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N9
24 Sep 15

CNIC INSTRUCTION 11103.18

From: Commander, Navy Installations Command

Subj: NAVY LODGING PROGRAM: NAVY GATEWAY INNS & SUITES LODGING
INSTRUCTION

Ref: (a) DoD 7000.14-R, Volume 13, of January 2004
(b) DoD Instruction 1000.15 of 24 October 2008
(c) DoD Instruction 1015.10 of 6 May 2011
(d) DoD Instruction 1015.15 of 20 March 2008
(e) DoD Instruction 1015.08 of 23 December 2005
(f) NAVSO P-1000
(g) SECNAVINST 4001.2J
(h) SECNAVINST 5210.8D
(i) SECNAVINST 5510.30
(j) SECNAVINST 7510.7F
(k) OPNAVINST 5009.1
(l) OPNAV-M 5090.1
(m) CNICINST 1710.3
(n) BUPERSINST 7200.2A
(o) CNICINST 7043.1
(p) DoD Instruction 1015.11 of 6 October 2006
(q) DoD Instruction 1015.12 of 30 October 1996
(r) CNICINST 5009.1
(s) Lodging Unified Facilities Criteria 4-720-01
(t) 10 U.S.C. §2783
(u) 10 U.S.C. §2492

Encl: (1) Navy Gateway Inns & Suites Lodging Handbook

1. Purpose. To provide Navy policy for the execution of the Navy Gateway Inns & Suites (NGIS) Lodging Program.

2. Background. Navy policy is to provide operational and support activities with essential Commander, Navy Installations Command (CNIC) mission support services, as well as produce programs that effectively contribute to the morale, well-being and quality of life (QOL) of Navy personnel and their family members. This instruction supplements Non-Appropriated Fund

(NAF) financial management and accounting policy provided in references (a) through (u).

3. Policy

a. This instruction applies to Fleet and Family Readiness (FFR) departments and installations operating NGIS lodging operations.

b. Requests for waivers of any CNIC policy contained in enclosure (1) that are not contained in higher level regulations or codified in law must be submitted to CNIC Fleet and Family Readiness (N9). The waiver request must include justification for the waiver. All waivers shall be granted for a specified time period, not to exceed three years.

c. Updates and Revisions. Changes in federal law and in Department of Defense or Department of the Navy can result in the need to make immediate changes to NGIS lodging policy and procedures set forth in this instruction. When such changes are required, a NGIS Lodging Program Policy Update will be numbered, published and placed in Appendix A of this instruction. All NGIS Lodging Program Policy Updates take effect upon publication and placed in Appendix A and remain in effect until cancelled or incorporated into revisions of the basic instruction.

4. Responsibilities

a. CNIC (N9) is responsible for:

(1) Administering the NGIS Lodging Program and the provisions of this instruction through the Lodging Program Manager (N924).

(2) Reviewing, revising and issuing changes to enclosure (1).

(3) Reviewing and making determinations on requests for waivers to the provisions of Enclosure (1) as set forth above.

(4) Overseeing NAF financial management.

b. Region Commanders (REGCOMs) are responsible for:

(1) Administering the provisions of this instruction in support of the CNIC Navy Lodging Program, at Region and Installation levels.

c. Regional Lodging Directors (RLDs) are responsible for:

(1) Reviewing, revising and approving Region policy instructions at the Installation level, in support of the CNIC Navy Lodging Program.

(2) Reviewing, analyzing, validating and forwarding questions of policy to CNIC when warranted.

(3) Appointment of the Regional Lodging (Billeting) Fund Manager/Administrator who manages and oversees the Regional Lodging Non-Appropriated Fund.

d. Commanding Officers (COs) are responsible for:

(1) Administering the provisions of this instruction in support of the CNIC Navy Lodging Program at the Installation level.

(2) Implementing policy contained in Enclosure (1).

(3) Ensuring compliance with policies in Enclosure (1) at the installation.

5. Action

a. CNIC N9 shall:

(1) Review and approve or deny waiver requests.

(2) Update Enclosure (1) as required.

(3) Implement policy contained in enclosure (1).

(4) Provide oversight of NAF financial management functions.

b. REGCOMs shall:

(1) Review, endorse, or disapprove exceptions from within the region.

(2) Implement policy contained in Enclosure (1).

(3) Ensure compliance with policies in Enclosure (1) for all subordinate commands.

c. COs shall:

(1) Prepare installation waiver requests and submit to REGCOMs.

(2) Implement policy contained in Enclosure (1).

(3) Ensure compliance with policies in Enclosure (1).

6. Records Management. Records created as a result of this instruction, regardless of media and format, shall be managed in accordance with reference SECNAV M-5210.1.



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Vice Admiral, U.S. Navy

Distribution:

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NAVY LODGING PROGRAM

**NAVY GATEWAY INNS & SUITES LODGING
HANDBOOK**

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CHAPTER 1**PROGRAM MANAGEMENT**

- Ref: (a) DoD Instruction 1015.12 of 30 October 1996
(b) DoD Instruction 1015.11 of 6 October 2006
(c) DoD Instruction 1015.15 of 20 March 2008
(d) OPNAVINST 5100.23G
(e) Uniform Federal Accessibility Standards, 1984
(f) OPNAVINST 11320.23F
(g) OPNAVINST 5009.1
(h) CNICINST 5009.1
(i) DOD Lodging Program Standards, 1 Sep 99
(j) NAVMED 5010-2, Manual of Naval Preventative Medicine, 1995
(k) Americans with Disabilities Act of 1990, as amended
(l) CNICINST 1710.1
(m) OASN (FM&C) memo of April 2003
(n) Unified Facilities Criteria (UFC), 4-720-01, Lodging Facilities, 13 Feb 12

101. Overview

a. The Navy Gateway Inns & Suites (NGIS) Lodging Program is a Department of Defense (DoD) Program Group IV, Category A Non-Appropriated Fund Instrumentality of the Department of the Navy that is created in accordance with and governed by the provisions of references (a) through (c). NGIS is directed to establish a professionally managed, business-based lodging program in support of readiness and mission accomplishment by providing quality, affordable lodging and hospitality services for a mobile military community. NGIS lodging operations shall provide services, amenities and accommodations as provided by quality, commercial hotels. To fulfill the lodging mission, NGIS shall operate customer driven lodging operations as determined by market analysis, guest feedback, and current Navy, DoD and hotel industry standards.

b. NGIS guests deserve consistent, quality service at every NGIS lodging operation. General Managers, through the chain of command, are responsible for ensuring every aspect of the operation adheres to these lodging standards. The standards identified in this lodging instruction are designed with the guest in mind. References (a) through (n) refer.

102. Mission Statement. Provide quality, affordable lodging and hospitality services, which contribute to mission

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accomplishment and quality of life for a mobile Defense community.

103. Vision. Navy Gateway Inns & Suites - The Preferred Lodging Choice

104. Brand Promise. Navy Gateway Inns & Suites: "Creating Comfortable Guest Services for Those We Serve: Today and Tomorrow".

105. NGIS Lodging Program

a. NGIS provides a professionally managed business-based lodging program for all military and civilian travelers. With guest rooms at military installations worldwide, NGIS offers lodging services for individual and group Temporary Duty (TDY) travelers, DoD civilians and Leisure (Space Available) travelers, retirees and reservists. Reference (i) refers.

b. Brand recognition creates guest expectations for service, amenities and comfort. The NGIS Lodging Program focuses on providing a consistent service culture enterprise-wide. Guests staying at NGIS may expect a business lodging environment; in-room amenities comparable to those found in commercial lodging such as internet access, cable television with premium channels, telephone service, microwave and refrigerator; business center, housekeeping services, vending machines, guest laundry facilities, handicapped access and 100% tobacco free facilities, free in-room coffee, newspapers, and convenient parking.

c. Staying at NGIS not only provides great lodging at great prices, but it also offers the convenience of other base amenities. Eligible guests may visit the Navy Exchange (NEX) and Morale, Welfare and Recreation (MWR) facilities for discounted tickets to area attractions, swimming pools, golf courses, beaches, movie theaters, youth centers and other great MWR activities.

106. Administration. Per reference (a), the Navy Lodging Program will be administered by Commander, Navy Installations Command (CNIC) Fleet and Family Readiness (FFR) (CNIC N9).

107. Standard Operating Procedures (SOPs). SOPs shall be used to clarify specific processes and procedures related to the operation of NGIS. Topics to include front desk, reservations, maintenance, emergency operations, cleaning, communications, or

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any related area associated with lodging operations. While sample standardized SOP templates may be provided by CNIC Navy Lodging Program (N924), properties are required to ensure that any process requiring an SOP are identified and SOPs are developed to assist staff in service delivery and accomplishing daily operating requirements. Installation SOPs shall be reviewed and approved by CNIC N924 prior to implementation.

108. Reporting. Various reporting requirements related to occupancy, utilization, facility condition, staffing, budgeting, customer service, personnel, etc. are required at the Installation, Region, and CNIC levels of the organization. Reporting dates, frequency and scope shall be addressed as required via separate communications and may require completion using manual or electronic reporting methods. Reference (i) refers.

109. Guest Room Standardization. NGIS lodging operations are distinguished by the attention to detail to make guest rooms as comfortable as possible. Every effort shall be made to ensure guests have clean, comfortable rooms that provide a good night's rest. The guest room shall be attractively furnished, fully supplied, clean and properly maintained to ensure the guest experiences a pleasant stay. Standardization maximizes economies and efficiencies in lodging operations. Select items on the amenities contract may be imprinted with the NGIS logo. Reference (a) refers.

110. Guest Room Amenities. To ensure consistent service from one NGIS lodging operation to the next, lodging operations must provide guests the same standard amenities and the same quality facilities, furnishings, and services as they would find in a quality, mid-level commercial hotel. Standardized guest room amenities must be purchased from the NGIS amenity contracts or vendors approved by CNIC N924. The NGIS amenities contract is located on the CNIC N924 Gateway 2.0 (G2) website.

111. Guest Directory. Each guest room shall have a Guest Directory prominently displayed that includes a welcome letter from the General Manager and information on how the guest may contact the Front Office Manager. The Guest Directory shall also ensure information pertaining to local areas and emergency procedures is available. Program standards define specific items required in the Guest Directory and shall be referred to for a complete and updated listing (Reference (a)).

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112. Guest Feedback. Creating a corporate culture of listening and measuring guest feedback is essential to keeping lodging management and staff informed of our guest's expectations. It is important to create a lodging experience that serves our guests' needs and improves their overall lodging experience. To optimize our guests' experiences, guest representatives and reservationists shall request electronic mail (email) addresses from guests to allow them to participate in our online guest survey. General Managers shall ensure responses are reviewed, documented and responded to verbally, via letter or electronic mail (email) as appropriate by a member of the NGIS management team within three business days of receipt. Regions shall provide guest comment cards to Installation NGIS lodging operations.

113. Guest Privacy. Lodging staff/housekeepers may enter assigned guest rooms unless there is a "Do Not Disturb" sign posted. In the event the "Do Not Disturb" sign is posted, lodging staff/housekeepers shall make note of this on their assignment sheet. If a "Do Not Disturb" sign is posted for more than 24 hours, management shall be notified so that the health and welfare of the guest may be verified. Voice or visual confirmation that the guest is in good health is required. If no voice or visual contact can be made, a department level manager plus another staff member shall enter the room together. At management's discretion, staff has the right to enter guest rooms for servicing, cleaning, inspection or maintenance concerns.

