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AIR FORCE LODGING PROGRAM

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This instruction implements Department of Defense (DoD) Manual 4165.63-M, *DoD Housing Management*; and DoD Instruction 1015.12, *Lodging Program Resource Management*; and AFPD 34-6. It provides general lodging operating information, management requirements, and specific performance standards. It also provides standard operating procedures, where appropriate, to ensure consistent service to lodging guests Air Force-wide. Major commands (MAJCOM) may supplement this instruction. All supplements must be sent to the Director of Operations, Headquarters Air Force Services Agency (HQ AFSVA/SVO) 10100 Reunion Place, Suite 401, San Antonio, Texas 78216-4138, and to Headquarters United States Air Force, Directorate of Services, Chief, Programs Policy Division, (HQ USAF/ILVP), 1770 Air Force Pentagon, Washington DC 20330-1770 for approval. If approved, MAJCOMs are responsible for sending information copies of their supplement to HQ AFSVA/SVO and HQ USAF/ILVP. Supplements must also be posted on the Air Force Publications Web page. The Paperwork Reduction Act of 1974, as amended, in 1996 affects this publication.

(USAFA) AFI 34-246, 17 May 2001, is supplemented as follows:

No changes were made. Only updated to align with new AFI.

SUMMARY OF REVISIONS

This document is substantially revised and should be completely reviewed. ***The following forms are Prescribed:*** **AF Form 2506,** ***Reservation for Individuals,*** **AF Form 2507,** ***Reservation for Groups, and*** **AF Form 3211,** ***Customer Comments. The following forms are Adopted:*** **AF Form 40A,** ***Record of Individual Inactive Duty Training,*** **AF Form 616,** ***Fund Cite Authorization (FCA),*** **AF Form 938,** ***Request and Authorization for Active Duty Training/Active Duty Tour, and*** **AF Form 2282,** ***Statement of Adverse Effect – Use of Government Facilities.***

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Chapter 1

GENERAL OPERATING INFORMATION

1.1. Purpose. To provide quality lodging facilities and service to authorized personnel to maintain mission readiness and quality of life, while keeping official travel costs to a minimum.

1.2. Fund Sources. Lodging operations, to include visiting quarters and temporary lodging facilities, are mission-sustaining functions, supported through a combination of appropriated funds (APF) and nonappropriated funds (NAF) as prescribed in AFI 65-106, *Appropriated Fund Support of Morale, Welfare, and Recreation and Nonappropriated Fund Instrumentalities,* and AFI 34-201, *Use of Nonappropriated Funds (NAFs)*.

1.3. Support of Tenant Units. Host base general managers extend support to personnel assigned or on temporary duty (TDY) to tenant and attached units. Host-tenant or inter-service support agreements must reflect this support.

1.4. Lodging Annual Occupancy Reporting. The general manager, at activities using the Services Information Management System (SIMS), prepares the SIMS Unaccompanied Personnel Housing Inventory and Utilization Report, and supplemental data, annually. The general manager, at activities using the Lodging Touch System (LTS), prepares the JAS 105-occupancy report. Inclusive dates are 1 October to 30 September for both reports. MAJCOM/SV sends individual base and consolidated command reports to Headquarters Air Force Services Agency, Lodging Branch (HQ AFSVA/SVOHL), 10100 Reunion Place, San Antonio TX 78216-4148, by 31 October. Format and instructions are included on the Agency Web page. This Lodging Annual Occupancy report is assigned Report Control Symbol (RCS) RCS: HAF-SV(A)0101 and is designated emergency status code D. Immediately discontinue reporting data requirements during emergency conditions. Discontinue reporting during MINIMIZE.

1.4. (USAFA) Assignment to all Distinguished Visitor (DV) quarters is controlled and administered by Lodging (10 SVS/SVML) in coordination with Protocol (HQ USAFA/CCP). The VIP suites, Rooms 109 and 110; and at least one DV suite will be held in reserve until 1800 should a short notice DV reservation become known. These rooms will be released for one-night occupancy.

1.5. Eligible Guests in Air Force Visiting Quarters (VQ), Temporary Lodging Facilities (TLF), and Commercial Lodging (CL) (see 2.2.6.). **Table 1.1.** lists personnel who qualify for Priority 1 and Priority 2 status in visiting quarters. **Table 1.2.** lists personnel who qualify for Priority 1 and Priority 2 status in TLFs. Personnel listed as Priority 2 are assigned rooms on a space available basis. Within Priority 1 and Priority 2, assignments to VQs and TLFs are made on a first-come, first-serve basis, without regard to rank.

Table 1.1. Eligibility for Use of Air Force Lodging Visiting Quarters and Assignment Priority (One or Two).

	A	B	C	D
RULE	**If individual is: (not listed in Priority sequence)**	**The Guest is Priority:**	**Eligible for Commercial Lodging?**	**Room charges (to include commercial lodging) paid by:**
1	Military or DoD civilian temporary duty (TDY) to the installation	One	Yes	Individual (See Note 13)
2	On permissive TDY	One	Yes	Individual (See Note 13)
3	Active duty military on emergency leave	One	Yes	Individual
4	Aircraft passenger (including family members) on official orders or emergency leave at actual ports of embarkation	One	Yes	Individual
5	Family member on medical TDY orders	One	Yes	Individual
6	Military or civilian using military aircraft in TDY or permanent change of station (PCS) status who, for reasons beyond his or her control, remains overnight (RON) at a location other than TDY or PCS location	One	Yes	Individual (See Note 13)
7	Contract personnel traveling on official Letter Of Identification (LOI) to the installation	One	Yes	Individual (See Note 10)
8	Guest of the installation, as determined by the installation commander	One	Yes	Individual

	A	B	C	D
RULE	**If individual is: (not listed in Priority sequence)**	**The Guest is Priority:**	**Eligible for Commercial Lodging?**	**Room charges (to include commercial lodging) paid by:**
9	Unaccompanied military entitled to permanent quarters, but temporarily without permanent housing due to PCS	One	Yes	Individual (See Note 13)
10	Unaccompanied civilian (OCONUS only) entitled to permanent quarters, but temporarily without permanent housing due to PCS	One	Yes	Individual
11	Military and civilian personnel and family members, or family member alone, when in a PCS status	One	Yes	Individual (Notes 1, 2, 13)
12	Individual Mobilization Augmentee (IMA) members on annual tours, school tours, special tours of active duty, or inactive duty training, in a per diem or non-per diem status to the installation	One	Yes	Individual (See Note 4)
13	Unit-assigned Reserve personnel on annual tours, school tours, special tours of active duty, or in a per diem or non-per diem status	One	Yes	Individual (See Notes 5 & 13)
14	Unit-assigned Reserve personnel in an inactive duty for training (IDT) status away from unit of assignment	One	Yes	Individual (See Notes 6 & 13)

	A	B	C	D
RULE	**If individual is: (not listed in Priority sequence)**	**The Guest is Priority:**	**Eligible for Commercial Lodging?**	**Room charges (to include commercial lodging) paid by:**
15	Unit-assigned Reserve personnel in an IDT status at unit of assignment	One	Yes	Unit of Assignment (See Notes 7 & 13)
16	Air National Guard personnel on annual tours, school tours, special tours of active duty, or in a per diem status	One	Yes	Individual
17	Air National Guard personnel on annual tours, or in a non-per diem status	One	Yes	Individual (See Note 8)
18	Air National Guard personnel in an IDT status at assigned installation	One	Yes	Individual OR Unit of Assignment (See Notes 9 & 12)
19	Military academy and Reserve Officer Training Corps (ROTC) cadet traveling on official orders	One	No	Parent organization (See Note 13)
20	Applicant for an Air Force commission under AFI 36-2001, *Officer Training Program Examining Centers (OPTEC)*	One	No	Parent organization
21	TDY foreign military or civilian sponsored through security assistance programs	One	No	(See Note 3)
22	Individuals or groups housed for humanitarian reasons, such as natural disasters or adverse weather conditions, when no private or commercial lodging are available and approved by the installation commander	One	No	Individual

	A	B	C	D
RULE	**If individual is: (not listed in Priority sequence)**	**The Guest is Priority:**	**Eligible for Commercial Lodging?**	**Room charges (to include commercial lodging) paid by:**
23	Military and civilian personnel TDY to a nearby location who desire on-base quarters. Including Air National Guard and Reserve personnel regardless of status.	Two	N/A	Individual (See Notes 11 & 13)
24	Family member accompanying official TDY personnel	Two	No	Individual (See Note 13)
25	Friends/relatives of an active duty patient in a DoD medical facility (or when referred to a civilian medical facility by DoD medical authorities)	Two	No	Individual (See Note 13)
26	Relative or guest of military member assigned to the installation	Two	No	Individual (See Note 13)
27	Military retiree (to include Air National Guard and Reserve) and their accompanying family members	Two	No	Individual (See Notes 13 & 14)
28	Active duty member, with or without his/her family members in status other than TDY status	Two	No	Individual (See Note 12)
29	DoD civilians and their dependents on leave	Two	No	Individual

	A	B	C	D
RULE	**If individual is: (not listed in Priority sequence)**	**The Guest is Priority:**	**Eligible for Commercial Lodging?**	**Room charges (to include commercial lodging) paid by:**
30	US civilian and his/her family members on Environmental Morale Leave (EML) orders from overseas duty assignment, only if TLFs are not immediately available	Two	No	Individual
31	Air National Guard and Reserve personnel (in non-duty status possessing valid identification (ID) card) and his/her family members	Two	No	Individual
32	Space Available passengers aboard military aircraft delayed short of destination, or passengers arriving at ports for Space Available travel on departing military flights	Two	No	Individual
33	ROTC cadets, Civil Air Patrol organizations, and youth groups, when approved by the installation commander	Two	No	Individual (See Note 15)
34	Family member (18 years or older, with valid ID card) of deceased military member	Two	No	Individual (See Note 13)
35	Family member (18 years or older, with valid ID card) unaccompanied by their active duty or retired military sponsor	Two	No	Individual (See Note 13)

	A	B	C	D
RULE	**If individual is: (not listed in Priority sequence)**	**The Guest is Priority:**	**Eligible for Commercial Lodging?**	**Room charges (to include commercial lodging) paid by:**
36	Transient family member (18 years or older, with valid ID card) of DoD Command-sponsored civilian overseas	Two	No	Individual (See Note 13)
37	Nonmilitary uniformed personnel of the US Public Health Service, National Oceanic and Atmospheric Survey, and foreign military personnel, when authorized by the installation commander	Two	No	Individual
38	Person separated under the "Transition Assistance Management Program" (TAMP)	Two	No	Individual

NOTES:

1. Civilian personnel and/or their family members are Priority 1 for government lodging or commercial lodging (CL) when in a PCS status overseas. In CONUS, they are Priority 2 for government lodging.
2. Do not issue a PCS member an automated contract lodging authorization or non-availability (NA) number. Instead, provide the member a locally devised TLE/TLA memorandum. Using LTS, you will register the guest in the system as a NA account (wait list). You can still provide the member a locally devised TLE/TLA memorandum and reference the NA account number.
3. All foreign personnel must pay lodging service charges directly to the lodging office, except International Military Education and Training (IMET) enlisted personnel. Lodging requests reimbursement for IMET enlisted personnel through the host base foreign training office and accounting and finance office. Invoices must list names, nationality, number of days that lodging was provided, and total amount of charges. Lodging must also furnish a copy of each student's travel orders.
4. IMA members will pay all lodging charges, regardless of type of duty performed (i.e., active duty, AF Form 938, **Request and Authorization for Active Duty Training/Active Duty Tour**; inactive duty for training, AF Form 40A, **Authorization for Individual Inactive Training**, per diem status, or location where the duty is performed (i.e., at or away from the assigned unit/man-day assignment). IMA members must file for reimbursement through AFRCCAFO/FMFPT (Consoli-

dated Accounting and Finance Office, Travel Section), 1392 Second Street, Dobbins ARB GA 30069-4823.

5. Unit-assigned Air Force Reserve personnel in an active duty status, to include annual tours in a per diem or non-per diem status, performed at home station or away from home station, will pay all lodging charges and file for reimbursement on a travel voucher.
6. Unit-assigned Reserve personnel in an IDT status away from home station will pay their own lodging costs and file for reimbursement.
7. Unit-assigned Reserve personnel in an IDT status at home station will not pay for their own lodging. The unit of assignment will pay all lodging room charges via an organizational credit account (e.g., International Merchant Purchase Authorization Card (IMPAC)). Refer to **Attachment 5** for billing procedures.
8. Air National Guard (ANG) members in an active duty status for annual tours in a non per diem status will pay for on-base lodging or commercial lodging. ANG members will file for reimbursement through their unit of assignment.
9. Air National Guard members in an IDT status will not pay their lodging room charges. The unit of assignment will pay IDT lodging charges via an organizational credit account (e.g., IMPAC). Refer to **Attachment 4** for billing procedures. For Geographically Separated Units (GSUs), Air National Guard and Reserve lodging is provided in accordance with the Inter Service Support Agreement (ISSA) and Host Tenant Support Agreement (HTSA). **NOTE:** For payment procedures concerning individual and unit-assigned Air Force Reserve personnel, contact HQ AFRC/SVP (Programs Division, Services Directorate), Robins ARB GA, DSN 497-2103. For Air National Guard billing procedures, contact ANG/SVX, Andrews AFB MD, DSN 278-8177.
10. Contract personnel traveling overseas are lodged according to the contract provisions and the host-nation Status of Forces Agreement (SOFA).
11. Once Priority 2 (official travel) guests receive a confirmed reservation they maintain Priority 1 status for the duration of their stay.
12. Unless otherwise covered by other rules in this table.
13. Military includes US Coast Guard members.
14. Retirees who are evacuated to a Military Treatment Facility in the United States are considered Priority 1 and thus allowed to make confirmed lodging reservations for the duration of their stay.
15. AFROTC cadets participating in the Operations Air Force Program and the Base Visit Program are not in a per diem status. They are not charged for services provided (except for incidental expenses, e.g., sundries, phone charges, etc.). They are not assigned to CL, and not promised non-availability numbers. Reimbursement for lodging service charges is accomplished as follows: For the Operations Air Force Program, collect a copy of each cadet's orders, indicate the daily service rate and estimated number of nights' stay and fax a copy of the orders to HQ AFROTC/DOSR at DSN 492-7003 or commercial (334) 953-7003, within 5 days after check out. HQ AFROTC/DOSR will provide a Government Travel Account (credit card) number to pay for room charges. Upon check out, fax a copy of the paid bill/receipt to HQ AFROTC/DOSR. For the Base visit program, fill out the information at the bottom of the cadet's special orders, where it says "note to lodging facility," and fax a copy to HQ AFROTC/DOSR. All other procedures are the same as the Operations Air Force Program.

Table 1.1 (ADDED-USAFA) Eligibility for Use of Air Force Lodging Visiting Quarters and Assignment Priority (One or Two)

	A	B	C	D
RULE	**If individual is (not listed in Priority sequence)**	**The Guest is Priority:**	**Eligible for Commercial Lodging?**	**Room charges (to include commercial lodging) paid by:**
39	Admission Liaison Officers	One	Yes	Individual
40	The immediate family (spouse, children, mother, brothers and sisters) of deceased members eligible and scheduled for interment in the USAF Academy Cemetery will be considered as guests of the Armed Forces as determined by the Superintendent (HQ USAFA/CC)	One	Yes	Individual
	Other members of the funeral party not on official travel orders will be considered as guests of the Armed Forces as determined by the Superintendent (HQ USAFA/CC) and may also be considered as priority one for assignment to transient quarters	One	Yes	Individual

Table 1.2. Eligibility for Use of Temporary Lodging Facilities and Assignment Priority (One or Two).

