

ITT PROGRAM GUIDE

PURPOSE

This guide has been developed by the Naval Personnel Command (NPC) Morale, Welfare and Recreation (MWR) Division to:

- Provide general operational guidance for Navy MWR Information, Tickets and Tours (ITT) program managers to fine tune their programs to meet patron needs.
 - Address the wide variety of frequently asked questions from ITT program managers.
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PATRON ELIGIBILITY

Outlined in NPCINST 1700.23 (reference)

ASSESS NEEDS

As with any other program, before a manager can know what to offer, they should ask their patrons. Different programs are successful in different locations. Some focus solely on tickets, while others focus only on tours. What mix works successfully at your installation must be determined locally. Resources to help assess needs are available through the MWR Training Branch PERS-654, DSN: 882-6717
COMM: (901) 874-6717

**PROGRAM
OPERATIONS**

INSTRUCTION

The instruction that applies to the ITT operation is NPCINST 1700.23

STANDARD OPERATING PROCEDURES (SOPs)

NPC recommends that every ITT operation have Standard Operating Procedures (SOPs). Following is a list of recommended items to include in your SOP:

- Phone guidelines
- Sales/Refund policy
- Tour policy
- Employee scheduling
- Accounting/DARs
- Customer Service Standards
- Ticket Accountability
- Inventory Procedures
- Emergency Procedures for office and tours
- Credit Card Procedures
- Opening/Closing Procedures
- Cash Handling Procedures
- Information Referral Sources
- Eligibility Requirements
- Safety Requirements
- Sign-up/Sales Procedure
- Fees and Charges
- Goals and Objectives
- Hours of Operation
- Customer survey dates

**PROGRAM
OPERATIONS
(cont.)****HOURS OF OPERATION**

Hours of operation should be determined locally.

Example: If the entire base gets off work at 1600, it would be a good idea to stay open at least ½ hour longer so that people can stop on their way home. The same instance would go for holidays and weekends, it may NOT be necessary to stay open all day, but a few hours may pay off.

One alternative: Consign tickets to a facility that is open an extended hours (e.g., gymnasium, library). Movie tickets are an item that generally sell at the last minute.

**CORE PROGRAM
ELEMENTS****TICKETS****Consignment Contract**

A consignment contract is a government document. Do NOT sign a vendor's agreement. However, you can include portions of a vendor's contract in your consignment contract as long as it does not obligate you to something illegal. Contact your local procurement official for assistance in creating a consignment agreement.

NATIONAL TICKETS

National attraction tickets are primarily negotiated by the Navy's central military ticket program, which is operated by Commander Naval Region South West.

<p>NOTE: To find out how to participate in either of these two programs, refer to section 10.0 of this guide.</p>
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CORE PROGRAM ELEMENTS (cont)

LOCAL TOURS

Why re-invent the wheel? The ITT operation should be able to provide central planning for any trips/tour offered on base. Working together with other MWR program managers (e.g., Youth Center, Outdoor Recreation, Single Sailor) to provide trip planning services is encouraged.

VEHICLE OPERATOR/DRIVERS

Tour managers should be familiar with the State and Tour installation driving regulations as they pertain to bus drivers.

WHEN THE DRIVER IS:	THEN THEY ARE GOVERNED BY THE:
Licensed through the base transportation/public works department.	Base driving regulations.
Driving with a State Commercial Drivers License.	State regulations of that license.
International Licenses	Local Country Regulations

Tour managers should be familiar with the State and installation driving regulations as they pertain to bus drivers.

State laws may require that any driver of a bus possess a CDL license. State law may also require drug testing. All state law requirements will have to be complied with when driving off base. We do not have a NAF requirement for drug testing, however, if the state law requires it, the activity will need to have the drug test completed through some alternative arrangements.

In the past there has been a lot of confusion on how to handle drivers for busses and vans for local tours. Drivers must be

MWR Employees or volunteers utilizing volunteer forms from the risk management manual.

MWR is usually prohibited from contracting with government employees. MWR employees may **NOT** be placed under contract to serve as MWR drivers in their off duty hours.

CORE PROGRAM ELEMENTS (cont)

WHEN:	THEN:
<p>An MWR employee is classified as a driver</p> <p style="text-align: center;">→</p>	<ul style="list-style-type: none"> • The driver must be classified as a crafts and trades employee, (NA), and therefore receive overtime for anytime over 8 hours in a day. • They are paid for time while driving, at a destination, and return. • They must be paid through the entire duration of the trip.
<p>The length of the trip is more than one day, (i.e. the driver needs an overnight stay)</p>	<ul style="list-style-type: none"> • They must be on orders. They will be paid for hours worked.
<p>A meal is included as a benefit of the group</p>	<p>The driver or tour guide may accept it, but must claim it on their travel claim so double payment of per-diem does not occur.</p>
<p>The driver is NOT on orders</p>	<p>They do NOT get paid for meals, but still may accept a free meal if not solicited and is something that is offered to the general public, (i.e. other bus drivers).</p>
<p>A MWR employee is NOT classified as a driver and is performing driving duties</p>	<p>Driving cannot exceed 20% of the total work schedule (i.e., if you have a full time recreation aide that drives van trips on the weekend, they cannot drive more than 8 hours per week. If they do exceed the 20%, the job description must be rewritten to include driving as a major duty. This may change the classification of the position.)</p>

CORE PROGRAM

A volunteer is authorized to drive a tour as long as they have

**ELEMENTS
(cont)**

completed the appropriate volunteer information form available in the risk management instruction BUPERSINST 5890.1, and they have the appropriate licenses.

If a person is driving more than 20%, the position must be rewritten and re-classified.

Meals and incidentals for drivers and volunteers are at the discretion of the local command.

<p>NOTE: Tickets to attractions may be provided to the guide or driver at command discretion.</p> <p>The trip escort should be accessible during the trip/event they are hosting.</p>
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Example:

Bus driver Bob drives a ski trip to Killington. He reports at 0400 for a 0500 departure. They drive four hours and arrive on the mountain at 0900. The driver eats lunch at the lodge from 1200-1300. The bus departs at 1700 for arrival home at 2100. The driver cleans the bus for the next trip and clocks out at 2200. The following would apply:

- The driver does **NOT** need to be on orders because the trip is not over night.
- The driver may **NOT** accept tips for driving, helping with luggage, or any other part of his job.
- The driver should be accessible in case of emergency.
- The driver should **NOT** participate in any type of activity that could injure him (i.e., that means no skiing).
- The driver does **NOT** have to deduct any break time or lunch time from his schedule because he is off site.

CORE PROGRAM ELEMENTS (cont)

Example (cont):

Name: Bus Driver Bob Pay Period: 12/10				
Social: 123-45-6789				
Date	In	Out	Reg.	OT
12/15	0400	2200	8	10

FUEL

Fuel may be purchased with Non-appropriated or Appropriate funds if used for recreation activities. This includes tours. (see the helpful hints publication)

- Trip escorts should have either a credit card or cash to purchase fuel.

GRATUITIES

Drivers may not accept gratuities for any reason. It is good business practice to have the driver announce at the beginning of each tour, that tips are not accepted. When advertising trips, mention they are all inclusive of transportation, tips, driver, refreshments, etc.

VEHICLES

VEHICLE OPTIONS:	PROS/CONS:
Charter Busses	Expensive to rent Not always available Don't have to fund maintenance
Base owned Busses	Expensive to maintain

	Depreciation Drivers on payroll
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WHEN THE BASE:	THEN:
Does NOT own a bus and is considering purchasing one	Contact the Community Support Branch for guidance.
Owens a busses (anything over 15 passenger or needing special licensing)	Ensure there is a SOP and emergency procedures in each of the vehicles.

Items recommended to include in a SOP are:

- Emergency contact numbers for at least 5 MWR supervisors that have the authority to make a decision.
- Tow truck numbers for any region the vehicle travels in.
- A listing of authorized expenses for drivers/guides.
- What the no-show policy is; (i.e. how long to wait for late patrons, and do you ever leave a patron anywhere).
- How to handle disruptive patron situations.

CORE PROGRAM
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MWR is not the local charter dealer. Provide a listing of

ELEMENTS(cont)

local rental agencies for patrons in need of rental services. Bus services and trips are for authorized patrons and a reasonable number of guests. Guests are those individuals not otherwise eligible to use MWR programs who have been specifically invited and will be accompanied by an authorized MWR patron, e.g. a friend of active duty person. Authorized patrons must comprise a minimum of 51% trip patrons.

RISK MANAGEMENT

For detailed information on risk management please refer to NPCINST 5890.1.

NOTE: To lessen the liability to the fund, have passengers pay the provider directly for the services rather than entering into a contract with a high risk provider.

A risk management plan for tours which may include the following items/issues:

- Copy of trip participant list with office and drive
- Emergency contact information.
- A Cell phone or two way radio for the driver.
- A Hold harmless agreement for High risk activity tour participants to complete before departing from base.

ADMINISTRATIVE DOCUMENTS/ORDERS

MWR must generate orders in the following instances:

- When a trip is longer than one day
- When the driver/guide has to stay overnight.
- When an employee travels to training.
- When an employee that plans or sells tours travels to a Familiarization tour, regardless of the length of the trip.

COMMUNITY / DRIVE TRAVEL INFORMATION

The ITT tour operation is targeted at the drive travel market. An ITT operation is **NOT** a full service travel agency.

MWR INFORMATION

All ITT offices should act as the liaison between the community and the MWR department. They should provide information on all services and facilities operated by the MWR department as well as a variety of activities and programs within the local community.

CORE PROGRAM ELEMENTS (cont)

HOTELS

Hotel and motel bookings are a major part of the travel and tourism business. ITT operations may book hotels in a limited number of instances. Due to the exclusivity clauses in our Leisure travel contracts, the Leisure Travel contractor at an installation has the majority of the hotel/motel business. For example, if you sell tickets to DisneyWorld and the family is driving, you can book them a hotel. Anything that is not associated with the drive travel market, is the Leisure Travel Contractor's business. Most ITT operations choose to defer the hotel booking to the travel contractor for several reasons:

- The contractor can access booking through their computer Reservation system.
- ITT does not have to incur long distance phone charges.
- Hotels will not recognize a booking without an *IATA* number.
- It is hard to track commissions from hotel bookings without a Central Reservation System.

Be aware that MWR owns and operates several hotel and recreation areas throughout the system that ITT should be promoting.

PHONE CARDS

The Commander, Navy Exchange Command, (NEXCOM) on behalf of the Navy, Marine Corps, and Coast Guard, has a comprehensive license agreement with AT&T for personal telecommunications services. Accordingly, MWR may sell only AT&T phone cards. NEXCOM has negotiated with AT&T to allow MWR activities to order phone cards directly from AT&T.

CORE PROGRAM ELEMENTS (cont)

AT&T requires each MWR Department desiring to sell phone cards to register their point of contact (POC). POC registration with AT&T may be done by faxing the following information to NEXCOM Comm (757)631-4182, Voice (757) 631-3455:

- The name of the MWR representative who will be the AT&T POC (only one primary and one alternate)
- Mailing address
- Voice phone number
- Fax number

Specific directions and information will be provided directly to designated POCs after they have registered with NEXCOM. Only one ordering POC per MWR will be allowed. AT&T cannot accommodate multiple ordering offices from a single MWR Department.

Phone cards will be shipped by AT&T already activated and will be received by MWR as accountable inventory. MWR must sell at face value, and **NOT** mark the phone cards down or use as promotional item.

Vending machine sales of AT&T phone cards will continue to be managed by the NEX vending program.

FACILITIES

LOCATION

ITT should be located in a high traffic area and co-located with the Leisure Travel Operation.

SET-UP

Special attention should be paid to the following areas:

- Facility size to meet demand
- Customer services area
- Brochure/display area
- Brochure storage area
- Safety
- Facility signage
- Parking
- Computer support
- Security

**FINANCIAL
MANAGEMENT**

FEES AND CHARGES

In the past there has been no standard guidance on what to add for a service charge to tickets or services offered. Service charges range from none to 50% of the ticket cost

A good rule of thumb is to make sure you are under 5% of the total ticket price for your service charge.

Regional pricing should be consistent. You don't want to undersell each other and create competition within regions.

The ITT office should accept major credit cards, checks, and cash. Cash discounts or different prices for different payment methods are **NOT** recommended.

MANAGING TICKET INVENTORY

There are two types of ticket inventory within an ITT operation - prepaid and consignment. Each type is accounted for differently.

FINANCIAL MANAGEMENT (cont.)

PREPAID TICKETS

Prepaid tickets are assets and are paid for by the MWR Fund in advance of selling. They must be inventoried and recorded on the Fund's balance sheet in account 00-163-00 until sold. Like other inventory, tickets must be strictly controlled, tracked, inventoried and accounted for. A perpetual inventory system must be maintained. This system requires tracking the movement (often using sequential ticket numbers) of tickets at any given time including receipt of tickets purchased, ticket sales, transfers, and losses. At any given time the balance as reported by the perpetual inventory system should match the balance in the Prepaid Ticket account (00-163-00). The perpetual inventory system should be reconciled each month to the actual physical inventory count of tickets on hand, and when possible should be maintained/monitored by someone separate from the day to day ticket sales function.

NOTE: The perpetual inventory system should be reconciled each month to the actual physical inventory count of tickets on hand. When possible the perpetual inventory system should be maintained/monitored by an individual separate from the day to day ticket sales function. The Prepaid Expense Account (00-163-00) must be reconciled each month to the perpetual inventory system and to the physical inventory results. The balance in the Prepaid Expense Account at the end of each accounting month should match the actual physical inventory of ticket plus tickets paid for but not yet received.

Prepaid tickets should NEVER be recorded in the resale inventory accounts (XX-151-XX).

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CONSIGNMENT TICKETS

An arrangement whereby tickets owned by one party (the consignor) are sold by another party (the consignee). MWR is the consignee. The MWR Fund stocks and sell the tickets for the consignor. Tickets must be logged, properly controlled and inventoried, however, the value of the tickets should NOT be reported on the MWR Fund's balance sheet. A perpetual inventory system must be maintained. This system requires tracking the movement (often using sequential ticket numbers) of tickets at any given time including receipt of tickets purchased, ticket sales, transfers, and losses. The perpetual inventory system should be reconciled each month to the actual physical inventory count of tickets on hand, and when possible should be maintained/monitored by someone separate from the day to day ticket sales function.

ACCOUNTING PROCEDURES

Effective 1 October 1997, the following changes were implemented to the ITT accounting procedures:

1. Leisure Travel Activity Code

In order to separately record Category B Activities and Category C Activities, a new Activity Code (54) was established to report MWR Leisure Travel operations to include in-house travel agencies, third party contracted travel agency commissions, and official travel agency commissions. At the same time, the description for Department 23 was changed to ARC Travel (for use with In-house operations only.)

2. Record all ticket sales using gross sales price.

In an effort to standardize reporting throughout the MWR Departments, all ticket sales will be recorded at gross sales price. Gross sales is defined as the actual sales price to the customer and is also referred to as "resale price". This gross sales price should be recorded

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to the revenue account, with an offsetting expense entry to the ticket expense account (discussed below) that represents the cost price (or the price the MWR must remit to the ticket vendor). The net effect (revenue minus expense) represents the service charge or profit on the sale of tickets.