114. Guest/Visitor Responsibilities in Facilities and Guest Rooms

a. Guests are responsible for their conduct and the conduct of their visitors, and family members while in government lodging. Guests are required upon check out to return the lodging accommodations in the same condition, with allowances for ordinary wear and tear. Guests shall reimburse lodging for damage beyond fair wear and tear and for missing government property caused by abuse or negligence.

b. Guests checking into lodging are required to sign a registration form accepting responsibility for all charges incurred during their stay. In the event that loss or damage to property occurs, the guest's signature on the registration form indicates the guest acknowledges these policies and assumes the liability of such charges.

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c. Overnight visitors of guests are not permitted in guest rooms with a shared bathroom unless occupied by the same guest. Private rooms with shared bath units are for single occupancy due to room style configuration.

d. Guests are encouraged to conserve energy and must comply with all applicable fire, health, and safety regulations and laws.

e. The Commanding Officer (CO) may suspend eligibility for use of NGIS lodging operations should inappropriate behavior or disregard of lodging policies be exhibited by a lodging guest, their visitors or family members. This responsibility may be delegated to the General Manager. A Memorandum for Record (MFR) detailing the reasons for the suspension of eligibility shall be written by the suspending official and retained by the Regional Lodging Director.

f. Cleaning Charges. Additional charges shall be applied to guest rooms left in a condition that requires the housekeeping staff to provide services not otherwise provided through daily housekeeping. The charge shall be the actual cost to clean the room to include any contract services required and shall be charged to the guest's form of payment on file.

g. Tobacco Policy

(1) Tobacco Free Areas

(a) All NGIS lodging facility common areas and guest rooms are tobacco and smoke free. This also includes electronic devices such as e-cigarettes or any device that simulates tobacco products. The General Manager shall ensure guests are informed of this policy when making a reservation and at check-in.

(b) When the use of tobacco products, to include smokeless tobacco, occurs in a guest room, an effective deodorizer shall be used to clean the room. Lodging operations are authorized to charge a guest \$150.00 (one time per stay) for cleaning services.

(c) Records such as guest folio, receipts, work orders, etc., shall be maintained to justify the collection of the expense.

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(d) Guests disregarding the "No Tobacco" policy shall be asked to depart NGIS. Additional damages incurred to the facility or property shall be assessed and charged to the guest.

(2) Smokeless Tobacco. Smokeless tobacco use is permitted in designated tobacco use areas. Guests using smokeless tobacco products shall use a sealed container to prevent odor and spillage. Tobacco residue shall be disposed of in a trash receptacle to prevent exposure to other guests.

h. Military Working Dogs and Pets

(1) Military Working Dogs. Military working dogs are authorized to stay in NGIS.

(2) Pets. Pet friendly guest rooms are available at select NGIS locations. Policies, fees, animal certification requirements, size and quantity guidelines, guest responsibilities and locations are provided at the NGIS front desk and at <http://www.dodlodging.net>. Guests must contact NGIS directly after making their reservation to ensure availability.

(3) NGIS is authorized to charge guests for damages incurred. Charges shall be assessed based on repair or renovation costs.

i. Service Animals. Under the Americans with Disabilities Act of 1990, NGIS must allow people with disabilities to bring their service animals into all areas of the facility where guests or members of the public are allowed. Reference (k) refers. According to the ADA, a service animal is not a pet. A service animal is defined as a guide dog, signal dog, or other animal individually trained to provide assistance to an individual with a disability. Guests shall notify the front desk if he/she will be bringing a service animal to the NGIS. The General Manager or Front Office Manager shall inform guest room attendants a service animal is on the premises.

(1) When it is not obvious what service an animal provides, only limited inquiries are allowed. Staff may ask only two questions: (1) is the dog a service animal required because of a disability, and (2) what work or task has the dog been trained to perform. Staff cannot ask about the person's disability, require medical documentation, require a special identification card or training documentation for the dog, or ask that the dog demonstrate its ability to perform the work or

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task. Examples of service animal trained tasks: guide dogs for the blind, alerting persons with hearing impairments with balance, retrieving dropped items and assisting individuals with mobility impairments with balance, finding help when individual is incapacitated, and reminding an individual to take his/her medications.

(2) Individuals with disabilities who use service animals cannot be isolated from other guests or treated less favorably than other guests. They may not be charged any extra fees, surcharges, or deposits as a condition of allowing their service animal to stay with them. NGIS is authorized to charge the guest for damages caused by a service animal. Charges shall be assessed based on the actual repair or replacement costs incurred by the program.

(3) A person with a disability may not be asked to remove his service animal from the premises unless:

(a) The animal is out of control and the owner does not take effective action to control it (e.g. barks repeatedly) or;

(b) The animal poses a direct threat to the health and safety of others. (NOTE: The animal shall be controlled by an adult while housekeeping staff are cleaning the guest room. If the owner is not in the guest room, housekeeping service shall not be provided.)

115. Guest Safety and Security. Guest and staff safety and security are top priority in the day-to-day operations of NGIS. Each level of command has a responsibility, both in training and in daily supervision, to ensure the safety of personnel in NGIS lodging operations.

a. The General Manager shall coordinate with the Installation Security Officer to establish procedures designed to provide guests with a safe, comfortable environment. Policies and procedures shall be implemented, trained and reviewed to ensure the physical security of guests, staff members and facilities.

b. Front desk associates shall ensure they speak in a tone not heard by others when discussing a guest's room number or personal information. Front desk associates shall not provide a guest's room number or personal information to anyone other than the guest assigned. Key control procedures shall be implemented

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to ensure security of guests and staff. Room numbers shall not be visible to the general public (i.e. printed on key cards or the exterior of key envelopes).

c. Replacement keys shall not be issued to guests without positive identification confirming the guest is assigned to the room.

d. All guest rooms shall have evacuation procedures posted on the backside of all room entry doors with maps leading to the closest exit and gathering location. Guest rooms located on the first floor with unobstructed egress to the gathering location are excluded.

e. All guest rooms, living room and bedroom, shall be equipped with telephones capable of contacting the front desk, police, fire and other emergency numbers.

f. All guest room entry doors shall have a one-way viewer and a secondary locking mechanism. A deadbolt within the electronic lock is acceptable as a secondary locking mechanism.

g. All building exits shall be clearly marked and signage (interior and exterior) clear, attractive and professional in appearance.

116. Guest Room Housekeeping and Preventive Maintenance. The housekeeping and maintenance staff play a vital role to ensure guests enjoy their stay. The housekeeping staff shall ensure guest rooms and common areas are clean, equipment operational and guests provided quality service in a timely and friendly manner.

a. Guest requests for housekeeping service must be fulfilled as soon as possible with a goal of providing service within 30 minutes.

b. In addition to full room and common area cleaning, accomplish deep cleaning and preventive maintenance checks according to prescribed standards.

117. Guest Room Inspection and Review

a. General Managers shall coordinate with the CO (or designee) to conduct, at a minimum, an annual inspection of 3% of all rooms types within the lodging operation. The CO or designee is encouraged to stay overnight in a guest room not

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more than one night a year at no charge to "experience" their own lodging facility from a guest's perspective. In addition to gaining the guest's experience, this visit is intended to discuss issues and identify facility conditions necessary for continued Sustainment, Restoration and Modernization (SRM) funding. Documentation of the meetings, attendees, and topics discussed shall be maintained for one year. The designee must be a government employee and may not be a member of the NGIS staff.

b. General Managers will inspect:

(1) 1-3% of guest rooms (all types to include vacant and stay over) weekly

(2) 501 rooms and greater: 1%

(3) 201-500 rooms: 2%

(4) 200 or less rooms: 3%

(5) Documentation will be maintained for 90 days.

c. 10% of guest rooms (all types) per week shall be inspected by the Housekeeping Manager/Supervisor, or Operations Manager. Quality Assurance (QA) and other management/supervisors trained by housekeeping in the room inspection process are encouraged to participate. Documentation shall be maintained for 90 days. This is a separate requirement from the General Manager's inspection of guest rooms.

d. The Regional Lodging Director, NGIS management staff, i.e., General Manager, Operations Manager, Front Desk Manager, and Housekeeping Manager are encouraged to stay at least one night, but not more than two nights, a year in their operation at no charge to "experience" their own lodging facility from a guest's perspective. The NGIS operation shall comp the night's stay for one guest room for the employee.

(1) The Region shall develop and approve an SOP that documents how the evaluation of the program shall be reviewed. Installation SOPs shall be reviewed and approved by CNIC N924 prior to implementation.

(2) All new staff members are encouraged to stay at an NGIS as a guest to offer a perspective on the quality, comfort and service within 90-120 days after employment. Stays shall be

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rotated to cover all room types and all facilities within the operation, if possible.

(3) Documentation assessing amenities, comfort, furnishings, equipment, etc. shall be maintained for two years. Management shall review staff comments to determine possible improvements or changes to the services and amenities provided to guest rooms.

118. Guest Laundry Facilities. Guest laundry facilities shall be offered to guests at no charge. Washers and dryers shall be provided at a ratio of one washer and one dryer for every 30 guest rooms, if space permits. Laundry supplies (detergent, softener, etc.) shall be available in coin-operated vending machines located in the laundry rooms or other vending machines located at NGIS if space is limited in the laundry room (Reference (n)).

119. Guest Parking. Designated guest parking areas shall be provided to include parking for guests with disabilities, and a separate area for guests to unload/load luggage if existing facility conditions allow. The parking areas and parking spaces shall be marked, free of debris, and have adequate lighting during evening hours for the safety and security of guests and staff.

120. Recycling Program. If available, participation in the Installation recycling programs is highly encouraged.

121. Grand Suites (GS)

a. General Managers are encouraged to "up sell" and make maximum use of guest rooms each evening to guests who reserved a room of a lesser category. General Managers shall review guest arrivals and coordinate with their front desk to increase occupancy and sales.

b. If the Protocol Office plays an active role in the assignment of GS lodging, NGIS and the Protocol Office shall:

(1) Establish an SOP to include reservation requirements and expectations of service and communication. Installation SOPs shall be reviewed and approved by CNIC N924 prior to implementation.

(2) Coordinate the daily release of rooms back to NGIS available for sale.

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(3) Ensure consistent guidance for reservations and check-in process for all NGIS lodging properties.

(4) Release GS/houses to NGIS for availability no later than 1800 daily.

122. Unmanned Fitness Spaces

a. REGCOMs and COs shall adhere to CNIC guidance for unmanned fitness spaces located in NGIS lodging operations. Lodging fitness rooms are not intended to compete with base fitness centers, but instead shall complement the focus on health and wellness. If fitness rooms are present in NGIS, a daily safety and operational check shall be accomplished of the room and equipment to ensure equipment is maintained in accordance with manufacturer guidelines. Reference (m) refers.

(1) Fitness rooms may be included in NGIS lodging facilities when space and equipment permit and distance from installation fitness facilities is not practical.

(2) Fitness rooms shall focus on cardio equipment such as treadmills, elliptical trainers, stair climbers, and stationary bicycles. An area for abdominal work and stretching is suggested.

(3) Free weights or other weight machinery is not appropriate for this area and shall not be provided in NGIS fitness rooms.

(4) A television, a telephone, and towelettes to clean the equipment after use are required.