RULE	If the individual is:	Then they are Priority:
1	Active duty military or Active Guard or Reserve personnel with one or more family members PCSing in or out	One (Notes 1, 2, & 4)
2	Displaced military families (due to emergency conditions)	One (Notes 3, & 4)
3	Active duty military or Active Guard or Reserve member on permissive TDY or on leave to house hunt in conjunction with PCS, retirement, or separation	One (See Note 4)
4	Friends and relatives of an active duty patient in a DoD medical facility (or in a civilian medical facility when referred there by DoD medical authorities)	One (See Note 4)
5	Outpatient of a civilian or military hospital if referred by an Air Force hospital	One (See Note 4)
6	Guests of the installation as determined by the installation commander	One
7	PCS DoD civilian personnel with family members or family members alone (18 years or older) outside CONUS, incident to PCS, separation, or retirement, when eligible for Living Quarters Allowance (LQA)	One
8	Military member TDY (and accompanying family members) en route to PCS location	One (Note 4)
9	Individuals or groups housed for humanitarian reasons, such as natural disasters or adverse weather conditions, when no private or commercial lodging are available and approved by the installation commander	One
10	Military member and family members on leave or delayed en route	Two (See Note 4)
11	Military and DoD personnel on TDY when VQ is fully occupied	Two (See Note 4)
12	Retired military member and his/her family members	Two (See Notes 4 & 5)
13	DoD civilians and family members on leave	Two
14	Unaccompanied personnel incident to PCS if neither VQ nor permanent party housing is available	Two

RULE	If the individual is:	Then they are Priority:
15	DoD civilians accompanied by family members incident to PCS in the CONUS	Two
16	Air National Guard and Reserve personnel (in a non-duty status, possessing a valid ID card) and his/her family members	Two
17	Nonmilitary uniformed personnel of the US Public Health Service, National Oceanic and Atmospheric Survey, and foreign military personnel, when authorized by the installation commander	Two
18	Relative or guest of military member assigned to the installation	Two (See Note 4)
19	Air National Guard and reserve personnel in an inactive duty training for (IDT) status at assigned installation	Two

NOTES:

1. PCS-in as Priority 1 applies only to the member's new duty assignment location, not PCS en route (traveling to new assignment). PCS-out as Priority 1 applies only to the member's departing duty assignment location, not PCS en route (traveling to new duty assignment). Air Force recruiting personnel will be considered Priority 1 for assignment in the TLF at the installation closest to their office location regardless of their host base of assignment.
2. Do not issue a PCS member a SIMS-generated contract lodging authorization or non-availability numbers. Instead, provide the member a locally devised TLE/TLA memorandum. Using LTS, you will register the guest in the system as a NA account (wait list). You can still provide the member a locally devised TLE/TLA memorandum and reference the NA account number.
3. When military members residing in government housing (military family housing) or off-base housing are dislocated for emergency maintenance and repairs, they are authorized to reside in TLFs. When lodging fees exceed the member's basic allowance for housing (BAH), the base may reduce fees down to the BAH. This does not apply to government housing occupants who are displaced as a result of programmed housing renovation/upgrade (e.g., kitchen renovations, etc.). Military members are authorized up to 30 days in TLF without forfeiture of BAH (DoD FMR, Base Level Pay Procedures, Vol 7A Ch 26).
4. Military includes US Coast Guard members.
5. Retirees who are evacuated to a Military Treatment Facility in the United States are considered Priority 1 and thus allowed to make confirmed lodging reservations for the duration of their stay.

1.6. Use of Lodging. Air Force temporary duty personnel must use on-base lodging when adequate and available (unless waived for military necessity), and will make advance reservations when traveling to an Air Force installation. Reservations can be made via a traveler's home installation's servicing commercial travel office (CTO) or by contacting an Air Force Inn directly. The Air Force Lodging Directory can be found at **http://www.afsv.af.mil**. Reservations for CONUS operations can also be made by calling 1-888-AF-LODGE. MAJCOMs must report all lodging phone number changes to HQ AFSVA/SVOHL immediately after the new number is available.

1.6.1. Newly inducted enlisted members undergoing processing, orientation, or basic training, including follow-on technical training at a base having both government dining facilities and lodging, are not authorized per diem or reimbursement for lodging service charges, and will be accommodated in permanent party housing. However, if members have attended a PCS school and are attending follow-on training and are entitled to per diem, lodging provides accommodations.

1.6.2. Installation commanders may establish a maximum duration of occupancy for PCS personnel based on availability of permanent party housing and the needs of TDY personnel up to 30 days. Stays beyond 30 days require forfeiture of BAH: Members can request stays beyond 30 days without forfeiture of BAH for reasons of military necessity or relief of hardship (reference DoD FMR, Vol 7A, Ch 26, Table 26-3, and DFAS-DEM 7073-1 (Base Level Pay Procedures).

1.6.3. The installation commander reserves the right to refuse service to any guest for cause. (This responsibility may be delegated to the general manager). A MFR detailing the reasons for refusal should be sent to the Services squadron for review and filing.

1.6.4. Before placing an official traveler in commercial lodging or issuing a non-availability number, lodging operations will assign guests to available rooms that meet or exceed the minimum adequacy standards found in **Chapter 2**, **Table 2.1.** Lodging will assign enlisted personnel to Visiting Officers Quarters (VOQ) when Visiting Airman's Quarters (VAQ) are full rather than sending them off-base. Officers and civilians may be assigned to a VAQ when VOQs are full and the VAQ room meets minimum adequacy standards for officers and civilians. General managers are responsible for controlling lodging rooms to ensure efficient use of all rooms and maximum occupancy. General managers will review daily reports, e.g., arrivals report, departure report, reservations, etc., and make changes to reservations as necessary. The reservation staff will encourage guests to book the portion of their stay that can be accommodated on base at the time of "sale." The goal is to accommodate the entire length of stay, but at the very least, we will accommodate them for the maximum amount of time a room is available. General managers will also establish a tracking system to ensure guests are contacted at their off-base accommodations to provide them the opportunity to move back on base once space becomes available.

1.6.5. For facilities configured as VQs the following guidelines apply: A separation of general areas between guests that fall into different rank categories is normally desirable. To the extent possible, assign airmen/NCOs, officers, and aircrew members to rooms on separate floors/wings, especially when crew rest is an issue (where PRIME KNIGHT is established). Managers should use flexibility and good judgement when making these assignments. When rooms in the normally designated area are not available, assign guests to any available VQ room on a first-come, first-served basis. Do not send guests to contract quarters or issue certificates of non-availability unless there are no rooms available.

1.6.6. Air Force lodging operations are not authorized to involuntarily lodge duty transient personnel in government lodging not meeting the minimum adequacy standards identified in **Chapter 2**, **Table 2.1.**, during normal, peacetime operations, without the approval of HQ USAF/ILVP. Installation commanders may authorize lodging in facilities not meeting minimum standards for reasons of military necessity, such as contingency operations, natural disasters, emergencies, etc. It is inappropriate to involuntarily lodge duty transient personnel in facilities below minimum adequacy standards solely to reduce TDY costs. However, duty transient personnel may voluntarily accept a lodging room that does not meet minimum adequacy standards.

1.7. Group Travelers. The lodging office will house group travelers requiring team integrity at the same geographical location (all on base or all off base) when specified on the group members' travel orders. See **Attachment 6** for further details regarding the Prime Knight program.

1.8. Business Suites. An installation commander may designate distinguished visitor lodging within the visiting quarters. If the protocol office manages business suite reservations, it will release the rooms to the lodging office for use by other travelers by 1600 each day to maximize on-base lodging utilization.

1.8.1. No more than 5 percent of a lodging operation's total visiting quarters will be identified as business suites without MAJCOM/SV approval. (MAJCOM/SVs will provide HQ USAF/ILVP and HQ AFSVA/SVOHL an information copy of approved waiver requests).

1.8.2. Lodging and protocol will establish an operating instruction concerning business suite reservations.

1.9. No-Smoking Policy. All Air Force lodging common areas and guest rooms, including TLF units, are no-smoking areas. General managers will ensure guests are informed of this policy when making a reservation and at check-in. When smoking does occur in a guest room, an efficient ionizer or deodorizer will be used to clean the room and rid it of as much of the smoke residue as possible. Lodging operations are authorized to charge the guest (one time per stay) for cleaning services if the guest is informed of this policy at check-in.

1.10. General Management Requirements and Responsibilities. The lodging general manager sets the tone for the entire lodging operation and will ensure adherence to this Air Force Instruction in the lodging operation that he/she is responsible. The manager will ensure consistent, quality service to meet our customers' expectations every time they stay at an *Air Force Inns* establishment. In those instances when a guest takes the time to point out an area of concern or dissatisfaction, the general manager will attempt to correct the situation as soon as possible and inform the guest of the action taken within 24 hours (by letter, if necessary).

1.11. Facility Utilization. General managers determine the number of lodging rooms required based on Priority 1 guest historical data and future mission changes that might affect Priority 1 guest traffic. Commanders should consider redesignating lodging rooms/facilities as permanent party housing, or other use, if the occupancy rate is below 75% for a period of 1 year (or 50% Priority 1 guests).

1.11.1. HQ USAF/ILV must approve facility diversions to any other use for all facilities built with nonappropriated funds. (AFI 32-9002, *Use of Real Property Facilities,* for additional guidance.)

1.11.2. General managers may temporarily house newly assigned unaccompanied single permanent party personnel in lodging facilities if permanent party housing is not readily available. Members must pay the lodging service charge. Members should consult their financial services office regarding pay entitlements.

1.11.3. If on-base lodging becomes unavailable for any reason, the general manager informs potential customers IAW procedures outlined in AFMAN 34-255, *Directory of Government Quarters and Dining Facilities.*

1.12. Dress and Appearance. All lodging employees must wear appropriate attire. The general manager will wear professional business attire and will provide complete uniforms and name tags for all civilian

employees. Name tags and/or uniforms will include the *Air Force Inns* logo and may also include the local lodging logo. (Examples of appropriate uniforms are; housekeepers in matching smocks/shirts and slacks; desk clerks in slacks or skirt, and matching dress shirt and vest; managers in slacks or skirt, with a matching dress shirt, vest, and tie or tie tab.) Military personnel assigned to lodging will wear the appropriate military uniform and Services organizational badge.

1.13. Employee Work and Break Areas. All lodging employee break areas must reflect the same quality standards of lodging common areas and guest rooms. The general manager will designate appropriately furnished and decorated lounge areas for lodging employees to take their breaks.

1.14. Training. General managers will establish a continuing customer service training program (approved by the MAJCOM/SV). All employees will receive training particular to their jobs (task training), as well as customer service techniques, to guarantee consistent, courteous, and professional service to all guests. Managers must use a commercial, core training program, for use in Air Force lodging. General managers may receive assistance in obtaining training materials from the parent MAJCOM/SV lodging officials or HQ AFSVA/SVOHL. All lodging employee training will be documented using the appropriate forms. In addition, military personnel training (E-1 through E-6) will be documented in the Training and Education Automated Management System (TEAMS). Completed training forms will be maintained in each civilian employee's personnel record. Civilian training will be documented in the employee's personnel file.

1.14.1. Initial Training. Newly hired employees must receive the following aspects of training <u>within the first 3 days of work</u>:

1.14.1.1. Safety, security, and emergency procedures (first day of work).

1.14.1.2. Initial training on blood borne pathogens (BBP) exposure control (to include policies, procedures, and equipment) for all employees whose normal duties include the ***possibility*** of occupational exposure to blood and other bodily fluids (Occupational Safety and Health Administration annual training requirement).

1.14.1.3. An entire lodging operation overview, to include reservations, front desk operations, housekeeping and maintenance.

1.14.1.4. A lodging operation tour, to include all types of guest rooms. (Front desk/reservations staff members should also tour commercial lodging establishments within their first 2 weeks on the job and be familiar with eating establishments within the immediate vicinity.)

1.14.1.5. Customer service technique instructions (e.g., greeting customers, making eye contact, answering the phone).

1.14.1.6. Instruction on the impact of "first impressions" to include the importance of employee appearance, dress, and demeanor to lodging operation success.

1.14.1.7. The lodging operation's complete training program overview. (Refer to AFI 34-254, *Services Education and Training*, for more information.)

1.14.2. Professional Certification. The Air Force recognizes the importance of life-long learning and continuing professional development. The general manager is encouraged to have (or be working toward) professional certification, such as the Certified Hotel Administrator (CHA) designation, and

accomplish the necessary actions to keep the designation current. Other staff members are also encouraged to pursue certification in their specialty.

1.14.3. Annual Training Workshop. Air Force lodging operations must hold at least one comprehensive training workshop each year, for general managers and department heads. The general manager is responsible for implementing and following through on any action plans developed during this training workshop.

1.15. Guest Security. Guest safety and security is of the utmost importance. Accordingly, the front desk staff must not give a guest's room number or personal information over the telephone or to others. Guests should also have access to information about know undesirable or hazardous locations or areas they should refrain from visiting (refer to paragraph **2.2.17.2.**).

1.15.1. Key control procedures will be implemented to ensure security. Do not print room numbers on the key, key chain, or electronic door openers. If room numbers are already placed on keys or key chains, place the key in a small envelope to conceal the room number until replaced.

1.15.2. Do not issue replacement keys to guests when another key is requested without positive identification confirming that the guest is assigned to the particular room.

1.16. Community Relations. The general manager will establish a professional relationship with local hotel/motel and tourism organizations, chambers of commerce, etc., in order to improve customer service by sharing experiences, professional knowledge, and hospitality education opportunities.

1.17. Lodging Procedures During Emergency/Wartime Conditions. During emergency or wartime conditions, the lodging function may be required to surge to meet contingency requirements. Contingency lodging may be temporarily opened to accommodate large influxes of enroute TDY personnel who cannot be housed in regular base lodging accommodations. General managers should plan for 50 square feet per person, but may lodge personnel in less due to military necessity.

NOTE: When lodging operations are converted in direct support of contingency or wartime operations, Space-A lodging is not authorized.

1.17.1. The lodging staff sets up and provides 24-hour locator service for personnel in contingency lodging operations.

1.17.2. Field or tent city-type arrangements: The capability to beddown augmentation/contingency forces will be identified using existing facilities and equipment (dormitories, family housing, etc.), or contract quarters. When necessary, Services identifies furnishings requirements to the base civil engineer (CE). CE will provide minimal furnishings to meet contingency requirements, such as excess Furnishings Management Office (FMO) furniture from either the support base or within the region. If surplus stocks are not available, FMO will purchase required furnishings from appropriated funds as necessary, using funds earmarked for specific contingency lodging operations when appropriate. Services provides accountability for furnishings assets while they are in use in contingency lodging operations. When fixed assets are insufficient or not available, War Reserve Material (WRM) assets will be used for planning surge capability for a main operating base (MOB), collocated operating base (COB), forward operating base (FOB), or bare base (BB). In such cases, primary bedding is sleeping bags that are clean, sanitized, and in good repair. All bases must maintain separation between contingency lodging operations and lodging desk operations. All bedspace assignments and terminations

will be controlled separately between lodging and contingency lodging operations. The lodging desk will operate in coordination with Personnel Support for Contingency Operations (PERSCO) to ensure accountability of deployed personnel. For further guidance on planning factors, refer to the *War Mobilization Plan Annex GG*.

NOTE: No NAF funds are authorized in support of contingency lodging operations.

1.17.3. Reserve and ANG personnel called to active duty under the Presidential Reserve Call-up (PRC) in support of wartime emergencies are entitled to per diem as authorized in the *Joint Federal Travel Regulation (JFTR)*. Under these conditions, activated ANG and Reserve personnel are active duty TDY members. General managers must consider the following when fulfilling their lodging requirements:

1.17.3.1. Give long-term TDY personnel highest consideration over short-term TDY requirements for on-base lodging for the duration of the emergency. During real-world contingency operations, all non-contingency personnel may be requested to vacate lodging to meet mission requirements. If necessary, move current guests off-base and change future reservations as necessary to accommodate long-term TDY personnel on base.

