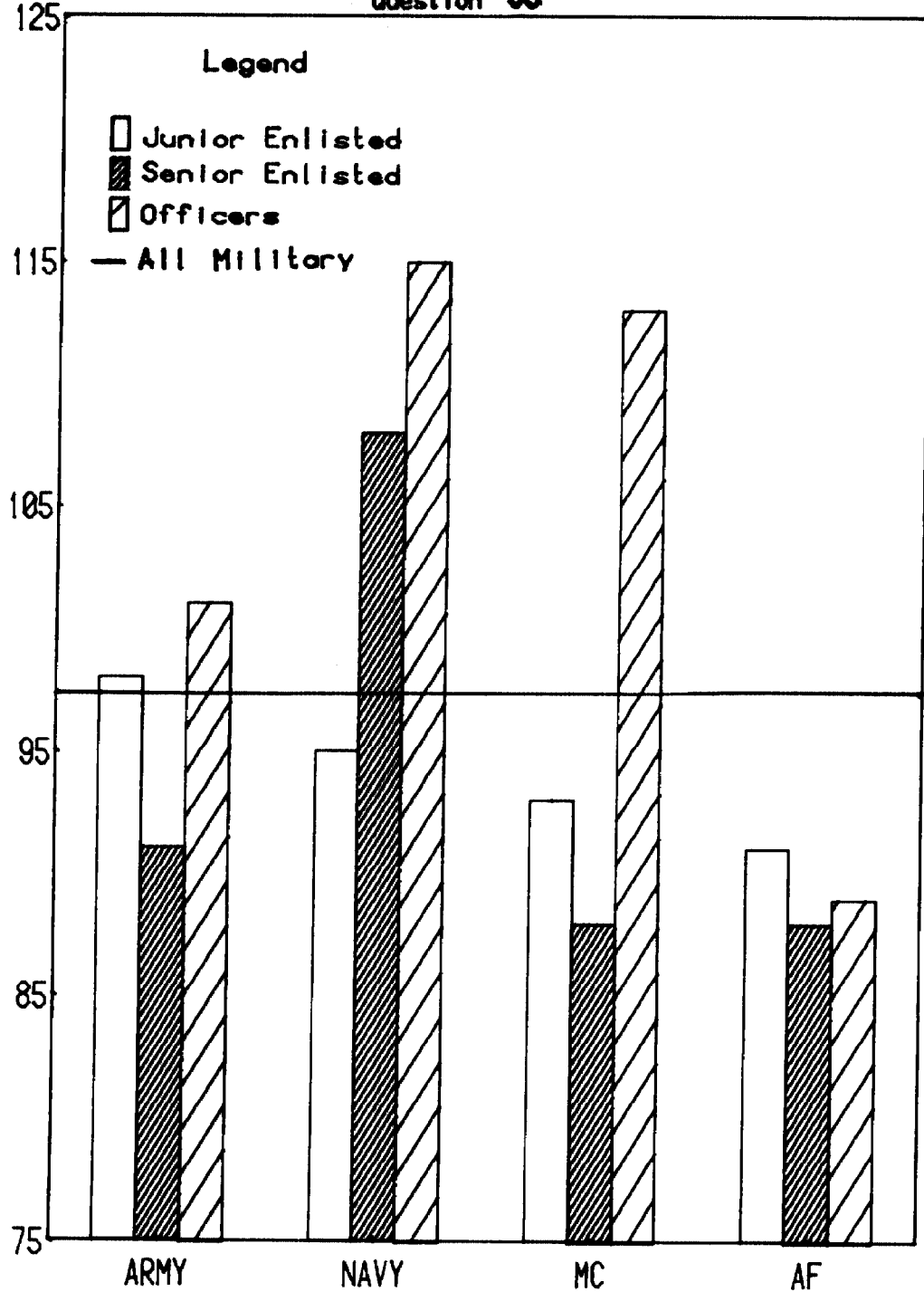
EFFECT OF ALCOHOL DEGLAMORIZATION  
PROGRAM ON CLUB AND PACKAGE STORE USE

During our review we were told that the services' efforts to deglamorize the use of alcohol had adversely affected club usage while increasing sales in package stores. Our survey showed that almost 20 percent of the military population was not aware of the program and about 60 percent had not changed club or package store usage. About 10 percent had decreased patronage of both the clubs and package stores, and 3 percent indicated that patronage had increased. Remaining respondents did not have club and/or package stores available.