3. Ticket Expense Account.

The Ticket Expense Account (XX-705-XX) has been established to report the cost of tickets that have been sold, lost, or are otherwise unaccounted for. Cost price is defined as the price the MWR must remit to the ticket vendor or the cost of the ticket to the MWR Fund.

NOTE: The cost of all tickets sold, and including those lost, or otherwise unaccounted for should be debited to this account. Annexing can be used within BLAS to distinguish between sold or lost tickets. Tickets used for other programs and advertising and promotion may continue to be expensed to the appropriate expense accounts (e.g. advertising and promotions expense XX-781-XX).

4. Department codes for use with Activity Code 55

The following department codes should now be used with Activity Code 55 - Recreation Information, Entertainment Tickets and Tours.

Transportation Tickets - Department 20 - Should be used to record revenue and expenses associated with the sale of bus, train, ferry, sail tickets, etc. ITT sponsored tours should not be recorded using Department 20. Transportation tickets are tickets purchased by patrons for independent travel.

Entertainment Tickets - Department 21 - Should be used to record revenue and expenses associated with the sale of baseball, football, concert, amusement park,

hunting and fishing licenses, and other cultural/entertainment tickets.

**FINANCIAL
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(cont.)**

Tours - Department 22 - MWR operated or contracted tours programs. Should be used to record revenue and expenses associated with a tours program (local, regional). Should include hotel, transfers, transportation costs, guide service, meals expenses, etc. If the entertainment tour includes entertainment event tickets, the expense of the event ticket should be recorded using Department 21 as regular ticket stock.

Consignment Ticket Payable

Effective 1 October 1998, an additional liability account was established to identify amounts owed to vendors for consignment tickets. This account (oo-206-00) should be used on DAR's and GJV's to record the cost of the consignment ticket that is actually owed to the ticket vendor. This account can be annexed to represent individual tickets in an effort to assist in monthly reconciliation.

5. **Monitoring Tickets Using Sequential Numbers** - Tickets (both consignment and prepaid) should be tracked using sequential numbers that are normally preprinted on each ticket. Care should be taken to trace the movement of each ticket (receipt, transfer, sale) using sequential numbers. If tickets received have no preprinted number, an alternate method of tracking the ticket by using the seat or row assignment, or by actually prenumbering the ticket upon its receipt from the vendor is suggested. This system of tracking sequential numbering of tickets will enable the ITT manager or Accounting Office to identify missing, or unaccounted for tickets. Additionally, vendors may request or require ticket numbers for returns, disputes or in cases where tickets have been identified as misplaced or stolen. Tracking of sequential numbers on tickets may be performed using a manual system of recording each ticket number as sold, or can be performed using a point

of sale system (or cash register). The reconciliation of sequential numbers of tickets sold vice those physically identified during the end of month inventory process should be performed by the ITT Manager, or other person(s) separate from the day to day selling function.

**FINANCIAL
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(cont.)**

SAMPLE ACCOUNTING ENTRIES

Example #1 - Prepaid Tickets

1. Tickets purchased from the vendor. (\$1,000 cost price) The following entry should be made to record prepaid ticket purchase on an RSWC. (check)

	Debit	Credit
00-163-00	\$1000.00	
00-101-00		\$1000.00

2. Tickets are sold. (\$300 gross sales price with a 10% commission). The following entry should be made to record sale of prepaid tickets on a DAR.

00-101-00	\$300.00	
55-501-21		\$300.00
55-705-21	\$270.00	
00-163-00		\$270.00

NOTE: Entry to record expense of ticket and offsetting entry to Prepaid Ticket Expense account can be made on a GJV or DAR.

Example #2 - Consignment Tickets

As tickets are received from vendor on consignment. No entry is required, however, a record of tickets received should be maintained as well as a system for controlling, tracking and accounting for consignment tickets.

1. As tickets are sold. (\$500 gross sales price with 10% commissions). The following entry should be made to record the gross consignment ticket sales on a DAR.

Debit	Credit
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(cont.)**

00-101-00	\$500.00	
55-501-21		\$500.00
55-705-21	\$450.00	
00-202-00		\$450.00

NOTE: Entry to record expense of ticket and offsetting entry to establish the liability (Consignment ticket Payable) can be made on a GJV or DAR.

2. Vendor is paid for the tickets, the following entry should be made to record vendor payment on the RSWC (check).

	Debit	Credit
00-206-00	\$450.00	
00-101-00		\$450.00

3. As unsold tickets are returned to consignor, no entry is required. However, if there are missing or lost tickets an entry must be made to record the expense of the lost or missing tickets and to set up a liability for vendor payment.

	Debit	Credit
55-705-21	Cost of ticket	
00-206-00		Cost of ticket

Example #3 - Prepaid Tickets

ITT purchases and receives 100 prepaid concert tickets. The cost price is \$10.00, resale price (gross sales price) is \$12.00. 90 tickets are resold at ITT, 6 are expensed to advertising and marketing, 2 are lost or stolen, and 2 are used for the tour guide and bus driver on the group tour. (Assume all occurs on the same business day)

The following entries should be made:

1. Record purchase of prepaid tickets on a RSWC (check).

	Debit	Credit
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	00-163-00	\$1000.00	
	00-101-00		\$1000.00
FINANCIAL MANAGEMENT (cont.)	2.	Record the sale of tickets on a DAR.	
	00-101-00	\$1080.00	
	55-705-21	\$940.00	
	55-781-21	\$60.00	
	55-501-21		\$1080.00
	00-163-00		\$1000.00

Example #4 – ITTTours/Trips

The MWR Fund has a contract agreement with Extreme Outback tours to provide discounted fishing trips through the ITT office. No ticket is required, just a receipt from the office and phone order by the authorized caller. The vendor bills the MWR Fund quarterly based on actual receipts redeemed, not on the number of trips sold by MWR. For the month of May, ITT sells two adult trips at \$50.00 (cost is \$45.00), and two youth trips at \$25.00 (cost is \$20.00). In July, Extreme Outback tours billed the fund for two adult trips at \$45.00 each and one child trip at \$20.00. (This entry is similar to the consignment ticket accounting procedures.)

The following entries should be made:

1. Record May sale on a DAR.

	Debit	Credit
00-101-00	\$150.00	
55-501-22		\$150.00

2. Setup May payable on a GJV or DAR.

55-705-22	\$130.00	
00-202-00 (00-201-00)		\$130.00

3. July Pay vendor on a RSWC.

00-202-00(00-201-00)	\$110.00	
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00-101-0

\$110.00

**FINANCIAL
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(cont.)**

NOTE: In cases where all tickets are not redeemed (vendor never bills MWR as customer never redeems voucher or takes tour), an adjustment would be needed to both the payable and expense accounts. Debit 00-202-00 or 00-201-00 and Credit 55-705-22 for the amount of unredeemed tickets/vouchers after reconciling and thoroughly investigating the variance. Adjustment will occur at a time based on the expiration date of the ticket, or after an appropriate redemption period to be determined by local ITT Manager and/or Business Manager.

Example #5 - Consignment Tickets

The ITT office receives 500 adult and 250 child Goat Festival tickets on consignment. The cost price is \$15.00 for adult and \$10.00 for child. Resale price is \$16.00 and \$11.00 respectively. The tickets are sold over a two month period. At the end of the first month (April) 200 adults and 200 child tickets have been sold. Additionally, 10 child tickets have been found to be missing from physical inventory. In May 100 more adult and no child tickets have been sold, and the 10 tickets identified as missing in April have been located in the back of the safe.

The following entries should be made:

1. To record April sales on DAR.

	Debit	Credit
00-101-00	\$5400.00	
55-501-21		\$5400.00

2. Setup accounts payable for April sales and record the expense of 10 missing child tickets on a GJV or DAR.

	55-705-21	\$5100.00		
	00-206-00		\$5100.00	
FINANCIAL MANAGEMENT (cont.)	3.	Pay vendor on a RSWC.		
		00-206-00	\$5100.00	
		00-101-00		\$5100.00
	4.	To record May sales on DAR.		
		00-101-00	\$1600.00	
		55-501-21		\$1600.00
	5.	Setup accounts payable for May sales less 10 child tickets originally recorded as missing that were subsequently in the safe. Record on a GJV or DAR.		
		55-705-21	\$1400.00	
		00-206-00		\$1400.00
	6.	Pay Vendor on a RSWC.		
		00-206-00	\$1400.00	
		00-101-00		\$1400.00

Example #6 - Tickets used in conjunction with other MWR Programs

The MWR Single Sailor Program requests the assistance of the ITT manager to procure 20 tickets to a Sumo wrestling match. They are prepaid tickets that cost \$20.00 each and resale for \$22.00. The shipping cost is \$7.50. They are ordered specifically for the Single Sailor Program, with none of them for use by ITT.

The following procedures should be followed:

1. Forward receiving copy of the purchase order to the Accounting Office for payment. The ITT manager should ensure a notation is made on the purchase order

that indicates the tickets are to be charged to the single sailor program.

2. The Accounting Office pays the invoice on a RSWC.

	Debit	Credit
17-705-10	\$407.50	
00-101-00		\$407.50

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(cont.)**

NOTE: Tickets should be charged to the Single Sailor Program at cost. No fee or surcharge should be assessed another MWR program (e.g. Youth Activities, Child Development, Single Sailor) or activity when tickets are purchased or transferred for program use.

When tickets are transferred to another MWR activity or program, a mess requisition, merchandise transfer document, memo, or other locally developed form should be completed by the requesting activity. The transfer document should be prepared as the transfer takes place, and should be signed by both the requester and the ITT Office staff. This document (or a copy of) should be forwarded to the Accounting Office before the end of each accounting month to ensure proper transfer of custody and expense.

Example #7 - Waste or Unsold Tickets

ITT purchases 50 prepaid concert tickets. The cost price for each ticket is \$15.00, resale price (gross sales price) is \$17.00. At the end of the day of the concert, there are 5 unsold tickets remaining at the ITT Office. The ITT Manager must account for these unsold tickets. He/she should attach the unsold tickets (voided) to the DAR or other locally required form indicating the tickets are “waste” or unsold/expired tickets.

1. The Accounting Office will make the following entries on the DAR or GJV:

Debit	Credit
55-705-21	\$75.00
00-163-00	\$75.00

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NOTE: In cases where it appears that tickets will go unsold, the ITT Manager (with approval by MWR Director) may reduce ticket price or use unsold tickets as “giveaways”. This is a local management decision. These should go to patrons and not MWR employees. Care should be taken to document the handling in each case, ensuring there is proper documentation on file to support an audit trail. Additionally, the Business Office should be informed to ensure proper accounting for unsold tickets or reduced price tickets.

Example #8 - Bonus Tickets Received

MWR purchases 1000 tickets from Magic Mountain. Tickets cost \$12.00 each and will be at \$15.00 (gross sales price). Magic Mountain sends MWR 10 additional tickets at no cost to MWR. Upon receipt of all 1010 tickets (receiving performed by someone separate from the day to day selling function), notation should be made on the receiving document or packing list (bonus tickets may or may not be noted on the invoice) that 10 FREE/BONUS tickets were received.

1. When processing the invoice for payment, the Accounting Office should make the following entry on the RSWC (or GJV if preferred):

	Debit	Credit
00-163-00	\$12120.00	
00-101-00		\$12000.00
55-819-00		\$ 120.00

Bonus or no cost tickets (or merchandise) should always be recorded to the Bonus Merchandise account (XX-819-00)

regardless of how the tickets will be used (e.g. “giveaways” or sold in order to help reduce cost price, etc.). The accounting method should always remain consistent no matter how the bonus ticket (or merchandise) is disposed of.

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**Example #9 - Third Party/Contracted Leisure
TravelAgency Commissions**

Commissions received from outside third party contracted agency should be recorded in Account 54-591-00.

1. To record receipt of commission check for \$250 received from third party contracted travel agencies (e.g. Omega, EXA, etc.). The following entry should be made on a DAR:

Debit	Credit
00-101-00	\$250.00
54-591-00	\$250.00

Commissions received from the Official Travel Office should be recorded in Account 54-594-00.

2. To record receipt of commission check for \$550 received from SATO, the Official Travel Office (record on DAR):

Debit	Credit
00-101-00	\$550.00
54-594-00	\$550.00

**Example #10 - Profit Sharing received from
Commander, Navy Region Southwest Consignment
Ticket Program**

Accounting Office receives notification from COMNAV that \$600.00 has been earned by the local MWR for participating in the consignment ticket program. The Accounting Office should apply the credit to the next payment to COMNAV for consignment tickets sold during the month. In this example

the Accounting Office owes COMNAV \$5600.00 for consignment tickets sold during the month of May.

**FINANCIAL
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(cont.)**

- The following entry should be made on the RSWC to pay COMNAV:

	Debit	Credit
55-705-21	\$5600.00	
00-101-00		\$5000.00
55-569-21		\$ 600.00

WHEN TICKET IS:	THEN LIST EXAMPLES:
Prepaid	<ul style="list-style-type: none"> • Army CTP • COMNAV • Vendor
Consignment	<ul style="list-style-type: none"> • Vendor consignment • Printed in-house but billed quarterly

NAF BUDGETING TIPS

Things to consider in preparing for the NAF budget are:

- patron base increases or decreases?
- price increases?
- relocation of the program or a facility renovation?
- off site expansion?
- staff changes?
- upcoming events, concerts and travel discounts.
- seasonal demands

When preparing your budget you should consider what your target pre-paid ticket inventory should be based on seasonality indexes. Base your budget projections on any changes that may affect the ability to generate income such as new initiatives or new programs. Planning the upcoming budget is an ongoing process, but most commands begin the budget

process in the March/April time frame. The budget call from NPC (NPC-652) is released to the installation in May is due to the Echelons in July, then to NPC (NPC-652) by the 15th of August. Contact your local Business Manager or Accounting Office for local NAF Budget guidance.

FINANCIAL MANAGEMENT (cont.)

HOW TO READ RAMCAS FINANCIALS

The **Summary Operations** (SUMOPS) section of the **RAMCAS** financial statements contains a breakdown of all the financial information pertaining to a particular Activity, and is sorted in Activity Code number order.

For example, Activity 55 Rec. Info. Entr. Tickets & Tours SUMOPS (or Summary of Operations): This report reflects both the current month and YTD revenue and expenses with a bottom line net profit/loss. The profit/loss is computed by subtracting total expenses from total revenues. Total revenues are that part of the ITT operation that results from daily sales. Total expenses are the costs of conducting business (expenses should be reported within the same accounting month when incurred). An additional column displays the same data for the last fiscal year to date (YTD) and should be used for comparison and trend analysis purposes. This “roll up” for Activity 55 shows all general and administrative expenses as well as departmental sales and expenses (e.g. tickets, tours, resale, etc.) and provides an overall report of the operating results of the ITT operation and how the Activity contributed to the overall profit or loss of the MWR Fund.

General and administrative (G & A) expenses are defined as expenses that benefit two or more activities or departments, but are easily broken down. Examples include telephone charges, utility expenses, management or oversight expenses. These expenses will be reflected on the SUMOPS. These expenses are recorded using the department code “00”.