1.17.3.2. If possible, assign long-term TDY members to those facilities having the most "livable" amenities suitable for a lengthy stay. Consider availability of kitchen facilities, large refrigerators, private bath, etc.

1.18. Records Disposition. Maintain and dispose of all records created as a result of processes prescribed in this publication IAW AFMAN 37-139, *Records Disposition Schedule*.

Chapter 2

STANDARDS

2.1. Lodging Facility and Guest Room Standards. DoD 4165.63-M, prescribes standards (see **Table 2.1.**) for transient, unaccompanied personnel housing (lodging). Personnel staying in DoD lodging operations should have the same quality facilities, furnishings, and services as they would find in a good quality, mid-level, commercial hotel. The standards identified in this AFI are designed with the customer in mind. The customer wants consistent, quality service in all facets of the lodging operation and expects the same quality facilities, furnishings, and service from one Air Force lodging operation to the next. Air Force general managers, through their chain of command, are responsible for ensuring every aspect of their operation adheres to these standards. The use of standards will also help maximize economies and efficiencies in Air Force lodging operations. The general manager's challenge is to meet 100% of the standards. For a complete list of the *Air Force Inns* standards, see **Attachment 3**.

Table 2.1. Minimum Space and Privacy Standards (for existing inventory only).

GRADE (see Note 1)	STANDARD
All Commissioned Officers; All Civilians	250 square feet (net) living area: private room, private bath (Note 2)
E-7 - E-9	250 square feet (net) living area: private room, bath shared with not more than one other
E-5 - E-6	135 square feet (net) living area: private room, bath shared with not more than one other
E-1 (other than basic trainees); E-2 - E-4	90 square feet (net) living area, not more than two to a room, central bath
Basic Trainees	72 square feet (net) living area: open bay; central bath

NOTES:

1. Lodging will house Air National Guard and Reserve technicians in travel status according to the military grade shown on their travel orders.
2. The net living area of a private room or suite is measured from the inside face of the peripheral wall and includes all enclosed, unshared spaces, and partitions. The net living area of a shared room is the clear area in the sleeping room allocated for an individual's bed, locker (wardrobe, closet), furniture, and circulation. It excludes lounges, bathrooms, hallways, and storage areas designated for military mobility and field gear, or equivalent. In open bay, net living area is one equal share per person. For a detailed explanation on measuring rooms, please see the following Web site: **http://www.afcee.brooks.af.mil** (refer to the Design Group Division).

2.1.1. Adhere to the above minimum adequacy standards when obtaining contract quarters.

2.1.2. Base SVS/CC's submit waiver requests for unmet space and privacy standards, minimum adequacy, prescribed in **Table 2.1.** through the installation commander, or designated representative, to the MAJCOM/DRU/SV. If the waiver is supported, the MAJCOM/DRU/SV forwards the waiver to

HQ USAF/ILVP, with a courtesy copy to HQ AFSVA/SVO, for approval. Standards contained in **Attachment 3** are within management's control and therefore are not waived.

2.1.3. For new construction and renovation projects, the standard for visiting quarters is a private room/private bath configuration for all grades, with 280 square feet of living area. The visiting quarters design guide is available on the Agency web page.

2.1.4. Measuring Compliance with Standards. General managers will conduct self-assessments of their operations using the Lodging Golden Eagle Standards checklist.

2.2. Guest Services. Air Force lodging guests want consistent service when they stay in an *Air Force Inn.* The guest service (operational) standards outlined here are designed to ensure consistent service to our guests for the duration of their stay, from reservation to check-out. (See **Attachment 3**.)

2.2.1. VQ Reservations. The reservation process is typically the guest's first encounter with the lodging operation. Therefore, lodging personnel who accept reservations must be thoroughly trained to conduct this procedure as efficiently and smoothly as possible. Air Force lodging accepts reservations for Priority 1 travelers 24 hours a day, 7 days a week, on a first-come, first-served basis, without regard to rank or listing within Priority 1. Non-automated lodging operations use AF Form 2506, **Reservation for Individuals**, and AF Form 2507, **Reservation for Groups**. Lodging operations operating less than 24 hours must have the capability to accept reservations via answering machines after normal duty hours.

2.2.1.1. At the time lodging confirms the reservation request, the staff must inform TDY personnel whether their reservation is confirmed for on-base lodging or contract lodging (CL). If on-base or CL lodging is not available, provide the guest with a non-availability (NA) number.

2.2.1.1.1. When lodging authorizes CL, provide the traveler the name and phone number of the commercial hotel or motel within one duty day of the reservation.

2.2.1.1.2. When lodging authorizes a NA number, assist the traveler in finding accommodations, e.g., hotel phone number, fax a copy of orders, provide map, etc.

2.2.1.1.3. The member is authorized CL or a NA number if adequate lodging is unavailable on-base for the entire TDY period.

2.2.1.1.4. If a registered Priority 1 guest (on-base, CL, or with a NA number) must extend the TDY period, lodging will consider this extension as a new requirement and handle it accordingly. The general manager will issue another NA number if on-base lodging or CL is not available for the extended TDY period.

2.2.1.1.5. Lodging will offer on-base lodging upon availability for the remainder of the TDY period to travelers who desire on-base lodging but are assigned to CL or issued a NA number.

2.2.1.1.6. If space becomes available in on-base lodging after CL reservation confirmation or NA number issuance (see **2.2.6.** and **2.2.7.**), lodging should make every attempt to notify the traveler of the change and encourage the traveler to stay on-base. **NOTE*:*** Although the traveler is not required to stay in on-base lodging after he/she has already received CL reservation confirmation or been issued a NA number, lodging should encourage travelers to stay on-base in an effort to maximize occupancy.

2.2.1.1.7. If Priority 1 travelers arrive without a reservation, or arrive after 1800 but did not make prior arrangements for late arrival, and desire on-base lodging, but on-base lodging is full, lodging may assign the Priority 1 traveler CL or issue a NA number if no CL space exists. If the traveler desires on-base quarters, lodging makes an on-base reservation (if available) for the remaining period of the TDY or for the maximum period available.

2.2.2. TLF Reservations. Reservation requests must include an expected arrival time and date.

2.2.2.1. PCS status guests must present PCS orders or the special order number, date, and issuing headquarters before or at the time of registration.

2.2.2.2. Personnel visiting hospital patients must give the patient's name with the reservation request.

2.2.2.3. Personnel traveling for the purpose of house-hunting must show a copy of the leave authorization verifying permissive TDY status; or a copy of PCS, retirement, or separation orders; or the special order number, date, and issuing headquarters, either before or at the time of registration.

2.2.2.4. If Priority 1 guests occupy all TLFs, and other Priority 1 personnel request TLFs, the general manager keeps their requests on a standby basis for a reasonable time, pending cancellation of reservations or early guest departure. Lodging fills vacancies from these standby reservations on a first-come, first-served basis before assigning personnel from lower priorities.

2.2.2.5. The maximum TLF stay for Priority 1 guests (members arriving/departing PCS, separating, or retiring; hospital outpatients, friends/relatives of inpatients, etc.) is 30 days. The general manager may adjust/reduce the maximum stay considering PCS and hospital outpatient demand for lodging to maximize TLF availability for Priority 1 guests. The installation commander may grant extensions beyond 30 days on a case-by-case basis. The commander may delegate this authority to the Services commander or division chief. PCS members performing an advance house-hunting trip (e.g., not performed in conjunction with actual move) are limited to 10 days. In overseas areas, the general manager may grant extensions if this reduces TLA costs <u>and</u> does not create hardship for other potential guests. Stays past 30 days may affect BAH entitlement. Members should consult their financial services office for guidance.

2.2.3. Guaranteed and Non-guaranteed Reservations. Official duty travelers, i.e., TDY/PCS, must use their government travel card (GTC) to make room reservations and pay all lodging room fees per Public Law 105-264 unless exempt from GTC use (exemptions should be reflected on official travel orders). Non-guaranteed reservations are subject to release at 1800 and the room made available to other guests. Lodging will inform guests of the cancellation policy when the reservation is made.

2.2.4. Space Available Reservations. Lodging will accept and confirm reservations for Priority 2 (space available) guests up to 24 hours in advance of their arrival date, for up to three night accommodations, space permitting. Priority 1 customers will not "bump" Priority 2 customers with confirmed reservations, nor will they bump them once they are assigned quarters for a specific period of time. (Installation commanders may establish a policy limiting the number of days Space A guests can stay in on-base lodging to no more than 30 days a year.) Installations may send requests to increase the window for making Space-A reservations, as well as the length of stay through their MAJCOM for approval. (MAJCOM/SVs will provide an information copy of approved waiver requests to HQ USAF/ILVP and HQ AFSVA/SVOHL.)

2.2.4.1. Space-A guests requesting lodging should be assigned to uncommitted (not occupied or reserved) lodging rooms upon arrival. Space-A guests must not be placed on a waiting list unless all rooms are occupied or specifically reserved. If all lodging rooms are committed, lodging may establish a waiting list (first-come, first-served) until 1800. After 1800, lodging assigns all vacant rooms resulting from no-shows of personnel with non-guaranteed hold reservations to remaining Space-A guests on a first-come, first-served basis.

2.2.5. Commercial Lodging (CL). Air Force lodging operations, in conjunction with the local base contracting office, will attempt to negotiate reduced rates for commercial lodging accommodations in order to provide eligible guests alternative lodging when adequate on-base lodging is not available. The negotiated rates for CONUS CL establishments may not exceed the lodging portion of the local area per diem rate authorized by the JFTR, *Volume 1*, excluding taxes. The negotiated rates and applicable taxes for OCONUS CL establishments should not exceed authorized local area per diem rates.

2.2.5.1. General managers provide the contracting office with a Performance Work Statement (PWS) or Memorandum of Understanding (MOU) detailing the specific services and conditions required by the CL establishment or apartment complex based on local needs. CL for PCS families should include accommodations with suites and kitchen facilities if available. (A sample MOU and PWS are available on the Agency Web page.)

2.2.5.2. Lodging must keep records showing: a) the reason CL was used when on-base lodging was not optimally utilized (no-shows, team integrity, etc.), and b) obligation authorities, as prescribed by the servicing accounting and finance office.

2.2.5.3. The general manager will establish requirements-type contracts when circumstances warrant, such as when it is known in advance that a specific number of rooms are needed for a fixed time period (e.g., Air Reserve Component (ARC) Unit Training Assembly (UTA) weekends).

2.2.5.4. Base lodging, contracting, military public health, and fire protection officials must visit off-base commercial lodging establishments, when initially considered for use as commercial lodging, to ensure they meet the PWS/MOU conditions. Contracting, military public health, and fire protection officials will provide the general manager written reports/assessments for each establishment visited. General managers will also conduct, and document, annual visits at all CL establishments. **NOTE:** When using MOUs, contracting officials are not required to visit CL establishments.

2.2.5.5. General managers will provide travelers assigned to CL information about base facilities, telephone numbers, and hours of operation. Managers should also have information available about the commercial hotel, transportation arrangements, and check-in and check-out procedures. General managers will make customer comment forms available to guests assigned to CL to obtain feedback regarding the service provided. The general manager ensures comment cards received at the CL establishment are picked up and reviewed, with appropriate actions taken and documented.

2.2.5.6. Lodging assigns families to CL on a voluntary basis when TLFs are fully occupied or space is not available in the VQ. When the family is referred to CL or makes their own arrangements, lodging must retain a copy of the locally devised Temporary Lodging Expense (TLE) or Temporary Lodging Allowance (TLA) letter, that the member will submit to finance for reimbursement for off-base lodging.

2.2.5.7. When authorizing lodging at a CL establishment, lodging will provide a letter of authorization identifying the traveler and verifying duty status. This authorization will be provided to the hotel/motel prior to the guest's arrival (via fax, e-mail, etc.). The traveler is not required to come to lodging to pick up the letter of authorization. The CL establishment will develop procedures to provide the traveler a copy of this authorization at check-in. The CL agreement entitles duty status travelers to the agreed government rate for the specified period. The traveler retains this authorization and submits it with his/her travel voucher.

2.2.6. Non-Availability Numbers. Lodging issues TDY personnel a NA number at the time lodging reservations are requested or NLT one duty day following the reservation request, if adequate government lodging is not available (unless adequacy standards are waived due to military necessity).

2.2.6.1. Per JFTR, Vol. 1, government quarters are considered not available when the TDY is less than 24 hours. Therefore non-availability numbers are not issued in such circumstances. This should be stated on the member's travel orders or the TDY member should note this on his/her travel voucher.

2.2.6.2. Lodging does not issue NA numbers to ARC units in an inactive duty, non per diem status when at home station.

2.2.6.3. The general manager issues NA numbers only if the installation is listed in AFMAN 34-255 as having lodging facilities available.

2.2.7. Transient Aircrew Lodging. Lodging provides a private room/private bath to transient aircrew members 0-1 and above (accommodations may include a shared kitchen and/or living area). For enlisted transient aircrew members, lodging provides a private room and a private or shared bath. Aircrew members are defined as anyone on the flight crew order. Ensure gender is considered when assigned lodging to aircrews. Crew integrity will be maintained--all members of the same crew will be housed together, either all on base or all off base. If a crew is divided into multiple buildings on base, no more than two stops will be required to pick up all crew members. ***NOTE***: Exceptions may be made during contingencies.

2.2.7.1. When construction or maintenance in the vicinity of aircrew quarters could interrupt crew rest, general managers will not assign aircrew members to buildings in the area.

2.2.7.2. Lodging may assign other TDY personnel to transient aircrew accommodations if not required for aircrews and other on-base lodging is not available. When assigning other TDY personnel to aircrew accommodations, advise them of the varied aircrew members sleeping hours, and ask them to refrain from making any noise or disturbance that could interrupt crew rest.

2.2.7.3. Lodging will maintain aircrew integrity by housing the entire aircrew either on base or off base. If housed on base, lodging will house them as close together as possible. If lodged off base, lodging will house the aircrew in one commercial establishment.

2.2.7.4. The installation commander or the aircraft commander may waive aircrew lodging requirements on a temporary basis for reasons of military necessity.

2.2.7.5. Transient aircrews may use AF Form 2282, **Statement of Adverse Affect--Use of Government Facilities**, at Air Force, Army, Navy, or Marine Corps installations when available temporary lodging does not meet Air Force standards for aircrews. When adequate government lodging is available, but does not meet special mission support requirements or crew integrity requirements, or the host installation commander has determined that the requirements cannot be

supported, the members may obtain commercial accommodations at their own expense. In these cases, the general manager will not issue NA numbers. The TDY member is responsible for filing the AF Form 2282 at their permanent duty base.

2.2.8. Prime Knight. (See Attachment 6)

2.2.9. Signage. Proper signage is necessary to direct lodging guests to the lodging reception center and to their rooms. The general manager will make every effort to ensure the following signage is in place:

2.2.9.1. Directional signs from the base main gate(s) to the lodging reception center(s).

2.2.9.2. Illuminated exterior sign(s) identifying the lodging reception center and all other lodging facilities.

2.2.9.3. Illuminated signs identifying lodging facility numbers.

2.2.9.4. The general manager will ensure directional signs are placed at each lodging guest facility entrance, and on each floor in the case of multi-story buildings, indicating the room location, room numbers on each exterior guest room door, and where vending machines, laundry facilities, etc., are located.

2.2.10. Parking. There must be adequate and designated vehicle parking for guest registration with a separate area for passenger and baggage unloading/loading. All facility parking areas must be well marked, cleaned, swept, free of debris, and adequately lighted at night. Where feasible, each Distinguished Visiting Quarters (DVQ) will have a designated parking space as close as possible to the room.