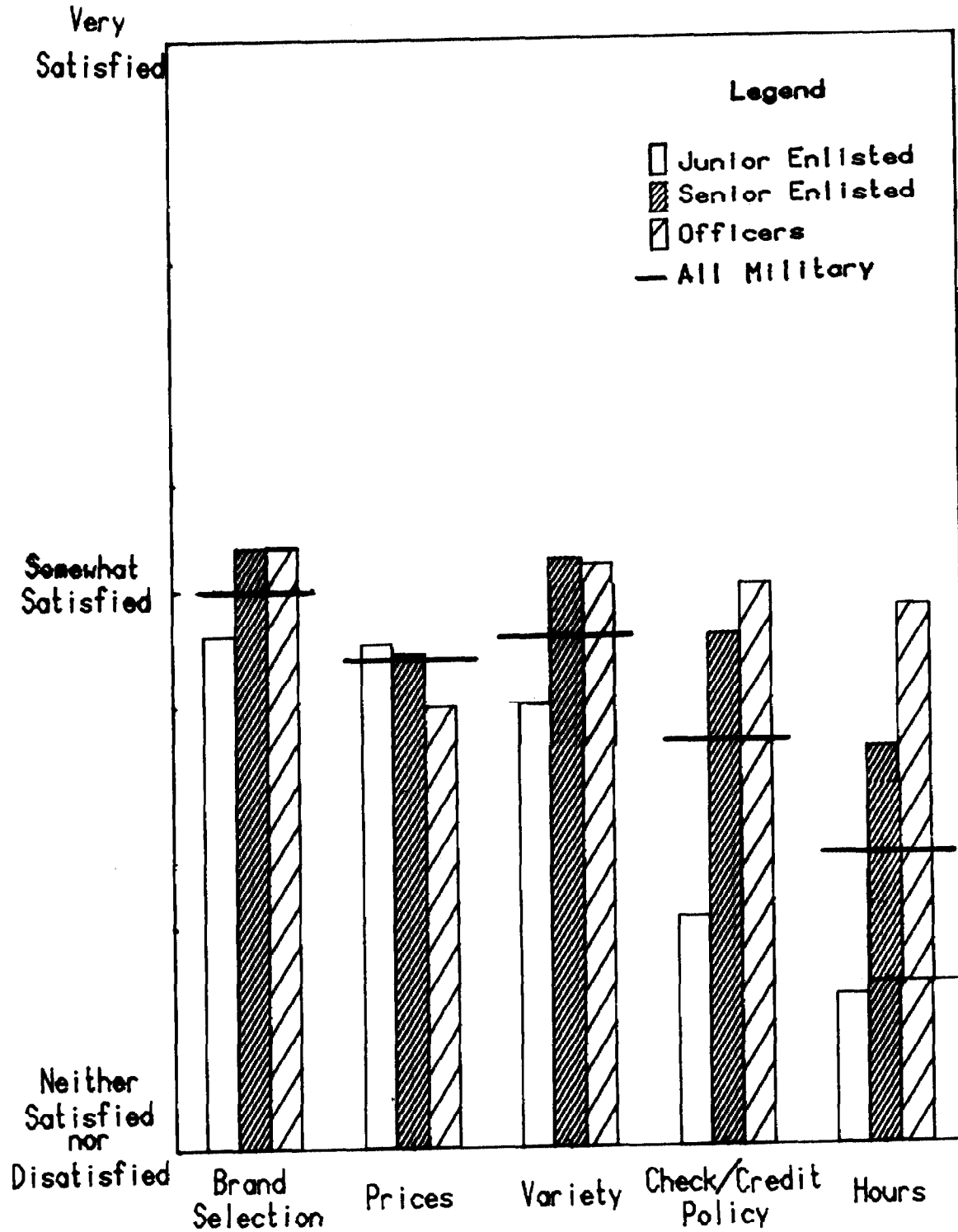
### Average Yearly Use of Alcohol Package Stores



\$ Average Yearly Expenditures at Alcohol Package Stores  
Question 33

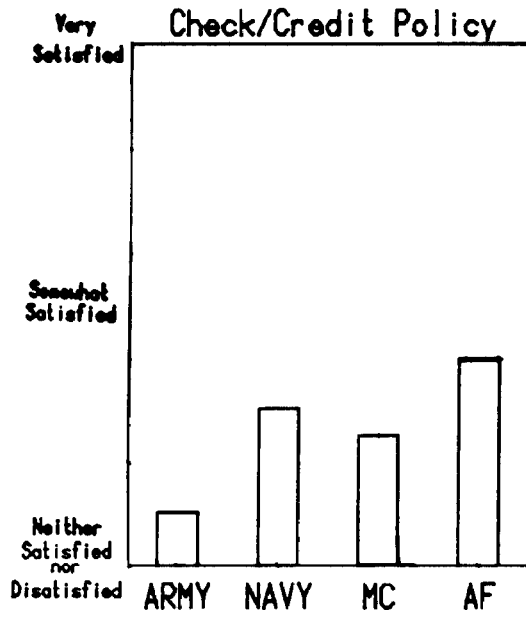
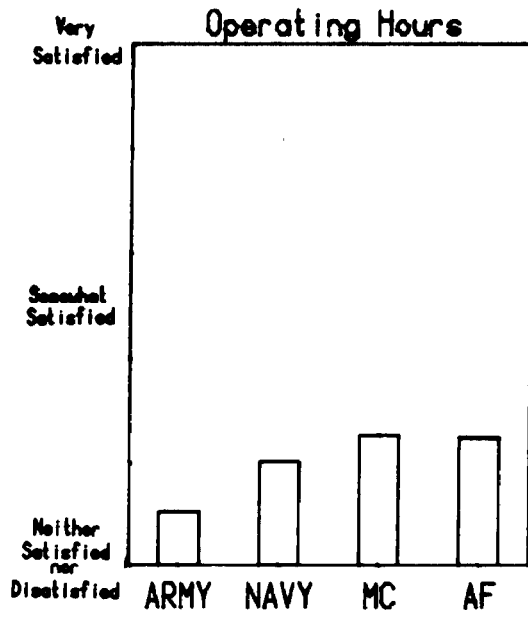