123. Business Center. Official travelers often require continued contact with their offices and duty stations. Lodging shall provide standard business services including internet access, fax and copy capability for official business at no cost. Installations are encouraged to fund and install NMCI or ONENET terminals in the business center where space is available. Cost is an installation responsibility. Business centers are required to meet NGIS standards:

a. Designated space that adequately supports business center requirements (where space permits);

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b. Connectivity and ability to provide commercial internet services (unofficial internet model);

c. Equipment and furniture that supports the business center requirements.

124. Training/Conference Rooms. Lodging shall have a training/conference room large enough to host training for the majority of the employees, if space permits. References (j) and (n) refer.

a. Lodging may provide conference rooms within the facility, including furnishings and audio-visual equipment.

b. The conference room shall not stock, serve, or sell alcoholic beverages. APF is not authorized to be used for refreshments of any kind for any function.

c. NGIS operated conference rooms or centers shall be self-sufficient. The General Manager shall establish standard charges for use of conference rooms and the conference center to cover:

(1) The cost of furnishing and maintaining the operation;

(2) Audio visual equipment;

(3) Salaries and planning for future improvements;

(4) Revenue shall be recorded as program revenue.

125. Employee Lounge. A designated break room conducive to the number of employees shall be provided, where space permits. The break area must reflect the same quality standard of cleanliness and aesthetics of lodging common areas and guest rooms. The break area shall have a TV, microwave, refrigerator, clock, adequate tables and seating for employees comfort. A secure storage area or individual lockers shall be provided for employees' personal items. Lockers may also be located in an alternate building where an employee has access during their work schedule.

126. Vending Areas

a. Vending areas, where space permits, shall be provided in lodging facilities in areas with easy access from guest rooms

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and common areas. Vending areas shall be bright, clean and attractive. Machines shall be secured to the floor or wall to prevent tipping over. The use of motion sensors or other energy saving equipment is highly recommended.

b. NGIS may engage in vending and resale operations. However, Navy Exchange Command (NEXCOM) has the right of first refusal. Right of first refusal must be exercised in writing prior to allowing MWR or NGIS to operate vending machines or engage in resale activities. Should guests recommend preferences for vending products, NGIS should provide the results to the NEX/MWR Manager or designated point of contact.

127. Signage. Signage is required to direct guests to the lodging facility and to their rooms. The General Manager shall ensure the following signage is in place:

a. Directional signs from the Installation main gate and secondary gate(s) to the NGIS lodging registration front desk shall indicate "Navy Gateway Inns & Suites".

b. Exterior signs identifying the lodging registration front desk and all other lodging facilities.

c. Signs identifying lodging facility numbers.

d. Directional signs at each lodging building guest 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, ice machines, laundry facilities, fitness room, business center, etc., are located.

e. Professionally printed maps as well as clear verbal directions shall be provided to guests during check-in at the Installation front gate or security pass office.

128. Facility Utilization

a. General Managers shall provide statistical data to support the number of lodging rooms required at their Installation based on guests traveling in a duty status, historical data and future mission requirements. Inventory planning shall take into consideration utilization data to forecast and identify maximum asset utilization, footprint reduction and disposal of excess inventory or assets. Disposal may mean demolition, conversion or divestiture. REGCOMs shall

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consider re-designation of lodging rooms and facilities in excess of the TDY requirement if occupancy rates are consistently below 70% over a three year period, taking into consideration high and low season occupancy and mission requirements. Reference (a) refers.

b. NGIS Facility Category Codes. To ensure consistent identification of lodging facilities, confirm inventory is properly identified in Internet Naval Facilities Assets Data Store (iNFADS). Contact Public Works/NAVFAC for assistance.

129. Conversions/Diversions

a. Conversion

(1) A conversion is the permanent change in use of a transient lodging space from its intended use to another use for a period greater than one year. The modifications may or may not render the room irreversible; however, the intent is that the room shall be used for another purpose in the lodging operation. Or, in some cases, outside of the operation where the room(s) were turned over to another organization.

(2) Conversions require approval of CNIC N9 with endorsement from the Region. All requests shall be sent electronically via the Regional Lodging Director to CNIC N924. When a conversion is approved, the property record card, category code, and NGIS property management system are changed to reflect the loss of the room in the transient inventory and to show the addition of the room to another approved use. Conversions require close coordination with both CNIC N9 and iNFADS to ensure spaces are properly categorized for inventory purposes. Any room in lodging that is diverted from its intended usage for a period greater than one year is considered a conversion.

b. Diversion

(1) A temporary designation of a lodging "space" for another use for a period not to exceed one year. A diversion does not change the category code in iNFADS. Regional Lodging Directors are responsible for approving all diversions of facilities or spaces and providing copies of all documentation to CNIC N924. Documented approval of diversions shall be maintained in the property inventory records and a copy filed in the accreditation administrative volumes.

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(2) Note: Lodging guest rooms shall not be transferred temporarily to Unaccompanied Housing (UH) to circumvent the daily room charge.

c. Disposal. Disposal of a lodging operation is considered when real property is determined to be excess, does not meet current requirements, or is deemed unable to meet future needs of the lodging program. Disposals are the permanent removal of real property from the NGIS inventory. Demolition and a permanent diversion are forms of disposal. Requests and approval for disposal shall be submitted to CNIC N924 with an endorsement from the Region.

130. Marketing. Lodging operations shall market and promote NGIS lodging operations consistent with the Mission Statement and Vision and Brand Promise to promote the brand image and target appropriate market segments. Goals include increasing program awareness, increasing occupancy, and highlighting the NGIS brand.

a. The website <http://www.dodlodging.net> is the NGIS official promotion and sales tool. It is the responsibility of the General Manager to ensure related property information and photos are updated by periodic review and updates to CNIC N924. Information and photos shall properly represent the NGIS brand and lodging property. Additional information relevant to guests such as Installation and location access, etc., shall be included.

b. Promotion. Promotion may include advertisements at Installation and commercial media outlets (electronic, print and mobile); articles and news at Installation and commercial news outlets (electronic and print); public relations, giveaways and participation in events. Electronic advertisement and news media outlets also include social media.

(1) Promotional information, product and action expenses. Expenses related to promotional information such as banners, posters, brochures, giveaways, etc., and advertising are authorized to be purchased with NAF for the purpose of marketing/promoting NGIS. Promotions conducted by NGIS operations to generate patron response and sales are permissible and encouraged. Expenses generated for promotions are proper charges to the account "Marketing Expense".

(2) Use of the property's lobby and other lodging locations.

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(a) All materials shall be properly displayed to avoid clutter.

(b) All material displayed or provided to guests shall have a professional presentation.

(c) NGIS Logo. Lodging operations shall use the approved NGIS logo to promote their establishment as a guest-oriented, professionally managed lodging operation.

(3) It is the responsibility of the General Manager to ensure the Installation entrances and Security Forces are familiar with NGIS, its location and are provided with professional maps to distribute to guests upon entry to the installation, when requested.

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CHAPTER 2

OPERATIONS

- Ref: (a) Joint Federal Travel Regulations, Vol 1, Uniformed Service Members, w/change 247, 1 Jul 07
 (b) DoD 5400.11-R of 14 May 2007

201. Overview. The Navy Gateway Inns & Suites (NGIS) Lodging Program operates a quality mid-level lodging facility providing the same lodging facilities, furnishings and services found in a quality mid-level commercial hotel.

202. Guest Eligibility. See Table 2.1, Lodging Patron Eligibility listing for personnel who qualify for Priority 1 and Priority 2 lodging. Reservations are made on a first-come, first-serve basis, without regard to rank.

Table 2.1 LODGING PATRON ELIGIBILITY

Armed Forces includes all branches of Service, to include U.S. Coast Guard in all categories listed.	
Priority 1 Official Duty Traveler	Armed Forces active duty members on Temporary Duty (TDY) or on Permanent Change of Station (PCS) and their family members (includes foster children, au pairs and foreign exchange students) or family members alone. (Priority lodging for PCS travelers is Navy Lodge.)
	Armed Forces active duty members, who are single and non-primary custodial parents, during custodial or other visitation periods with minor dependent children authorized to make reservations up to ten days prior to stay (<i>PDUSD(P&R) memo signed March 3, 2008</i>).
	Reserve Component members on a special tour of active duty or on active duty for training at least 50 miles away from unit of assignment and during periods of scheduled inactive duty training at an installation.
	U.S. DoD civilians (both APF and NAF) on TDY.
	U.S. DoD civilians (both APF and NAF) on PCS and their family members or family members alone outside the Continental United States (OCONUS) when the Navy Lodge is not available.
	DoD sponsored-foreign nationals on TDY.
	Armed Forces family members on medical TDY orders.
	Families, relatives, guests of hospitalized Armed Forces members or their family members.

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	Honorably discharged veterans with 100% Service-connected disability and the involuntary separated members under the Transition Assistance Management Program. Personnel separated under the Voluntary Separation Incentive (VSI) and Special Separation Benefit (SSB) programs for two years after separation.
	Medal of Honor Recipients with proper ID.
	Guests of the Armed Forces as determined by the Commanding Officer. (Commanding Officers may designate individuals or groups as Guests of the Armed Forces when extending lodging privileges is determined by the Command Officer to be in the best interests of the Department of the Navy or Department of Defense.)
<p><u>Priority 2</u> Non-Duty Traveler Leisure</p> <p>Reservations may be made 30 days in advance for a period determined by management based on availability</p>	Active and Retired Armed Forces and Reserve Component members in a non-duty status and their family members. *Exception where Status of Forces Agreement takes precedence.
	U.S. DoD civilians on PCS and their family members in the Continental United States.
	U.S. DoD civilians in a non-duty status and their accompanying family members.
	Non-military uniformed personnel of the U.S. Public Health Service and National Oceanic and Atmospheric Administration, and foreign military personnel in a duty status, when authorized by the installation commander.
	Un-remarried surviving spouses of personnel who died while on active duty or while in retired status and un-remarried former spouses who were married to military members for at least 20 years while the military member was on active duty to the Armed Forces.
	Relatives and guests of Armed Forces members assigned to the installation.
	U.S. DoD retired civilians and their accompanying family members at the discretion of the Commanding Officer.
	Relative or friend of an active duty patient in a DoD medical facility.

a. Priority 1 - (Official Duty Traveler). Reservations may be made at any time by calling NGIS directly at 1-877-NAVY-BED (1-877-628-9233) or by making reservations at www.dodlodging.net. Reference (a) refers.

(1) Government Contractor Employees

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(a) Government contractor employees are eligible and authorized to utilize on-base government lodging if the lodging is required during the performance of the contract. The Guest shall pay established room rates. The Contracting Officer shall issue a "Contractor Letter of Identification" stating that the lodging requirement arises out of the performance of the contract.

(b) The contractor employee is identified as a "Guest of the Armed Forces" Priority 1 Official Duty Traveler.

(c) If there is no "Contractor Letter of Identification" stating that the lodging requirement is connected to contract performance the contractor is not authorized lodging.

b. Priority 2 - (Leisure - Non-Duty Status). Reservations may be made by calling NGIS directly at 1-877-NAVY-BED (1-877-628-9233) or by making reservations at www.dodlodging.net.