2.2.11. Front Desk Operations. The front desk staff has the opportunity to make a lasting, favorable impression on the guest. The front desk staff will be proactive, attentive, and professional, always striving to anticipate guests' needs and "make things right" for them.

2.2.11.1. Desk clerks will ask to see a government identification card to verify eligibility. Front desk staff must acknowledge all guests (e.g., make eye contact, smile) and greet them in a professional, courteous manner.

2.2.11.2. Front desk staff must ensure that guests' immediate needs (e.g., registration, information on Services activities/eateries, local points of interests and restaurants, etc.) are met in a friendly, efficient manner.

2.2.11.3. Front desk staff will provide guests with professionally made, easy-to-use maps, directing them to their rooms upon check-in (if the guest room is in a different facility from the reception center/registration desk).

2.2.11.4. At least one front desk staff member must be in the immediate vicinity of the front desk at all times.

2.2.11.5. The front desk must be staffed 24 hours a day. (MAJCOM/SVs have the authority to waive this requirement on a case-by-case basis, for up to 1 year, and will provide HQ USAF/ILVP and HQ AFSVA/SVOHL an information copy of any such waivers.)

2.2.12. Room assignments. Unaccompanied male and female guests will not share sleeping rooms or bathrooms, but may have adjacent bedrooms with a kitchen and/or living area between them if the kitchen/living area has two doors with functioning locks on both the inside and outside of each door.

2.2.13. Check-in/Check-out. Check-in and check-out must be completed as promptly as possible. Once waited on, guests checking in with a reservation should be checked in within 3 minutes. Guests arriving without a reservation should be checked in within 5 minutes. Do not let a guest stand in line without acknowledging their presence. Non-automated lodging operations use AF Form 2505, **Guest Registration**, to collect information relative to the guest's stay.

2.2.13.1. Normal check-in time is 1400. However, guests may check in at any time if rooms are available. Normal check-out time is 1100. MAJCOM/SVs may approve changes to these standard times due to local requirements on a case-by-case basis, and provide an information copy of the waiver to HQ USAF/ILVP and HQ AFSVA/SVOHL. A late fee equal to the daily room rate (plus surcharge/assessment fee) may be assessed, at the general manager's discretion for late checkouts.

2.2.13.2. At check-in, confirm the room type, rate, and departure date (mentioning check-out time). Do not charge guests a deposit for the room key or charge for lost keys.

2.2.13.3. At check-out, ask the guest if their stay was satisfactory. Offer them a chance to complete a customer comment card. Thank departing guests and give an appropriate farewell, such as, "Hope you enjoyed your stay."

2.2.13.4. Establish an express check-out system for transient aircrews and Distinguished Visitors (DV) staying in on-base lodging.

2.2.14. Group Registration. The general manager must establish procedures to efficiently pre-block and assign rooms and check-in guests who are part of a group. This registration may take place at a location other than the primary lodging reception center front desk if the size of the group warrants it.

2.2.15. Luggage Storage. Lodging will provide guests secure luggage storage service. For those guests who arrive before the normal check-in time, and when no rooms are immediately available, offer to store their luggage in a secure luggage storage room located in, or immediately adjacent to, the lobby. Also, ensure the guest is made aware a luggage storage room is available for use on the day of check-out, if necessary. Verify guest identification is on each item stored. Provide the guest with a receipt for each item stored.

2.2.15.1. Provide luggage carts where feasible.

2.2.16. Endorsing Civilian TDY Orders. The general manager, or designated representative, will endorse TDY orders of all civilian employees who occupy on-base government lodging to entitle them to limited use of exchange and service facilities. This can be accomplished with a rubber stamp containing the following statement: ("The individual's name") is assigned to on-base government lodging at this installation for the period of TDY indicated on these orders, and is eligible to use the base theater, Services activities, and exchange facilities, if otherwise authorized by the commander, according to Air Force Joint Instruction (AFJI) 134-211, *Army and Air Force Exchange Service (AAFES) Operating Policies,* and AFI 34-262, *Services Programs and Use Eligibility.*

(SIGNED) (DATE)

NAME AND TITLE

2.2.17. Guest Rooms. The guest room is the heart and soul of Air Force lodging operations. Every effort should be made to ensure our guests have clean, comfortable rooms that afford them a good night's rest. All lodging employees have a significant role in this effort. The room should be attrac-

tively furnished, fully supplied, clean, and properly maintained to ensure the guest a pleasant stay. Detailed guest room amenities, furnishings, and supplies standards are in **Attachment 3**.

2.2.17.1. Guest Room Accessories and Amenities. Air Force lodging rooms are distinguished by the attention to detail that is put into the rooms to make them as comfortable as possible for our guests. To ensure consistent service from one *Air Force Inn* to the next, our lodging operations must provide our guests the same standard accessories and amenities. See **Attachment 3** for the detailed list of standard *Air Force Inn* accessories and amenities.

2.2.17.2. Guest Information. It is important that our guests feel welcome and comfortable in their "home away from home." Each room will have a guest information book prominently displayed that includes a welcome letter from the general manager on the first page (and how they may contact the duty manager). Ensure information is available pertaining to local areas and conditions. Lodging will also list occupant responsibilities in guest room information books. See **Attachment 3** for a detailed listing of what is required in the guest information book.

2.2.18. Occupant Responsibilities. Occupants are responsible for their conduct and the conduct of their guests, and/or family members, while in government lodging. Their actions must not infringe on the rights of others. Occupants will also:

2.2.18.1. Conserve utilities, and comply with fire, health, and safety regulations.

2.2.18.2. Reimburse lodging for damage beyond fair wear and tear, and for missing government property caused by abuse or negligence on their part or by their guests. AFMAN 23-220, *Reports of Survey for Air Force Property,* or AFI 34-202, *Protecting Nonappropriated Fund Assets*, govern the assessment of loss or damage to a lodging unit by a guest. The general manager processes a report of survey on loss or damage to NAF assets in accordance with AFI 34-202.

2.2.18.3. Obtain appropriate care for their pets. Pets are not authorized in any type of transient lodging or on lodging premises. The general manager will ensure a list of local pet kennels is available.

2.2.19. The Air Force Inns Promise. All Air Force lodging guest rooms/units will have a small placard that carries the *Air Force Inns Promise*, "*Forget a Travel Item?"* information, and environmentally-friendly *"Save the Towels"* information.

2.2.19.1. *The Air Force Inns Promise:* "Ensuring our guests have a clean, comfortable room to guarantee a good night's rest and pleasant stay is our goal. If any part of your stay with us is not satisfactory, please just let the general manager or front desk staff know so they can try to 'make it right'."

2.2.19.2. *Forget a Travel Item?*: "Welcome! We have provided you with a few complimentary items to get you through your first night's stay. If you forgot to pack any other standard toiletry item (toothbrush, toothpaste, razor, shaving cream, etc.), please come see us at the front desk. We should have what you need available for purchase."

2.2.19.3. *Save the Towels*: "All of the water and detergents used to wash hotel towels and linens each day all over the world puts a heavy burden on the environment. If you'd like to reuse your towels, just hang them on the towel racks. If you want your towels replaced, please just leave them on bathroom floor or in the tub."

2.2.20. Housekeeping and Preventive Maintenance. The housekeeping staff plays a very important role in ensuring guests enjoy their stay and must ensure all lodging rooms and common areas are clean and orderly (the room is neat and everything works). All housekeepers must provide guests with friendly, prompt, professional service that reinforces customer service. Housekeeping service must be provided within 30 minutes of a guest's request during normal working hours.

2.2.20.1. Guest requests for towels or other housekeeping supplies must be fulfilled as soon as possible, but no later than 20 minutes after the request during normal working hours; after normal duty hours, towels, spare light bulbs, toilet paper, etc., will be made available at the front desk.

2.2.20.2. In addition to full room and common area cleaning, accomplish deep cleaning and preventive maintenance checks quarterly.

2.2.20.3. Housekeepers will use locally developed housekeeping/preventive maintenance checklists to cover such areas as mattress rotation (at least once every three months) and carpet care (cleaning and repairs).

2.2.21. Quality Assurance Inspection and Review. The installation commander (or his/her designee) inspects a sampling of all types of lodging at least quarterly and is highly encouraged to stay overnight semi-annually. The general manager maintains a record of these inspections to include dates, facilities visited, and comments.

2.2.21.1. The general manager will inspect at least 1-2 percent of guest rooms (each room type) on a weekly basis (and maintain documentation of inspections for at least 1 year).

2.2.21.2. At least two members of the lodging management staff must conduct formal lodging common area inspections and at least 25 percent of the guest rooms each quarter and document their findings (maintain inspection documentation for at least 1 year).

2.2.21.3. The general manager and other lodging staff members are encouraged to stay overnight (in all room types) once a quarter as part of the overall quality assurance program, and document their stay. Other Services employees are also encouraged to participate in this program. Individuals performing this service do not pay service charges.

2.2.21.4. The lodging staff will conduct safety self-inspections of all lodging facilities and operations, using checklists from Air Force Occupational Safety and Health (AFOSH) Standard 91-1, *Billeting Operations* (See your local safety office for additional information).

2.2.22. Lost and Found. The general manager must establish efficient procedures and operating instructions for the effective handling and return of lost-and-found items to their rightful owners. Store all items in a secure area. The housekeeping staff must maintain a log annotating all found property by building, room, date found, by whom and disposition of the property. This log is transferred to the front desk when housekeeping is not open. Every attempt should be made to contact departed guests as soon as possible regarding their forgotten belongings.

2.3. Automation. Most Air Force lodging operations are fully automated. All reservation, registration, accounting, and management functions must be utilized through the automated system. When situations such as power outages, bad weather or maintenance problems arise, manual procedures must be used. All manual forms must be accounted for and controlled. (Contact HQ AFSVA/SVOHL, DSN 487-8875, for the electronic files of forms, if necessary.)

2.4. Marketing. In conjunction with the Marketing Office, Air Force lodging operations will develop a marketing plan and work with other Services activities (e.g., golf course, marina, outdoor recreation, ITT, clubs, etc.) to promote all Services operations.

2.4.1. Lodging operations will use the *Air Force Inns* logo on signage, stationery, and other business items to help promote their establishment as a guest-oriented, professionally managed operation.

2.4.2. Lodging operations are encouraged to develop a home page that can be accessed via the Internet. The home page should include guest information and a detailed map indicating the location of the lodging operation. Please inform HQ AFSVA/SVOHL if a Web page is established so a "hot link" can be established between the lodging operation's home page and the Air Force Services Agency home page.

Chapter 3

MANAGING RESOURCES

3.1. Resource Protection . The general manager must ensure adequate procedures are established and followed in accordance with AFI 34-202 to protect all lodging assets against misappropriation, misuse, damage, or loss. This includes cash control procedures, physical safeguards, key control, and merchandise and property control. General managers will consult their local security forces to determine the requirement for intrusion detection systems, surveillance cameras, or duress alarms.

3.2. Base Lodging Fund (BLF). Each base establishes a base lodging nonappropriated fund instrumentality (NAFI) in accordance with AFI 34-201. The base lodging general manager will manage the lodging activity to meet financial standards established by HQ USAF/ILV and their MAJCOM/SV. The base Resource Management Flight Chief (RMFC) is the fund custodian.

3.3. Command Lodging Fund (CLF). Each MAJCOM with multiple bases must establish a CLF in accordance with AFI 34-201, **Chapter 3**.6. MAJCOMs will ensure their base lodging activities meet financial standards established by HQ USAF/ILV. MAJCOMs may transfer lodging funds between lodging facilities within the command via the CLF to assist base lodging activities as necessary.

3.4. Transfer of NAF Property. The general manager, working with the Services logistics manager, may transfer NAF-procured property to APF for maintenance when allowed by AFI 34-201 and AFI 65-106. Lodging NAF property will not be transferred to a non-lodging entity. Dispose of lodging NAF property in accordance with AFI 34-209, *Nonappropriated Fund Financial Management and Accounting*, and AFMAN 34-214, *Procedures for Nonappropriated Fund Financial Management and Accounting*.

3.5. Funding. The general manager complies with AFI 65-106 for funding lodging operations.

3.6. Service Charge Rates. MAJCOMs establish command-wide service charge rates at the minimum amount necessary to cover the cost of providing quality lodging facilities and service to authorized guests. The Deputy Assistant Secretary for Cost and Economics, SAF/FMC, establishes Air Force maximum lodging rates.

3.6.1. Lodging will charge all occupants the same rate for similar accommodations, regardless of duty status or priority. The installation commander may waive the TLF room charge for additional units occupied by large families. **NOTE:** The TLF waiver only applies to Priority 1 guests. Space-A guests will incur room charges for additional rooms. The TLF assessment charge, currently $6.00 CONUS and $8.00 OCONUS, must be paid in all cases.

3.6.2. Lodging operations will be managed so lodging NAFI cost centers are self-sustaining. For MAJCOMs with multiple bases, this is at the CLF level. MAJCOMs will generate sufficient funds for capital improvements/replacement.

3.6.3. Lodging will not charge more than the single occupancy daily rate for visiting quarters accommodating two or more family members. If rooms are configured for double occupancy, and both guests are on official orders, each will pay the full room rate.

3.6.4. MAJCOM/SVs, in coordination with the MAJCOM/FM, prepare lodging service charge rate determination packages annually and submit them to Headquarters Air Force Services Agency, Field Activities Division (HQ AFSVA/SVFA) for review. Service charge rates will be sufficient to pay operating expenses, annual capital requirements, surcharge, and TLF user assessments. (Any request for exception to Air Force maximum lodging rates must be forwarded through HQ AFSVA/SVFA and Headquarters United States Air Force, Resource Management Division (HQ USAF/ILVF) to SAF/FMC, 1130 Air Force Pentagon, Washington DC 20330-1130.)

3.6.5. At overseas operations experiencing financial difficulty due to foreign currency fluctuations, the installation commander can authorize service charge increases for up to 90 days.

3.7. Payment Procedures. All Air Force lodging guests must pay the established daily service charge for the type of accommodation used. All lodging guests must provide a valid credit card when making their reservation and at time of check-in (unless noted as an exception in **Table 1.1.** where the lodging bill is not paid by the individual). Guests may pay in advance at check-in with cash or check; however, they must still have a credit card on file. Those guests paying with a credit card can have their credit card charged (sales function) at check-in or wait until check-out to have their lodging charges billed to their credit card unless staying over 15 days in the TLF or VQ. **NOTE**: Exception to these procedures are unit paid bills for Reserve and Guard personnel. Reserve component units must pay using an IMPAC or central billed account within 20 days of the actual stay (check-out day). This note applies to all Services.

3.7.1. All guests checking in will sign the guest registration form that advises them lodging is authorized to apply any unpaid charges to their credit card.

3.7.2. All VQ long-term guests (staying over 15 days), whether paying by cash, check, or credit card, will return to the front desk at 15-day intervals to verify and pay their lodging bill or pay in advance for the next 15 days.

3.7.2.1. Cash/check-paying guests will pay in advance for next 15 days or remaining days of occupancy.

3.7.2.2. Credit card-paying guests will have their credit card processed for charges incurred over the previous 15 days.

3.7.3. All TLF guests staying over 15 days, whether paying by cash, check, or credit card, must come back to the front desk at the 15-day mark.