### Satisfaction with Alcohol Package Stores Question 31

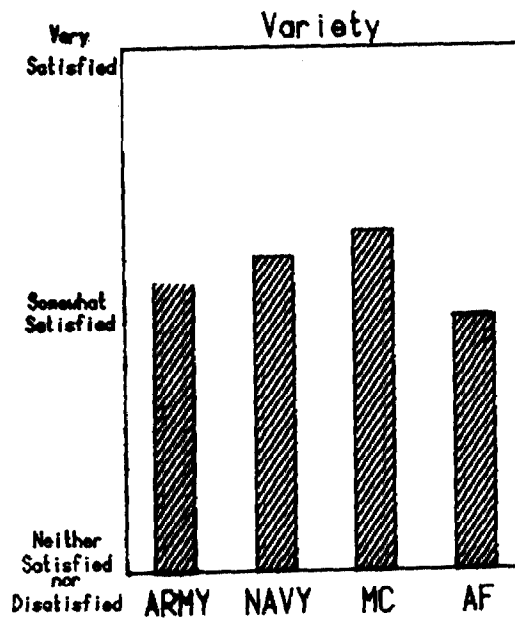
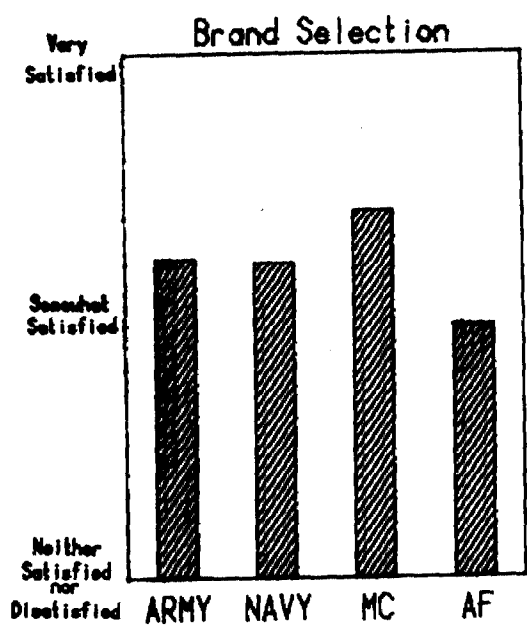




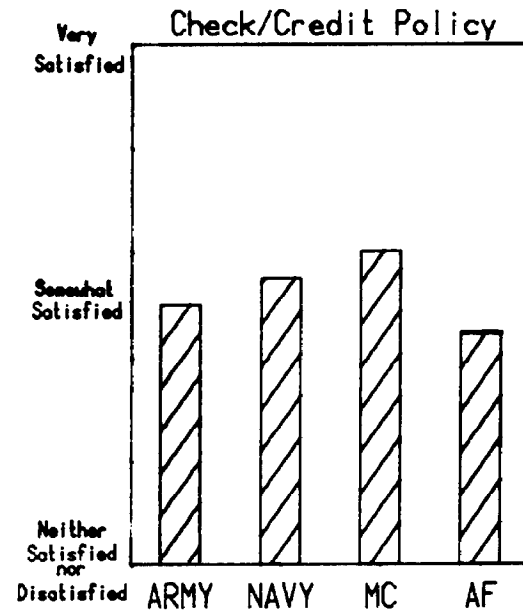
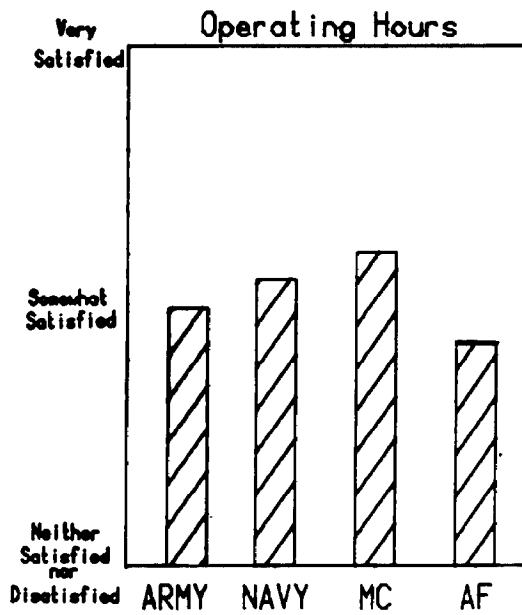
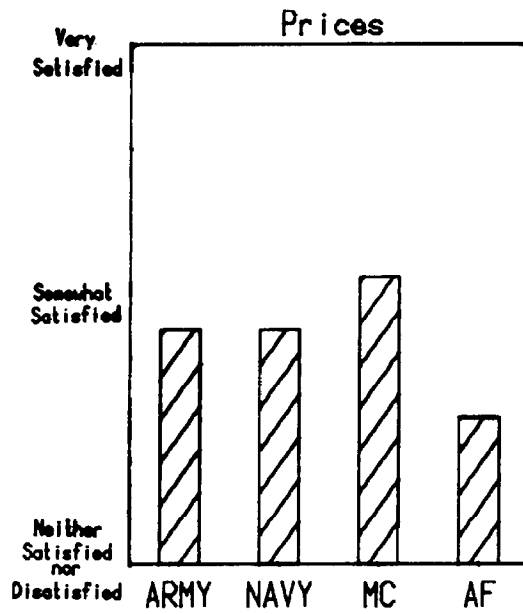
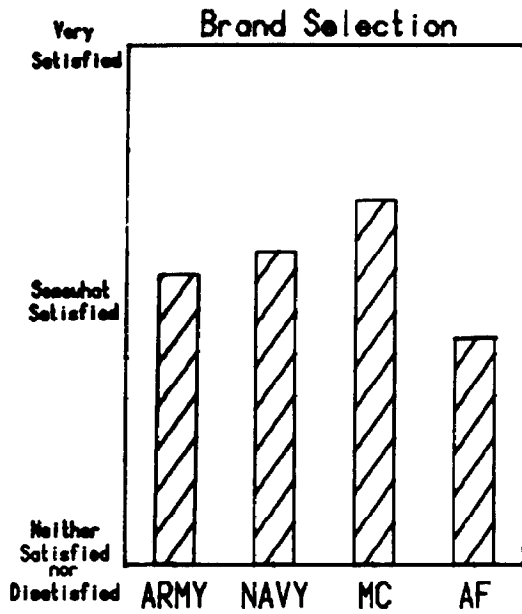
### Significant Variances in Package Store Satisfaction Junior Enlisted