(1) Reservations for Priority 2 travelers may be made 30 days in advance of arrival for a period determined by management based on the ability to accommodate mission requirements. Reservations greater than 30 days in advance shall be determined by local management. Once a Priority 2 reservation has been confirmed for a specific period of time, the reservation may not be changed or cancelled except during times when contingency or emergency operations are ordered by the Command. Sponsors shall check with the local installation to determine the maximum number of guests an individual is authorized to sponsor.

(2) After 1800, vacant guest rooms resulting from non-guaranteed reservations may be assigned to Leisure guests on a first-come, first-serve basis. Leisure guests that cannot be accommodated on base shall be offered assistance in locating off base lodging.

203. Front Desk Operations

a. Front Desk. Front desk associates often provide the first impression of the lodging operation to our guests. They are responsible for greeting and registering guests, providing outstanding guest service, inter-department communications, billing and collecting fees for services, and guest relations.

b. Quality of Service. The quality of service guests receive during their stay determines the guest's overall

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impression of the lodging operation. Our guests shall have a positive experience from the making of the reservation, to their arrival at the facility, and throughout their stay. The front desk staff shall ensure the front desk area is clean, neat, and organized. Binders, files or excess materials shall not be in view of guests. Employees may not have food or drink in the front desk area and shall be mindful of loud conversation. Signage shall be minimal, professionally made and of a positive nature.

(1) Acknowledge and greet each guest encountered. Stand when someone approaches the front desk. Greet the person with a smile and a friendly courteous greeting. If a guest approaches while the associate is on the telephone, acknowledge the person with eye contact and provide service as soon as possible. Additionally, if the associate is with another guest, the front desk associate shall acknowledge the approaching guest with a smile and state "I'll be right with you".

(2) Take care and responsibility when handling every guest's request to ensure they are handled in a friendly manner.

(3) Project a professional image by adhering to NGIS uniform and grooming standards. Do not engage in inappropriate jokes as offense may be taken by a guest or bystanders.

(4) Be committed to guest comfort and safety.

(5) Provide reliable information about the services available in the lodging facility, the Installation, and local area.

(6) Resolve guest concerns or issues immediately in a professional and courteous manner. Never argue with a guest under any circumstances. Sometimes guests just need to "discuss" a situation. If assistance is needed, call for the Front Desk Manager.

(7) Consistent quality service is important to the success of NGIS. Front desk personnel may often work in an unsupervised situation where decisions are made proactively using knowledge and training. The manager shall ensure that all related policies and instructions are up-to-date and readily available as reference material.

204. Reservation Procedures

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a. The reservation process is typically the guest's first encounter with the lodging operation. Lodging personnel who accept reservations shall be thoroughly trained to perform these duties as efficiently and smoothly as possible and to ensure security of the guest's personal information. Should a guest provide personal information in an unencrypted electronic mail (email) or in a fax, it is lodging's responsibility as their service provider to ensure their personal information is protected.

b. In accordance with the Privacy Act of 1974, NGIS staff shall safely collect and maintain personal information about guests with the rights of the individuals protected against unwarranted invasions of privacy stemming from the collection, maintenance, use, and disclosure of their personal information. Reference (b) refers.

(1) Do not write or store any credit card information in a location other than the encrypted credit card field within the guest's account within the Property Management System (PMS).

(2) Guests standing in front of the desk must not be able to determine which rooms are assigned to other guests by looking at visual displays or unattended records or guest folios.

(3) Establish an effective key control system. Room numbers shall not be written on the guest's key card or the exterior of key envelopes. Indicate to the guest their room number by circling a guest's room number/location on a map.

(4) Social security numbers (or any part of) are not required and shall not be documented at the lodging operation or within the PMS.

c. Lodging accepts reservations for travelers 24 hours a day, seven days a week, on a first-come, first-serve basis, without regard to rank. In the event a lodging operation does not provide 24 hour, seven day a week service, operational procedures shall be in place to assist guests during non-working hours.

d. Guest's reservations shall be made by reserving a room type and not a specific room. Reserving guest reservations by room type versus a particular room or building results in the most effective use of available lodging. On occasion, there shall be a need to reserve specific rooms such as GS, ADA

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compliant rooms, or other unique situations. Guests are charged for the type of room occupied and not the number of guests in a guest room. The number of guests in a guest room shall not exceed maximum capacity as regulated by safety/fire regulations.

e. Guests with a guaranteed reservation who check-in between 2400 and prior to 0700 shall be charged for the previous night's stay. Guests checking in with a new reservation after 0700 shall be charged for the current day's stay.

f. Groups/individuals requesting reservations that overlap the end and beginning of a fiscal year shall be informed of the potential for a rate increase for reservations beginning 1 October of the fiscal year.

(1) New room rates are effective 1 October of the fiscal year. Previous fiscal year room rates shall not be grandfathered. The completion of a renovation may create a rate adjustment within the fiscal year.

(2) Regions/local management shall take action accordingly to ensure advance publicity of rate changes, ensuring staff and guests are informed when making reservations that overlap a fiscal year that their lodging rates shall reflect rate changes on 1 October. Front desk and reservation staff are key players in communicating rate information to guests and ensuring guests understand reservation policies.

(3) Commander, Navy Installations Command (CNIC) Lodging Program (N924) shall ensure rates are updated at all NGIS operations to be effective 1 October of the fiscal year, and shall ensure updated rates are posted on www.dodlodging.net, and that all call centers are informed of the new rates and effective date.

g. If a registered Priority 1 guest must extend the initial TDY reservation period, lodging shall consider this extension as a new lodging requirement and determine availability for the reservation request.

h. Reservations for back-to-back lodging are considered one requirement if made at the same time. Do not move personnel from one room to another when duty status changes.

205. Safety and Security. As the guest's full time point of contact, front desk staff shall be trained to react to emergencies such as fires, critical medical problems, criminal

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activity, bomb threats, etc. Training shall include participating in local drills/exercises, the use of emergency checklists and first-aid. Training shall also include location and operation of available firefighting equipment, electrical power panels, and water supply valves. Staff shall always be aware of the room assignments for all handicapped residents in lodging. Procedures for a bomb threat, fire or emergency shall be readily available with all associated paperwork at the front desk.

206. Check-In and Check Out Process. The front desk staff has the opportunity to make a lasting and favorable impression on the guest. The front desk staff shall be proactive, attentive, professional, and always strive to anticipate guests' needs and "make things right" in accordance with NGIS standards. Front desk staff shall:

a. Acknowledge all guests (e.g., make eye contact, smile) and greet them in a professional and courteous manner, "Welcome to Navy Gateway Inns & Suites".

b. Validate guest eligibility and status by reviewing TDY orders or appropriate identification. TDY orders shall not be maintained by the lodging operation. At check-in, confirm the room type, rate, departure date, method of payment, all information fields required within the PMS, and request the guest's email address for the guest comment program. Do not charge guests a deposit for the room key card or charge for lost room keys.

c. Adhere to payment procedures asking the guest for a government identification card and a valid credit card or cash. The NGIS program requires a fee be charged to all authorized guests appropriate to the type of room occupied.

d. Ensure guest's immediate needs (e.g., registration, installation information, local attractions, restaurants, etc.) are met proactively in a friendly, efficient manner.

e. Provide guests with professionally printed, easy-to-use maps, directing them to their rooms upon check-in.

f. Be in the immediate vicinity of the front desk at all times.

g. Complete check-in and check-out as promptly as possible. Guests checking in with a reservation shall be checked in within

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three to four minutes. Guests arriving without a reservation shall be checked in within five to six minutes. All guests standing in line shall be acknowledged. During the arrival of a group, it is necessary to check-in many guests at once and as quickly as possible. Management shall ensure proper preparation to ensure an accurate and efficient check-in process for large groups.

h. During the check-in and check-out process, front desk associates shall verify the guest's email address has been placed in the guest's folio. If one is not present, politely ask the guest if they would like to provide one to receive a comment card thank you letter and offer to complete a guest feedback survey may be sent to them. The comment card provides guest feedback for service and facility improvements.

i. At check out, ask the guest if their stay was satisfactory. If they did not provide their email address at check-in, offer them an opportunity to complete a guest comment card. Encourage them to check their email upon return and to complete the on-line comment card. Thank departing guests and give an appropriate farewell. If a guest is unsatisfied with their lodging experience, offer to contact management for them. Never allow a guest to leave without attempting to identify and resolve their concerns.

207. Daily Room Rate. All NGIS lodging guests shall pay the established daily room rate for the type of room provided. All guests shall provide a valid credit card, or pay in advance with cash. A government identification card is required at the time of check-in for verification of eligibility. Lodging operations shall ensure pre-authorizations and guest sales are completed during the check-in process and throughout the guest's stay if the guest is staying longer than 14 days. Guests who do not have a valid credit card shall pay in advance at check-in and are required to pay cash in advance if extending their stay. Leisure guests shall pay the full amount of their stay upon check-in.

a. Lodging may accept the following methods of payment: VISA, MasterCard, American Express, Discover Card, traveler's checks and cash. Personal checks are not accepted. A form of payment is required at check-in. There are no exceptions to this requirement.

b. Guests not a part of a group shall be charged upon departure (pre-authorization of a credit card or cash payment at

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check-in is required) if staying 14 days or less, or charged every 14 days if staying longer. Example: A guest staying 35 days would be charged on day 14, day 28, and then the remaining balance owed on day 35.

208. Check-In/Check Out Time. The established check-in time is 1500; however, guests may check-in whenever a guest room is available. Check out time is 1100. Early check-in and late check out shall be granted whenever possible to accommodate guests. Guests shall be charged a late check out fee if they have not checked out by 1100 and did not make advance arrangements with the front desk. The late check out fee is equal to one day's room rate. Management may waive the late check out charges based on circumstances.

209. Guaranteed Reservation. Reservations are guaranteed with a credit card, which allows the guest to arrive at any time on their arrival date up to 1100 the day after their scheduled arrival. If the guest hasn't arrived by midnight, the guest shall be checked in. A one night's room charge shall post automatically to the guest's account during the night audit. Guaranteed reservations shall be cancelled by 1800 on the day of arrival to avoid a cancellation fee of one night's room charge.

210. Non-Guaranteed Reservation. A non-guaranteed reservation is made without payment guarantee. If the guest has not guaranteed their reservation with a form of payment, the room is released at 1800 on the day of arrival.

211. No Show Policy. A guaranteed reservation which has not checked in by 1100 on the day following their arrival date and was not cancelled by midnight the day of their arrival is a No Show. A one night charge will post automatically to the guest's credit card during the night audit (See above). Annotate "NO SHOW" in the guest's folio and process payment. Circumstances for the No Show may affect arrivals. Management/front desk associates may waive charges for valid and verified reasons for not cancelling or changing the reservation based on circumstances.

212. Non-24 Hour Operations. In the event that a facility cannot feasibly provide a 24-hour a day/7 days a week front desk, the facility shall establish operational procedures to assist guests after non-working hours. Operational procedures may include, but are not limited to, protocol for after-hours check-in/check-out, emergency procedures, assistance to guests

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and visitors and accessibility to Certificates of Non-Availability (CNA).

213. Group Reservations

a. Lodging shall utilize the PMS to establish procedures to efficiently block, assign rooms and check-in guests. Ensure the standardized group booking forms and processes are used to administer an effective group reservations program is established at each property.

b. Crew Integrity. The lodging operation shall house group travelers requiring crew integrity at the same geographical location when specified on the group member's travel orders. This does not require an entire group to be lodged in the same building, simply as close together as possible. CNAs shall not be issued should the group not be lodged in the same building.

c. Groups shall be billed at least every 30 days or according to billing methods agreed upon by NGIS and the group outlined in the group booking contract. Individuals billed separately under a group block shall be billed at check out. Lodging accounting staff and Region Business Offices shall work closely to ensure timely billing and collection of lodging fees.