3.7.3.1. Cash/check-paying guests will pay in advance for remaining days of occupancy.

3.7.3.2. Credit card-paying guests will have credit cards processed for charges incurred over the past 15 days.

3.8. Financial Planning. The planning and budgeting process helps the general manager forecast revenues, program expenses, and fund capital requirements. Managers should work with the unit APF resource advisor to develop annual APF budgets. They should also work with the RMFC to develop NAF income and expense operating budgets and NAF requirement budgets, that include capital fixed asset items and those meeting bulk purchase criteria. (Refer to AFI 34-201, AFI 34-202, AFI 34-209, and AFMAN 34-212, *Control Procedures for Protecting NAF Assets*.) Managers are not allowed to budget for the same expense from APFs and NAFs. (Refer to AFI 65-106 for more detailed information on the appropriate fund source.)

3.8.1. Capital Requirements Planning Standards Guide. HQ AFSVA/SVOHL will develop a standard CapitalRequirements Planning Standards Guide and distribute it to all MAJCOMs. General managers will develop and maintain a 5-year capital improvement plan approved by the MAJCOM/SV. General managers will also participate in the installation Quarters Improvement Committee meetings and ensure lodging's capital improvement requirements (facilities, furnishings, and equipment, both APF and NAF) are adequately addressed in the Installation Quarters Improvement Plan (see AFI 32-6005, Unaccompanied Housing Management) and made known to The Civil Engineer's Furnishings Management Office and base senior leadership. It is important to execute approved annual capital requirements in a timely manner to maintain quality lodging facilities, furnishings, and equipment. It is critical to ensure APF furnishings and appliance requirements are worked closely with the FMO to allow adequate lead-time for ordering, receiving, warehouse storage (if necessary), and delivering lodging items in time for beneficial occupancy dates of lodging facility renovations. Refer to AFI 32-6004, Furnishings Management, for more detailed guidance regarding facility and furnishings standards, individual responsibilities, budget requirements, warehouse management, furnishings accountability, and appliance management.

3.9. Operating Expenses. General managers should consistently monitor and manage the operating cost per occupied room (CPOR). Labor is the single largest and most controllable expense item impacting CPOR. MAJCOMs will determine personnel cost goals based on historical financial data. For further guidance on controlling labor expenses, see **Attachment 6**.

3.10. Sundry Sales. Snack and beverage sales are required guest services.

3.10.1. General managers will ensure every guest has a reasonable opportunity to obtain sundry items 24 hours per day (readily available). In most operations, this can be accomplished using a combination of front desk sales and vending machines strategically located throughout the lodging facilities. In those rare instances where building layout precludes vending machines, room stocking may be used. The final determination will be based on providing quality customer service and not the convenience of the lodging staff. However, you must continue to provide sundry items in all distinguished visitor suites. General managers manage sales and structure pricing so the gross margin from sales is sufficient to cover the cost of goods.

3.10.2. The general manager will ensure sundries are inventoried and restocked daily (including weekends).

3.10.3. Post charges to guest folios in a timely manner. To enhance internal controls in business suites, use a 3-part inventory form where one copy is left with the guest, another is sent to the front desk to update the folio, and the third is used to update the storeroom files.

3.11. Long Distance Telephone Calls. Charges for long distance telephone calls must be continuously monitored. Lodging personnel must manually post charges to the guest's folio as calls are made, if the telephone system does not interface with the property management system, and automatically update folios. Guests will not be charged for local calls.

3.12. Forms Prescribed .

3.12.1. AF Form 2506, **Reservation for Individuals**

3.12.2. AF Form 2507**, Reservation for Groups**

3.12.3. AF Form 3211, **Customer Comment Card**

3.13. Forms Adopted.

3.13.1. AF Form 40A, **Authorization for Individual Inactive Training**

3.13.2. AF Form 616, **Fund Cite Authorization (FCA)**

3.13.3. AF Form 938, **Request and Authorization for Active Duty Training/Active Duty Tour**

3.13.4. AF Form 2282, **Statement of Adverse Affect--Use of Government Facilities**

MICHAEL E. ZETTLER, Lt General, USAF
DCS/Installations & Logistics

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

DOD 4165.63-M, DoD *Housing Management*

DODI 1015.12, *Lodging Program Resource Management*

DODR 7000.14, Vol 7, Pt *A, DoD Financial Management Regulation, Jul 96 Joint Federal Travel Regulation, Vol 1*

AFJI 134-211, *Army & Air Force Exchange Services (AAFES) Operating Policies*

AFPD 34-6, *Air Force Lodging (will convert to AFPD 34-2, Community Service Programs)*

AFMAN 23-220, *Reports of Survey for Air Force Property*

AFH 32-1084, *Facilities Requirements Handbook*

AFI 32-6004, *Furnishings Management*

AFI 32-6005, *Unaccompanied Housing Management*

AFI 32-9002, *Use of Real Property Facilities*

AFI 34-201, *Use of Nonappropriated Funds (NAFs)*

AFI 34-202, *Protecting Nonappropriated Fund Assets*

AFI 34-204, *Air Force Services Logistics Support Program*

AFI 34-214, *Procedures for Nonappropriated Fund Financial Management and Accounting*

AFI 34-209, *NAF Financial Management and Accounting*

AFI 34-246, *Air Force Lodging Program*

AFI 34-254, *Services Education and Training*

AFI 34-262, *Services Programs and Use Eligibility*

AFMAN 34-212, *Control Procedures for Protecting NAF Assets*

AFMAN 34, 214, *Procedures for NAF Financial Management and Accounting*

AFMAN 34-255, *Directory of Government Quarters and Dining Facilities*

AFMAN 34-310, *NAF Personnel Program Management & Administration Procedures*

AFI 36-2001, *Officer Training Program Examining Centers (OPTEC)*

AFI 36-2852, *AF Services Awards Program*

AFMAN 37-139, *Records Disposition Schedule*

AFI 65-106, *Appropriated Fund Support of Morale, Welfare, and Recreation and Nonappropriated Fund Instrumentalities*

AFI 65-601V1, *Budget Guidance and Procedures*

AFOSHSTD 91-1, *Billeting Operations*

SAF/FMC, *Deputy Assistant Secretary for Cost and Economics*

Abbreviations and Acronyms

AAFES—Army and Air Force Exchange Service

ACC—Air Combat Command

ADA—Americans with Disabilities Act

AF—Air Force

AFCAT—Air Force Catalog

AFH—Air Force Handbook

AFI—Air Force Instruction

AFJI—Air Force Joint Instruction

AFMAN—Air Force Manual

AFOSH—Air Force Occupational Safety and Health

AFPAM—Air Force Pamphlet

AFRC—Air Force Reserve Command

AFRCCAFO—Air Force Reserve Command Consolidated Accounting and Finance Office

AFROTC—Air Force Reserve Officer Training Corps

AFTP—Additional flying training period

AMC—Air Mobility Command

ANG—Air National Guard

ANG/SVX—Air National Guard, Services Plans Division

APF—Appropriated Fund

ARB—Air Reserve Base

ARC—Air Reserve Component

ARPC—Air Reserve Personnel Center

BAH—Basic Allowance for Housing

BB—Bare Base

BBP—Blood Borne Pathogens

BLF—Base Lodging Fund

BPA—Blanket Purchase Agreement

CC—Commander

CE—Civil Engineering

CHA—Certified Hotel Administrator

CL—Commercial lodging

CLF—Command lodging fund

COB—Collocated operating base

CONUS—Continental United States

CPOR —Cost Per Occupied Room

CSAF—Chief of Staff of the Air Force

CTO—Commercial Travel Office

DoD—Department of Defense

DSN—Defense Switched Network

DVQ—Distinguished Visitors' Quarters

EML—Environmental Morale Leave

EPP—Essential Products Program

ETA—Estimated Time of Arrival

FCA—Fund Cite Authorization

FM—Financial Management

FMO—Furnishings Management Office

FMR—Financial Management Regulation

FOB—Forward Operating Base

FS—Flexible Schedule

FSO—Financial Services Officer

FY—Fiscal year

GTC—Government Travel Card

GSU—Geographically Separated Unit

HF—High frequency

HQ AFRC/FMAR—Headquarters Air Force Reserve Command, Financial Management

HQ AFRC/SVP—Headquarters Air Force Reserve Command, Services Programs Division

HQ AFSVA—Headquarters Air Force Services Agency

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

HQ AFSVA/SVO—Headquarters Air Force Services Agency, Directorate of Operations

HQ AFSVA/SVOHL—Headquarters Air Force Services Agency, Directorate of Operations, Lodging and Laundry Branch

HQ USAF/ILV—Headquarters United States Air Force, Directorate of Services

HQ USAF/ILVF—Headquarters United States Air Force, Directorate of Services, Resource Management Division

HQ USAF/ILVP—Headquarters United States Air Force, Directorate of Services, Program Policy Division

HTSA—Host Tenant Support Agreement

HVAC—Heating, Ventilation, and Air Conditioning

IAW—In accordance with

ID—Identification

IDT—Inactive Duty Training

IMET—International Military Education and Training

IMPAC—International Merchant Purchase Authorization Card

IMA—Individual Mobilization Augmentee

IRR—Individual Ready Reserve

JFTR—Joint Federal Travel Regulation

JUMPS—Joint Uniform Military Pay System

LOI—Letter of Identification

LQA—Living Quarters Allowance

MAJCOM—Major command

MILCON—Military Construction

MOA—Memorandum of Agreement

MOB—Main Operating Base

MOU—Memorandum of Understanding

MSO—Military Service Obligation

NA—Nonavailability

NAF—Nonappropriated Fund

NAFI—Nonappropriated Fund Instrumentality

NGB—National Guard Bureau

NIAD—Net Income Adjusted After Depreciation

NPA—Nonappropriated Fund Purchasing Agreement

O&M—Operations and Maintenance

OPR—Office of Primary Responsibility

OSEAS—Overseas

OSHA—Occupational Safety and Health Administration

PCS—Permanent Change of Station

PERSCO—Personnel Support for Contingency Operations

POC—Point of contact

PWS—Performance Work Statement

RC/CC—Resource Center/Cost Center

RMFC—Resource Management Flight Chief

RON—Remains Overnight

ROTC—Reserve Officer Training Corp

RPIC—Real Property Inventory Code

RUTA—Rescheduled Unit Training Assembly

SIMS—Services Information Management System

SOFA—Status of Force Agreement

Space A—Space Available

SSAN—Social Security Account Number

SV—Services

TAMP—Transition Assistance Management Program

TDY—Temporary duty

TEAMS—Training and Education Automated Management System

TLA—Temporary living allowance

TLE—Temporary living expense

TLF—Temporary Lodging Facility

UH—Unaccompanied Housing

UNCOQ—Unaccompanied Noncommissioned Officer Quarters

UPH—Unaccompanied Personnel Housing

UOQ—Unaccompanied Officers' Quarters

USAF—United States Air Force

UTA—Unit Training Assembly

VAQ—Visiting Airmen's Quarters

VOQ—Visiting Officer's Quarters

VQ—Visiting Quarters

WRM—War Reserve Materiel

Terms

Abuse—Improper use, physical destruction, or handling of government property.

Basic Allowance for Housing (BAH)—An amount of money set by law in which a member is entitled when government housing is not provided.

Bednight—Each time a bedspace or lodging room/unit is sold within a 24-hour period.

Civilian Employees—US civilian federal employees paid from DoD APFs or NAFs.

Commercial Lodging(CL)—Commercial accommodations under lease, contract, or memorandum of understanding or agreement to the government for transient lodging use.

Continental United States (CONUS)—United States territory, including the adjacent territorial waters, located within North America between Canada and Mexico.

Corporate Lodging—Lodging obtained in the private sector at a rate lower than the normal commercial lodging rate charged to short-duration TDY travelers (includes apartments). The cost for this type of lodging will result in monetary savings to the Air Force compared to the rates agreed to in MOUs, etc., already in effect.

Diversion—Temporary use of government facilities for other than designated use or rooms blocked for maintenance. Does not change category code on real property inventory.

Essential Products Program (EPP)—The EPP is designed to maximize Air Force leverage in the marketplace on products essential to nonappropriated fund operations. Through a competitive process, the contractor awarded these individual programs will be the sole provider of a specified product to the Air Force Services community for the negotiated period of time.

Family Member—The sponsor's (a) spouse; (b) unmarried child who is the sponsor's by birth, legal adoption, or marriage (e.g., stepchild) who is under 21 years of age and is dependent on the sponsor, incapable of self-support because of a mental or physical incapacity and dependent on the sponsor for over one-half of his or her support, or is under 23 years of age, enrolled in a full-time course of study at an approved institution of higher learning, and dependent on the sponsor; or (c) adult relative by blood, marriage (e.g., parent-in-law or stepparent), or adoption who is dependent on the sponsor for over one-half of his or her support and must have valid dependent ID card.

Government Lodging—Lodging accommodations the Department of Defense owns, leases, obtains by permit, or otherwise acquires.

Hardships—Unique or unusual circumstances that, in the commander's judgment, impose an extraordinary burden on a member not normally encountered by other members of similar grade at that installation.

Lodging Fund—Nonappropriated fund instrumentality (NAFI) established to account for all NAF funds, assets, liabilities, personnel and other costs associated with a lodging activity (or activities, in the case of a CLF).

Negligence—The failure to act as a reasonably prudent person would have acted under the same or similar circumstances.

Nonappropriated Funds (NAF)—Funds generated by DoD military and civilian personnel and their dependents and used to augment funds appropriated by the Congress to provide a comprehensive, morale-building welfare, religious, educational, and recreational program, designed to improve the

well-being of military and civilian personnel and their dependents.

NAF Purchasing Agreement (NPA)—NPAs are limited primarily to prime sources exercising full control over the product and its distribution. In addition, prices offered for the product do not exceed the prices offered by the firm's most favored customer for the same items under comparable conditions. Representation is usually limited to three to four contractors per major product category under our NPA program.

Non-availability Numbers—Refers to non-availability of government quarters or meals. Lodging issues the TDY member a non-availability number when government lodging is not available. (Non-availability numbers are not issued when AFP 34-602 reflects that the installation does not have lodging available.) The authorizing official determines if the TDY member may eat meals in the government facility. The commercial travel office uses AFP 34-602 to determine the availability of government meals at the TDY location; no written non-availability of meals certification is required, and the full per diem rate for meals and incidental expenses is authorized (DoD Financial Management Regulation, Vol. 9, Chap. 5).

Optimum Utilization—Determining the proper mix of transient and permanent party quarters, as well as maintaining an average annual occupancy rate of at least 75 percent for VQ and TLF (with at least 50% official duty travelers).

Overseas—All locations, including Alaska and Hawaii, outside the continental United States.

Permanent Party Personnel—Personnel assigned or attached to an installation in a PCS status.

Prime Knight Program—Provides transient aircrew members ready access to base transportation, food service, and lodging after arriving at an Air Force base.

Temporary Lodging Allowance (TLA)—An amount of money authorized to partially reimburse a member for the added living expense incurred when it is necessary to occupy temporary lodging outside the CONUS incident to PCS under certain prescribed conditions.

Temporary Lodging Expense (TLE) Allowance—An amount of money authorized to partially offset the added living expenses incurred within the CONUS by members and their dependents when it is necessary for the member and/or dependents to occupy temporary lodgings incident to PCS under certain prescribed conditions.

Temporary Lodging Facility (TLF)—Lodging used primarily to house members and their dependents (incident to PCS) and friends and relatives of patients in Air Force hospitals.

TDY Travelers—Military personnel and DoD civilian employees temporarily assigned at an installation other than the one to which they are permanently assigned or employed.

Unaccompanied Personnel Housing (UPH)—All permanent party dormitories, transient lodging, and unaccompanied NCO/officer housing. Does not include temporary lodging facilities (TLFs)

Visiting Airmen's Quarters (VAQ)—Transient lodging intended for enlisted personnel

Visiting Officer's Quarters (VOQ)—Transient lodging intended for officer and civilian personnel

Visiting Quarters (VQ)—An all private room/private bath Air Force lodging facility used to lodge personnel without regard for rank or grade.