A further breakdown is provided to reflect how a given department (e.g. Transportation tickets, entertainment tickets, etc.) contributed to the overall profit or loss for the activity.

This report is the Department Operations Statement (DEPOPS) which follows the activities SUMOPS. The statement is in the same format as the previously mentioned SUMOPS but itemizes revenues and expense by Department Codes (e.g. tickets, tours, resale, etc.) and does not include expenses considered general and administrative.

PERSONNEL

QUALIFICATIONS

The Factors to consider when determining what skills/qualifications to look for are:

- size of the operation
- scope of the services provided
- number of personnel supervised
- growth potential, (or whether the operation needs to be scaled down).

**PERSONNEL
(cont.)**

<p>NOTE: Local HRO or NAF Personnel office are the best resources for this information.</p>
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POSITION DESCRIPTIONS

The following are examples of job descriptions rated at different levels. These positions have been classified locally by individual installation Human Resource offices or NAF Personnel offices.

EXAMPLE

RECREATION SPECIALIST (COMMUNITY) GS-188-09

I. INTRODUCTION

This position is located in the Morale, Welfare and Recreation (MWR) Department/Recreation Services Division, xxxxxxxxx. The incumbent is responsible for planning, supervising, implementing and evaluating basewide community programs, activities and events for 20,000 active and retired military personnel and their dependents and other authorized personnel. These programs include trips and tours, command special events, young adult program, ticket operations, classes, workshops and other recreation opportunities related to the needs of the military community.

II MAJOR DUTIES AND RESPONSIBILITIES

- Schedule a year round tour program including: concert trips, sporting event, one-day sightseeing trips, and overnight tours to local points of interest. Ensure that tours are publicized, trained volunteer or part-time guides are provided and that all travel arrangements are made in accordance with established guidelines.
- Plans and administers a variety of special events including the command Christmas tree lighting, holiday away from home program, Christmas eve and annual air show. Ensure events are coordinated with local interest groups if required and that these events maximize MWR facilities to the maximum extent possible. Develops and coordinates new special events as assigned by supervisor.
- Administers programs, workshops and classes not related to one specific MWR facility. Solicits volunteers and /or instructors for these programs and ensures that all supplies and equipment are available. These programs include, but are not limited to: dance lessons, leisure skills workshops, piano lessons, and seminars.
- Oversees the Recreation Services ticket operation to include: purchasing group tickets, monitoring current ticket operation, establish guidelines for ticket operation an work as liaison with other ticket operations and agencies in the area.
- Provides annual budget requirements for all programs administered. Initiates orders for supplies and equipment required to support programs in accordance with local guidelines and instruction.

Continued on next page

- Supervises the operation of the Young Adult Program, which includes administration of office located in barracks. Provides information about MWR programs to enlisted personnel, and organizes trips, programs, activities, and special events especially designed for personnel living in the barracks. Program ideas and guidelines are provided by BUPERS
- Is responsible for evaluating the effectiveness of established programs and making recommendations to supervisor for improvements or modifications of programs.
- Responsible for the supervision of all staff related to the operation of young adult program, trips and tours, and special event programs. Duties include: staffing, recruitment, selection, training and evaluation of all employees.
- Establishes fees and charges for programs and ensure that the collection of funds is in accordance with local guidelines and instructions.
- Assists MWR manager when additional help is requested. This would include, but not limited to youth Easter egg hunt, outdoor recreation center ski tours, classes and special events offered at the enlisted club, CPO club and officer's club.

III FACTORS

Factor 1. Knowledge required by the position

- Incumbent must be well versed in the administration of a variety of recreation programs and have both the technical and practical knowledge to carry out such programs as trips and tours, command wide special events, young adult program, ticket operation, and the formulation of recreation classes.
- Skill in assessing the needs of patrons and determining what programs and events will be of interest to patrons.
- Knowledge of current recreation trends, techniques, and materials available to administer a variety of recreation programs.
- Skill in analyzing costs/income to achieve a self-supporting program.

Continued on next page

- Knowledge of non-appropriated fund and appropriated fund personnel guidelines to include: EEO recruitment, training, staffing and evaluation.
- A baccalaureate degree from an accredited college or university with a course study in the field of Recreation or a closely related field of study.

Factor 2. Supervisory control

- The immediate supervisor of this position is the Recreation Services Division Head. Work is assigned by the supervisor as he/she deems necessary to fulfill the mission of MWR. Supervisor provides advice and guidance within the established guidelines of MWR. Work is reviewed by the immediate supervisor on the basis of achievements, innovations and comments of patrons.

Factor 3 Guidelines

- Interprets manuals, directives and publications prescribed by higher authorities that effect the operations of the local Recreation Services Division. Verbally discusses policies with the appropriate management personnel and follows written standard operating procedures when available. Insures compliance of all directives. Such directives relate to management and administration of personnel, finances, supplies, property and equipment, programs and general administrative procedures.

Factor 4 Complexity

- The work includes following established steps and processes associated with organizing general recreation activities. The incumbent must keep abreast of all current trends, new techniques and will work with a minimum amount of suppression with serious questions and problems referred to supervisor for decision.

Factor 5 Scope and Effect

- The purpose of the work is to provide a variety of recreation programs for the Navy community. These programs and services will directly contribute to the physical and mental well-being and morale of the participants.

Continued on next page

Factor 6 Personal Contacts

- Contacts are with participants, trips and tours support services, recreation program providers, community groups and other MWR staff.

Factor 7 Purpose of Contact

- Contact with patrons is on a daily basis in the operation of activities. Contacts with community groups and trip/tours services are made in the planning programming of events and tours. Contacts with the MWR staff are made in the planning of command events, organizing of classes and publicizing of events/activities.

Factor 8 Physical Demands

- The physical activities of this position are standing, setting up table and walking. Bending and carrying of items of up to 50 pounds.

Factor 9 Work Environment

- Activities involve everyday risks or discomforts which require normal safety precautions. Hours will vary according to workload and when activities are scheduled. The office area used for planning is adequately lighted and ventilated.

EXAMPLE

RECREATION SPECIALIST INFORMATION, TICKETS, AND TOURS MANAGER GS-0188-07

1. INTRODUCTION

This position is located in the MWR Department at XXXXXXXXXX and is established to provide a versatile information, tickets, and tours program for military personnel and their dependents, retired military and Department of Defense (DoD) civilian employees.

2. MAJOR DUTIES AND RESPONSIBILITIES

Administer a comprehensive and versatile information, ticket and tours program for military personnel and their dependents, and retired military personnel.

Administer the operation of an entertainment ticket office provides for cultural, sporting, and entertainment attractions in the area.

Establish and maintain close working relationships with independent travel operators, restaurants, hotels/motels, and attractions, and conduct through surveys and analysis in planning and scheduling of tours. Periodically act as a tour guide, or individually investigate tour destinations to insure maximum success and patron satisfaction.

Package, price and schedule tours to meet anticipated demand and according to availability of destination, costs, and probability of success. Insure that tour selection is of such variety as to appeal to the wide spectrum of the total military community and include tours of entertainment, cultural and educational value.

Insure that all initial tour bookings are arranged and all final arrangements, i.e. payment, rooming limits, manifests, guide instructions, etc, are completed and submitted in an efficient and timely manner. Maintain quality control of tours by conduction periodic oral and written surveys of patrons.

Prepares budget requirements for submission and approval. Implement proper budgetary accounting policies which provide effective cost control measures that insure budget guidelines are met and that a minimum self-sufficiency of 100% is maintained for the tours and transportation program.

Continued on next page

Develop marketing and promotional material to properly advertise the program to include slide presentations to groups and conducting pre-tour events. Prepare and publish comprehensive tour bulletins every quarter.

Supervise and train two recreation aides and five motor vehicle operators assigned to the tours program. Incumbent must ensure that all personnel actions, i.e., selections for employment, discrimination, based on color, sex age, religion, national origin, physical or mantel handicap, or any other non-merit factor. Incumbent must ensure that safety training are provided to employees.

Ensure that scheduling of the bus in coordination with maintenance, will optimize utilization while maintaining proper preventative maintenance program.

Perform other duties as assigned by supervisor.

1. FACTOR STATEMENTS

Factor 1, Knowledge Required for the position

Knowledge and experience in public relations, personal management and the relationship of the military and civilian community so that effective and diplomatic communication are maintained, orally and in writing, which will ensure the highest level of customer and vendor goodwill.

Practical knowledge of managerial and supervisory responsibilities to make the most effective use of manpower, materials and equipment which provides an optimum working eliminate, while maintaining a cost-effective tour operation.

Working knowledge and understanding of budgetary process. Knowledge and ability to apply cost/benefit analysis.

Knowledge of marketing and promotional techniques for effective advertising and dissemination of tours information and a tour bulletin which is distributed to the entire military community.

Oral and written communication skills required to conduct training and meetings; prepare and promote promotional materials to the community, advisory groups and other community agencies.

Continued on next page

The financial challenge of operating such a diversified ticket and tours program requires the incumbent maintain accurate accounting of the many reports including timely deposits, ticket procurement, good inventory, etc.

Factor 5, Scope and Effect

The program is designed to provide high-quality, low-cost recreation which provides not only entertainment, educational and cultural enhancement, but also a hand-tailored program to fit the total military community, active, retired and their dependents.

Factor 6, Personal Contacts

The incumbent is in constant contact with tour patrons, wither face-to face, by phone, or in writing. Regular contact with department support offices, i.e., scanting, personnel, publicity, and daily contact with subordinates.

Factor 7, Purpose of Contacts

Establish availability and rates for use of services provided by the various contacts. Make reservations and discuss financial arrangements as appropriate. Maintain contact through a tour publication, newsletter and trade shows to ensure current information on availability, pricing, and services to be rendered is valid.

Contacts with subordinates to supervise, train and ensure efficient daily operations.

Accounting, personnel and marketing offices encountered frequently to p[rovide required administrative documents and receive guidance on established policy.

Factor 8, Physical Demands

Duties are mostly sedentary in nature, however, on occasions, the incumbent is required to perform the duties of tour guide, accompany groups on planned tours.

Factor 9, Work Environments

Primary work is accomplished on the information tickets and tours office building. Is many times in the receipt of emergency phone calls during non-business hours from tours drivers or guides. Makes public visits to other military installations for updating and publicizing the tour program.

TRAINING

Training available for personnel working with ITT programs include:

- FAM trips
- Biennial Joint Service Training
- MWR Mid-Level Management
- MWR Master Course
- MWR Recreation and Mess Central Accounting System (RAMCAS)
- Customer Service Training
- Vendor fairs
- etc.

To find out where training is available refer to the current year MWR Training Program Directory published by the MWR Training Branch, or contact the Navy ITT Program Managers (NPC-659B2).

TICKET PROGRAMS

The Services operate consolidated ticket programs. They are:

- NAVY – Commander Navy Region SouthWest Consignment Ticket Program
- ARMY - Military Ticket Voucher Program (MTV)

EXAMPLE

TICKET CONSIGNMENT AGREEMENT

Agreement # _____

This agreement is entered into by and between Commander, Naval Base Regional Recreational Services Department (a Nonappropriated Fund Instrumentality of the United States Navy) (hereinafter called COMNAVBASE) and _____ a military activity (any command from the Navy, Marine Corps, Air Force, Army or Coast Guard) (hereinafter called the Activity.)

- 1. TICKETS.** COMNAVBASE agrees to provide consignment tickets to the Activity which are offered through the consignment ticket program as listed on the most current Ticket Return/Payment Form.
- 2. PERIOD OF PERFORMANCE.** This ticket consignment agreement covers the period _____ to _____. Upon mutual agreement, this period can be extended for a period not to exceed a total of five (5) years.
- 3. COMNAVBASE agrees to:**
 - a. Furnish tickets to the Activity's Information, Ticket & Tour Office (ITT) for the entertainment events selected by the Activity, in a quantity, and at a price agreed to by both parties;
 - b. Upon request by the Activity, furnish additional tickets, if available, provided the Activity has initiated monthly payments for the same entertainment event;
 - c. Provide, with each ticket shipment, a numbered consignment receipt listing the code numbers, an adequate description of each item consigned and the wholesale price which the Activity will be charged for sale of said item(s).
 - d. Furnish, free of charge, reasonable amounts of promotional material, if available, such as brochures, posters, flyers, etc., for the ITT to use in advertising entertainment events.
- 4. The Activity agrees to:**
 - a. Assume full responsibility for consigned tickets and pay COMNAVBASE the price listed on the Ticket Return/Payment Form for tickets sold;
 - b. Pay all shipment charges for tickets, delivered to the Activity and returned to COMNAVBASE;
 - c. Remit payment at the agreed price no later than the 10th day of each month following sale of the tickets with final payment due ten (10) days after the ticket sales cut-off date established by COMNAVBASE;
 - d. Return all unsold tickets immediately after the ticket expiration date, or upon request by COMNAVBASE. Tickets not received by COMNAVBASE within five (5) working days of expiration date, or by date set by COMNAVBASE, will be charged to the Activity at the wholesale price;
 - e. Advertise and support entertainment events by use of promotional material furnished free of charge by COMNAVBASE.

Continued on next page

5. IT IS MUTUALLY AGREED AS FOLLOWS:

- a. A monthly Ticket Return/Payment form will be provided by COMNAVBASE and used by the Activity for all payments and ticket returns. This form lists the price the Activity agrees to pay COMNAVBASE for each ticket sold.
- b. Monthly billings will not be sent to the Activity. It is the responsibility of the Activity to conduct a monthly ticket inventory and submit monthly payments to COMNAVBASE based on tickets sold.

6. CANCELLATION OF EVENT. COMNAVBASE and the Activity agree to take the following actions within 45 days after an event is canceled:

- a. The Activity will return all unsold tickets by U.S. certified mail, other private mail services or hand deliver to COMNAVBASE.
- b. Upon return of tickets, COMNAVBASE will refund to the Activity if tickets were previously paid for by the Activity.

We the undersigned, have read, understand and agree to the preceding articles.

FOR THE ACTIVITY:

FOR COMNAVBASE:

Activity Director

COMNAVBASE MWR Recreation Program
Manger

Date

Date

Point of Contact/Ticket Manager

COMMANDER NAVAL BASE
Recreation Services (N47)

Base Name

937 North Harbor Drive
Bldg. 1 Room 102

Department

San Diego CA 92132-0058
619/532-1501 DSN 522-1501

Street Address

FAX 619/532-1417 DSN 522-1417

Bldg. #

City/State/Zip+4

Phone Comm./DSN/AV

FAX Comm./DSN/AV

EXAMPLE

Welcome Aboard!!!

The following is information that you will use throughout your stay with our program.

Our Staff

Recreation Program Manager	Mr. O.M. Brackx
Administration Officer	Ellen Knight
Secretary	Lisa Watanabe
Ticket Manager	Audre Spencer
Assistant Ticket Manager	Rose King
Recreation Specialist	Ellie Smith
Publicity Specialist	Diana Hall
Senior Accountant	Terry Ramsey

The Paperwork

The following paperwork is vital to a smooth running operation.

Authorization: You must send us a letter designating authorized personnel allowed to order tickets. We cannot issue tickets without this paperwork. Sample letter attached.