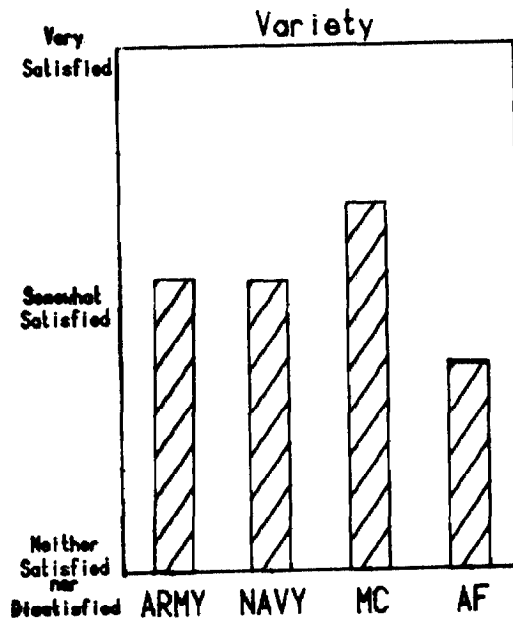
### Significant Variances in Package Store Satisfaction Senior Enlisted



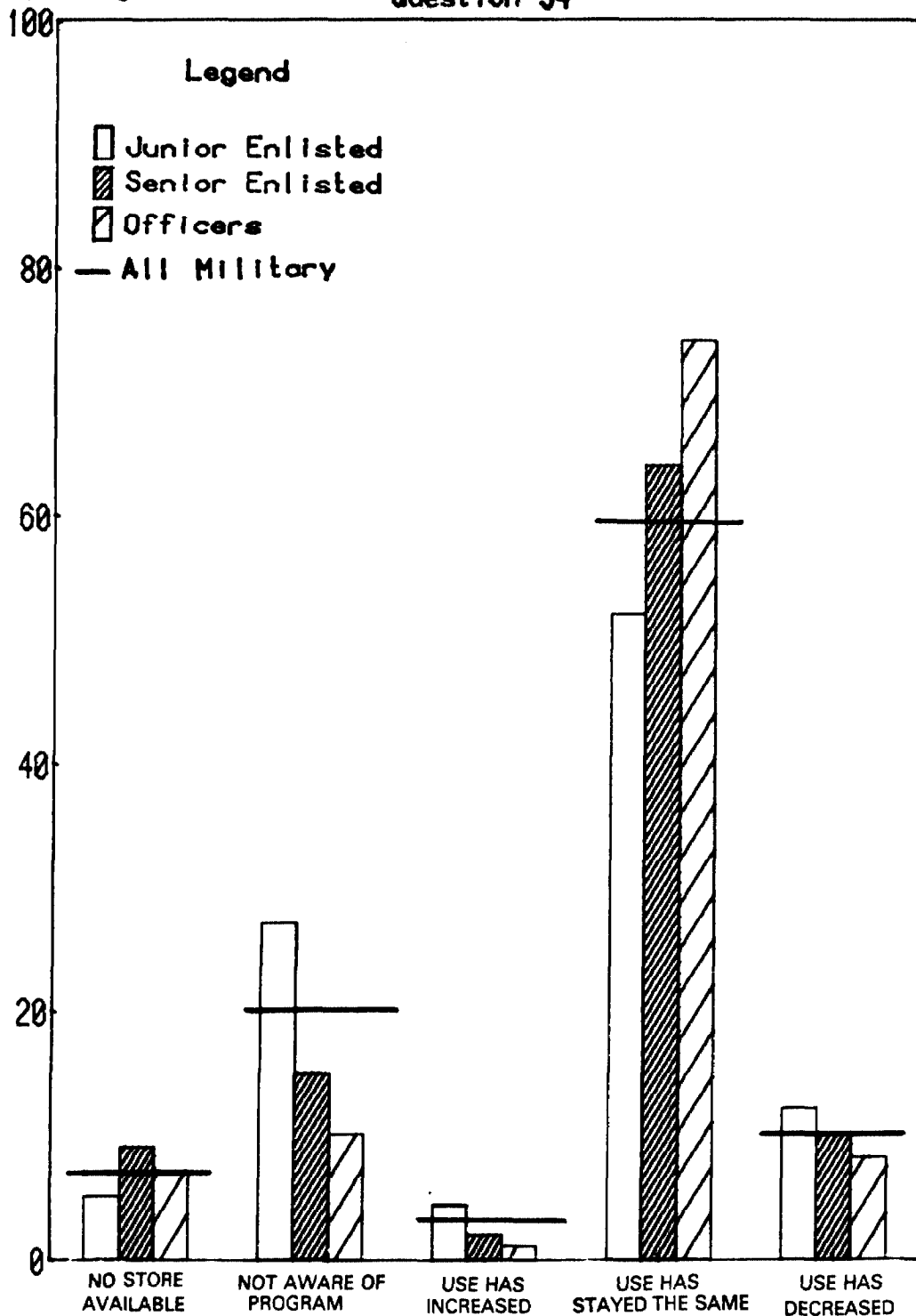
### Significant Variances in Package Store Satisfaction Officers