Willful Misconduct—Intentional or knowing violation of rules or regulations including fraud and dishonesty.

Attachment 2

WHAT PEOPLE DO

A2.1. HQ USAF/ILV.

A2.1.1. Sets policies for oversight, resource allocation, and standards for conducting the Air Force Lodging Program.

A2.1.2. Allocates resources and establishes standards.

A2.1.3. Coordinates lodging matters with the other military departments and DoD, and maintains contact with other government agencies and industry associations.

A2.2. HQ AFSVA/SVO.

A2.2.1. Provides lodging program procedures.

A2.2.2. Provides technical assistance and guidance to MAJCOMs and bases on lodging service matters.

A2.2.3. Conducts lodging assistance visits to bases.

A2.2.4. Conducts training programs for lodging personnel.

A2.2.5. Provides functional expertise for developing and using automated lodging systems.

A2.2.6. Manages and develops guidance for the *Air Force Inns* accreditation process and the Innkeeper Awards Program (in accordance with AFI 36-2852, *Air Force Services Awards Program)* to promote excellence in lodging.

A2.2.7. Recommends to HQ USAF/ILV changes to the Air Force lodging program.

A2.2.8. Maintains contact with industry associations.

A2.2.9. Establishes and implements Lodging Performance Based Award (PBA) Program.

A2.3. MAJCOM/SV.

A2.3.1. Exercises command-level supervision and operational management of lodging activities.

A2.3.2. Manages, executes, and monitors the PBA Program

A2.3.3. Establishes and maintains a command lodging fund.

A2.3.4. Establishes lodging service charge rates at the minimum amount necessary to cover the cost of providing quality lodging facilities and services to authorized guests, and ensures any proposed rates exceeding Air Force maximum lodging rates are not implemented without SAF/FMC approval.

A2.3.5. Ensures approved capital requirements are executed during the budget execution year.

A2.3.6. Provides training and conducts staff assistance/accreditation visits.

A2.3.7. Approves base lodging operations' 5-year capital improvement plans and training plans.

A2.3.8. Establishes command personnel costs.

A2.4. Installation Commander.

A2.4.1. Provides APF resources required to operate and maintain lodging facilities, and provide guest services.

A2.4.2. Ensures compliance with lodging standards and policies.

A2.4.3. Monitors lodging fund performance.

A2.4.4. Maintains optimum utilization of adequate lodging rooms, and recommends redesignation as necessary.

A2.4.5. Inspects a sampling of all types of lodging at least quarterly.

A2.5. General manager.

A2.5.1. Executes the base lodging program IAW AFI 34-246.

A2.5.2. Prepares and modifies a perpetual 5-year plan (APF and NAF) for capital improvement and replacement.

A2.5.3. Prepares APF and NAF budgets.

A2.5.4. Establishes procedures for continued operation if the lodging property management system is inoperable.

A2.5.5. Provides employees written instructions on safeguarding cash and forms, and ensures compliance.

A2.5.6. Provides training for all lodging employees and documents it accordingly.

A2.5.7. Establishes and executes a viable employee recognition and awards program.

Attachment 3

AIR FORCE LODGING STANDARDS

A3.1. The overall objective of the Air Force lodging program is to support the Air Force mission by providing AF personnel and other authorized patrons quality lodging quarters similar to US mid-level, limited service commercial hotels/motels. The tables on the following pages are the standards that will provide consistent quality and standardized facilities and service. Standards listed in **Table A3.1.** will not be reduced or exceeded without a MAJCOM/SV waiver. General managers may request waivers to standards for extenuating circumstances; for example, room size does not allow adherence. The vast majority of these products can be purchased through the Commanders' Smart Buy and Essential Products Program contracts the Air Force Nonappropriated Fund Purchasing Office established. For more information, visit *NAF Purchasing* at **http://www.afsv.af.mil**, or contact your local Resource Management Flight Chief. The required quantities (space permitting) are based on the minimum square footage authorized in **Table 2.1.**; quantities can be adjusted to meet the actual space on hand. DVQs include both officer and enlisted DV quarters. New construction (and renovation) of visiting quarters will ensure a private room/private bath configuration for all grades and must comply with the Americans with Disabilities Act (ADA).

Table A3.1. Air Force Inns Standards

Standard	DVQs	VQ/VOQ	VAQ	TLF
GUEST SERVICES				
Twenty-four hour check-in, check-out, and wake-up service	**Yes**	Yes	Yes	Yes
Provide full housekeeping service 7 days a week, including, but not limited to preventive maintenance check; bed making; cleaning bathrooms; changing towels, bath mats, washcloths, emptying trash containers; replenishing supplies; and dusting and vacuuming, as necessary	Yes	Yes	Yes	Yes
Change bed linen between guests (at least once a week for long-term guests)	Yes	Yes	Yes	Yes
Custodial service in all common-use areas within lodging facilities	Yes	Yes	Yes	Yes
Laundry area, to include washer/dryer (no cost), seating, portable carts, rod to hang clothes, and well-stocked soap dispensing machine (if not located near front desk)	1 washer and dryer per 12 guests	1 washer and dryer per 12 guests	1 washer and dryer per 12 guests	1 washer and dryer per 5 units. 1 per unit for new construction
Ice machine, dispenser type only	1 per bldg.	1 per bldg. (VQs, 1 per floor)	1 per bldg.	1 per bldg.
IN-ROOM AMENITIES				
For check out: roll-away beds, high chairs, cribs, playpens or "angel" cots at no cost	No	No	No	Yes
Guest information books. Include welcome letter from general manager; directory of lodging services and Services activity phone numbers and hours of operations; base and local maps; telephone instructions and rates; off-base points of interest and dining establishments; transportation information; laundry and dry-cleaning services; kennel information; chapel information; room information (occupant and housekeeping responsibilities, check-out time, and room rates). Local conditions information provided by the installation safety office	Yes	Yes	Yes	Yes
Stationery and Pen	Yes	Yes	Yes	Yes

Standard	DVQs	VQ/VOQ	VAQ	TLF
IN-ROOM AMENITIES				
Jogging trail map or chart (locally produced)	Yes	Yes	Yes	Yes
Phone books (base and local)	Yes	Yes	Yes	Yes
Equipment/appliance operating instructions	Yes	Yes	Yes	Yes
Television guide and channel listing	Yes	Yes	Yes	Yes
Base or local newspaper	Yes	Yes	Yes	Yes
"Do Not Disturb/Make up Room" sign	Yes	Yes	Yes	Yes
AF Form 3211, **Customer Comment Form** in each guest room (one for each possible guest in shared rooms), all Prime Knight packages, and to all CL operations. Completed AF Forms 3211 must be collected, reviewed, and kept on file for at least one year	Yes	Yes	Yes	Yes
Maintenance Request Card (locally produced)	Yes	Yes	Yes	Yes
Coffee maker	4-cup	4-cup	4-cup	10-12 cup
Drip type coffee packets (1 regular and 1 decaffeinated)	Yes	Yes	1 of each type for each guest	2 each for 1st night stay only
Tea bags (1 regular and 1 decaffeinated)	Yes	Yes	1 of each type for each guest	1st night
Condiments (Sugar, creamer, stirrer, napkins)	Yes	Yes	Yes	1st night
Hot beverage cups and plastic wrapped drinking glasses (2 of each)	Yes	Yes	Yes, for each guest	Yes
Bible	1	1	1	1
Carpet sweeper, broom/dustpan, and mop	No	No	No	1 each
Laundry bag, plastic	1	1	2	1
Brand name, snack and beverage: mandatory for DV suites only **or** in other rooms if not available at the front desk or through vending machines.	Yes	No	No	No

Standard	**DVQs**	**VQ/VOQ**	**VAQ**	**TLF**
IN-ROOM AMENITIES				
Beverages: Soda: Cola, non-cola (and diet of each) (2 ea) Bottled juice: tomato, orange, other (2 ea) Bottled water (2 ea) *Beer: 2 brands, 1 of which is "light" (2 ea) Club soda (1 ea) Tonic water (1 ea) *Liquor miniatures (premium brands): bourbon, gin, vodka, rum, scotch Snacks: Chips (1 ea) Microwave popcorn, light (1 ea) Breakfast bars (1 ea) Optional: Bases may deviate from the above to accommodate product requests and sales history/trends, and to take advantage of highly desirable regional products				
*NOTE: General managers will ensure alcoholic beverages are not available for resale in lodging rooms occupied by travelers who do not meet the legal drinking age unless they are accompanied by an adult (e.g., military members under the age of 21).				
AF Essential Products Program (EPP) amenity set consisting of shampoo w/ conditioner, mouthwash, hand & body lotion, and shoe mitt	1 set	1 set	1 set per person (if shared)	2 sets
Placard carrying *Air Force Inns Promise*, "*Forget a Travel Item?,"* and "*Save the Towels"* information	Yes	Yes	Yes	Yes
Bar equipment and supplies	Yes	No	No	No
Ice bucket w/ lid and plastic liner	Yes	Yes	Yes	Yes
Shoe polishing equipment	Yes	No	No	No

Standard	DVQs	VQ/VOQ	VAQ	TLF
FURNISHINGS, FIXTURES, & EQUIPMENT				
Dresser or chest of drawers w/mirror	1	1	1	1 per bedroom
Lounge chair	Yes	Yes	Yes	Yes
Desk and matching chair w/padded seat	Yes	Yes	Yes	Yes
Sofa	Yes	No	No	Yes
Sofa sleeper	No	No	No	Yes
Sleeper chair	No	No	No	Yes Space Permitting
Occasional/coffee table (space permitting)	Yes	Yes	Yes	Yes (new construction - No)
Night stands	Yes	Yes	Yes	Yes
Bed, queen size (60” X 80” minimum), queen headboard, bed-frame, box-spring and mattress with pad	Yes	No	No	If space allows
Bed, full size (54” X 80” minimum), double headboard, bed-frame, box-spring, and mattress with pad	No	Yes	Optional	1, if queen is too large for room
Bed, single (39” X 80” minimum), single headboard, bed-frame, box-spring and mattress with pad	No	No	2	If needed
Bedspread, color coordinated with drapes, room décor room, sized to fit bed. (Note: Recommend maintaining a 50% backup of each bedspread type for cleaning rotation and fair wear and tear)	Yes	Yes	Yes	Yes
Blanket, color coordinated with sheets and bedspread, sized to fit bed. When kept in closet, blanket must be wrapped or protected in plastic bag	Yes	Yes	Yes	Yes
Pillow (synthetic fiberfill) and pillowcase sized to fit the bed; pillowcase color coordinated w/bed sheets (Note: Pillows in closet must be wrapped in, or protected w/plastic bag)	2 on bed; 2 in closet	2 on bed; 1 in closet	1 on each bed; 2 in closet	2 on each bed; (space permitting) sized to fit the bed, 1 spare pillow for each bed

Standard	DVQs	VQ/VOQ	VAQ	TLF
FURNISHINGS, FIXTURES, & EQUIPMENT				
Sheets sized to fit the bed (Note: Recommend maintaining at least 3 sets of sheets per bed)	Yes	Yes	Yes	1 set for each bed/sofa
Lamps	2 per room	2	2	2 per room
Ironing board (full-size with cover and pad)	Yes	Yes	Yes	Yes
Microwave oven	Yes	Yes	Yes	Yes
Electric steam iron (non-stick)	Yes	Yes	Yes	Yes
Clock radio w/alarm	1	1	1 per bed	1 each bedroom
Color television (25”), suites (32”) w/cable service and remote control, TLFs, television/VCP combination	1	1	1	1
Additional television located in extra bedrooms (19”) w/cable service and remote control	Yes	No	No	Yes, 1 per bedroom, max 3 per unit
Telephone (w/direct DSN access)	Yes	Yes	Yes	Yes
Video cassette player	Yes	Yes	Yes	Yes
Additional telephone located in master bedroom	Yes	No	No	Yes
Computer connection (RJ11 jack) at desk top height, clearly labeled	Yes	Yes	Yes	Yes
Professional artwork in all rooms (Suggest center of artwork be 53 ½” from floor)	Yes	Yes	Yes	Yes
Wastebasket w/liner (each room)	1 per room	1 per room	1 per room	1 per room
Refrigerator/freezer (frost-free, automatic ice maker) full-size for TLFs and mini-refrigerator/micro-fridge for other room categories	Yes	Yes	Yes	Yes
Luggage rack or bench	Yes	Yes	Yes	Yes
Smoke detector (each room)	Yes	Yes	Yes	Yes
Ceiling fan, (for new construction or renovation one per room)	Yes	Yes	Yes	Yes
Draperies on all windows (blackout for bedroom windows)	Yes	Yes	Yes	Yes
Wall mounted light switches, with night lights/back lit, installed at entry door (required in new construction or renovation)	Yes	Yes	Yes	Yes

Standard	DVQs	VQ/VOQ	VAQ	TLF
FURNISHINGS, FIXTURES, & EQUIPMENT				
Double outlets w/grounding (for new construction or renovation)	6	6	6	6
Wooden or plastic pant and skirt hangers (minimum 4 skirt hangers)	10	10	10	14
HVAC Heating, Ventilation, and Air Conditioning (HVAC) (where authorized) w/individual room temperature control (new construction or renovation)	Yes	Yes	Yes	Yes
Solid core wood doors or metal exterior doors w/security devices, e.g. bar or chain, and security peephole required	Yes	Yes	Yes	Yes
Wall-to-wall carpet (26 oz minimum), with padding or integral backing under all carpeting (excludes padding in hallways); padding required in all new construction or renovation	Yes	Yes	Yes	Yes
BATHROOM				
Robe hook	1	1	1	1
Plunger	1	1	1	1
Towel rod set includes 1 large and 1 small rod (space permitting)	1 set	1 set	1 set	1 set
Privacy locks on doors	Yes	Yes	Yes	Yes
Shower curtain or glass enclosures	Yes	Yes	Yes	Yes
Ceramic tile floor with sealed grout, wall, and wainscoting (color coordinated)	Yes	Yes	Yes	Yes
Commode w/solid oval seat and lid (no open covers)	Yes	Yes	Yes	Yes
Mirror	1 (2, space permitting, 1 full length)	1 (2, space permitting, 1 full length)	1 (2, space permitting, 1 full length)	1 (2, space permitting, 1 full length)
Vanity, white or color coordinated (new construction or renovation)	1	1	1	1
Wastebasket (each bathroom) w/liner	1	1	1	1
Toilet tissue, 2 ply (quality commercial product)	2	2	2	2
Facial tissue, quality commercial product	1 box	1 box	1 box	1 box

Standard	DVQs	VQ/VOQ	VAQ	TLF
BATHROOM				
Cloth bath mat (each bathroom) (Note: Recommend maintaining 2 additional mats for each bathroom for cleaning rotation and fair wear and tear)	1	1	1	1
Towels/hand towels/washcloths; set consists of 2 bath towels (24" X 48," 10.5 lbs per doz.), 2 hand towels, and 2 washcloths (each bathroom) (Note: Recommend maintaining 2 additional sets for each bed space)	1 set	1 set	2 sets	5 sets
Deodorant soap (1.25 oz) and facial soap (1.25 oz) (quality commercial product)	1 of each	1 of each	1 of each for each guest	2 of each
Hair dryer, wall mounted (multiple speed)	Yes	Yes	Yes	Yes
KITCHENETTE				
Electric can opener, electric hand mixer, oven mitt, sponge, cutting board, pizza pan and cutter, ladle, spatula, large stirring spoon, pot and pan set, knife set, and regular oven cookware sets	No	No	No	1 of each item
Toaster (wide mouth)	Yes	Yes	Yes	Yes
Flatware, plates, bowls; hot beverage cups, drinking glasses	Service for 2	No	No	Service for 5 in 1 Br Service for 7 in 2 Br
Dishwashing detergent (labeled), dish cloth, kitchen towel	Yes	Yes	Yes	Yes
Paper towels/napkins	Yes	Yes	Yes	Yes
Kitchen sink/wet bar (Note: Double sink required for TLF, new construction or renovation)	Yes	No	No	Yes
Automatic dishwasher w/detergent (Note: new construction or renovation)	No	No	No	Yes
Kitchen range/stove (self-cleaning oven)	No	No	No	Yes
Dinette table	No	No	No	Service for 7 (space permitting)

Standard	DVQs	VQ/VOQ	VAQ	TLF
LOBBY/GUEST RECEPTION AREA:				
Sensor-operated doors				
Manager on-duty sign with name (and hometown, if desired) (Optional: Desk clerks on-duty sign)				
Reception counter with a minimum of two computer workstations				
Artwork				
Lounge chairs/sofas				
Window treatment				
Restrooms (separate male and female, with handicap access)				
Public/house phones, DSN access				
Free fax service for official government use				
Local area information, handouts, or stand-alone information system (contact your local Chambers of Commerce and/or Tourism Bureaus for assistance)				
Computerized coffee dispenser, and regular and decaffeinated tea, and hot chocolate at no charge				
Resale items at the front desk (These are minimum requirements; however, any item sold in a lodging room must also be available for resale at the front desk): Soft drinks (regular and diet); beer (regular and light); liquor miniatures (premium brands); bottled juices; bottled water; chips (small bags); chocolate bar; hard candy; hair brushes and combs; toothpaste and toothbrushes; feminine hygiene items; laundry detergent (small size); shampoo/conditioner (small size); ethnic hair/beauty aids; disposable razor; shaving cream; microwave dinners/entrees (Note: Each base may increase items based on local demands, and may include souvenir-type items)				
Secure luggage storage area (with luggage storage tags available)				
Short-term registration parking (handicap access)				
Customer/baggage drop off area (handicap access)				

NOTE: For additional guidance on purchasing, maintaining, replacing, and storing lodging furnishings, refer to AFI 32-6004, Furnishings Management.