Address Update Request: If you have a change in staff or address let us know immediately.

COMNAVBASE Instruction Sheet: This shows you the basic steps on how to order, make monthly payments and return tickets.

Memorandum For Ticket Purchasers: This is not mandatory, simply another way to make sure patrons are approved ticket purchasers. Military tickets are usually the lowest priced on the market and in some instances are scalped. If a patron is carded at the gate and found not to have an I.D., the military ticket will be confiscated and no refund given.

FAX Ticket Order Form: You can call in your order or fax in your order.
COM (619) 532-1506/DSN 522-1506 (order answering machine)
or FAX COM (619) 532-1417/DSN 522-1417.

Continued on next page

Welcome Aboard!!!

Emergency Ticket Orders: Emergency orders must be on this sheet. The \$10 handling fee is only charged when emergencies are abused, three in a month is considered abusive. *NOTE: there are only three lines.*

Ticket Return Form: If you have tickets to return that are out of the ordinary or you can't find your monthly ticket return forms use this generic one.

Attraction Comment Sheet: When you or a customer has input about an attraction fill this out and FAX to me. Written comments inform me of events I may not have otherwise known about.

Hotel Comment Sheet: This is a sheet for documentation when dealing with a hotel in our program. When a problem occurs get as much information as possible. If you feel the problem needs handling FAX it to me and I in turn will contact the vendor for direction. Comments don't always have to be negative you can also use this form for compliments. Any and every compliment should be faxed so to acknowledge the hard work our vendors have done for us.

Accommodation Availability Assessment Sheet: Once in a while a hotel may be booked solid especially during holidays or big conventions and that's okay. But if you consistently get denied a room that's a problem. This form will help you remember previous attempts. If you see a pattern FAX the information to me so that I can take action with the hotel involved.

Ticket Managers Update: This is the most important piece. This keeps you apprised of all ticket dealings on a monthly basis. Included in the Update is your monthly ticket payment form and ticket return forms.

Rec. Express: A biweekly news letter advertising discounted ticket information. Very informative.

EXAMPLE



**DEPARTMENT OF THE NAVY
BUREAU OF NAVAL PERSONNEL
WASHINGTON, D.C. 20370-5000**

IN REPLAY REFER TO

From: *your base*

To: Commander Naval Base San Diego, Code N47

Subj: PERSONNEL AUTHORIZED TO ORDER TICKETS

1. The following individual(s) is authorized to order tickets:

name

name

name

2. The Point of Contact is *Ticket Managers Name*, at *(area code) phone number or DSN###-####*.

Your MWR Directors Name or Contracting Officer Name
Signature

EXAMPLE

ADDRESS UPDATE REQUEST

Fill out as completely as possible. Mark the appropriate box of change.

ADDRESS INFORMATION* TICKET DELIVERY REC EXPRESS/MANAGERS UPDATE

For delivery of tickets, the Rec Express and the Managers Update

ATTN: (Recipient name)	Building number:
Base name:	City:
Department:	State:
Street address:	
Federal Express number:	

AUTHORIZED TICKET ORDERING PERSONNEL

- 1.
- 2.
- 3.

OTHER VITAL INFORMATION:

Ticket Manager	DSN/AV fax number:
Commercial phone:	Number of ticket outlets:
DSN/AV phone:	Accounting point of contact:
Commercial phone:	Accounting phone:
Commercial fax phone:	

* **Notify COMNAVBASE immediately if there are any address changes.**
For delivery of tickets or changes in authorized ticket ordering personnel this must be signed by your MWR Director or Contracting Officer.

Signature and Title

Date

EXAMPLE

COMNAVBASE INSTRUCTION SHEET

COMMANDER, NAVAL BASE (CODE N47) *BLDG. 1, ROOM 102 *937 NORTH HARBOR DRIVE *SAN DIEGO, CA 92132-0058
(619) 532-1504, DSN/AV 522-1504 *FAX (619) 532-1417

How to order tickets from COMNAVBASE

\$\$ Daily FEDEX tickets orders cannot exceed \$25,000 per day.

⊗ Due to vendor ticket allotments orders should be based on a six week ticket supply. Do not order for an entire year.

☎ Orders are taken at 7:30 a.m. each working day. Orders placed after 7:30 a.m. are taken the following day.

☎ There is a telephone answering machine on-line 24 hours a day for ticket orders. The order phone number is (619) 532-1506 or DSN/AV 522-1506. Orders are only accepted from personnel authorized in writing by their base MWR Director or Contracting Officer. All orders are filled within four (4) working days. The recommended adult to child ratio for tickets orders is 3:1. When placing an order, speak slowly and clearly. Leave your name, installation name, ticket event codes, quantities and description of tickets.

☺ A fax machine is also on-line 24 hours a day for ticket orders. Please fill out the "Fax Ticket Order Form" include your name, installation name, ticket event codes, quantities and description of tickets. Fax the completed form to (619) 532-1417 or DSN/AV 522-1417.

☎ For emergency ticket orders fill out and FAX the "Emergency Ticket Order Form" NLT 12:00 Pacific Standard Time for next day delivery.

* Tickets ordered that are temporarily out of stock will be put on back order and filled upon restock of tickets.

☎ Contact us immediately, within 48 hours, if you do not receive your tickets within four working days or tickets are missing.

\$\$ Your base government FEDEX account will be billed for delivery charges. If you do not have a FEDEX account and COMNAVBASE is billed you will be billed FEDEX charges plus a \$10 handling fee.

Payment for tickets

* Ticket Payment Forms are included each month with the Ticket Manager's Update.

◆ Payment is required on a monthly basis for all tickets sold during the previous month.

⊗ A "Ticket Payment Form" must accompany all payments. Be sure to use the current months ticket payment form and always use the correct event codes. Payments received without a form can not be credited correctly.

⊗ Make checks payable to: **MWR Fund 10198**

Returning tickets to COMNAVBASE

* Return by dates are on the cover of the each monthly Ticket Managers Update. Ticket Return Forms are also included.

☎ After the final recall/expiration date of a ticket, contact COMNAVBASE before refunding to a customer.

☎ IMMEDIATELY mail back all unsold tickets by stated return by deadlines.

☎ Enclose a completed "Ticket Return Form" each time you return tickets. The form must have your base name, the event codes, quantity of tickets returned, the serial numbers for each ticket and the total value of the tickets. Ensure the appropriate EVENT CODE and TICKET PRICE are listed on the form. Write ticket serial numbers clearly. If additional space is required duplicate that specific form. This form helps us credit your account accurately.

⊗ If all tickets have been sold, write NO RETURNS next to the event code on the Ticket Return Form and mail/fax to COMNAVBASE.

◆ Once tickets have been returned, send final ticket payment within 30 days to COMNAVBASE so accounts can be closed and vendors paid in a timely manner.

☎ When returning tickets, make sure shipment is secure. An over stuffed or poorly wrapped envelope may get damaged and any tickets lost in transit are the responsibility of the sending base.

☎ COMNAVBASE recommends using FEDEX Overnight for secure and prompt delivery of tickets.

**We appreciate your cooperation, it helps us serve you better and faster!
Thank you for your extra effort.**

EXAMPLE

**MORALE, WELFARE AND RECREATION
BASE NAME
BASE ADDRESS
BASE PHONE NUMBERS**

MEMORANDUM FOR TICKET PURCHASER

From: TICKET OFFICE/BASE NAME

Subj: TICKET SECURITY AGREEMENT

The following Ticket Security Agreement must be completed prior to issuance of tickets:

Tickets sold from the Ticket Office at **BASE NAME** are solely for the use of Military (active, retired, reservists, dependents and DoD civilians). The member must show proof (ID) at the time of purchase and at the time of use. Members may purchase tickets for their family and friends if they accompany the party at the time of use. In other words, at least one (1) person with a valid ID must be in the party at the time of use. Patrons purchasing more than (#) tickets, per event, will be asked to sign this agreement.

Date: _____

Customer Name (Print): _____

Customer Work Phone: _____

Customer Home Phone: _____

Social Security: _____

Customer Signature: _____

Clerk Signature: _____

Type of Ticket	# of Tickets	Serial Numbers
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

EXAMPLE

EMERGENCY TICKET ORDERS

1. COMNAVBASE has the capability to send overnight/Saturday delivery emergency orders. Emergency orders should only be used when you unexpectedly sell out of a particular ticket stock.
2. Such orders must be faxed to (619) 532-1417 or DSN 522-1417.
3. Orders must be received by 1200 Pacific Standard Time to be shipped out the same day.
4. In cases of **repeated emergency orders**, bases will incur a \$10.00 handling fee, plus applicable Federal Express charges.
5. If fees are assessed, fees must be paid to COMNAVBASE MWR FUND #10198 within 10 days of billing.

NAME: _____

BASE: _____ PHONE: _____

EVENT CODE	QTY	TICKET DESCRIPTION	PRICE	TOTAL

I understand and accept any applicable handling/Federal Express charges that may be incurred by placing this emergency order.

Signature

Date

EXAMPLE

HOTEL COMMENT SHEET

BASE WHERE VOUCHER(S) PURCHASED: _____

DATE STAYED	ROOM NUMBER	HOTEL NAME & LOCATION

CUSTOMER NAME	DAYTIME PHONE NUMBER

COMMENTS:

BASE WHERE COMMENT TAKEN: _____

EMPLOYEE NAME: _____

DATE: _____

MARKETING

Target populations are:

- Active Duty
- Tenant Commands
- Senior Travel Clubs
- Youth Program
- Young Adult Programs
- Spouse Clubs
- Family Child Care Program

Possible Advertising Outlets:

- Base Newspaper. Prepare press releases for submission to PAO. Always be ready to plug in an article about your operation.
 - Plan of the Day (POD). Submit information regularly for this publication.
 - Bulletin Boards. Utilize MWR and other bulletin boards. Keep up to date information and always remove out-dated materials quickly.
 - Flyers. Be creative post flyers on the back of bathroom stall doors, end of passageways, other MWR facilities, etc.
 - Promotional Products: Available from vendors
 - Cross-Marketing: In all MWR facilities
 - Marquee: USE IT!!!!
 - Presentations at Indoctrination's and Special interest clubs
-
-

**REGIONAL
NETWORKS**

HOW TO SET UP

A regional network should be able to:

- Benefit all armed forces installations in your region.
 - Consign tickets in bulk and minimize the amount of paperwork for each ITT office. Standardize prices for the patron.
 - Facilitate better communication and use of resources among nearby ITT Programs.
-

FAMILIARIZATION TRIPS

Familiarization (FAM) trips are authorized for personnel who are tour planners and ticket staff selling destinations. It is also reasonable for the person negotiating contracts for a destination to participate in a Familiarization trip..

The destination must be one that is reasonable, within the drive travel market. For example, if a ITT manager is located in San Diego, and there is a FAM trip offered in Orlando, this is not a reasonable destination within their drive travel market. This office may sell tickets for destinations in Orlando, but this does not constitute the San Diego drive market. ***Be responsible or we may lose the right to participate in FAM trips altogether!!!!***

FAMILIARIZATION TRIPS (cont)

The offer for a FAM trip may not be solicited. It must be available to anyone in the industry. A FAM trip could include transportation, tickets, meals, hotel, programs, etc. It may not include gifts in excess of the standards of conduct. This is to control and track the FAM trips and insure they are only utilized by authorized staff.

<p>NOTE: To participate in a FAM trip the employee must be on orders.</p>
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ETHICS

UNSOLICITED GIFTS

An unsolicited gift is a gift received from a vendor.

MARKETING & PROMOTIONAL MATERIALS

Promotional materials help in selling a particular program increase awareness of a program. They vary in value, and type of merchandise, or tickets, gift certificates, etc. When a vendor contributes promotional items, the value must be recorded in the Bonus Merchandise Account. When the item is awarded it must be expensed in the promotional or marketing account.

STANDARDS OF CONDUCT

The Joint Ethics Regulation DoD 5500.7R applies to all DoD employees.

An employee of the Federal Government may accept, but not solicit an item from a vendor that has a value less than \$20.00 per instance, not to exceed \$50.00 in a year from a single vendor.

Marketing materials such as T-shirts, bags and cups which are given by a vendor to employees for personal use are also considered gifts and should be counted in the \$20 per instance and \$50 annual limit.

These are not to be confused with a Familiarization trip. If a vendor offers an employee tickets to a park because they and their family are coming to town on leave, and the tickets exceed the \$20.00 value limit, they cannot be accepted per the Standards of Conduct code.

Scenario: A vendor supplies a base with promotional material, (i.e., T-shirts), and the base decides to use them for the staff to promote the park in the office, the T-shirts should be recorded as bonus merchandise and issued to the employee on a custody sheet.

Scenario: If a driver is on a tour and a meal is offered, it can be accepted, as long as it does not exceed \$20.00 per instance or does not carry them over the \$50 annual limit, is not

**ETHICS
(cont.)**

solicited, and is available to the general public under the same circumstances.

**TRAVEL
FAIRS**

The following is an outline, that may be used to assist in planning a travel fair. This is a function that should be jointly planned by the Contracted Leisure Travel Services (CLTS), and ITT, on your installation. The Contracting Officer's Technical Representative (COTR) or Local Contract Monitor (LCM), should act only as coordinator between the CLTS and MWR. The fair should be as flamboyant as possible, and should always be in conjunction with another promotion (e.g., sale at the Navy Exchange, fashion show at the club, Oktoberfest, car show, Retiree Days). Remember, this is a marketing event with the purpose to SELL travel and increase your revenue.

Travel Fairs are not for everyone. Remember, in order to entice a vendor to come there has to be a win-win situation. This means they will be able to touch a lot of people. This is not a recommended activity for smaller installations, although you may be able to do a joint function with another event to draw a crowd.

NOTE: Plan your travel fair as far in advance as possible

TRAVEL FAIR CHECKLIST

SIX MONTHS OUT

Hold a planning meeting. The principles attendees of this meeting should be a representative of the CLTS and the COTR, and the ITT Manager. Also, if a tentative location has been previously discussed, the facility manager for that location could be included.

At this initial meeting there are several items that should be discussed and decided.

LOCATION

The location of your travel fair is probably the most important decision that will be made. Usually, an ideal location is the Navy Exchange or Club. When deciding on a location, the following:

- Traffic flow, both on foot and in auto.
- Sufficient display space.
- Ample parking.

NOTE: If no covered area is available, consider using a large tent(s).

DATE/TIME

The date decided on should be as close as possible to a payday. If not a payday, consult with the manager of the facility where the travel fair is being held to determine the high traffic days and times. Always plan an alternate date.

TRAVEL FAIR CHECKLIST (cont.)

TYPE OF VENDORS

Diversity produces the best show. Be sure to include:

- Airlines
- Cruise lines
- Car rental companies
- Tourist bureaus (both domestic and international)
- Tour operators
- Hotels
- Theme parks.
- Vendors (ticket)

VENDOR RECEPTION

This reception should be planned the night prior to the show. This allows the vendors, the CLTS and the MWR representatives to network. It also allows time for the MWR to answer many questions, such as access to the base, parking, location diagram, accessibility of carts to transfer brochures, etc. A vendor packet with the answer to many of these questions could be handed out. It is suggested that this reception include food and beverages. Alcohol may also be available, but this should be set up on a "cash bar" basis. If there are club facilities onboard the base, this reception could be held here. This would be a good introduction to a MWR facility.