214. Assignment Priority and Availability

a. At the time lodging confirms the reservation request, the staff shall inform TDY personnel whether their reservation is confirmed for government lodging or if they shall be issued a CNA.

b. Before providing an official traveler with a CNA or directing them to Navy Lodge, NGIS shall assign guests to available room types that meet or exceed their lodging needs. General Managers are responsible for allocating lodging rooms to ensure efficient use of all rooms and maximum occupancy.

c. General Managers and department managers shall review daily reports, e.g., arrivals report, departures report, reservations, out-of-order rooms, etc., as well as managing Leisure reservations and CNAs to ensure maximum occupancy and facility maintenance standards are daily goals.

(1) First priority government lodging use for official military travelers in a TDY status is NGIS. When lodging is not available at NGIS, the second priority government lodging

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facility for official military travelers in a TDY status is Navy Lodge (where available). Guests staying at Navy Lodge (if there is no availability at NGIS) do not require a CNA. For those locations with commercial lodging hotels, hotels will be assigned following Navy Commercial Lodging Program guidelines.

(2) When lodging is not available at NGIS or Navy Lodge for the TDY guest's entire length of stay, a PMS generated CNA shall be provided to the traveler from NGIS central reservations or the front desk. The reservation and front desk staff shall encourage guests to book the portion of their stay that can be accommodated at NGIS at the time of the reservation request. The goal is to accommodate the entire length of stay, but at the very least, accommodate the traveler for the maximum amount of time a room is available. Reference (a) refers.

(3) To assist travelers receiving a CNA find lodging off-base, NGIS front desk staff shall maintain a list of local commercial hotels within the local government per diem rate.

(4) Per reference (a), CNA Procedures:

(a) Provide a CNA to personnel that are ordered to the installation. CNAs shall not be issued to personnel ordered to a city vice an installation or command.

(b) CNAs shall not be backdated or issued to personnel who did not attempt to make reservations with NGIS.

(c) Once a CNA is issued, the member has no requirement to check lodging availability at a later date during the TDY period. If their stay is extended past the original departure date, a second CNA is not required. Inform the traveler they may continue to check for availability at NGIS and are welcome to move to the NGIS property if there is availability.

(d) CNAs shall not be issued for the sole purpose of accommodating family members, pets or smoking preferences, or rooms without kitchenettes, or a room type preference, while a member is TDY, Temporary Duty Under Instruction (TEMDUINS) or Active Duty Training (ACDUTRA) at any time when a guest room is available.

(e) Permanent Change of Station (PCS) travelers are required to submit a CNA for reimbursement if Navy Lodge and NGIS do not have availability. If there is a Navy Lodge at the

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installation, they are the issuing authority for the CNA to the PCS traveler. If there is not a Navy Lodge at the installation, NGIS is the issuing authority for the CNA to the PCS traveler. If there is no NGIS at the installation, Navy Lodge shall be the issuing authority for the CNA for the TDY and PCS traveler. Reference (a) refers.

d. DoD military travelers are not required to obtain a paper CNA for reimbursement of their travel expenses. However, they are required to obtain a CNA number for reimbursement of their travel expenses. A CNA number is assigned and provided to the traveler from NGIS after entering all guest information into the PMS.

e. DoD civilians may not be directed or required to use government lodging, nor may lodging reimbursement simply be limited to the government lodging. In compliance with the requirement to exercise prudence when incurring expenses, employees should check for government lodging availability and are encouraged to use those lodging facilities when TDY to a military installation. If lodging is not available, the call center or the front desk shall issue a CNA upon request. CNAs shall not be backdated.

f. General Managers and Front Office Managers shall review daily reports, e.g., arrival/departure reports, reservations, etc., and contact off base guests if space becomes available to provide them the opportunity to move into the NGIS property. For guests previously issued a CNA who are able to be accommodated in NGIS, their current CNA in the PMS should be converted to a reservation, or cancelled, if a new reservation has been made in the NGIS PMS.

215. Commercial Lodging (CL). NGIS lodging operations shall provide eligible lodging patrons with assistance in locating commercial lodging when on-base lodging is not available. If lodging is not available on-base, the TDY guest shall be issued a system generated CNA number authorizing the use of commercial lodging within per diem.

216. Manual Operating Procedures

a. All NGIS lodging operations are fully automated. All reservation, registration, accounting, and management functions shall be utilized through the PMS. When situations such as power outages, planned system outages, bad weather or maintenance problems arise, manual procedures shall be used.

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All manual forms must be accounted for and controlled. Refer to CNIC guidance for appropriate facility and operating preparations for severe weather events in your area (See Disaster Preparation/Emergency Lodging section below).

b. PMS Daily Backups. Lodging operations are exempt from backup and update of patch requirements as CNIC N946 centrally manages the lodging database. Should CNIC N946 be required to power down the PMS, lodging operations shall be notified as far in advance as possible. Each individual property shall be provided clear and understandable guidelines defining shutdown and reboot requirements, reports to be printed and an explanation of what the upgrade and/or patch includes. CNIC N946 shall contact all lodging operations after the system is back on line and provide any necessary assistance.

217. Continental Breakfast. Lodging operations are not authorized to provide a continental breakfast service to guests unless approved by CNIC N924. Requests for MWR-operated continental breakfast operations shall be submitted to CNIC N924 via the Region. A written approval shall be kept on file at the property by the General Manager.

218. Lost and Found

a. The General Manager shall adhere to CNIC N924 Standard Operating Procedures (SOP) for the effective handling of lost and found items. The PMS Lost & Found Module shall be utilized.

b. Ensure proper and secure storage of items until returned to the owner or disposed of according to the lost and found policy.

(1) The following categories of lost and found items - food, liquor and toiletries - shall be turned in to the supervisor on duty or appropriate lost and found point-of-contact to be collected and retained for 24 hours in case the guest returns for the items.

(2) All other non-consumable items left behind after a guest checks out shall be stored and identified with a property tag which includes the guest's name, date and room number. Attempts to contact the guest shall be documented.

(3) Items shall be discarded not less than 30 days after the guest has checked out if not claimed by the guest.

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(4) Perishable items shall be disposed of immediately.

(5) Items to be discarded may not be given to staff or removed by staff.

c. Lost and found items shall be available 24 hours/day to enable front desk staff to return to guests should they return items to lodging after normal operating hours.

219. Luggage Storeroom. Lodging shall provide a secure luggage area with controlled access for guests who arrive before 1500 or when rooms are not immediately available. Ensure the guest is made aware that the luggage area is available for use only on the day of check-in and checkout and not for extended use. Two-part identification tags will be provided on each item stored. Lodging will provide the guest with a receipt for each item stored.

220. Disaster Preparedness/Emergency Lodging Procedures

a. Lodging shall be included in the Installation Disaster Preparedness Plan for response to disasters and emergencies such as fire, storms, floods, earthquakes, bombs, bomb threats, terrorism, robberies and medical emergencies. The Emergency Management Plan shall be flexible but detailed enough to ensure that each staff member knows his/her responsibilities in an emergency situation.

b. 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 en route 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 square footage due to military necessity, i.e. fitness center, warehouse, flight line, etc.

c. The General Manager, or lodging representative, shall participate in meeting with the local Installation Emergency Operations Center (EOC) regarding lodging's role in providing temporary lodging for evacuees during natural disasters. NGIS shall respond and coordinate needs and requirements through the EOC. Reservation policies shall remain in place unless the Commanding Officer determines that temporary modifications must be made to respond to lodging requirements as a result of the disaster. All guests, to include evacuees and others displaced or required to reside in NGIS, shall pay the standard room rate.

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If these guests are funded by another organization or agency, a direct bill, at the standard room rate, shall be forwarded to the appropriate agency. Payment procedures shall be adhered to.

d. Regions may approve pets in NGIS facilities due to evacuation situations, hurricanes, etc.

e. During such times, all staff required for operations shall be deemed as Mission Essential Personnel and a list of NGIS staff designated as Mission Essential shall be provided to the local security department for access control coordination.

221. Command Duty Rooms (CDO). CDO rooms are provided in Unaccompanied (UH) and are not considered a part of the NGIS mission. Should space not be available in UH, commands may enter into Memorandums of Agreement with NGIS; however the command is responsible for room charges. Established room rates shall apply. Discounted room rates are not authorized.

222. Permanent Party, Students and Geographical Bachelors. Permanent Party residents, Geographical Bachelors (GBs) and students shall be referred to the permanent party Welcome Center. If permanent party accommodations are not available or the Welcome Center is closed and lodging has availability, a permanent party resident, GB or student may stay in lodging on a Priority 2 (Leisure) basis. Established room rates shall apply.

223. Weapons and Ammunition. Weapons (firearms) and ammunition of any kind are not authorized to be stored in any lodging facility. Weapons shall be registered and stored at appropriate locations on the installation through coordination with Security. See local Security department for guidelines and procedures.

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CHAPTER 3**FINANCIAL AND ADMINISTRATIVE MANAGEMENT**

- Ref: (a) DoD 7000.14-R, Volume 13, of January 2004
(b) CNICINST 5890.1
(c) 37 U.S.C. §1007
(d) BUPERSINST 7200.2A
(e) CNIC HR 7010, N944B, 15 Oct 08 Navy NAF SOP for the Use of the Purchase Card for CNIC F & FR Activities
(f) BUPERSINST 7510.1B
(g) CNIC Fiscal Oversight Internal Control Questionnaire, Jan 2004
(h) SECNAV M-5210.1
(i) SECNAVINST 7510.7E
(j) DoD Instruction 1015.12 of 30 October 1996

301. Overview. Category "A" lodging programs are authorized both Appropriated Fund (APF) and Non-Appropriated Fund (NAF) resources, depending on the nature of the element of expense. Effective financial management of these resources is critical to the success of the lodging program. Navy Gateway Inns & Suites (NGIS) financial plans for Non-Appropriated Billeting Funds (NABF) shall include only those expenses necessary to provide a cost effective, efficient and financially solvent lodging operation. Room rates shall be set to recover authorized NAF expenses to include housekeeping services, standardized amenities, replacement of room furnishings, repair and renovation projects, and construction projects.

302. Fiduciary Responsibility

a. As appointed by the Chief of Naval Operations, Commander, Navy Installations Command (CNIC) is the Program Manager for the Navy NGIS Non-Appropriated Fund Instrumentality (NAFI) and has fiduciary responsibility and accountability for all NAFI resources, to include financial and physical assets.

b. The Regional Lodging Directors, in conjunction with the Installation N9 and Commanding Officer, are responsible for all NGIS Lodging operations within the region, and for appointing qualified persons to manage subordinate NGIS lodging operations. Questions regarding approval authority or policy guidance shall be directed to CNIC Lodging Program (N924).

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c. When modifications are made to appointments, e.g., dollar amounts or personnel changes, new appointment letters shall be initiated and submitted for approval.

d. All lodging management and staff personnel have an individual fiduciary responsibility for protection and proper use of NGIS resources.