Attachment 4

LODGING PROCEDURES FOR INDIVIDUAL AND UNIT-ASSIGNED RESERVE ON INACTIVE DUTY TRAINING (IDT), AND NATIONAL GUARD PERSONNEL ON INACTIVE DUTY TRAINING OR ANNUAL TOUR STATUS

A4.1. Government Quarters. Reserve Components (RC) are authorized to pay (or reimburse) lodging for their members' in an IDT status only when government-controlled quarters (i.e., on-base lodging or off-base contract commercial lodging) are provided. Government lodging is authorized only for ARC members outside the designated lodging commuting distance of the installation (ANG - the installation commander's designated commuting distance; AFRC - 50 miles radius, or 1 hour driving time).

A4.2. Multiple Duty Tours. Lodging reservations for multiple tours (i.e., back-to-back), regardless of the type of duty performed, are considered one requirement. Do not move personnel from one room to another when duty status changes.

A4.3. Lodging Reservations.

A4.3.1. Lodging management makes lodging reservations for RC personnel for on-base and with contract commercial lodging establishments in accordance with established procedures.

A4.3.2. Non-availability numbers will not be issued to unit-assigned RC members in an inactive duty status.

A4.3.3. Each ARC wing/unit will appoint a wing/unit lodging point of contact (POC). The POC is responsible for working all wing/unit lodging requirements with the host base lodging management and CL establishments when used. The ARC lodging POC at each installation will provide lodging a copy of the non-commute alpha roster, extracted from the Personnel Data System, which identifies members that are authorized lodging at unit expense during a Unit Training Assembly (UTA) weekend, rescheduled UTA (RUTA), additional flying training period (AFTP), annual tour (if applicable), etc. Lodging should load the non-commute listings in their lodging automated management system (Frequent Visitor File) to expedite the room assignment process.

A4.3.4. The ARC wing/unit lodging POC at each installation will also provide lodging a copy of their annual UTA schedule as soon as it is finalized and approved (Jul-Sep time frame). Lodging will match the UTA schedule against their known reservations for the next fiscal year, compare against other commitments, and notify the ARC lodging representative of any problem time periods. Lodging will use this schedule to create a group reservation for scheduled UTAs. Lodging will notify the ARC POC of any problems in obtaining the required number of spaces. This allows the ARC commanders to reschedule UTAs or, if necessary, lodging to establish requirements-type contracts for specific time periods.

A4.3.5. Within 5 working days after the UTA, the ARC wing/units will provide lodging a list identifying reserve or guard members who will require lodging for the next UTA. Lodging will input names and obtain CL, when needed, within 5 working days from receipt of the UTA lodging list. Three days prior to the scheduled UTA, the wing/unit POC will update the list (revalidate), in writing, with any changes that may have occurred. Changes that occur after this notification will be worked on a case-by-case basis with the host lodging activity.

NOTE: The ARC wing/unit guarantees payment for on-base and CL reserved for their members. The wing/unit will be responsible for payment of quarters reserved and not used. Lodging will check in all unit no-shows before the Friday night audit and provide a list of no-shows to the wing/unit lodging POC by 0800 on Saturday. The wing/unit will notify lodging by check-out time on Saturday if the member will occupy quarters on Saturday night. Lodging will verify no-shows in the lodging automated management system. The wing/unit will pay for no-shows at contract quarters also. Each ARC wing/unit must establish and enforce a no-show policy to eliminate the expenditure of funds for unused rooms and to maintain maximum utilization of on-base quarters.

A4.3.6. Individual AFRC (IMA/IRR) personnel. Lodging is authorized for individual members who reside outside the commuting distance (50 miles, or 1-hour driving time).

A4.3.7. IMA/IRR members may be given a non-availability number if on-base or contract lodging is not available. Reserve members must use government quarters for IDT lodging reimbursement. HQ AFRC/SVP corporate lodging contracts are in place for this purpose.

A4.4. Payment Responsibilities.

A4.4.1. Procedures outlined herein apply to all Services unless otherwise noted.

A4.4.2. Air Force Reserve Command (AFRC).

A4.4.2.1. IMA/IRR Lodging Payment. Individual (IMA/IRR) members will pay all lodging charges regardless of the type of duty status (active duty or inactive duty for training), location where the duty is performed or per diem status, and file for reimbursement.

A4.4.2.2. Unit-assigned members performing active duty tours (AF Form 938, **Request and Authorization For Active Duty Training/Active Duty Tour**), regardless of per diem status, are individually responsible for their lodging charges. Individuals will file for reimbursement.

A4.4.2.3. Unit-assigned members performing IDTs away from home station (AF Form 40A, **Record of Individual Inactive Duty Training**) are responsible for payment of their lodging charges and will file for reimbursement. If a member shows up without an AF Form 40A for a rescheduled UTA, they must guarantee payment at check-in until lodging is provided an AF Form 40A, or locally developed Reserve lodging form.

A4.4.2.4. Unit-assigned members performing IDTs at home station will not pay lodging room charges. Lodging room costs (on-base and contract) for unit-assigned members performing IDTs at home station will be paid via a government travel account or IMPAC. Payment for personal charges, e.g., telephone, in-room resale items, late check out fees, etc., is the responsibility of the member. Individuals may not file for reimbursement for these charges.

A4.4.3. Air National Guard.

A4.4.3.1. Unit-assigned ANG members performing active duty tours, regardless of per diem status, are individually responsible for their lodging charges.

A4.4.3.2. ANG members performing IDTs, regardless of location, will not pay for their lodging room costs. The unit of assignment will pay for on-base and contract quarters via an organizational travel account (e.g., IMPAC). Payment for personal charges, e.g. telephone, in-room resale items, late check out fees, etc., is the responsibility of the member.

NOTE: For unit-assigned members, the ARC wing/unit provides lodging and/or CL managers with an ARC lodging monitor(s), i.e. a wing/unit lodging POC or designated representative, if requested by the servicing lodging or CL manager. This individual will be available in the reception area(s) on training weekends to assist with peak check-in (and check-out) periods for unit-assigned members, and to facilitate resolution of UTA lodging issues.

A4.5. Billing Procedures.

A4.5.1. For overseas deployments, the unit of assignment's FM function may provide an AF Form 616**, Fund Cite Authorization (FCA)**, or other fund source document, to confirm that sufficient funds are available to cover the cost of contract quarters for unit-assigned personnel, if requested by the overseas general manager. (An AF Form 616 may also be provided, if requested, for on-base quarters for large deployments. This process will be accomplished within 20 working days following the deployment.)

A4.5.2. For on-base lodging bills, the base lodging accounting technician will ensure that all back-up documentation (AF Form 938, AF Form 40A, or unit lodging reservation/revalidation listing, plus all folios) to substantiate the charges are provided with each bill. This portion of the process will be accomplished within 5 working days of the UTA. The ARC lodging POC, together with the lodging accounting technician, will review the bills and ensure they are correct and valid. Upon validation, the IMPAC or an organizational, centrally billed account is used to make payment. If discrepancies occur, lodging and the ARC lodging POC will work together to resolve the issue. This entire process will be accomplished within 20 working days from the UTA.

NOTE: At least twice monthly, lodging prepares bills for other IDT lodging requirements, e.g. RUTAs, AFTPs, etc. Payment for these requirements is made via the IMPAC or other government travel account.

A4.5.3. For CL bills, the CL establishments send the bills to the organization that made the reservation, e.g. lodging, reserve or guard organization. Within 20 days of receipt, the RC lodging POC will validate the bill with lodging and pay the CL.

A4.5.4. When a unit-assigned RC member performs an IDT at home station, in conjunction with an active duty tour, to include annual tour in a non per diem status, only the IDT portion is authorized for payment by the unit of assignment. The member is responsible for payment of their lodging charges for all active duty tours regardless of per diem status.

A4.5.5. When a unit-assigned NG member pulls an IDT in conjunction with a per diem status tour, only the IDT portion is authorized payment by the unit of assignment. It is the responsibility of the member to present the paperwork for the IDT portion of the stay at check-in. The NG member is responsible for payment of their lodging charges when in a per diem status.

NOTE: For ANG situations that deviate from these procedures, contact the Air National Guard, Services Branch (ANG/SVX), 3500 Fetchet Avenue, Andrews AFB MD 20762-5157, DSN 278-8166/77 prior to implementation. For AFRC situations, both IMA/IRR and unit-assigned, that deviate from these procedures, contact Headquarters Air Force Reserve Command, Directorate of Services, Programs Division (HQ AFRC/SVP), 255 Second Street, Robins AFB GA 31098-1637, DSN 497-2103, prior to implementation.

Attachment 5

LODGING STAFFING GUIDE

This information has been extracted in part from the Housekeeping section of Performance Plus, the training program developed by the Educational Institute of the American Hotel & Motel Association.

A5.1. Labor Productivity. To determine your average labor productivity (average output per individual worker per year) divide the number of employees by the average daily rooms sold (**Table A5.1.**). For example, in 1994 there were 40 employees to clean 284 rooms (71% occupancy). So, there were .14 personnel employed per occupied room. Therefore, if you average past ratios and project your occupancy to rise to 90% (or 360 rooms--see **Table A5.3.**) due to a mission change, you would multiply the labor productivity ratio by the projected average daily rooms to get the number of employees you are projecting to need (.12 x 360 = 43). (Note: For even more accuracy, break rooms down by type and employees assigned to that type. Figure the average labor productivity for each type room).

Table A5.1. SAMPLE LABOR DEMAND – PROJECTION

Year	Avg Daily Occupancy Rate	Avg Daily Rooms Sold	Number of Employees	Labor Productivity Ratio (employees per occupied room)
1995	71	284	40	.14
1996	72	288	38	.13
1997	72	288	33	.11
Year	Avg Daily Occupancy Rate	Avg Daily Rooms Sold	Number of Employees	Labor Productivity Ratio (employees per occupied room)
1998	73	292	30	.10
1999 ***Projected**	72	288	35	.12

Average of 1995-1998

Replacement. Another management tool you may find useful is a replacement chart (**Table A5.2.**). You can prepare a replacement chart for the entire operation or by workcenter. By using a replacement chart you can more accurately forecast for turnover.

Table A5.2. Sample Replacement Chart Housekeeper/Room Attendant.

Source of Recruits	Number of Recruits	Level Needed to Operate	Housekeeper Losses	Number of Losses
Promotions	1	43	Resignations	16
New Hires	5		Discharges	1
			Demotions	0
			Retirements	1
			Promotions	1
Total	6		**Total**	19
Level Needed to Operate 43				
Recruits	+ 6	*Employee(s) Needed to Operate = 13		
Losses	- 19			
Total Employed	30			

A5.2. Managing Productivity and Controlling Labor Costs. As indicated above, labor costs are the largest controllable expense, management must constantly monitor labor schedules. If employees are working more days or hours than necessary in proportion to the number of rooms occupied, the operation will lose money. No hospitality operation can afford unproductive employees or wasted labor hours. For example, assume your profits are 5% of the revenue generated by room and sundry sales. For every dollar of sales made, lodging earns a profit of five cents. So, if we assume you have overscheduled/staffed housekeeping and wasted $300 in unnecessary labor costs (for the week), to maintain a 5% profit level, you must earn the $300 in lost profit by generating additional weekly sales of $6,000 ($300 divided by the .05 profit requirement). Understaffing can be just as harmful because, in the long run, your employee turnover will probably increase due to overwork/stress. Also, your business/profits may suffer as customers become dissatisfied with the quality of service and cleanliness of their room. The few housekeepers remaining will be unable to meet the quality standards if they have too many rooms to clean!

A5.3. Productivity Standards. To determine productivity standards you must observe a number of employees (who and how many depends on what department) and calculate the average time it takes them to do their job (whatever you determine the standard will come from). For instance, in housekeeping, you might observe 6 housekeepers cleaning rooms during their shift. You determine the average cleaning time (to meet quality performance standards) is 30 minutes. Next, determine the length of their shift and time available to clean rooms (see steps 2 and 3 – **Table A5.3.**). To obtain your productivity standard you divide the result of step 3 by the result of step 1. In this case each housekeeper can be expected to clean 14 (check-out) rooms per shift. The next step is to determine how many employees you project to need based on this figure and your projected room occupancy. Additionally, the automated system provides average number of daily and yearly check-outs/stay-overs (under the Manager Reports screens) to aid in employee management and planning.

Table A5.3. Sample Productivity Standard Worksheet – Room Attendants.

Step 1 Determine how long (observe average housekeeper) it should take to clean one guestroom according to lodging performance standards and room/building layout.	Approximately 30 Minutes (.5) for a **Check-Out*** Approximately 20 Minutes (.33) for a **Stay-Over***
Step 2 Determine the total shift time in minutes.	 8 Hours x 60 Minutes = 480 Minutes
Step 3 Determine the time available for guest room cleaning.	Total Shift Time . . . . . .480 Minutes Less: Beginning-of-Shift Duties . . . . .15 Minutes** Morning Break . . . . . 15 Minutes** Afternoon Break . . . . . .15 Minutes** End-of-Shift Duties . . . . . .15 Minutes** Time Available for Guestroom Cleaning . . . . . 420 Minutes
Step 4 Determine the productivity standard by dividing the result of Step 3 by the result of Step 1.	420 Minutes = 14 Guestrooms (**Check-Out**) 30 Minutes Per 8-Hour Shift 420 Minutes = 21 Guestrooms (**Stay-Over**) 20 Minutes Per 8-Hour Shift
*Since layout and room size can vary from base to base, this figure is used for illustrative purposes only. **See AFMAN 34-310*, NAF Personnel Program Management and Administration Procedures*, for guidance pertaining to breaks/meals, etc., for NAF employees.	

To fine-tune your operation and management, you might consider developing one of these charts for each type of quarters you manage.