VENDOR LODGING

The CLTS and MWR should negotiate with local hoteliers and obtain the best rate possible for the vendors. The hotel should be as close to the base as possible. Business expenses including lodging is the responsibility of the vendor.

TRAVEL FAIR CHECKLIST (cont.) **PRIZES**

- Give vendors the opportunity to sponsor a prize.
- Recognize vendors for their contribution in promotional material.
- Create prominent display the day of the show to recognize both the sponsoring vendors and recipients.

 ENTERTAINMENT

Entertainment is always good especially during slow patronage times. Cost of the entertainment is a consideration. Vendors could also sponsor the cost of the entertainment.

 ESTIMATED EXPENSES

Areas of expenses that should be considered are:

- Labor, use of MWR staff to set up and tear down the tables/booths.
- Tables, (if not available through MWR).
- Vendor reception.
- Promotions.
- Any miscellaneous items (i.e. tent).
- Correspondence, Phone Calls

 FEE

Based on the estimated expenses, determine the participation cost to the vendor. Charge only what is necessary to cover the cost of the travel fair. This is a "goodwill promotion" not a money maker.

-
- Confirm the date, location and time with the MWR Director, make sure that there are no major promotional conflicts.

TRAVEL FAIR CHECKLIST (cont.)

- Meet with the manager of the facility where the travel fair will be held. Confirm the date in writing. Solicit ideas on joint promotions (i.e., NEX could promote resort wear, sale on travel items, spring or fall sales are also good as a tie-on). The Catering/Club operation may be able to promote catering or weddings.
- Contact other installations that you know have held successful travel fairs. Solicit ideas, advice and general tips. Create a network.

FIVE MONTHS OUT

- Arrange for entertainment, if desired.
- Negotiate hotel rates.

FOUR MONTHS OUT

- Compile a list of possible vendors. This list should include the vendor name, category, address and contact person. Determine the number of vendors in each category needed to make an interesting show. To create more patron interest for the travel fair, include a variety of vendors. It is suggested that you invite 30-50% more vendors than you need. Always retain your vendor list for future use.
- Write a letter of invitation and design a registration form. Rather than just a static display, vendors should be encouraged to bring an interactive display that will attract attention (i.e., simple game with small promotional prize, be in costume, give away balloons, Frisbees with contest at specified times, etc.). The vendors should be reminded that this travel fair is geared to the traveler, not travel industry professionals. The letter should also mention sponsorship of door prizes. A response deadline should be set no later than 4 weeks after mail-out.
- Design invitation for VIPs and compile VIP list.

TRAVEL FAIR CHECKLIST (cont.)

- Hold a planning meeting. This meeting may include the COTR, the CLTO manager representative, the MWR and/or NEX facilities manager, a public works representative, the ITT manager, the MWR special events manager the MWR marketing specialist, and the MWR Director.

- At this meeting there are several items that should be discussed and decided.

LETTER OF INVITATION

Have attendees critique the letter of invitation and registration form. Set date for letter to be mailed and deadline for response.

VIP INVITATION AND LIST

Have attendees critique the VIP invitation and make suggestions on the VIP list.

LOGISTICS

Arrange for tables (1 per vendor), chairs (2 per vendor) table cloths and if available, table skirts. Determine who will deliver, set-up and take-down the tables (public works, military support or, if obtaining the tables from an outside source, the rental agency). In your table count, be sure to include several extras for "unaccompanied" brochures, also one for ITT and other MWR activities. If needed, arrange for tent(s) set-up and take-down.

FACILITIES

Discuss details with the facility manager. Areas of discussion should include: parking, security, storage, size of booth, time for set-up and removal of tables and equipment, electrical outlets, traffic flow, and a PA system.

TRAVEL FAIR CHECKLIST (cont.)

PUBLICITY/PROMOTIONS

Solicit and discuss ideas on publicity and promotions for the travel fair. Some suggestions are:

- press releases for base newspaper
- press releases to local radio and television stations
- flyers to all facilities including housing and BQs
- banners
- advertisements in base newspaper
- table tents in club facilities
- posters in unused bulletin boards
- column in the MWR newspaper
- notices in plan of the day/week
- public speaking to groups
- indoctrination classes, etc.

Discuss entertainment.

SPECIAL EVENTS AND MARKETING

Determine who will be responsible designing and making the following items: the vendor table signs, name tags, flyers, posters, prize posters and drop boxes, etc. Also determine who will be responsible for the on base distribution.

TRAVEL FAIR CHECKLIST (cont.) **VENDOR RECEPTION**

Discuss location and cost (expense to be passed on to vendor in registration fee). Everyone likes to be a winner, therefore it would be nice to have a drawing for the vendors for a small prize(s) sponsored by the MWR Department and hosting CLTS.

Write and distribute minutes of the meeting. Be sure to list all attendees and their designated responsibilities as well as accomplishment date. Forward a copy to the MWR Director.

Vendor space should be awarded according to category (i.e. cruises, airlines, tour companies, etc.) on a first come, first confirmed basis. After a category is filled, place the overflow in that category on a waiting list. The waiting list is used to cover category dropouts or it may be used as fillers for any left over spaces.

TRAVEL FAIR CHECKLIST (cont.)

THREE MONTHS OUT

- Arrange for reception facilities and menu
- Make any suggested changes to the letter of invitation and registration form. Determine fee, include hotel and reception information. Mail letter to vendors.
- As vendor responses to letters are received, date and list them, also note any special requirements they may have. When positive responses are received, send a letter thanking them for their response. Include any additional information that may be available.
- One to two weeks after deadline for vendor response, send a follow-up letter to those not responding.
- Prepare copy for press releases and advertisements.

TWO MONTHS OUT

- Send an informational letter to all vendors that have been invited to participate. Both the ones who responded and the ones who did not. Make this letter friendly and chatty. Include a list of all the vendors who have responded positively. This serves two purposes:
 - It may stimulate a positive response from some non responding vendors.
 - It will stimulate networking between responding vendors who know each other.

This will reduce drop-outs. Make sure hotel and reception information is included in letter.

TRAVEL FAIR CHECKLIST (cont.)

- Make sure that all pertinent on-base participants also receive a copy of this letter. It will bring them up to date on what is happening with the travel fair. This will serve three purposes:
 - It may stimulate some ideas that were not discussed at the two planning meetings.
 - Produce some questions.
 - Remind involved people of their obligations.

- All promotional material should be designed and printed. This could include flyers, table tents, and door prize forms for tickets. Large signs designating registration table, "REGISTER HERE FOR DOOR PRIZES", limit one entry per person, list major prizes.

Do not forget the invitations for dignitaries, base CO, MWR Director and Deputy, Department Heads, President of Clubs, etc. These invitation may be for both the reception and travel fair or just the travel fair.

It is recommended that travel fair programs be designed, but not printed, until approximately two weeks prior to travel fair. This should ensure that all vendors and prizes are acknowledged on the program.

- Reconfirm arrangements for distribution of flyers to housing and BQs.

- Arrange with base newspaper or POA officer to be present at travel fair to take pictures, make arrangements for notices on marquees or billboards, contact local radio and TV stations for publicity (think vendor trade-off if possible)

- Begin to strategically place promotional material throughout installation.

TRAVEL FAIR CHECKLIST (cont.)

FOUR WEEKS OUT

- Prepare and mail last letter to the vendor. This letter should include location (with directions) and time of reception, required identification and documentation to enter onto base (drivers license, car registration and insurance or rental agreement, etc.) Location and directions to the Travel Fair, the time tables will be set up and available to vendors.
- Mail VIP invitations
- Distribute promotional material. Flyers to housing and BQs, table tents in club locations, bowling alley, golf etc, posters to all available bulletin boards.

THREE WEEKS OUT

- Distribute flyers to Navy Exchange and Commissary to insert into bags.
- Follow-up on distribution of promotional material. Make certain table tents are still in place.
- Reconfirm entertainment (if applicable).
- Press releases to local newspapers, television stations and radio stations.
- Print name tags and table signs for vendors.
- Print programs, make sure to list all vendors, sponsors, entertainment, prizes, etc. Make sure to print enough for anticipated patronage.

TWO WEEKS OUT

- Promote, promote, promote
- Mail flyers to president of all base organizations.
- Hang banners throughout the base.

TRAVEL FAIR CHECKLIST (cont.)**ONE WEEK OUT**

- More promotion. Do a media blitz, check on signs and marquees, post more posters, more flyers to commissary and Navy Exchange, deliver more flyers to housing, BQs and all MWR facilities
- Reconfirm everything with everybody.
- Make a diagram of the travel fair area, denoting each vendor's area. Disburse attention getting vendors throughout the display area, this will help create traffic flow by all the vendors. Allow at least 10' X 10' area for each vendor, plus extra space for people to walk. Special consideration is required by vendors requiring electrical outlets, large displays, poster easels or any other type of special requirements.
- Write letters for prizes. These letters should indicate what the prize is and direct the winner to the CLTS to pick up their prize. If this prize is a letter from the vendor stating prize (e.g., airline ticket, hotel room, car rental,) the CLTS should present the letter with a small promotional gift such as a mug or sports bag.
- Prepare packets to be handed out to vendors at the reception. These packets should include:
 - name tags
 - travel fair diagrams
 - final vendor list
 - information about the location of rest rooms, water fountains, lunch facilities, and parking
 - informational sheet on MWR
 - the purpose of MWR
 - how sales in leisure travel ITT support the MWR program
 - MWR promotional item (e.g., pens) would be very nice to include this in the packet.

TRAVEL FAIR CHECKLIST (cont.)

TRAVEL FAIR CHECKLIST (cont.)

THE DAY OF THE TRAVEL FAIR

- Support and Set Up. Have two to three people available to assist all day.
- Arrive early for set-up of tables, chairs, etc.
- Set up door prize table with registration box, entry blanks, pen, and sign.
- Just before "curtain time", take down tables of any no shows and shift other vendors so there will not be any obvious gaps. If vendors arrive late, set up the table again in another area where most convenient.
- Use your support team to act as greeters and pass out programs.
- Check with each vendor several times per day to provide support as needed. If a one person booth, offer to relieve for breaks, lunch, etc.
- Take photographs, both for future publicity and to chronicle this event. Photos are a good way to remember what the vendors and their displays look like. They make great reference material when planning the next travel fair. If possible take a video.
- Spread the drawing of prizes throughout the day. Select different people to draw names and present door prize letters. The vendor who donated the grand prize(s) should draw that name. Hold the grand prize drawing just before closing. Most winners will not be present. Give prize or certificate with the drawn ticket to someone to record the. Have an envelope for each prize. Use the PA. system to announce the drawings and winners as they occur. At the end of the day be sure to use the P.A. system to thank all vendors for their participation.
- Assist vendors with the take-down. Thank everyone. Have co-workers stay until the very end. Make sure all tables, extra boxes of brochures, etc., are taken care of and the travel fair sight is left clean. Remember you will want to repeat this again next year.

TRAVEL FAIR CHECKLIST (cont.)

EXAMPLE

EXAMPLE

Door Prize Registration

Naval Station Nowhere

Name
Address
City
State
Zip
Phone (H)
Phone (W)

permission is given to use my name and address for a MWR/Travel Contractor mailing list.

Yes _____ NO _____

Door prizes will be awarded throughout the day. Grand prize will be awarded at 3:30 p.m. You need not be present to win.

**LIMIT ONE REGISTRATION PER
PERSON.
MINIMUM AGE 17.**

EXAMPLE

Naval Station Nowhere Travel Expo '99 Evaluation

NAME _____ VENDOR _____

Would you please complete this form, which will help us to plan the next Naval Station Nowhere Travel Expo.

Was participation in the Travel Fair worthwhile to you? Yes No

Would you be interested in returning next year? Yes No

Please rate the following with one being low and five being high:

	1	2	3	4	5
Advance information					
Location					
Support during the day					
Number of patrons					
Lunch arrangements					
Equipment (table & chairs)					
Date (time of year)					

What month is best for you? April May Sept. Oct.

Suggestions for additional vendors. _____

THANK YOU AGAIN FOR YOUR PARTICIPATION

Please return form to:
 Naval Station Nowhere
 Address

****Include with Thank You Letter****

EXAMPLE

Letter of Invitation

Dear _____

Summertime is rapidly approaching and we are taking that opportunity to promote the leisure travel business. On Friday, April 30, 1999, we will be hosting our annual Vacation Travel Expo. You are invited join us. The purpose of this show is to inform eligible patrons about travel opportunities available for their upcoming vacations.

This event will be held at the Navy Exchange Mall at on board Naval Air Station No Where. This location is a high traffic area for military personnel, retirees and their family members. By aggressive marketing of the Travel Expo, we also hope to attract many eligible Department of Defense civilian employees and their families.

Participating in our Travel Expo will require both time and effort on your part, but be assured that your time and effort will produce client awareness. This event will give you an opportunity to reach many prospective customers, receive wide publicity and generate good will in the lucrative DoD community. The Travel Expo offers a wonderful opportunity for our patrons to learn more about your product.

The participation fee will be \$XX.XX per vendor and includes a get-together the night before the Expo and lunch the day of the show.

Hotel rooms have been reserved for the night of April 29 at the Days Inn, 1425 Orange Park Avenue for \$28.00 plus tax per room. Please call the hotel direct at 800-455-8300 no later than April 20 to make your reservations. To receive this special price, be sure to mention your affiliation with the "NAS No Where Travel Expo".

During the Travel Expo, we plan to hold prize drawings throughout the entire day. These drawings will spice up our show, create more interest and attract more patrons. Donating a door prize is a wonderful vehicle to draw attention to your service and advertise your product.

We sincerely hope that you will join us on Friday, April 30. Please fill in the attached registration sheet and return it to us as soon as convenient, but no later than April 1, 1993. If you have any questions, please do not hesitate to call (904) 555-1212.

Your Partner in Promoting Travel,

EXAMPLE

EXAMPLE

LETTER TO NON RESPONDENTS

Dear _____

Plans are progressing well for the Naval Air Station No Where Travel Expo. Many positive responses have been received. However, we have not yet heard from you and hope that "no news is good news." Won't you join us? We promise an interesting day and an opportunity for you to reach many prospective military-related customers.

As mentioned in our original letter, the Expo will be held at the Navy Exchange Mall on board NAS No Where on April 30, between the hours of 10:00 a.m. and 4:00 p.m. This is a military payday Friday and the normal walk-in traffic on an average payday Friday is 3,000 people. The Navy Exchange will also be holding a "Spring Festival Sale" in conjunctions with the Travel Expo. We are hoping the promotion of the sale and the marketing of the Travel Expo will generate at least 2,000 more people. This will give us a projected patron count of approximately 5,000. which is very exciting.

This will give you an opportunity to reach many prospective customers, receive wide publicity and generate good will in the lucrative DoD community.

For your convenience, I have enclosed another registration form, please return it as soon as possible. If yours is already in the mail, thank you. I look forward to hearing from you.