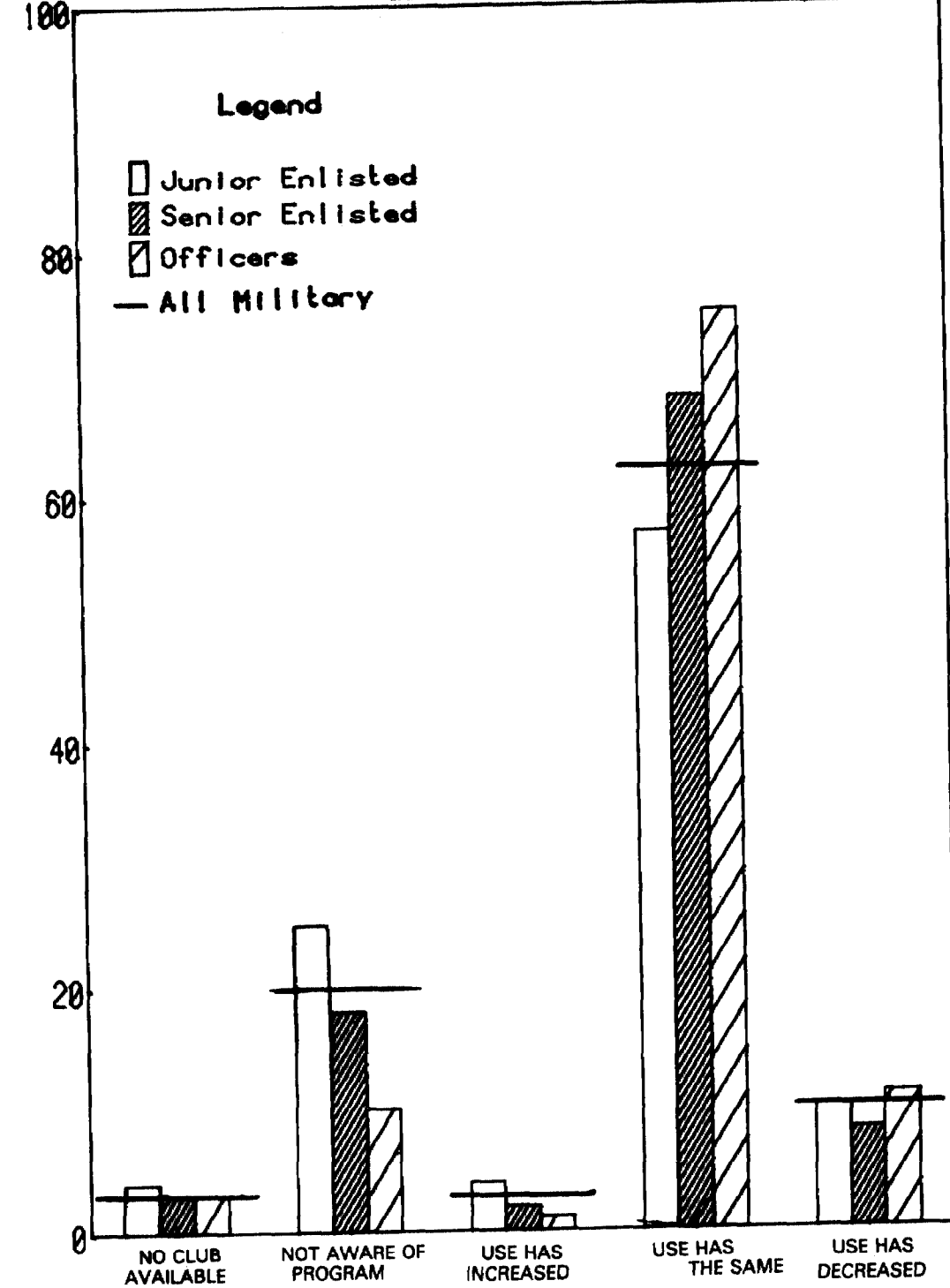
Significant Variances in Package Store Satisfaction  
Officers



### Effect of Alcohol Deglamorization Program on Package Store Use Question 34



Effect of Alcohol Deglamorization Program on Club Use  
 Question 35



**SECTION 5****UNITED STATES  
GENERAL ACCOUNTING OFFICE****MILITARY CLUB SYSTEM QUESTIONNAIRE**

This questionnaire is being given by the U.S. General Accounting Office, an agency of the Congress that is totally independent of the military services. Its purpose is to obtain information about various aspects of the military club systems and alcoholic beverage stores so that we can make suggestions about improving them.

You have been randomly selected to receive this questionnaire. It is extremely important that we get the honest opinions of both those who use the clubs and those who do not. Your participation is very important since we are only contacting a small number of personnel in each service.