A5.4. Employee Requirements Planning. Although we focus on housekeeping staffing in these examples, don't forget the principle applies to *all* departments. Staffing guides will help you schedule the correct number of employees and ensure labor expenses remain within your operating budget. We must take into account our full-time and flex employees. Generally, it is advisable to schedule full-time employees to the minimum allowed hours and use flex employees to make up the difference. In the housekeeping department, the number of room attendants, housepersons, and inspectors needed depends primarily on the number of rooms occupied during the previous night and the amount of reservations and projected walk-ins. You can take a staffing guide as far as necessary to help manage your personnel and operation. In addition, if the budgeted department labor expense is based on the same productivity standards as the staffing guide, the supervisor is assured of keeping labor costs in line with management's expectations.

Table A5.4. SAMPLE VARIABLE STAFFING GUIDE

Flagpole Inn											
Occupancy %	100%	95%	90%	85%	80%	75%	70%	65%	60%	55%	50%
Rooms Occupied	400	380	360	340	320	300	280	260	240	220	200
Room Attendants (a.m.)											
(Productivity STD = .5 [30 min.])											
Labor Hours	200	190	180	170	160	150	140	130	120	110	100
Productivity Standard = 14											
Employee	29	27	26	24	23	21	20	19	17	16	14
Expense (Salary $5.50)	$1100	$1045	$990	$935	$880	$825	$770	$715	$660	$605	$550
Housepersons (a.m.)											
(Productivity STD = .10 [6 min.])											
Labor Hours	40	38	36	34	32	30	28	26	24	22	20
Productivity Standard = 70											
Employee	6	5	5	5	5	4	4	4	3	3	3
Expense (Salary $5.50)	$220	$209	$198	$187	$176	$165	$154	$143	$132	$121	$110
Housekeeping Supervisor/ Inspector											
(Productivity STD = .08 [4.8 min.])											
Labor Hours	32	30	29	27	26	24	22	21	19	18	16
Productivity Standard = 88											
Employee	5	4	4	4 $189	4	3	3	3	3	3	2
Expense (Salary $7.00)	$224	$210	$203		$182	$168	$154	$147	$133	$126	$112
Housepersons (p.m.)											
(Productivity STD = .08 [4.8 min.])											
Labor Hours	32	30	29	27	26	24	22	21	19	18	16
Productivity Standard = 88											
Employee	5	4	4	4	4	3	3	3	3	3	2
Expense (Salary $5.50)	$176	$165	$160	$149	$143	$132	$121	$116	$105	$99	$88
Total Labor Hours	304	288	274	258	244	228	212	198	182	168	152
Total Expense	$1720	$1629	$1551	$1460	$1381	$1290	$1199	$1121	$1030	$951	$860

First, (for housekeepers) calculate labor hours needed by multiplying your productivity standard by your occupied rooms (e.g., at 80% occupancy, .5 x 320 = 160 hours needed to clean 320 rooms). Next, you must determine how many housekeepers it will take to clean 320 rooms (within the 160 labor hours). Divide the number of occupied rooms by the number of rooms one housekeeper can clean during their shift (e.g., 320 divided by 14 = 23 room attendants). You could also mix full-time and flex, as long as you come up with the same required labor hours. As the purpose of accurate scheduling is not just to make sure you schedule enough people to get your rooms clean, but also to ensure your labor costs are under

control, you must now figure what your labor expenses will be. Calculate labor expenses by multiplying the total labor hours by the average hourly rate for room attendants (e.g., 160 x $5.50 = $880). Continue to project in all departments to get your projected total labor hours and expense (e.g., at 80% occupancy you will need 244 total labor hours @ $1,381 to take care of all labor associated with 320 occupied rooms). (Note: You can complete a variable staffing guide for any category of employee. It is also helpful to break the table out by activity; i.e., one for housekeeping and one for housepersons, etc. To enhance your control of expenses even further, you can also use this chart to add in extra labor expenses such as 401k.)

A5.4.1. However, it doesn't matter how accurate your staffing guide is if you don't make accurate (as possible) occupancy predictions. It is very helpful to develop occupancy forecasts for 3 days, 2 weeks, and each month. You can then use these forecasts to develop your employees' schedules. Use 2-week and 3-day forecasts to more accurately hone projected schedules.

A5.4.1.1. Even when you project well and update schedules, you cannot avoid some variances in occupancy. In the military, we are very aware of unexpected events. Because of this, it is very important you understand how to control labor costs. For instance, when more guests than projected show up, your employees' productivity will increase. They will clean more rooms faster than usual because they must to meet the demand. Conversely, when business volume is lower than forecasted, productivity decreases. This is due to overstaffing, since there are now more people than necessary to clean the rooms. Either condition is not good management practice and can have a negative financial effect.

A5.4.1.2. IAW AFMAN 34-310, all employees must have access to a posted schedule. Flexible employees may be subject to "on call" work in addition to hours posted on the schedule. Work schedules may be changed by supervisors/managers by providing the employee a minimum of 24 hours notice. Locally devised work schedule forms are authorized to post work schedules. Also, changes in the work schedule that do not decrease an employee's guaranteed hours may be made with a minimum 24-hour notice.

A5.4.1.3. The tour of duty is established, in writing, for all regular employees at least one administrative workweek in advance of the tour to be worked and should not be changed or adjusted solely to avoid the payment of premium pay or other benefits. If possible, establish the tour of duty for the same days of each week, for the same hours each day, and on consecutive days of the administrative workweek.

A5.4.1.4. Post days off, vacation time, and requested days off as far in advance as possible for all employees. Note all schedule changes directly on the posted work schedule. A very visible way to determine if your scheduling practices are deficient is to look at your unscheduled overtime costs. Sporadic unscheduled overtime *may* be nothing to worry about, but consistent unscheduled overtime should always be thoroughly investigated and steps taken to eliminate the problem.

A5.5. Employee Turnover. One responsibility of being a manager/supervisor is the ability to comprehensively predict the level of employee turnover. As in any prediction, we must look at historical data, the current situation, and future changes. These facts can be translated into a trend analysis you can use to forecast future employment and personnel demands. Changing area demographics, high permanent change of station, and changing Air Force policies are some of the events that determine turnover and demand for new employees.

A5.5.1. What is turnover and why should it concern you? Turnover is the replacement cycle that occurs each time a position is vacated and you must hire, outfit, and train a new employee. Therefore, it usually translates into a loss of money. Within the last few years, the supply of available workers has decreased. We share the lack of available workforce with the civilian industry. Another problem we share is the nature of service-type jobs. Traditionally, these jobs are temporary or "stepping stones" to a permanent job. Rarely, especially in housekeeping, does an employee consider making the service industry a lifetime or career choice. Because of this (and many other reasons such as poor training, low pay, and lack of benefits), turnover in hospitality is very high. Turnover results in a constant loss of experienced personnel in areas critical to a successful operation.

A5.5.1.1. When you have employee turnover, many behind-the-scene reactions occur. With each turnover you will incur the cost of advertising, interviewing, hiring, training, and outfitting a new employee. You may also incur turnover costs in intangible ways such as decreased guest satisfaction caused by new employee mistakes or performing slower as they learn. If guest satisfaction suffers too much you may lose business and money. Employees may also become frustrated, for numerous reasons, and quit. Understanding probable employee turnover causes can help you control turnover problems.

A5.5.1.2. To help manage your workforce, costs, and business, it is easy to calculate your turnover rate for any time period or worker. For instance, it usually takes at least 1 year for a manager to become fully competent in their position; a head housekeeper usually takes 5 months. The costs of replacing these employees have far-reaching effects. Calculating turnover rates can help you prepare to meet the mission with a reduced workforce.

A5.5.1.3. Calculating turnover rate. Begin by dividing the number of terminations during a time period by the average number of personnel employed for that period. An easy way to figure the average number of personnel is to add the number employed at the beginning of the period to the number employed at the end and divide by 2. Multiply the result by 100, since the rate is usually expressed as a percentage. This calculation will include your desirable and undesirable turnover. Is turnover ever desirable? Sure, it can be, if, the employee's productivity is not worth the cost of retaining.

A5.5.1.4. It is not enough to simply understand that turnover occurs, you must also take steps to prevent it from happening when it is not desired. If an employee chooses to leave, the best way to find out why is to ask them. They could be leaving because they are dissatisfied with pay, benefits, training, management, promotion/advancement opportunities, or moving. Usually, if an impartial individual conducts an interview with a departing employee they can determine the reasons for departure. This information may help improve your program.

A5.5.1.5. Developing effective recruiting and orientation programs that are culturally sensitive, and meet lodging's needs, can help reduce unnecessary turnover. It is extremely important to take interviews seriously to avoid the turnover cycle. Look at programs in the long-term and develop socialization/orientation and training programs in employees' language. An active recognition and incentive program also provides increased motivation by showing management concern and involvement.

A5.5.1.6. Whether discipline results in turnover (i.e., firing an employee for substandard performance) or identification and correction of behavior, managers must lay the groundwork through documentation of actions and behavior for effective discipline. If all instances of behavior where

discipline is appropriate are not documented, it becomes very detrimental to the lodging operation. Establish reasonable and well-understood rules and make sure everyone knows the rules and consequences. Concentrate on what is good about the performance, not just what is wrong. Ensure undesirable behavior is permanently eliminated, not only during disciplinary action. Avoid placing managers and employees in adversarial positions and enforce all rules with fairness and impartiality.

A5.5.1.7. When analyzing trends, identify occupancy rates because they help determine how many employees you need and how the occupancy rate correlates to the number of personnel employed. How do you do this? Take a look at **Table A5.1.** The 1995 through 1998 information was derived from historical data. The 1999 data was projected based on past occupancy figures (Priority 1 and 2 guest totals), past numbers of personnel employed at those levels, level of service provided at those times (customer satisfaction/ability to meet standards), current trends, projected mission changes, and renovation and construction projects.

Attachment 6

AIRCREW SUPPORT

A6.1. Aircrew Support Programs.

A6.1.1. Special aircrew handling programs, such as Prime Knight, ensure high-quality and consistent lodging, transportation, and food service support to transient aircrews. The quality of service depends upon timely notification to the host program manager of aircrew requirements. The program is mandatory for all transient aircrews.

A6.1.2. The elements of success for aircrew handling programs include commander interest and involvement, aircrew awareness, MAJCOM procedures to facilitate timely requests for service, and customer-oriented, base-level agencies.

A6.1.3. The installation commander appoints a program manager empowered with the authority to ensure transient aircrews receive transportation, lodging, and food service support.

A6.2. Functional Responsibilities.

A6.2.1. HQ USAF/ILV . Serves as the Air Staff office of primary responsibility (OPR), reviews program assessments and MAJCOM reports (upon request), and in coordination with other Air Staff agencies such as Operations (XOO) and Transportation (ILTT) provides recommendations to the Air Force Chief of Staff.

A6.2.2. MAJCOM/SVs will:

A6.2.2.1. Coordinate MAJCOM staff guidance with other agencies (XO, LGT, etc.)

A6.2.2.2. Implement the program command-wide. **NOTE:** These programs do not apply to bases that do not support flight operations.

A6.2.2.3. Conduct periodic assessments of the program.

A6.2.3. Host installation commanders will:

A6.2.3.1. Implement this instruction and approve local support plans and procedures.

A6.2.3.2. Appoint a base program manager. **NOTE:** This program impacts several disciplines; e.g., Services, Transportation. No single, functional entity is responsible for providing all the required services under this program. Therefore, the vehicle operations chief, lodging general manager, or food service officer will not be appointed as the Prime Knight manager. Select this individual from an operations unit such as operations support, Air Mobility support, or command post.

A6.2.3.3. Provide the resources required for a viable Prime Knight program.

A6.2.4. Aircraft commanders/command and control agencies (or other MAJCOM designated agencies) will:

A6.2.4.1. At the earliest opportunity, provide destination program managers with information required as indicated below:

A6.2.4.1.1. Using a fax, telephone, message, or radio (HF), provide number of crew members by rank (e.g., 5 officers, 3 enlisted, estimated time of arrival (ETA), gender of crew by excep-

tion, and call sign/tail number if available). Upon arrival at the TDY location, the aircraft commander provides a copy of the aircrew orders listing each member's SSAN to the program representative.

A6.2.4.1.2. Cancel reservations to preclude "no shows" and guaranteed hold charges being assessed due to mission changes, weather diversions, etc.

A6.2.5. Base Program Manager will:

A6.2.5.1. Develop base aircrew handling program support plans and policies to provide transient aircrew with transportation, lodging, and access to meals.

A6.2.5.2. Ensure a responsible individual meets each transient aircraft requesting Prime Knight service and provides appropriate transportation, keys, (or documentation) for lodging/rooms, and an information packet to the Aircraft Commander. (***NOTE:*** The vehicle operator may be used for this task.) Installations may set policy allowing the crews to pick up the information packet and keys at the command post or base operations if crews normally stop at these locations prior to going into crew rest. Under no circumstances will aircrews be required to pick up keys or other items from locations they would not normally transit (not applicable during contingency aircraft operations).

A6.2.5.3. Ensure the welcome packet contains the following as a minimum:

A6.2.5.3.1. Base information on meals, lodging, and transportation, lodging registration forms, or off-base lodging authorizations.

A6.2.5.3.2. Program critique form.

A6.2.5.4. The lodging general manager will support the installation Prime Knight manager by providing adequate rooms and efficient lodging guest service to transient aircrews when rooms are available. Further, the general manager will:

A6.2.5.4.1. Establish designated aircrew visiting quarters when the volume of transient aircrews warrants.

A6.2.5.4.2. Provide reservation capability during all normal operating hours (e.g. at 24-hour lodging operations, aircrews should be able to make reservations at any time during that period).

A6.2.5.4.3. Pre-register the aircrew if assigned to on-base lodging. In addition, the general manager will block or assign rooms and assemble keys or put them in the information packet prior to the aircrew's arrival. (On base lodging will be used to the maximum extent possible to maximize mission execution and limit demand on support activities)

A6.2.5.4.4. Information packets will contain base information meals, lodging, and transportation; lodging registration forms or off-base (commercial lodging) authorizations if necessary; area maps; and customer comment cards.

A6.2.5.4.5. Assemble the necessary documents if the aircrew is staying off base (CL authorizations, directions to CL, etc.)

A6.2.5.4.6. Establish an express check-out system for aircrews staying in government quarters.

A6.2.5.4.7. Assign each crew member to a single room (exceptions may be made during contingencies). Aircrew members are defined as anyone on the flight crew order. Ensure gender is considered when assigned lodging to aircrews. Crew integrity will be maintained--all members of the same crew will be housed together, either all on base or all off base. If a crew is divided into multiple buildings on base, no more than two stops will be required to pick up all crew members.

A6.2.6. Food Service will:

A6.2.6.1. Provide the program manager with menus and operating hours of the flight kitchen and base appropriated fund dining facilities for inclusion in the aircrew information package.

A6.2.6.2. Respond to aircrew requests for meals. (Use of the in-flight kitchen is sufficient to meet this requirement.)

A6.2.7. Transportation will:

A6.2.7.1. Meet the aircraft within 10 minutes of the time requested by the aircrew or applicable command and control system.

A6.2.7.2. Provide authorized transportation to aircrew members during their stay. **NOTE:** Base shuttle or taxi services are considered adequate and may be used for this purpose but will not be used for initial pickups or departures.

A6.2.7.3. Respond to the aircrew's request for departure pickup at the established pickup time.

A6.2.8. Base operations (or command post) will:

A6.2.8.1. Track all inbound aircraft in the normal course of duties that might generate program requirements. If there is a change to either arrival time or number of crew members expected, base operations or command post personnel will notify the responsible agency/agencies as indicated in the installation program support plan. Base operations will provide these updates as soon as possible but not later than 1 hour, if possible, prior to scheduled arrival times.