Your Partner in Promoting Travel,

EXAMPLE

LETTER TO NEGATIVE RESPONDENT

Dear _____

Thank you for your response concerning the Naval Air Station No Where Travel Expo being held on April 30, . We are very disappointed that you will not be able to participate.

A table will be provided for the brochures of those who are unable to attend. We would appreciate you sending a supply so that the military community may learn more about your product and what you have to offer. Several hundred would be useful. Our address is:

Agency Name
Agency Address
Attn:

Also, if you would like to donate a door prize, it would create additional interest in your product.

As the Travel Expo is an annual affair, we hope that you will be able to join us next year. Again, thank you for your reply. If you have any questions please do not hesitate to call, and if your plans should change we would love to have you join us at the Expo.

Your Partner in Promoting Travel,

EXAMPLE

EXAMPLE

EXAMPLE

Thank You Letter to Participants

Dear _____

The NAS No Where Travel Expo was a huge success and your participation was immensely appreciated. Thank you for setting up such a great display with wonderful hand-outs. Of course your display was enhanced by your outgoing personality. You are certainly an asset to your company and the travel industry.

We were very pleased with the large number of people who attended the fair. As a result of this turnout, more business should be directed to your company by our NAS No Where office.

Enclosed is a listing of all the vendors who participated in the travel fair, also enclosed is an evaluation form. I would appreciate your completing this form and returning it to my attention.

Again, thank you very much for everything that you did to make Naval Air Station Travel Expo '99 a success.

Your Partner in Promoting Travel,

Margaret Robinson
Project Manager

EXAMPLE

Letter to Non-participants

Thank you for your response to my letter about the NAS No Where Travel Expo. We were very disappointed that you were unable to attend this year, but we certainly appreciate the display and brochures that you sent.

The fair was a huge success, we had 45 vendors participating and approximately 4000 patrons attending the fair. We were very pleased with the large number of people who attended and as a result of this turnout feel sure that the leisure travel business booked from our NAS No Where office will increase substantially.

As a result of the success of the NAS No Where Travel Expo '99 we are already planning Travel Expo '94.

Enclosed is a listing of all the vendors who participated in the travel fair, also enclosed is an evaluation form. I would appreciate your completing this form and returning it to my attention.

We hope you will be able to join us next year.

Your Partner in Promoting Travel,

Margaret Robinson
Project Manager

EXAMPLE

EXAMPLE

EXAMPLE

TRAVEL EXPO REGISTRATION FORM

APRIL 30, 1999
10:00 a.m. - 4:00 p.m.
NAVY EXCHANGE MALL
NAVAL AIR STATION, NO WHERE
NO WHERE USA

FEE: \$XX.XX

NAME _____ **TITLE** _____

COMPANY _____

ADDRESS _____

TELEPHONE _____ **FAX** _____

1. Will you be attending the NAS Jacksonville Travel Expo?

YES ____ **NO** ____

2. Please indicate your requirements:

One six foot table _____

1/2 six foot table _____

Number of chairs _____

Area for displaying poster _____

Electrical Outlet _____

Additional set-up or break down assistance _____

Other _____

3. What collateral material will you be bringing?

Brochures _____

Small Promotional Give-aways _____

Other _____

TRAVEL EXPO REGISTRATION FORM (cont.)

4. Will you be able to provide an attraction, such as a mascot or other type of entertainment? YES _____ NO _____

If yes, please explain and list any special requirements:

5. Will you provide a door prize? YES _____ NO _____

If yes, please explain what it will be:

If yes please attach a company logo and slogan or other copy that could be used in promoting your door prize.

**6. Will you be making reservations at the Days Inn?
YES _____ NO _____**

All reservation forms must be returned by April 1, 1999. There are limited number of spaces which will be accepted in each category (hotel, car rental, resorts, cruiseline, tour operators, theme parks, airlines). These spaces will be filled on a first-come, first served basis. For your convenience we have enclosed a self addressed envelope, or you may fax your registration form to 904-555-1313.

Should you have any questions, please contact:

Name

Telephone #

EXAMPLE

Vendor Packet

TRAVEL EXPO FOLLOW-UP REQUEST

NAME	TELEPHONE	# IN PARTY	TRVL DATE	DESTINATION SPECIAL REQUEST

TELEPHONE: PLEASE INCLUDE AREA CODE

NUMBER IN PARTY: USE "A" TO DESIGNATE NUMBER OF ADULTS

USE "C" TO DESIGNATE CHILDREN UNDER 12

EXAMPLE

VENDOR PACKET

TRAVEL EXPO

LOCATION

DATE

EVALUATION FORM

Please answer the following questions, return form to envelope and drop in the registration box. Your responses are completely confidential and if you wish anonymous. Please be as honest as possible, we welcome constructive criticism. Your input will help us produce a better Expo next year.

Thank you for your support and participation.

1. Was the date and time of the Expo effective?

YES _____ NO _____

SUGGESTIONS _____

2. Do you feel that the location and set up of the Expo offered adequate exposure:

YES _____ NO _____

SUGGESTIONS _____

3. Was your space adequate?

YES _____ NO _____

SUGGESTIONS _____

4. Did your location generate traffic flow?

YES _____ NO _____

SUGGESTIONS _____

VENDOR PACKET (cont)

5. Was your access to the base convenient and hassle free?

YES _____ NO _____

SUGGESTIONS _____

6. Was our staff helpful and courteous?

YES _____ NO _____

SUGGESTIONS _____

7. Were you pleased with the attendance at the EXPO?

YES _____ NO _____

SUGGESTIONS _____

8. Do you feel that your time, effort and money were well spent by participating in the Expo?

YES _____ NO _____

SUGGESTIONS _____

9. Will you participate next year?

YES _____ NO _____

COMMENTS _____

10. Additional comments or suggestions.

Also, direct comments are welcome, so please give me a call.

EXAMPLE

EXAMPLE

PARTICIPATING VENDORS

Airline=A Cruise Line=C Hotel=H Car Rental=R
Tour Operator=T Entertainment Park=E

NAME OF VENDOR/POINT OF CONTACT	TYPE & #	DOOR PRIZE	SPECIAL NEEDS

EXAMPLE

WAIT LISTED VENDORS

Airline=A Cruise Line=C Hotel=H Car Rental=R
Tour Operator=T Entertainment Park=E

NAME OF VENDOR/POINT OF CONTACT	TYPE & #	DOOR PRIZE	SPECIAL NEEDS

EXAMPLE

VIP INVITATION

Naval Air Station No Where

**Morale, Welfare and Recreation Department
and**

CLTO Name

Takes great pleasure in
inviting you to attend their

SPRING/SUMMER TRAVEL EXPO

Friday April 30th from 10am to 4pm

located at the

NAVY EXCHANGE MALL

**MONITORING
LEISURE TRAVEL
CONTRACTS**

REQUEST FOR PROPOSAL

**PART I, SECTION B
SUPPLIES OR SERVICES AND PRICES/COSTS**

All travel services will be at no cost to the Fund and the Contractor's entire compensation shall be derived from commission fees earned from suppliers. Service fees assessed against Fund customers will not be permitted under this contract.

B-1. CONCESSION FEE SCHEDULE

Contractor will be required monthly to pay to the Fund the quoted concession fees on all "unofficial" net air and net non-air sales and on gross commission revenue derived on hotel and car rental bookings made through their offices by the Fund. Net air and non-air are defined as being the total face amount, exclusive of applicable taxes, customs or inspection fees paid by travelers for travel services under the provisions of this contract.

For travel services arranged by the Contractor for hotel and car rental or other vendor services but paid by the traveler direct to the supplier, the Contractor shall be required to pay monthly the concession fee. This fee shall be a percentage of gross commissions received either at the Fund office or the Contractor's headquarters. For example, if the offeror proposes five (5) percent concession fee applicable to net air and non-air, a comparable concession fee on hotel and car rental would be fifty (50) percent of gross commissions received. Offerors who propose the same percentage concession fee for car rental and hotel commissions as proposed for air/non-air sales will be scored down on concession fee in view of the adverse impact on Fund revenues.

B-2. PRICING

Concession Fee for Unofficial Net Air _____
and Net Non-Air sales

Concession Fee for Travel Services _____
hotel and car rental or other vendor
services paid by the traveler direct
to the supplier.

PART I, SECTION C
DESCRIPTION/SPECS/WORK STATEMENT

C-1. SCOPE

This requirement is for Vacation Travel Services for the Morale, Welfare and Recreation (MWR) Fund (hereinafter called "the Fund") of the following installations:

(Place the names of all installations which will be included in this RFP)

Such services include a full range of leisure travel services in accordance with the terms and provisions herein.

C-2. BACKGROUND

The Navy's recreation programs are designed to provide the entire Navy community with a constructive recreational atmosphere and enhance the quality of life of Navy personnel and their families.

C-3. THE TARGET MARKET

This section of the RFP must be personalized. In order for the Contractor to clearly state how they will be able to increase sales and reach the market, an accurate description of your community must be included in this Section. Please provide information such as age, sex, active duty, family member, retiree, etc.

C-4. ROLE OF VACATION TRAVEL SERVICES

Vacation Travel Services contribute to the overall mission of MWR by providing a needed service and contributing financial support to the other programs within MWR.

Continued on next page

C-5. ROLE OF THE INFORMATION, TICKET AND TOUR OFFICE (ITT)

The ITT offices also provide a needed service for MWR; however ITT Services are not a requirement of this contract. ITT Offices provide discount ticket services and related information for local bus tours, shows, concerts and sporting events, both on and off base. With the exception of local bus tour operators as well as hotel and lodging accommodations for the "drive vacation" market, ITT offices are not authorized to represent airlines, tour operators, cruise lines or other providers of general vacation travel services. Therefore, the ITT offices will not compete with the exclusive vacation travel services covered under this contract. ITT will coordinate with the travel Contractor to assist in expanding the vacation travel program.

C-6. ROLE OF THE "OFFICIAL" TRAVEL CONTRACTOR

The Navy has entered into contracts for serving its "official" travel. Official travel is not a requirement of this contract. Official travel includes all travel pursuant to Government orders using Government Travel Requests (GTR's) and/or GTR charge cards as form of payment. Upon traveler's request, as a convenience to travelers, the official travel Contractor is permitted to arrange personal, unofficial point-to-point air travel along with related hotel and car services. Official travel Contractors are not permitted to promote or sell vacation travel services except as described above.

C-7. LEISURE TRAVEL PROFILE

Based on the best and most accurate information available, average annual sales of leisure travel for FY 94:

Input revenue figures for last year in the current contract

List bases that will be included in the contract and break the revenue down by air and non-air dollar values.

The Fund expects that the revenue in the unofficial travel offices will continue to grow based on more aggressive and innovative marketing by the Fund and the Contractor. Contractor shall continually aim to increase both air and non air revenue at all locations.

Continued on next page

Due to projected base closures and realignments, the Government cannot forecast how the revenues for vacation travel will be affected. As site(s) are identified for addition or deletion, to the contract, the Contracting Officer will negotiate a modification to the contract.

C-8. AUTHORIZED CUSTOMERS

The Contractor shall render the full range of vacation travel services to approximately

Input total estimated number of people who will be in this population #

active duty personnel and their family members, retirees and their family members and civilian/DoD employees authorized to be on base. Other persons who have business on base and are authorized to access the base will also be eligible for service at the MWR Vacation Travel offices.

C-9. WORK REQUIREMENTS

The Contractor shall provide the full range of unofficial/leisure travel services available in the commercial market place, including counseling, arranging, confirming and ticketing for all suppliers to authorized patrons on the Naval base(s) listed above. The Contractor shall impartially represent all industry suppliers.

Professional travel advice, consistent with industry-wide standards, will be provided to all travelers at each vacation travel office, and the Contractor shall obtain travel arrangements that meet each travelers requests and requirements. Travelers must be advised of all fares, rates, services, rules, restrictions, requirements and penalties as pertains to the supplier. The traveler must also be advised of rules and regulations pertaining to domestic and international travel.

Continued on next page

The Contractor shall offer a line of travel products which meet the needs and diversity of the contract and market. Product should include specially negotiated rates and discounts exclusive to the MWR Vacation Travel Offices on air and non air products such as cruises, tours, cars, hotels, group tours and special programs; reservations and confirmations, including documentation for air, hotel/lodging accommodations, car rentals, cruises, tours/packages, meetings, reunions and conventions. Also, rail tickets, both domestic and international, Brit Rail, Eurail and other general use commercial passes, fishing/party boat charters, ferries, motor home and other vehicle arrangements, optional travel insurance, services, 24-hour emergency toll-free number for itinerary changes and emergency service, 1-800 reservation number, telephone rollover capability, Visa and passport information and assistance, international drivers license information and arrangements, group tours specifically designed and discounted for this contract and market, and all other travel services provided in the leisure travel industry for civilian and military travelers, including those services offered in the geographic area surrounding the office(s) subject to this solicitation.

The Contractor shall provide travelers a full range of supplemental travel services in connection with international travel, even when the Contractor did not book the international air travel portion of the trip. This service shall include information and advice on the required documents for travel, conditions at the various foreign destinations, including climatic conditions, types of clothing which are appropriate, national and religious holidays, location of American Embassies and consulates, currency exchange rates, foreign rental car availability and rates, rental car insurance availability and cost, excess baggage fees and other pertinent information.

The Contractor shall offer airline tickets purchased from tour wholesalers /consolidators at discounted prices (lower than if purchased directly from the airlines). All rules and restrictions will be disclosed to the client prior to purchase. The Contractor shall continue to operate the special programs, i.e. Friends and Family, already in place at each Vacation Travel Office. Offerors are encouraged to submit recommendations for additional special programs with proposals.

The MWR Vacation Travel office locations and hours of operation are as follows:

(Indicate the hours and days of week for each location to be included in the contract)

Continued on next page

Present office hours are subject to change. The Contractor shall be required to operate the offices as to optimize sales and services.

Suggestions/recommendations from the Contractor to change the method of service shall be fully justified and submitted for approval to the Contracting Officer's Representative. No changes shall be made until written approval is received from the Contracting Officer.

C-10. TERM OF AGREEMENT

The period of performance for this contract shall be two (2) years from the date of award with three one-year option extensions available at the discretion of the Contracting Officer, not to exceed a total of five (5) years.

C-11. STAFFING

Contractor's Project Manager shall be responsible for the performance of contract specifications and oversight and has full authority to act on behalf of the Contractor on matters relating to the performance of the contract. This authority must include, but is not limited to purchase of operation supplies, maintaining prescribed hours of operation, supervision of contractor employees and settlement of customer complaints and claims.

Each office must assign an on-site manager who reports to the Contractor's Project Manager and is directly responsible for the performance of the office in coordination with the Contracting Officer or representative.

If one or more of the Contractor personnel, in all areas of operation, for any reason, become, or are expected to become, unavailable for work for a continuous period of time exceeding 10 days for management or 20 days for all other staff or are expected to devote substantially less effort to the work than indicated in the proposal, the Contractor shall notify the Contracting Officer or representative and promptly replace such personnel with personnel of equal ability and qualifications. The Contracting Officer retains the authority to interview any or all applicants for positions within this contract in any office throughout the term of the contract. The Contracting Officer retains the right to make the final decision in selection.