All your answers will be kept strictly confidential. Completed questionnaires will be tabulated and analyzed in summary form only. No individually identifiable responses will be reported or made available to anyone.

Please complete the questionnaire and return it in the enclosed envelope. Also mail the enclosed postcard back separately when you return the completed questionnaire. The postcard contains a control number, the purpose of which is to verify that you have received, completed and returned the questionnaire. There is no association between your questionnaire and your postcard.

Thank you for your help.

**OFFICIAL GOVERNMENT BUSINESS**

When answering this questionnaire, please consider the club at the above installation. If this club is not correct, please cross out and indicate the club to which your answers refer.

PLEASE CIRCLE ONE LETTER ONLY FOR EACH QUESTION UNLESS OTHERWISE INSTRUCTED.

1. What is your branch of service?
 

A. Army	C. Marine Corps
B. Navy	D. Air Force
  
  2. What is your current pay grade?
 

A. E1-E3	E. E7-E9
B. E4	F. O1-O3
C. E5	G. O4-O6
D. E6	H. W1-W4
  
  3. What is your current marital status?
    - A. Single
    - B. Married
  
  4. Where are you presently living?
    - A. On base
    - B. Off base
    - C. Aboard ship (If stationed aboard ship, answer remaining questions for your home port)
  
  5. How likely is it that you will make a career of the military? (That is, spend at least 20 years in the active service.)
    - A. Does not apply--I have already spent 20 years in the military
    - B. Definitely will
    - C. Probably will
    - D. Undecided
    - E. Probably will not
    - F. Definitely will not
- 
6. How many dependents currently reside with you? (Include wife, children, parents, etc.) Enter 0 if no dependents reside with you. (If aboard ship, indicate dependents at home port.)
 

\_\_\_\_\_ dependents
  
  7. Are you now a dues-paying member of a club at your installation? (The term club refers to open messes, not Rod and Gun Clubs, Aero Clubs, Ski Clubs, etc.)
    - A. The club at my installation does not require dues-paying membership
    - B. Yes
    - C. No, there is no club on my installation that I am eligible to join
    - D. No, although I am eligible to join if I choose
- If your answer to question 7 was "D" answer questions 8 and 9--otherwise skip to question 10.
8. Were you ever a member of the club at this installation?
    - A. Yes
    - B. No
  
  9. Do you plan to join the club at this installation?
    - A. Yes
    - B. Undecided
    - C. No
  
  10. How much are the monthly club dues at your installation?
 

\$ \_\_\_\_\_ per month

\_\_\_\_\_ Does not apply. The club at my installation does not require dues or there is no club on my installation that I am eligible to use

\_\_\_\_\_ Don't know



11. How often do you use the club at your installation or any of its facilities for the following meals and functions: (Circle one letter in each column.)

	<u>Breakfast</u>	<u>Lunch</u>	<u>Dinner</u>	<u>Official/ Military Activities</u>	<u>Other<sup>1/</sup></u>
Does not apply--not offered at the club	X	X	X		
Never	A	A	A	A	A
1 - 5 times a year	B	B	B	B	B
6 - 11 times a year	C	C	C	C	C
1 - 3 times a month	D	D	D	D	D
Once a week	E	E	E	E	E
Twice a week	F	F	F	F	F
3 times a week	G	G	G	G	G
4 times a week	H	H	H	H	H
5 times a week	I	I	I	I	I
6 times a week	J	J	J	J	J
7 times a week	K	K	K	K	K

<sup>1/</sup>Other includes shows, drinks, bingo, dance bands, disco's, etc.

12. How often do you use other facilities on your installation (general mess, dining hall, exchange cafeterias, snack bars, Rod and Gun Clubs, recreation centers, etc.) for each of the following: (Circle one letter in each column.)

	<u>Breakfast</u>	<u>Lunch</u>	<u>Dinner</u>	<u>Other<sup>1/</sup></u>
Never	A	A	A	A
1 - 5 times a year	B	B	B	B
6 - 11 times a year	C	C	C	C
1 - 3 times a month	D	D	D	D
Once a week	E	E	E	E
Twice a week	F	F	F	F
3 times a week	G	G	G	G
4 times a week	H	H	H	H
5 times a week	I	I	I	I
6 times a week	J	J	J	J
7 times a week	K	K	K	K

<sup>1/</sup> Other includes shows, drinks, bingo, dance bands, disco's, etc.

13. How often do you use off-base commercial establishments for the following: (Circle one letter in each column.)

	<u>Breakfast</u>	<u>Lunch</u>	<u>Dinner</u>	<u>Other</u> <sup>1/</sup>
Never	A	A	A	A
1 - 5 times a year	B	B	B	B
6 - 11 times a year	C	C	C	C
1 - 3 times a month	D	D	D	D
Once a week	E	E	E	E
Twice a week	F	F	F	F
3 times a week	G	G	G	G
4 times a week	H	H	H	H
5 times a week	I	I	I	I
6 times a week	J	J	J	J
7 times a week	K	K	K	K

<sup>1/</sup> Other includes shows, drinks, bingo, dance bands, disco's, etc.

14. How often do you use clubs at other installations for the following: (Include time spent in temporary duty status. Circle one letter in each column.)