303. Fund Sources. NGIS lodging operations are supported through a combination of APF and NAF resources. Commanding Officers and Region incorporate NGIS requirements using Lodging Operations (LO) Special Interest Code (SIC).

a. APF are funds Congress provides through the annual appropriations process.

b. NAF are cash and other assets received from sources other than funds appropriated by Congress. NAF is generated at NGIS lodging facilities as revenues the traveler pays for room charges.

c. Effective financial management of APF and NAF resources is critical to the success of the lodging program. The General Manager shall ensure adequate procedures are established and followed to protect all lodging assets against misappropriation, misuse, damage or loss. This includes cash control procedures, physical safeguards, key control and property control. General Managers shall consult their local security forces to determine the requirement for intrusion detection systems, surveillance cameras, or duress alarms.

d. Operations & Maintenance, Navy (O&M,N). Sustainment, Restoration and Maintenance (SRM) shall be coordinated with CNIC N4, N5, N8 and N9. Regional management shall manage a list of unfunded requirements to submit when requested for end of year purchase opportunities.

e. Installation APF Responsibilities. Funds may not be used for: Utilities (SIC UT), Transportation (SIC TR), Pest Control (SIC FX), Solid Waste and Refuse Collection (SIC FX), telephones, NMCI seats and IT support (N6), replacement and refilling of fire extinguishers (SIC FI).

304. Non-Appropriated Billeting Fund (NABF). The NABF is a separate, self-sustaining Non-Appropriated Fund account that contains fees collected to cover operating costs from eligible

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guests occupying NGIS lodging facilities and any established MOAs.

a. NGIS Region and Installation lodging operations are required to establish a NABF. CNIC N924 shall approve or disapprove all requests to establish, disestablish or merge any NABF. CNIC N924 criteria of consideration for disestablishing a fund are:

(1) When the requirement for the NABF no longer exists;

(2) When consolidating with another NABF (merge);

(3) When it is no longer a viable fiscal entity and cannot maintain self-sufficiency.

b. The billeting fund operates on a self-sustainment basis. Annual budgets for the NABF shall be prepared that identify operating and capital expenditures to justify their proposed room rates. Additionally, five year Capital Plans are updated monthly on the CNIC N924 Gateway 2.0 (G2) website:
<https://g2.cnic.navy.mil/TSCNICHQ/N9/N92/N924/default.aspx>.

c. Billeting funds shall be restricted for projects on the five year Capital Plan each month. Unless the Capital Plan is 100% funded, available funds, as reported on the Executive Summary Cash Flow Statement, shall be placed in restricted cash.

d. In order to protect the NAFI against misappropriation, misuse, damage, or loss, the NABF Administrator shall ensure adequate internal control procedures are established and followed consistent with the policy and procedures outlined in this guide and other DoD and Navy directives, as applicable.

305. Navy Central Billeting Fund (NCBF)

a. The NCBF may generate income from interest derived from invested central funds, assessments on Region and Installation NABFs, (based on a percentage of monthly gross program revenue), and residual funds when a NABF is disestablished. Income collected from the NCBF are used to pay for NAF expenses incurred by CNIC N924 in support of NABF field operations, and to provide NABF operational and special purchase loans/grants, an emergency source of funds in the event of unexpected or catastrophic events and provide loans/grants for the establishment of NABFs.

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b. Loans. Installations may request, via the Region, interest-free loans from CNIC N924. Loans may be approved for the procurement of capital expenditures, such as purchase of, for example, furniture and equipment under the Whole Room Concept (WRC), for which funds are not immediately available, but the NABF is capable of generating the funds over the life of the loan, normally up to 96 months.

(1) A loan request shall indicate the approved WRC vendor, a detailed listing of items requested, quantities, unit prices, and any ancillary expenses, such as transportation and installation, and the contract number of the source, e.g., General Services Administration (GSA) or Air Force NAF Purchasing Office (AF/NAFPO).

(2) If approved, the NABF shall restrict funds provided by the loan and shall initiate the project within 12 months of receiving the loan. CNIC shall recoup any funds, in total or part, not obligated 12 months after the funds are provided.

c. Grants. Installations may request a grant, via the Region, from CNIC N924. The purpose of the grant is to fund operational day-to-day expenses or unfunded capital expenditure requirements, for which funds are not immediately available nor is the NABF capable of generating the funds over a 12 month period for operating grants or a 96 month period for capital expenditures.

(1) The request for a grant will include the reason why funds are needed and a detailed listing of items requested, quantities, unit prices, and any ancillary expenses, such as transportation, installation and the contract number of the source, e.g., GSA or AF/NAFPO, if applicable.

(2) The NABF shall restrict funds provided as a Capital Grant and shall utilize the funds within 12 months of receiving the grant as stated in the authorizing letter. CNIC N924 shall recoup any funds, in total or part, not expensed 12 months after the funds are provided.

(3) For Capital Grants in excess of \$200,000, funds may be passed to the Installation/Region fund upon receipt of validated invoices as the project proceeds to completion.

306. Financial Systems. The lodging program manages the NABF and NCBF through the Accounting and Information Management System (AIMS). AIMS is the approved information management

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system for all NAFI under CNIC. AIMS consists of a timekeeping system (Kronos) and interface, a payroll system and interface, a Property Management System (PMS) interface and an accounting and human resources module Systems Accounting Program (SAP). The AIMS User Handbook is available on-line at:
http://www.navy.mwr.org/resources/finance/HQ_AIMS.

307. NAF Planning and Budgeting. The planning and budgeting process assists the General Manager in forecasting revenues, programming expenses and funding capital requirements. The budget plan shall determine how the NABF will meet its financial goals and objectives to accomplish the mission. CNIC shall distribute the NAF budget guidance via the region. The Regional Lodging Director reviews and consolidates installation budgets and forwards to CNIC for approval. CNIC is the approving authority for all NAF budgets.

a. Operating Budget. The operating budget consists of projected income and expenses for the budget year taking into consideration historical trends and past experience.

(1) The manager's knowledge of present and future events shall ensure the plan includes any anticipated increases or decreases in occupancy, personnel expenses, room rates, or other factors that will influence the net profit or loss.

(2) Labor is the single largest and most controllable expense. Manager's shall consistently monitor and efficiently and effectively manage the operating cost per occupied room. Room rates shall be sufficient to pay operating expenses, annual capital requirements, and assessments.

b. Capital Budget. The capital budget is a plan for the acquisition of fixed assets such as Furnishings, Fixtures & Equipment (FF&E); including WRC and Repair and Renovation (RR). Approved capital requirements should be executed in a timely manner to maintain quality lodging facilities, furnishings, and equipment. Each NGIS General Manager shall develop and plan for a replacement program for NGIS fixed assets.

c. Cash Flow Budget. The cash flow budget ensures sufficient funds are available each accounting period to support the planned operating expenses and capital purchases.

308. NGIS Recapitalization. Improve and provide lodging services by implementing a per night room rate at NGIS lodging

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facilities to maintain, upgrade (repair and renovate) and replace aged lodging facilities.

a. Maintenance, repair and construction of lodging facilities are APF/MILCON responsibilities. Insufficient APF funds challenges the lodging program's ability to maintain, upgrade and replace lodging facilities.

b. Repair and Renovation (RR) are supported through a NAFCON process using NGIS self-generated lodging surcharge funds. Some RR projects are funded through the Region with restricted cash. NAFCON policy guidance and procedures are provided by CNIC N924.

309. Region & Installation Business Office Services

a. The Region and Installation F&FR Service Centers may perform NAF business support services, such as procurement, personnel, accounting, marketing and IT support. When this occurs, a Memorandum of Agreement (MOA) is required. The MOA shall itemize agreed upon business services provided at a mutually agreed upon rate. This rate shall include all expenses such as labor, supplies, travel and overhead, and shall be calculated for the fiscal year. This shall be the agreed upon annual fee the lodging operation shall be responsible for. All MOA's require a legal review.

b. The annual fee shall be paid in equal monthly installments as agreed per the MOA. The F&FR Service Center shall invoice NGIS operation monthly for miscellaneous labor and supplies over and above the agreed upon services. The NGIS General Manager shall review financial data for their activity at least monthly and shall work closely with the business office to ensure accurate recording of all financial transactions.

310. Room Rates. Lodging operations shall recommend room rates at the minimum amount necessary to cover the cost of providing quality lodging facilities and service to authorized guests equivalent to those of a mid-grade hotel. The rate should include labor, furnishings, services, supplies, equipment, cost of planned capital improvements, cost of depreciation and associated operating expenses. The Region N9 endorses room rates for approval prior to submission to CNIC. CNIC N924 approves room rates. Reference (j) refers.

311. Collection of Debts. Collection of all debts owed to the DoD or any of its instrumentalities shall be pursued

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aggressively. Reference (e) refers. Regional Lodging Directors and General Managers shall take a proactive and aggressive approach in monitoring and guiding collection of debts at all lodging facilities. Upon recognition of a debt, debt and collection efforts shall be recorded and collection processes immediately initiated. Reference (d) refers.

312. Unauthorized Charges. Unauthorized charges include charging additional service fees for such items as wifi service, key cards, a telephone service deposit to provide in-room telephone service, television cable/satellite service, rental fees for equipment loaned to guests during their stay whether purchased with APF or NAF, or a cleaning deposit in anticipation of having additional cleaning expenses.

313. Long Distance Telephone Calls. Charges for long distance telephone calls shall be continuously monitored. If the telephone system does not interface with the property management system and automatically update folios, lodging personnel shall manually post charges to the guest's folio during call accounting outages from the night audit exception report. Management shall pursue collection for calls lost during an outage.

314. NGIS Property Damages

a. If the loss or damage is under \$1,000.00, the investigation shall be handled locally. The amount charged for damage, loss or additional cleaning shall be the actual loss or cost to repair or replace, no less than \$25.00.

b. If the loss or damage is greater than \$1,000.00, refer the investigation to the local security department and the Naval Criminal Investigative Service (NCIS).

c. General Managers are granted authority to determine whether the cost of a lost, stolen or broken item is negligible and should be considered normal wear and tear or a cost of doing business vice incurring additional cost to the NABF in attempting collection. The determination shall be based on data and inspection and shall be documented and maintained as required by applicable instruction(s). A formal report shall be initiated with the command security department to provide legal documentation for collections and write off proceedings. The individual responsible for the loss and/or damage of property shall be notified of the indebtedness and the right to make voluntary payments. If the Active Duty/Retiree does not

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reimburse the government voluntarily, a DD Form 139 (Pay Adjustment Authority) shall be initiated.

d. Charges for damaged APF, lost or stolen APF property will be for the replacement or repair cost. Charges for loss of revenue may also be considered based on the nature of the damage, i.e., inability to rent a guest room. Charges for lost consumable items, such as missing or damaged bed or bath linens, will be based on actual expense. Funds collected shall be deposited into the NABF account when there is loss or damage to NAF property, and to the Disbursing Officer for Operations & Maintenance (O&M,N) for loss or damage to APF property.

315. Property Damage by an Employee. Should an employee damage a guest's property during the performance of their duties, the billeting fund shall reimburse the guest based on the replacement cost.

316. Self-Insurance Program. The Property, Casualty and Bonding Self-Insurance Program provides financial protection for loss or damage to assets purchased with NAF; payment of properly certified third party liability claims; acts/omissions of NAF employees and volunteers (excluding workers' compensation benefits coverage) while acting within the scope of their duties. Reference (b) refers.