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A staffing level of at least one (1) full-time consultant per \$650,000 of leisure sales volume is preferred. Adequate levels for staffing at a high level of service will continuously be monitored. In regard to service deficiencies and/or expansion in sales, the Contractor agrees to add staff where requested on a reasonable basis. The Contractor guarantees that staffing levels proposed are sufficient to meet quantifiable service standards with respect to average waiting times, telephone response time, and standard industry practices.

Contractor's agents at base locations receiving calls will answer the phones identifying Vacation Travel Services and the base location. They should have CRS access to special package information and promotions. Air tickets in most cases should be printed on base for concession fee purposes, either to be picked up or mailed to travelers. Contractor's travel consultants will offer complete support to walk-in customers including making reservations, distributing tickets and travel documents, and advising leisure travelers on travel options and availability.

Contractor and all of its employees shall be neatly dressed and meticulous in personal grooming at all times. All employees will be required to wear name tags which identify the employees and facility name.

C-12. BUILDING AND IMPROVEMENTS

The Fund will assume responsibility only for the initial build out of the office to suitable condition for use as a travel office, to include walls, ceilings, carpet, windows and telephone hookups. The Contractor shall assume capital expense for other equipment, shelving, additional counter tops, 800 number lines, telecommunication links for CRS, CRS equipment back office automation, replacement of carpet when necessary. In addition, all other equipment necessary to make the office suitable as a first class leisure travel facility is the responsibility of the Contractor. Interior design must conform to industry agency standards.

Relocation of offices established pursuant to the contract will not be authorized unless MWR and the Contractor agree that a new location is better suited for improved service and increased revenue.

Continued on next page

The Contractor shall keep the premises clean and orderly and shall perform regular housekeeping to the satisfaction of the Contracting Officer or representative. If janitorial services are required to maintain housekeeping responsibilities, these will be at the expense of the Contractor. All facilities, including Contractor's equipment and property, shall be subject to inspection by the base safety engineer and fire marshall for fire and safety hazards.

The Contractor shall assume full risk and responsibility for loss, destruction or damage to U.S. Government property, including MWR Department facilities and property, and assumes full responsibility for any loss, destruction or damage to its own property.

C-13. USE OF FUND EQUIPMENT, FURNITURE OR FIXTURES

Contractor shall have the responsibility at its own expense to furnish and equip the vacation travel offices subject of this contract. In cases where Fund equipment, furniture or fixtures are to be used, as agreed to by the Fund, the Contractor shall sign a custody receipt for the equipment furnished to be used during the period of the contract.

Repairs and replacement of Fund equipment, furniture or fixtures will be accomplished at Fund expense. Contractor shall be expected to perform routine preventive maintenance to maintain the equipment, furniture and fixtures in a clean and sanitary condition, and exercise reasonable care, security, and protection for such equipment, furniture and fixtures. The Contractor shall be held liable for damage or loss of Fund property caused by or contributed to by negligent acts or omission of the Contractor, its employees or agents. Fund equipment or furniture shall not be removed from the installation without prior written approval of the MWR Director, and shall be used only for the performance of travel services as designated herein. The Contracting Officer or the Contracting Officer's representative may inspect the equipment, furniture and fixtures at any time.

C-14. UTILITIES

Charges for telephone installation, including CRS telcom drop lines, and all other communications facilities and services, shall be the Contractor's responsibility.

Charges for heat, power, water, sewage service and outside trash removal will be paid by the Fund. The Contractor will not be charged rent for office space.

Continued on next page

C-15. SIGNAGE

The Fund will furnish at its expense and the Contractor shall keep posted the following:

- An exterior sign designating Vacation Travel Services at the entrance;
- A sign inside the building designating it as Vacation Travel Services.

The Contractor shall furnish at its expense and keep posted, the following signs, all of which will be subject to the approval of the Contracting Officer's representative;

- A policy assuring traveler satisfaction guaranteed;
- Hours and days of operation;
- Emergency contact sign;
- Check cashing policy/guidelines/fees;
- Sign notifying customers of MWR's right to audit all transactions and I & I's for accounting purposes.

C-16. COMPUTER RESERVATION SYSTEM (CRS)

The Contractor shall use a DoD approved CRS, at no charge to the Fund, when providing automated reservation and ticketing support services to all customers. The Contractor shall provide service in the event of CRS failure. CRS equipment, features and capabilities required are listed in attachment A. The Contractor shall provide state-of-the-art computer reservation system (CRS), telcom lines and related back office equipment electronically interfaced with the state-of-the-art front office equipment, at no charge to the Fund. Equipment must include PC based, intelligent work stations for reservations terminals, and high speed printers for tickets, boarding passes and I & I's.

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The system must have on-line, real time reservations and ticketing capability for providing lowest fare evaluations, bookings, reservations, ticketing, seat assignments, boarding passes, hotel, car rental, tour and cruise reservations and other travel related services. Contractors shall explain how they will provide services and ticketing in the event of downtime in the CRS.

The Contractor shall continue to refresh equipment as technology becomes more advanced, i.e., travel kiosks.

C-17. GOVERNMENT CRS TERMINALS

*(The following paragraph will only be necessary in large regional contracts.)
The Contractor shall provide and install one (1) CRT work station, at no charge to the Fund, for the use of the Fund to audit and monitor the contract. The system will retain all enhancements except for ticketing capabilities. The CRT work station will allow the Fund to monitor contractor operations on a real time basis. The terminal will be capable of accessing the PNR's booked by the Contractor at all locations participating in the contract. Training for one designated Government representative will be required at Contractor expense.*

C-18. AUTOMATION FEATURES

The Contractor shall audit Passenger Name Records (PNR's) as soon as they are booked for the lowest applicable fares and/or lower cost alternative routings. The system shall have the capability to re-book on the same flight or display alternate flights/airlines which offer lower fares. Related services such as advance seat assignment, direct access, advance boarding passes, and "last seat" selection and availability shall be provided.

C-19. MANAGEMENT INFORMATION SYSTEMS (MIS) REPORTS

Fully documented sales reports will be submitted with each month's concession fee check. The accompanying documentation will clearly indicate the name, address and ARC/IATA number of the office producing the fee.

Continued on next page

The Contractor shall produce detailed management information systems (MIS) reports. MIS reports will be prepared monthly and submitted to the Contracting Officer no later than 15 working days after the close of the previous month. Standardized reports recording monthly sales by type of traveler, type of product, commissions earned, deposits, balance due/date and concession fee will be required.

The Contractor shall have the capability of generating reports on either a collective or segmented basis. Reports will be available on a monthly basis or at the request of the Contracting Officer's representative.

In addition to the monthly MIS reports, access will be made available upon request to invoices, voided invoices, ARC report and refunds. The Contractor shall also prepare a quarterly report which will provide revenue generated for all forms of transportation, commission revenue earned and concession fee paid to the Fund.

C-20. AUTOMATED INVOICE AND ITINERARY

Every transaction will have an itinerary/invoice # which is entered into the CRS and transferred to the back office system. All transactions shall be numerically controlled. A minimum of three (3) copies of the I & I will be generated. First copy to the customer, second copy to MWR and the third copy will be retained by the Contractor and kept on site for a minimum of 3 years.

The Contractor shall include the following information in the automated invoice and itinerary:

- Traveler's name and number of persons included in the reservation /itinerary;
- All applicable air, rail, bus, tour, cruise, hotel, and car rental information, also, all related information pertaining to services provided;
- Air information to include not less than carrier, flight number, origin/destination, and departure/arrival, dates/times;

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- Hotel/Car information to include not less than name, phone number and location. Confirmation number may be added at a later date;
- Transportation charges and fare basis;
- Ticket number, also PNR or other reference number;
- Any special requirements, cancellations, penalties or restrictions;
- Messages or special instructions to traveler;
- Inclusive dates of the reservation and other pertinent information including the total price, deposits, balance due/dates;
- Passengers home address, telephone number, frequent flyer number, form of payment and quality control remarks;
- A statement certifying that the passenger understands the above itinerary, along with any restrictions/conditions or penalties that may apply.
- Signature and Date space for passenger.

C-21. TICKETING CAPABILITY

The Contractor shall maintain the capability of issuing tickets for all airlines and other travel suppliers at each location subject of the contract. The Contractor shall issue tickets for all regularly scheduled airlines, both domestic and international (IATA and non-IATA). The Contractor shall not discriminate against foreign carriers in applying the low cost fare guarantee. Airline validation plates and manual ticket stock will be provided at each office for backup ticketing capability in the event of CRS downtime.

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C-22. LOWEST AVAILABLE FARE AND RATE GUARANTEES

The Contractor shall guarantee that at time of booking, within the class of service or category designated or requested, every traveler is offered the lowest applicable, available fares, rates or prices. If it can be proved that there was a difference between what was offered and what was available, the Contractor shall refund the difference to the traveler between what was paid and the lower fare, rate or price for the travel product.

C-23. AUDITS

The Contractor shall submit to and fully cooperate in audits of all financial obligation, lowest fare/rate attainment audits and contract performance audits as required by the Contracting Officer during the term of the contract. Such audits will be conducted by Navy personnel or designated third parties. The Contractor shall maintain records of all transactions and accounts relating to travel sales pursuant to this contract. These records and accounts shall be available on reasonable notice and during normal business hours for inspection and audit by Navy personnel and/or independent third party auditors designated by the Contracting Officer. Financial and service audits shall be conducted at least annually during the term of the contract.

C-24. CHARGES FOR TRAVEL SERVICES AND FORM OF PAYMENT

The Contractor shall charge the customer actual costs for telephone, fax and mailing required for processing hotel, car rental, tours and packages. The amounts of such charges will be identified to the customer and shown separately on the I & I. Toll-free numbers shall be used by the Contractor to the maximum extent to avoid charges against the traveler.

Deposits may be required from traveler, but in all cases the traveler must be informed of all cancellation penalties or non-refundable deposits at the time travel arrangements made. The reservations and confirmation form and I & I executed by the traveler will contain all information describing all penalties or other restrictions applied to the travel arrangements.

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The Contractor shall accept cash, checks and all major credit cards. The Contractor is responsible for the payment of fees, charge-backs or other costs levied by charge card companies. In accepting personal checks, the Contractor may refuse a check if the identification offered by the traveler indicates that the individual's check cashing privileges have been suspended. The Contractor and MWR will each maintain "returned" check lists which will be updated and exchanged bi-monthly.

C-25. DISHONORED CHECKS AND INVALID CREDIT CARDS

The Contractor may charge the customer a service fee not to exceed the amount charged by the Fund for dishonored checks received except that the charge will not be applicable when (a) the bank acknowledges the return to be the result of bank error or, (b) the return is the result of a Contractor error. The amount charged by the Contractor will not exceed the administrative amount charged by the Fund for dishonored checks. MWR will assist where applicable in the collection of returned checks. Losses due to dishonored checks and invalid credit cards are Contractor's responsibility and will not be used to reduce gross sales or to adjust fees due the Fund.

Where a dishonored check is returned on a concession fee payment due the Fund from the Contractor, the Fund may charge the Contractor a service fee not to exceed \$25.00 except when (a) the bank acknowledges the return to be a result of bank error or, (b) the return is the result of a Fund error. Since a dishonored check will most likely result in a late payment, late payment fees will be assessed. The Fund may, at its option, require payment to be made in cash, certified check or cashier's check.

C-26. USTOMER REFUNDS

Payments and deposits by the traveler to the Contractor shall be refunded totally if the traveler cancels the reservation within the time period specified on the I & I. Payments and deposits by the traveler to the Contractor for reservations either canceled by the Contractor or supplier involved, for which substitute travel or accommodations acceptable to the traveler cannot be arranged, will also be totally refunded. Concession fees will not be paid on canceled reservations for which refunds are made.

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Within the Contractor's control, all reservations for vacation travel services booked for travelers will be honored. If confirmed reservations are not honored, the Contractor shall arrange for like travel services or reimburse the traveler for additional expenses incurred in order to obtain substitute travel services.

C-27. FEE PAYMENTS

On concession fees due the Fund from commissions received on hotel and car rental sales, the Contractor may be required to substantiate figures by submitting copies of supplier checks along with deposit records of all such checks.

Concession fee payments due the Fund along with supporting MIS reports will be due no later than the fifteenth (15) calendar day after the close of the previous calendar month. In the event of late payments, Contractor will be assessed a late payment penalty fee of one (1) percent of the payment amount each day the payment is late. Two (2) consecutive months failure to pay obligated concession fees will be grounds for material default and termination of the contract.

C-28. MARKETING, PROMOTIONAL AND ADVERTISING REQUIREMENTS

The Contractor, in partnership with MWR, shall develop an advertising plan utilizing the variety of marketing outlets available to further promote travel and expand the existing market. The marketing plan will explain objectives and techniques for increasing leisure sales through the term of the contract. After award, the initial plan may be revised during the implementation phase of the contract and updated/revised quarterly for the entire term of the contract. Meetings will be conducted quarterly with the Contracting Officer's representative to review progress and assess the plan. MWR will publish on a regular basis, articles pertaining to general travel information in base papers and MWR publications.

All requests of the Contractor for promotional items from on base activities, other than MWR, must be coordinated through and approved by the Contracting Officer or designated representative. The Contractor shall pursue and utilize co-op advertising and support from suppliers whenever possible to support advertising/marketing expenses. This will be in addition to any support received from suppliers supporting national or corporate campaigns.

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The objective is to create a business relationship resulting in increased vacation travel revenue for both the Contractor and the Fund. MWR will rely on Contractor expertise to increase sales to all segments of the target market, e.g., active duty, family members, retirees and DoD personnel.

C-29. SERVICE COMPLAINTS AND CLAIMS

The Contractor shall adhere to a policy of "customer satisfaction guaranteed". All customer complaints and claims, including, but not limited to, claims for loss or damage to customer property, will be resolved at the Contractor's expense. Any disagreement that cannot be resolved between the Contractor and the customer will be referred to the Contracting Officer's representative whose decision will be final. If the Contractor fails to process complaints and claims in a timely manner, the Fund will settle the customer complaint and claims and charge them to the Contractor's account.

All service complaints, whether oral or in writing, will be investigated immediately upon receipt and will be acknowledged within three (3) working days of receipt of the complaint by the Contractor. A written copy of the resolution of the complaint by the Contractor shall be provided to the Contracting Officer's representative within ten (10) working days from the date of the complaint unless there are exceptional circumstances requiring a longer period of time for resolution.

Customer complaints or claims based on services by a previous Contractor shall be referred to the Contracting Officer's representative. Complaints or disputes between the traveler and suppliers shall be resolved promptly.

C-30. QUALITY CONTROL

The Fund believes that quality service, equivalent in all regards to off-base travel agencies, is essential to increasing market share and total sales.

Any identified errors will be corrected and double-checked by the Contractor. Identified errors will be reviewed and discussed between the Project Manager and the Contracting Officer's representative.

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The Fund will randomly survey customers regarding overall satisfaction of the Contractor. Comment cards will be furnished by MWR. Areas of customer service, product selection/variety, responsiveness, experience level and knowledge of travel will be used to measure Contractor performance. Results of surveys will be discussed with the Contractor. For document preparation, including invoices, air routings, tickets and itineraries, errors will be reviewed and discussed between the project manager and the Contracting Officer. All identified errors will be corrected and re-checked.