	<u>Breakfast</u>	<u>Lunch</u>	<u>Dinner</u>	<u>Other</u> <sup>1/</sup>
Never	A	A	A	A
1 - 5 times a year	B	B	B	B
6 - 11 times a year	C	C	C	C
1 - 3 times a month	D	D	D	D
Once a week	E	E	E	E
Twice a week	F	F	F	F
3 times a week	G	G	G	G
4 times a week	H	H	H	H
5 times a week	I	I	I	I
6 times a week	J	J	J	J
7 times a week	K	K	K	K

<sup>1/</sup> Other includes shows, drinks, bingo, dance bands, disco's, etc.

15. How do you feel about each of the following statements concerning the club at your installation? (Skip to question 17 if there is no club that you are eligible to use)

a. I feel (felt) pressured or obligated to join the club.

- A. Strongly agree
- B. Agree somewhat
- C. Disagree somewhat
- D. Strongly disagree

b. The club is one of few places available in this location to eat, drink, and socialize.

- A. Strongly agree
- B. Agree somewhat
- C. Disagree somewhat
- D. Strongly disagree

c. The club dues are reasonable.

- A. Not applicable - There are no dues
- B. Strongly agree
- C. Agree somewhat
- D. Disagree somewhat
- E. Strongly disagree
- F. Don't know

d. The atmosphere at the club is: (Circle all that apply.)

- A. Pleasant and appeals to me
- B. Too ethnically oriented
- C. Too rowdy
- D. Too formal or old fashioned
- E. Too military oriented
- F. Too family oriented
- G. Other--please specify \_\_\_\_\_

e. The dress code at the club is:

- A. Reasonable
- B. Too casual
- C. Too formal

16. How many miles do you live from the club at your installation? (Write in the approximate number of miles or check one of the other answers if appropriate.)

\_\_\_\_\_ Miles

\_\_\_\_\_ Don't know

\_\_\_\_\_ There is no club on my installation that I am eligible to use

17. Are you now a dues-paying member of a club at another installation? (Circle all that apply.)

- A. Yes, an Army club
- B. Yes, a Navy club
- C. Yes, an Air Force club
- D. Yes, a Marine Corps club
- E. No

18. Do you use any nearby clubs other than your installation's? (Circle all that apply.)

- A. No (Skip to question 20)
- B. Yes, Army
- C. Yes, Navy
- D. Yes, Marine Corps
- E. Yes, Air Force

19. Why do you use these other clubs? (Circle all of the factors below that apply.)

- A. Prices are better
- B. Quality of food is better
- C. Entertainment is better
- D. Location is more convenient
- E. No dues are required
- F. Service is better
- G. Atmosphere is better
- H. Some place different
- I. Better mix of customers
- J. Other--please specify \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

20. What kind of influence does each of the following have on your decision to join or how often to use the club at your installation? Consider the club as it is now, not as you would like it to be. (Skip to question 26 if there is no club at your installation that you are eligible to use.)

	<u>Don't know</u>	<u>Strong positive influence</u>	<u>Somewhat positive influence</u>	<u>Neither positive/negative influence</u>	<u>Somewhat negative influence</u>	<u>Strong negative influence</u>
a. Food prices	A	B	C	D	E	F
b. Drink prices	A	B	C	D	E	F
c. Quality of food	A	B	C	D	E	F
d. Variety of menu	A	B	C	D	E	F
e. Quality of drinks	A	B	C	D	E	F
f. Quality of service/ attitude of employees	A	B	C	D	E	F
g. Entertainment	A	B	C	D	E	F
h. Location (from residence)	A	B	C	D	E	F
i. Hours of operation	A	B	C	D	E	F
j. Amount of dues	A	B	C	D	E	F
k. Physical appearance/decor/ cleanliness	A	B	C	D	E	F
l. Dress code	A	B	C	D	E	F
m. Socializing with military personnel	A	B	C	D	E	F
n. Atmosphere	A	B	C	D	E	F
o. Check cashing services	A	B	C	D	E	F
p. Use of major credit cards	A	B	C	D	E	F
q. Place to meet new people	A	B	C	D	E	F
r. Pressure or obligation to join	A	B	C	D	E	F
s. One of few places available to eat, drink, and socialize	A	B	C	D	E	F
t. Other -- please specify:	A	B	C	D	E	F

21. If the factors you selected as having a negative influence were substantially improved or eliminated, would you use the club at your installation more often?

- A. No, I would not use the club for any reason
- B. No, I already use the club as much as I like
- C. Not sure
- D. Yes, my patronage would increase somewhat (1-3 more times per month)
- E. Yes, my patronage would increase considerably (4 or more times per month)

22. Which of the factors above is the one most important reason why you joined or use the club at your installation? (Write in letter which appears to left of factor.)

23. Which of the factors above is the one most important reason why you do not use the club more? (Write in letter which appears to left of factor.)

24. How much do each of the following factors influence you to use off-base commercial establishments rather than the club at your installation?

	<u>Not at all</u>	<u>A little</u>	<u>Some</u>	<u>Fairly much</u>	<u>Very much</u>
a. Food prices	A	B	C	D	E
b. Drink prices	A	B	C	D	E
c. Quality of food	A	B	C	D	E
d. Variety of menu	A	B	C	D	E
e. Quality of service/ attitude of employees	A	B	C	D	E
f. Entertainment	A	B	C	D	E
g. Location	A	B	C	D	E
h. Hours of operation	A	B	C	D	E
i. Getting away from the military atmosphere	A	B	C	D	E
j. Acceptance of major credit cards	A	B	C	D	E
k. Opportunity to try new places	A	B	C	D	E
l. Variety of atmospheres	A	B	C	D	E
m. Chance to meet non-military people	A	B	C	D	E
n. Other--please specify:	A	B	C	D	E

25. Which of the factors above is the one most important reason why you use off-base commercial establishments rather than the club at your installation? (Write in letter which appears to left of factor.)