317. Sundry Sales. The General Manager shall coordinate with Navy Exchange Command (NEXCOM) and the Regional Lodging Director before pursuing a lodging resale venture. The Navy Exchange (NEX) has right of first refusal on all resale opportunities, followed by MWR in areas of recreation and food service. NEXCOM must provide written notice that they are unable to provide the desired sales operation to the lodging facility. Receipt of this document will permit lodging to provide the services.

318. Fiscal Oversight

a. Lodging fiscal oversight reviews are conducted annually by CNIC N94. References (e), (f) and (g) refer.

b. Commanding Officers are responsible for the conduct and adequacy of local fiscal oversight and review and resulting corrective actions. They shall work closely with the Regional Lodging Director, who is responsible for the NABF.

c. To supplement local efforts, CNIC shall perform fiscal oversight reviews of these activities, including an evaluation

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of reports prepared by local fiscal oversight staff. CNIC is also responsible for follow-up to ensure the recommendations by the CNIC staff and by the Certified Public Accountant (CPA) firm under contract to CNIC have been implemented and improvement accomplished.

319. Certified Public Accountant (CPA) Reviews

a. For centrally funded audits, CNIC contracts with a CPA firm for independent audits of NAFIs. These audits determine if General Managers have satisfied the requirement for fiduciary responsibility. These audits do not replace the need for local fiscal oversight. Reference (i) refers.

b. CNIC is responsible for follow-up with regional and installation staffs to ensure the recommendations by the CNIC staff and the CPA firm under contract to CNIC have been implemented and accomplished.

320. Records Management Program. Lodging records shall be retained on local or centrally managed data storage systems. Paper documentation shall be minimized to the maximum extent possible. PMS generated folios and reports are not required to be maintained in paper format. Reference (h) refers.

a. Financial. All records relating to financial administration, including financial statements and reports, journals, vouchers, and other books or records of accounts may be destroyed after three years.

b. Administrative. General correspondence files, including reports, minutes of meetings and other papers relating to the operation may be destroyed after two years.

c. Personnel. All official (old/current) personnel records shall be maintained at the NAF Human Resources Office (HRO).

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CHAPTER 4**EMPLOYEE STANDARDS AND TRAINING**

Ref: (a) CNICINST 5300.2
(b) DoD 5500.7-R of 1 August 1993
(c) SECNAVINST 5510.30B

401. Overview. Developing and operating a successful Hospitality lodging program depends on more than simply providing training and learning opportunities; it relies on the practical application of those learned skills in executing operational plans throughout the enterprise. Navy Gateway Inns & Suites (NGIS) training opportunities are designed as the foundation of our training program.

402. General Management Responsibilities

a. The General Manager sets the tone for the entire lodging operation and shall ensure adherence to NGIS policies and procedures in the lodging operation for which he/she is responsible. The General Manager shall ensure guest's expectations are exceeded each time the guest visits an NGIS establishment. The General Manager is the local champion for the YES! (You're Empowered to Succeed) program to provide stellar internal and external customer service at each interaction at every level of the organization.

b. The General Manager oversees all aspects of hotel operations including: guest relations, front desk, housekeeping, maintenance, finances, team building, and employee development. The General Manager must possess strong communication skills and demonstrate outstanding leadership. Staffing standards shall be determined using the guidance in this instruction and staffing references available on the CNIC Gateway.

403. Dress and Appearance

a. All NGIS employees designated to wear a uniform shall adhere to guidance provided in the Uniform SOP located on the CNIC N924 Gateway 2.0 (G2) website: <https://g2.cnic.navy.mil/TSCNICHQ/N9/N92/N924/default.aspx>. The proper wear of the uniform includes the logo'd nametag and N924 certification pins.

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b. All NGIS employees not designated to wear a uniform will adhere to dress code standards provided in the Uniform SOP located on the CNIC N924 G2 website.

c. The General Manager shall ensure all employees understand and comply with standards for personal grooming while at their place of business.

d. NGIS uniform policy and standards may be subject to future issuance of overarching CNIC or N9 uniform policy. General Managers shall monitor the CNIC N924 G2 website to ensure compliance with any updated policy.

404. Employee Recognition Program

a. General Managers shall establish and manage an active Employee Recognition Program to recognize lodging staff. Recognition for contract staff shall be considered and identified as appropriate. Installation/Region Employee Recognition Programs shall work in conjunction with the CNIC Navy Lodging Employee of the Year Program. Annual performance awards are not recognized as program participation.

b. NGIS lodging operations are encouraged to present awards to employees at an annual lodging ceremony and to recognize the contributions of all employees.

405. Training Standards and Certification

a. The Navy recognizes the importance of professional development and that performance-based training builds knowledge and skills, enhancing effective and efficient resource management. In addition to supporting operational efficiency, professional development improves advancement opportunity for all personnel at the lodging operation.

(1) An aggressive, performance-based, well planned and well executed training program is essential to a successful lodging operation. When people know what and how to successfully perform their job, they are motivated, enthusiastic and highly efficient. CNIC N924 shall coordinate and administer the Navy Lodging Program (NLP) training program requirements to support Region and Installation operations.

(2) To gain the greatest impact from any training experience, all employees and their supervisors shall support an effective transfer of learning/training process. The

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supervisor's involvement before and after the training event is critical for a successful transfer of training.

b. Prior to attending any learning event, the employee and their supervisor shall meet to review and discuss the expectations and learning objectives of the future learning event. During this meeting, the employee and their supervisor shall determine appropriate business based outcomes for the learner. The employee shall complete all pre-requisite work for the training to maximize their learning opportunity.

(1) During the learning event, the supervisor shall remove barriers to learning such as reducing time interruptions, making arrangements for shift coverage and supplying any necessary tools or equipment for the training.

(2) During the learning event, the employee shall reflect on skills and processes presented and develop a personal on-the-job implementation plan for these skills.

(3) Following the learning event, the employee and the supervisor shall meet to discuss how the employee shall apply the new skills to their performance and how the learning event shall impact their previously agreed upon business based outcomes.

(4) The employee shall need time to deliberately practice the new skills and receive coaching from the supervisor to reinforce positive performance improvement that reflects appropriate business based outcomes.

c. All employees shall ensure they complete professional development training and associated certification requirements for their positions as required.

d. General Managers shall budget to support a robust and proactive professional development program to ensure consistent superior service delivery and continuous staff performance improvement. The General Manager and all NGIS personnel are encouraged to pursue applicable professional certification and to meet requirements for re-certification. CNIC N924 shall provide specific guidance related to Navy and industry certification and training requirements.

e. The General Manager or Operations Manager shall conduct and document the NGIS orientation for all new employees within 7 working days of employment. This orientation shall include an

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overview of the lodging operation, standardized customer service techniques, Standards of Conduct, ethics, safety, security and emergency procedures. Emphasis shall be placed on the impact of "first impressions" to include the importance of employee appearance, dress and demeanor to the business success of NGIS.

f. Professional development and training shall begin as soon as possible after orientation. NGIS employees are required to complete courses offered through CNIC that are related to their position. The Region/Installation is required to pay travel and per diem of the student if the course is not offered locally. There are some instances, upon request, where the Region/Installation may be required to pay travel and per diem of a facilitator. Funding for any training courses not sponsored by CNIC Fleet and Family Readiness (F&FR) Training Branch (N947) is the sole responsibility of the Region/Installation.

g. Training shall include participating in local natural disaster and emergency/fire drills/exercises, the use of emergency checklists and first-aid (where available). Training shall also include the location and operation of available firefighting equipment, electrical power panels, and water supply valves.

(1) All employees shall receive:

(a) General training such as safety, security, and emergency procedures within 2 weeks of employment.

(b) A lodging operations tour, to include all types of guest rooms within two weeks of employment. Front desk/reservations staff members shall also tour any commercial lodging establishments and be familiar with eating establishments within the immediate vicinity.

(c) Standardized NGIS customer service techniques (e.g., greeting guests, making eye contact, answering the telephone) shall be practiced prior to interacting with guests shall be completed within 2 weeks of employment.

(d) YES! (You're Empowered to Succeed) training as part of the new employee training program within 45 days of employment and continuous sustainment training throughout their career.

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(e) Star Service training offered through CNIC FF&R Training shall be completed within the first 90 days of employment where available.

(f) Navy Professional Certification and other specific learning events offered through CNIC FF&R Training and N924. Contact your Regional NGIS Training Office for assistance.

(2) In addition, Housekeepers and Custodial Workers shall receive:

(a) Initial training on Blood Borne Pathogens (BBP) exposure controls (to include policies, procedures, and equipment) for all employees whose normal duties include the possibility of occupational exposure to blood and other bodily fluids. To be completed within 2 weeks of employment and before performing housekeeping duties.

(b) Successfully complete the Navy Lodging Program Certified Custodian or Navy Lodging Program Certified Housekeeper training within 120 days of employment.

(3) Front Desk Associates shall also receive:

(a) An entire lodging operation overview, to include reservations, front desk operations, housekeeping and maintenance. To be completed within 2 weeks of employment and before working solo at the front desk.

(b) Successfully complete the Navy Lodging Program Certified Front Desk Associate within 120 days of employment.

(4) Supervisors/Managers shall also receive:

(a) Lodging specific training that focuses on the professional hospitality and lodging functions. Contact your Regional Training Office for information regarding Navy professional certification requirements and other training opportunities.

(b) Professional development and Navy FF&R specific business tasks and leadership learning events for managers offered through CNIC FF&R Training and N924.

(c) Coaching related training offered through CNIC FF&R Training within the first 90 days of becoming a supervisor

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where available. Position descriptions shall be used to confirm supervisory responsibilities. Examples include front desk supervisor and manager; housekeeping supervisor and manager; maintenance supervisor and manager; warehouse supervisor; laundry supervisor and manager; custodial supervisors and manager; quality assurance/training; operations manager; and general manager. Team members in "lead" positions are strongly encouraged to complete coaching related training.

(d) All basic sessions of the Genuine Leadership development program and/or CNIC authorized leadership training while continuing ongoing involvement in additional e-learning events for managers offered through CNIC FF&R Training and CNIC N924.

(e) General Managers must attend at least one comprehensive training workshop each year for managers. The General Manager is responsible for implementing and following through on any action plans developed during these training workshops.

h. An Annual Training Plan shall be established and maintained to include Navy, CNIC, FF&R required training; NGIS job specific training; on-the-job (OJT) training; and personal development learning events. At a minimum, the plan shall provide 36 hours of training on an annual basis.

i. Training records shall be maintained in a secured/controlled location (e.g. the supervisor's office, the trainer's office, or at the local personnel office). Hard copy and/or electronic copies will be maintained as required.

j. All employees shall receive recurring training particular to their jobs (task training), as well as customer service techniques to guarantee consistent, courteous, and professional service to all guests. As directed by CNIC, the YES! training program, Genuine Leadership training, and associated programs shall be used as part of an approved training program. General Managers may receive assistance in obtaining training materials from CNIC.

k. The Regional Lodging Director, Installation N9 and CO exercise overall management of assigned personnel. General Managers shall review and evaluate manpower requirements at least annually. Non-Appropriated Fund (NAF) Employees:

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(1) NAF staff salaries are paid from the revenue generated by the sale of goods and services provided.

(2) NAF staff members are subject to the laws and regulations regarding personnel administered by the DoD and the Department of the Navy (DoN). For specific guidance on NAF personnel policy, contact the local NAF personnel office or servicing personnel office. Reference (a) refers.