26. Have you ever used an "all ranks" facility? (One that included officer and enlisted personnel.)

- A. Yes
- B. No (Skip to question 28.)

27. What was your impression of the "all ranks" facility you used?

- A. Highly favorable
- B. Somewhat favorable
- C. No opinion
- D. Somewhat unfavorable
- E. Highly unfavorable

To offset inflation and other economic pressures, military clubs have had to increase prices, initiate or increase dues, reduce operating hours and decrease services. If additional cut backs are necessary, how would the following actions affect your use of the club at your installation? (Skip to question 31 if there is no club at your installation that you are eligible to use.)

M Y U S E O F T H E C L U B W O U L D

Increase Considerably	Increase Somewhat	Stay the Same	Decrease Somewhat	Decrease Considerably	Don't Know
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28. One alternative is to continue to operate separate clubs for officers and enlisted personnel with the following actions:

	A	B	C	D	E	F
a. Increase or initiate dues	A	B	C	D	E	F
b. Increase food and drink prices	A	B	C	D	E	F
c. Increase or initiate entertainment charges	A	B	C	D	E	F
d. Decrease services; for example, go to cafeteria style meals, limited menu, etc.	A	B	C	D	E	F
e. Decrease operating hours	A	B	C	D	E	F
f. Decrease physical size of club	A	B	C	D	E	F

29. Another major alternative is to consolidate clubs with the following results:

a. Common dining room and cocktail lounge for officers and enlisted personnel	A	B	C	D	E	F
b. Common dining room with separate lounges for officers and enlisted personnel	A	B	C	D	E	F
c. Separate dining rooms served by one kitchen and separate cocktail lounges for officer and enlisted personnel	A	B	C	D	E	F
d. Several buildings offering different services to all ranks. For example, a supper club, discotheque or specialty restaurant	A	B	C	D	E	F
e. Rather than an "all ranks" facility, consolidate different services' clubs within a certain vicinity. For example, one officers club for all Army, Navy, Air Force and Marine Corps personnel	A	B	C	D	E	F

30. A third major alternative would be to close unprofitable clubs. Please rank the three major alternatives with "1" being your most preferred, "2" being your second most preferred, and "3" being your least preferred.

	RANK
a. Continue separate clubs for officers and enlisted personnel with the types of actions described in question 28.	_____
b. Consolidate clubs with the types of actions described in question 29.	_____
c. Close unprofitable clubs	_____

31. Indicate your satisfaction or dissatisfaction with each of the following aspects of the military alcoholic beverage package store at your installation? (Skip to question 34 if there is no military alcoholic beverage package store at your installation.)

	<u>Don't Know</u>	<u>Very Satisfied</u>	<u>Somewhat Satisfied</u>	<u>Neither Satisfied Nor Dissatisfied</u>	<u>Somewhat Dissatisfied</u>	<u>Very Dissatisfied</u>
a. Selection of brands to choose from	A	B	C	D	E	F
b. Prices	A	B	C	D	E	F
c. Hours of operation	A	B	C	D	E	F
d. Policy on checks and major credit cards	A	B	C	D	E	F
e. Variety or number of different kinds of alcoholic beverages	A	B	C	D	E	F

32. How often do you use the military alcoholic beverage package store at your installation?

- A. Never
- B. 1-3 times a year
- C. 4-6 times a year
- D. 7-11 times a year
- E. Once a month
- F. Twice a month
- G. Three times a month
- H. Once a week
- I. More than once a week

33. About how much do you spend (on a monthly basis) for beer, wine, and liquor purchased at the military alcoholic beverage package store at your installation? (Include purchases made by any dependents who reside with you. Write your answer in the space below.)

\$ \_\_\_\_\_ per month

34. Recently the military has attempted to deglamorize the use of alcohol through various publicity efforts and training programs. What effect, if any, would you say these measures have had on your use of the military alcoholic beverage package store at your installation?

- A. Does not apply - There is no military alcoholic beverage package store at my installation
- B. Does not apply - I have not been aware of any such publicity or training programs

As a result of these measures my use has:

- C. Increased greatly
- D. Increased somewhat
- E. Stayed about the same
- F. Decreased somewhat
- G. Decreased greatly

35. What effect, if any, would say these measures have had on your use of the club at your installation?

- A. Does not apply - There is no club at my installation that I am eligible to use
- B. Does not apply - I have not been aware of any such publicity or training programs

As a result of these measures my use has:

- C. Increased greatly
- D. Increased somewhat
- E. Stayed about the same
- F. Decreased somewhat
- G. Decreased greatly

THANK YOU FOR YOUR COOPERATION.

Please turn back to the beginning of the questionnaire and check each question to make sure your intended answer has been selected. Remember that all of your answers will be treated confidentially.

We welcome your additional comments on the questions we have asked or any related issue. Please provide those comments at the bottom of this page.

Return your completed questionnaire using the postage-paid envelope that has been provided. Also, drop the enclosed postcard in the mail to notify us that your questionnaire is on the way.

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