1. The General Manager shall ensure that all positions funded with the Non-Appropriated Billeting Fund (NABF) support the transient operation unless supported by a Memorandum of Agreement (MOA). Reference (a) refers.

406. Service Standards. All staff must set an example by performing their jobs consistent with the principles of stellar service by utilizing effective customer service skills. Always apply the YES! (You're Empowered to Succeed) elements of CHART by utilizing effective customer service skills such as CONNECTING to the guest (C); HEARING needs (H); ASKING questions (A); RESPONDING proactively (R); and TAKING ownership to resolve guest concerns (T).

407. Salary. Pay rates for all NAF employees are established during recruitment actions. Final pay is determined by the selecting official and the Region NABF Administrator.

408. Position Descriptions

a. Standardized position descriptions (PD) are required for all NGIS staffing requirements. Regional lodging staff and lodging operations PDs may be found at: <https://g2.cnic.navy.mil/tscnichq/N9/N94/N941>. If there is a requirement for a new position not currently classified or special circumstances requiring review, forward a request with justification through the Region N9 chain of command for review and forward to CNIC N924 for review/approval.

b. The General Manager is responsible for having up-to-date PDs for every staff member. Supervisors shall verify accuracy of the employee's PD during the annual review and inform employees of any changes in performance expectations for the coming year. PD review is documented on the supervisor's file copy of the PD.

409. Standards of Conduct

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a. All NABF employees shall conduct business in a professional and ethical manner. In order to maintain the public's confidence in our institutional and individual integrity, all staff shall complete all required Navy ethics, safety, security, and information protection related training.

b. The General Manager shall monitor and enforce compliance with command level, regional level, Navy wide and DoD policies and directives of the programs. It is the personal responsibility of every NABF staff member to comply with the rules of ethical conduct. Reference (b) refers.

410. Security Clearances

a. All NAF employees are required to either have a DoD Common Access Card (CAC), applicable DoD approved command ID card, or other applicable card for Local National employees, in accordance with local policy. Reference (c) refers.

b. Positions are classified as either non-sensitive (NS) or non-critical sensitive (NCS). Non-sensitive positions require the minimum of a National Agency Check With Inquiries (NACI). A NACI is required for all U.S. employees and must be submitted before a CAC shall be issued.

c. Employees shall not be permitted to work alone or handle sensitive data or transactions at the front desk or in a guest room until security completes local and national background checks.

d. All letters offering employment must state "subject to a satisfactory background check". If a NACI determines that a person is not reliable, trustworthy, loyal and of good conduct and character, the local command may terminate the person's employment.

e. NACI is funded with Appropriated Fund (APF) through the installation security office or with local NAF funds.

411. Contract Personnel

a. Contract negotiations shall include consideration for training requirements for position(s) to be filled.

b. Contract personnel:

(1) May not sign checks

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(2) May not initiate Electronic Fund Transfer (EFT)

(3) May not make purchases on a NAF credit card

(4) May not supervise NAF or APF staff or perform timekeeping functions.

(5) Contractor personnel are not authorized to use any governmental vehicles unless the contract expressly permits. Any contract permitting use of government vehicles must also provide that the contractor agrees to assume all costs associated with the maintenance, repairs, fuel, etc. and must maintain appropriate liability insurance.

c. The contract or agreement shall include the requirement for uniforms and training in accordance with NGIS policies and procedures.

d. Contracts involving Department of the Navy (DON) IT systems or IT related duties shall incorporate the security requirements specified herein according to applicable policy and guidance sections of the Defense Federal Acquisition Regulations (DFAR). Reference (c) refers.

412. Local National Employees. Where host nation agreements provide alternate guidance other than indicated in this chapter, the General Manager shall provide documentation of the host agreement and policy to Regional and CNIC N924.

413. Staffing Standards

a. Staffing standards are personnel requirements needed to perform prescribed tasks at varying levels of workload. Staffing standards are management tools for determining the equitable distribution of limited manpower resources. They may be used to support manpower requirements and project future manpower requirements. Periodic reviews of staffing standards will be held to ensure services continue to meet our guest's needs and the ever-changing hospitality environment.

b. To determine the staffing for a lodging operation, find the organizational chart that corresponds to the size of your operation. Then apply the recommended standards below for positions that require multiple personnel.

(1) Front Desk Associates

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(a) If the front desk is operated less than 24 hours per day, one person for every eight hours is authorized. Use of part-time/flexible staff is encouraged during busy/peak periods or when management determines need.

(b) If the front desk is operated 24 hours per day, the suggested midnight shift is one person; however, management will determine appropriate staffing. Use of part-time/flexible staff is encouraged during busy/peak periods or when management determines need. The day and afternoon/evening shift is determined as follows:

50-100 Check-In/Check Out	2 staff per shift
101-150 Check-In/Check Out	3 staff per shift
151-200 Check-In/Check Out	4 staff per shift
200+ Check-In/Check Out	6 staff per shift

(2) Group Coordinator: Determined by group business requirements.

(3) Housekeeping and Custodial Staff: Management may determine staff requirements based on variances such as GS guest rooms, suites, deep cleaning projects, size of guest rooms, staff rotation, etc.

Custodial Leader:	One for every 10 staff members.
Custodial Worker:	One for every 7000 sq ft of common area space.
Housekeeping Leader:	One for every 10 staff members.
Housekeepers: 1. Check Out: 2. Stay Over:	One per 13 rooms One per 20 rooms
Facilities Staff: Maintenance Worker/Mechanic:	One for every 75 rooms.

(4) Gardener: One per two buildings.

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CHAPTER 5**ACCREDITATION PROGRAM**

Ref: (a) CNICNOTE 11103 (Updated Yearly)

501. Overview

a. The Secretary of the Navy established the Admiral Elmo R. Zumwalt Award for Excellence in Lodging Management to recognize Lodging operations that provide exceptional facilities, amenities, and premier lodging services and accommodations. Guest rooms are immaculate, coupled with superior internal and external guest services. The Zumwalt award is valid until next accreditation review.

b. The Navy Lodging Accreditation Program was established to significantly improve customer service, financial management, operations, facilities, and the overall lodging experience for all guests. The focus of the accreditation program is to ensure consistent, superior management in all lodging functional areas. The performance of these functions is measured against operational standards. One of the main goals of the accreditation program is to achieve Department of Defense Lodging Standards and Department of the Navy Lodging Standards, which emphasize achieving core standards established by the CNIC NLP (CNIC N924) Accreditation Standards. The NLP lodging operations that achieve CNIC NLP Accreditation are encouraged to strive to achieve the NLP's highest accreditation award, the Admiral Elmo R. Zumwalt Award for Excellence in Lodging Management.

502. Accreditation Program Description

a. Accreditation procedures and standards motivate lodging professionals to significantly improve NGIS lodging operations and to provide quality accommodations and services. A main goal of the program is to encourage continuous improvement and operational excellence. Detailed policy concerning the NGIS Accreditation Program may be found in reference (a).

b. Accreditation Schedules: Schedules are not announced in advance. The timeline for each accreditation visit is determined by the size of the lodging operation. All NLP lodging operations shall be reviewed within a three-year period. Accreditations are valid until the next accreditation review. During the evaluation, the team shall be briefed by the

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department evaluated. The Regional Lodging Director will be informed of the team's arrival, and the Regional Lodging Director and General Manager will be notified of the results upon completion of the review. Additional lodging staff and/or Region staff may coordinate with the accreditation team to be present during the evaluation. Lodging team members are encouraged to "continue business as usual" during the evaluation.

c. Accreditation standards and CNICNOTE 11103 enclosures 1-3, which identify the administrative definitions and explanations of terms for the NLP accreditation procedures and standards, may be found in the CNIC Gateway 2.0 (G2) Lodging > NGIS > Accreditation folder at:

<https://g2.cnic.navy.mil/TSCNICHQ/N9/N92/N924/default.aspx>.

d. All individual NLP lodging operations shall be reviewed and participate in the accreditation program.

e. Management responsibilities are measured by the individual site, regardless of whether the lodging operation is part of a Region consolidated fund or joint installation.

f. Common support services provided by the Region Business Office play a vital role in the lodging operation's accreditation. Support services provided by the Regional Business Office shall be evaluated. The General Manager has the ultimate responsibility for financial reconciliation and records management.

g. All NLP lodging operations must meet CNIC program accreditation standards. If accreditation is not achieved, the Region will provide training assistance and support as necessary to the lodging operation. All regional assistance must be completed by 31 December of the same calendar year to be eligible for accreditation. Lodging operations that do not achieve accreditation will be eligible for accreditation review no earlier than 1 January of the following calendar year and contingent upon the completion of the assistance conducted by the region.

h. If a lodging operation is not accredited for two consecutive accreditation reviews, a CNIC N924 Training Assist Team (TAT) will provide training to the lodging operations. Funding for travel for all regional subject matter experts

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(SMEs)/assist team members will be provided by the Region that requires assistance.

503. Responsibilities

a. CNIC Accreditation Team members are responsible for conducting a fair and thorough evaluation based on the CNIC NLP Accreditation Standards, which are accessible in the G2 Accreditation folder. Therefore, the CNIC Accreditation Team shall:

(1) Conduct an accreditation visit to all NLP lodging operations;

(2) Provide a written accreditation report; and

(3) Forward a draft copy of the accreditation reports to the Regional Lodging Director and CNIC N924 Training Manager following the Commanding Officer's out brief.

b. The NLP Training Manager shall:

(1) Contact the Regional Lodging Director within 30 days of the accreditation review to schedule Training Assist Team (TAT) visit(s) for lodging operations not accredited for two consecutive accreditation reviews;

(2) Conduct a TAT visit within twelve months to all lodging operations not achieving NLP program accreditation standards for two consecutive accreditation reviews;

(3) Assemble a TAT consisting of CNIC N924 staff, regional trainers, and selected staff from lodging operations;

(4) Provide TAT report within 30 days of completion of TAT visit to the Region N9 to distribute to the Regional Lodging Director; and

(5) Manage POA&M in coordination with the Regional Lodging Director.

c. REGCOMs shall:

(1) Submit and forward POA&M via Regional N924 to CNIC N924 within 30 days of receiving TAT report.

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(2) Fund travel expenses for TAT members. (CNIC NLP team members not included).

d. Regional Lodging Directors (RLDs) shall:

(1) Conduct region assist visits for lodging operations in their region not achieving NLP accreditation. The primary focus of the regional assist visit is to provide direct solutions to meet the NLP Accreditation Standards.

(2) Provide training assistance and support as necessary to lodging operations when accreditation is not achieved. This must be completed by 31 December each year.

e. COs shall:

(1) Maintain NLP Standards until the next accreditation review.

(2) Submit a POA&M to the REGCOM via the Regional Lodging Director, if unable to achieve NLP accreditation program standards.

f. The General Manager shall:

(1) Review financial data, manage facility conditions, and establish superior guest services to ensure the lodging operation achieves accreditation standards.

(2) Prepare and provide the Administrative volumes for the accreditation team on day one of the accreditation visit. The volumes must be accurate, updated, and purged as necessary.

(3) Maintain the awarded accreditation until the next accreditation review.

(4) Ensure command leadership is informed on the accreditation program requirements and process.

(5) Routinely brief the operation status to the CO.