The Contractor shall be responsible to the Fund for establishing effective management controls and techniques, exercising efficient management practices, establishing internal control procedures, assuring compliance with the provisions of the contract and providing a complete and accurate accounting of all sales and other transactions which occur at the vacation travel offices. Failure by the Contractor to establish and maintain such management controls could be considered a material default and grounds for termination of this contract.

C-31. SETTLEMENT OF ACCOUNT UPON TERMINATION OR EXPIRATION

Upon termination or expiration of this contract, the Contractor shall promptly settle its account with the Fund, including prompt payment in full of all concession fees or other monies due the Fund; relinquish occupancy of the premises, and return equipment, furniture, fixtures and other Fund owned property used by the Contractor in good order and condition, ordinary wear and tear excepted; surrender all installation passes of the Contractor and its employees; complete settlement of all customer claims and complaints; continue interim servicing as required above until the new Contractor has begun operations. Contractor shall promptly remove all of its owned property, equipment and supplies from the installation. Failure to do so may cause the Contractor's property to be removed and stored in a public warehouse at Contractor's expense. In the event the Contractor is indebted to the Fund, the Contractor authorizes and empowers the Contracting Officer to take possession of Contractor's property and dispose of same by public or private sale with notice, and to satisfy out of the proceeds of sale, both the cost of sale and Contractor's indebtedness to the Fund.

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**PART I, SECTION E
INSPECTION AND ACCEPTANCE**

E-1. Inspection and acceptance will be performed by the Contracting Officer's Technical Representative named in Section G.

E-2. Payment should be forwarded to the following

INSERT INFORMATION FOR PAYMENT ADDRESS.

**PART I, SECTION F
DELIVERIES AND PERFORMANCE**

F-1. DELIVERY DATES

The Contractor shall adhere to the following implementation schedule for delivery of services called for in this contract:

- Date of Award (DOA) _____ (**enter DOA here**), when contract is formed
- Submit names and resumes of supervisory personnel/managers
DOA + # _____ days
- Planning meeting/pre implementation plan **DOA + # _____ days**
- Office designs/layouts/decorating proposals **DOA + # _____ days**
- Phone requests and work orders for Public Works **DOA + # _____ days**
- Interviews with supervisory personnel/managers **DOA + # _____ days**
- Start up schedule **DOA + # _____ days**
- Proofs of any collateral material to be used (ticket jackets, I & I's, special program brochures, letterhead, comment cards and eval forms)
DOA + # _____ days
- Staffing proposals with resumes/qualifications and organizational charts
DOA + # _____ days
- Proposal plans for special projects **DOA + # _____ days**
- Staff training schedule **DOA + # _____ days**
- Revised advertising/marketing plan for first six (6) months **DOA + # _____ days**

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- Design and establish MIS reports and internal audit trails to be submitted to MWR **DOA + # _____ days**
- Implementation site visit walk through of each site with MWR representative **DOA + # _____ days**
- Final pre-implementation meeting **DOA + # _____ days**
- Commence service at all locations **DOA + # _____ days**

The Contractor shall have access to all facilities within forty-eight (48) hours after contract award in order to survey offices, prepare site diagrams and evaluate implementation requirements in detail. Contractor shall receive a point of contact on each installation to coordinate requests for and installation of telephone lines.

The Contractor can expect the cooperation of incumbent agencies in all aspects of the transition/implementation, including the transfer of profiles where the same CRS is to be used. The Contractor shall not be penalized for delays caused by either incumbents or by the Navy. In addition to coordinating implementation with authorities at each installation, the Contractor shall be expected to brief the Contracting Officer or the representative orally at least once per week on the status of implementation.

**PART I, SECTION G
CONTRACT ADMINISTRATION DATA**

**G-1. CONTRACTING OFFICER'S TECHNICAL REPRESENTATIVE
(COTR)**

a. The COTR serves primarily as liaison between the Contractor and the Contracting Officer. The COTR clarifies contract requirements as necessary with respect to the quality of Contractor performance. **The COTR may not direct the contractor in performance of the work.** The COTR will inspect and/or accept the services and/or deliverables due as the Contracting Officer's representative. All matters pertaining to this contract of a technical nature should be referred to the below listed Contracting Officer's Technical Representative:

COTR: _____

ALT COTR: _____

b. The COTR is not an Administrative Contracting Officer and does not have the authority to direct the accomplishment of effort which is beyond the scope of the statement of work in the contract.

c. When, in the opinion of the Contractor, the COTR requests effort outside the existing scope of the contract, the Contractor shall promptly notify the Contracting Officer in writing. No action shall be taken by the Contractor under such direction until the Contracting Officer has issued a modification to the contract; or until the issue has been otherwise resolved.

d. In the event that the COTR named above is absent due to leave, illness or official business, all responsibilities and functions assigned to the COTR will be the responsibility of the alternate COTR.

NOTE: The COTR does not have the authority to change any aspect of the contract, nor to obligate the NAFI in contractual matters. The Contracting Officer is the sole person authorized to change, modify, or otherwise alter any of the requirements of this contract. Changes affected by anyone other than the Contracting officer will not obligate the Fund.

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G-2. CERTIFICATION OF MANAGEMENT AND EMPLOYEE AVAILABILITY

Within ten (10) days after award, the Contractor shall provide the Contracting Officer's representative with the name of the Project Manager or the name of supervisory personnel who will assume managerial duties on an interim basis until a Project Manager is appointed. Within 30 days after award, Contractor shall provide the Contracting Officer's representative with written notification of the person appointed as the Project Manager. MWR retains the right to make the final decision in selection.

**PART I, SECTION H
SPECIAL CONTRACT REQUIREMENTS**

H-1. OPTION TO EXTEND THE TERM OF THE CONTRACT

a. The Fund may extend the term of this contract by written notice to the Contractor within the time specified in the Schedule, provided, that the Fund shall give the Contractor a preliminary written notice of its intent to extend at least 90 days before the contract expires. The preliminary notice does not commit the Fund to an extension.

b. If the Fund exercises this option, the extended contract shall be considered to include this option provision.

c. The total duration of this contract, including the exercise of any options under this clause, shall not exceed five (5) years.

H-2. EXCLUSIVITY

The sections concerning ITT can vary for each RFP, please alter accordingly.

The Contractor shall be named as the sole, exclusive vacation travel provider operating dedicated offices at the above specified installations. Additionally, no competing travel agencies will be provided direct access to the military population to advertise, sell or otherwise market vacation travel services on the installation unless the Contractor has first declined to provide the particular service; or the levels of service or price available through the Contractor are determined by the Contracting Officer to be unresponsive. Although no other dedicated vacation travel provider will be contracted, exclusivity in sales cannot be guaranteed. In some cases, individual travelers may make their own arrangements direct with suppliers or with off-base providers and, while not encouraged to do so, travelers can request services limited to point-to-point air and related car and hotel sales at the on-base official travel office. Also, the MWR ITT offices will retain the right to offer and provide one (1) day local excursion tours and on occasion, overnight trips by bus.

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H-3. REQUIREMENT FOR ETHICAL PRACTICES

The Contractor will be required to observe wholly ethical practices in the sales of vacations travel products, and the operation of offices on military installations. Unfair, improper, or deceptive inducements, manipulation, deception or fraud in misleading advertising, sales literature or any form of misrepresentation in dealing with travelers are strictly prohibited and grounds for termination of the contract as a material default.

H-4. RELIABILITY OF SUPPLIERS

Contractor shall exercise due care, including reasonable investigation, in the selection of competent reliable and financially solvent third party suppliers to provide travel services for travelers served under this contract. Contractor shall make every reasonable effort to advise the Contracting Officer and individual travelers of any impending bankruptcies, financial instability and/or competence of such suppliers to render effective, reliable services.

H-5. PROFESSIONAL ACCREDITATION REQUIREMENTS

The Contractor shall be accredited as a duly authorized representative for suppliers of air, rail, tour and cruise. ARC and IATA , or similar certification, will be required for each vacation travel office. Loss of certification from ARC, IATA or removal of authorization to represent suppliers will be grounds for termination of the contract as material default. The Contractor is exclusively responsible for compliance with all industry requirements for travel providers engaged in supplier representation including regulatory requirements and individual suppliers policies and rules.

H-6. STAFFING EXPERIENCE, EDUCATIONAL & HEALTH REQUIREMENTS

The Project Manager must have at least five (5) years of travel industry experience, of which two (2) years have been in leisure travel, along with a minimum of two (2) years management/supervisory experience.

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The on-site manager must have a minimum of three (3) years leisure travel experience and a minimum of one (1) year as a leisure travel manager.

Each travel consultant must have, within the last three (3) years, at least one (1) year full time leisure travel experience. This experience will encompass all aspects of the leisure travel industry and must include vacation counseling, booking and confirmation of reservations and CRS and document preparation.

The Contractor and all employees accessing the offices subject of this solicitation must meet health standards prescribed by each installation's regulations and must obtain base passes and permits as required by base regulations.

H-7. PERFORMANCE REQUIREMENTS SUMMARY

The Performance Requirements Summary (PRS), Attachment (A) provides those contract requirements considered most critical to performance. The PRS establishes the standard for satisfactory performance and provides the Government surveillance methods used to evaluate Contractor performance.

When the number of defects in Contractor performance, revealed by inspection, exceeds the Acceptable Quality Level (AQL), the Contractor will be notified in writing. The Contractor shall explain, in writing, why the performance was unacceptable, how performance will be returned to acceptable levels and how recurrence of the problem(s) will be prevented.

During the first two (2) months of implementation, a larger error rate than indicated in the AQL of the PRS will be allowed in some areas to recognize normal phase-in problems. Any performance requirements which exceed the AQL (1 or U) must be responded to within 5 days of notification from the Contracting Officer's representative. Performance requirement discrepancies which are not responded to within 5 days will be considered non compliance by the Contractor and could result in termination of the contract.

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H-8. CONTINUITY OF SERVICES

a. The Contractor recognizes that the services under this contract are vital to the NAFI and shall be continued without interruption and that, upon contract expiration, a successor, either the NAFI or another contractor, may continue them. The Contractor agrees to (1) furnish phase-in training and (2) exercise its best efforts and cooperation to effect an orderly and efficient transition to a successor.

b. The Contractor shall, upon the Contracting Officer's written notice, (1) furnish phase-in, phase out services for up to 90 days after this contract expires, and (2) negotiate in good faith a plan with a successor to determine the nature and extent of phase-in, phase-out services required. The plan shall specify a training program and a date for transferring responsibilities for each division of work described in the plan, and shall be subject to the Contracting Officer's approval. The Contractor shall provide sufficient experienced personnel during the phase-in, phase-out period to ensure that the services called for by this contract are maintained at the required level of proficiency.

c. The Contractor shall be reimbursed for all reasonable phase-in, phase-out duties by applying a pro rata share of the last contract year's pricing.

d. Notice of intent not to renew will be provided (90) days prior to expiration of the contract, and where such notice is tendered, the contractor will have an obligation to provide interim or /transitional service at the same level as called for by this contract for a period not to exceed ninety (90) days after expiration or the period of time necessary for the Navy to obtain a successor Contractor through competitive solicitation procedures, whichever period is shorter. The transitional servicing obligation of the contractor is specified later herein.

e. Existing Contractor's obligation to assist with transitional servicing to a new Contractor includes full, active cooperation in the transfer of profiles and passenger name records (PNR's), subject to whatever requirements are imposed by CRS vendors, as well as other cooperative efforts to ensure a smooth transition with no disruption in service to travelers or interruption otherwise in the program.

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f. In the event the contract is terminated for any reason, the Contractor will fully cooperate during the transition with the Navy and the new Contractor. Full and continued services will be provided after expiration of the contract until the new Contractor commences operations, or for whatever period is otherwise specified by this contract.

H-9. SUBCONTRACTING

THE ENCLOSED PARAGRAPH ON SUBCONTRACTING IS FOR LARGE REGIONAL CONTRACTS ONLY

Although subcontracting is not a requirement, if the offeror wishes to subcontract, the proposal/plan must be approved by the Contracting Officer. The Contractor will assume full financial and operational responsibility for all subcontractor performance and contract compliance.

H-10. LOST, ABANDONED AND UNCLAIMED PROPERTY

Personal property left in the Vacation Travel Office will be returned promptly to the owner if the owner can be identified. If return to the owner can not promptly be accomplished, the item will be turned over to the appropriate military office for lost, abandoned or unclaimed items.

H-11. NOTICE TO CONTRACTOR OF DRUG DETECTION PROCEDURES

Pursuant to Navy policy applicable to both government and concessionaire personnel, measures will be taken to prevent the introduction and utilization of illegal drugs and related paraphernalia into the government work area.

(1) In furtherance of Navy's drug control program, unannounced periodic inspections of the following nature may be conducted by installation security authorities:

- (a) Routine inspection of concessionaire occupied work spaces.

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(b) Random inspection of vehicles on entry or exit from the installation, with drug detection dog teams.

(c) Random inspection of personal possessions on entry or exit from the installation.

(2) When there is a probable cause to believe that a Contractor employee on board the installation has been engaged in the use, possession or trafficking of drugs, the installation authorities may detain said employee until the employee can be removed from the installation, or can be released to the local authorities having jurisdiction. The installation authorities may also physically debar said employee from entry on board that installation.

(3) Trafficking in illegal drugs and drug paraphernalia by Contractor employees while on military installation may lead to physical debarment, possibly withdrawal, or downgrading of security clearance, referral for prosecution by appropriate law enforcement authorities.

(4) The Contractor is responsible for the conduct of employees performing work under this contract and is therefore, responsible to assure that employees are notified of these provisions prior to assignment.

(5) The removal of Contractor personnel from the installation as a result of drug offense shall not be cause for excusable delay, nor shall such action be deemed the basis for equitable adjustment to price, delivery, or other provisions of this contract.

PART II, SECTION I

NONAPPROPRIATED FUND CONTRACT CLAUSES

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PART II, SECTION I**NONAPPROPRIATED FUND CONTRACT CLAUSES**

- 1. DEFINITIONS** - As used throughout this contract, the following terms and abbreviations have the meanings set forth below:
- a. The term "Contract" means this agreement or order and any modifications hereto.
 - b. The abbreviation "NAFI" means Nonappropriated Fund Instrumentality of the United States Government.
 - c. The term "Contracting Officer" means the person executing or responsible for administering this contract on behalf of the NAFI which is a party hereto, or his successor or successors.
 - d. The term "Contractor" means the party responsible for providing supplies and/or services at a certain price or rate to the NAFI under this contract.
- 2. ADVERTISEMENTS** - Contractor agrees that none of its nor its agent's advertisements, to include publications, merchandise, promotions, coupons, sweepstakes, contests, sales brochures, etc., shall state, infer or imply that the contractor's products or services are approved, promoted or endorsed by the NAFI. Any advertisement, including cents off coupons, which refers to a NAFI will contain a statement that the advertisement is neither paid for nor sponsored in whole or in part by the particular activity.
- 3. ASSIGNMENT** - Contractor may not assign his rights or delegate his obligations under this contract without prior written consent of the Contracting Officer.
- 4. COMMERCIAL WARRANTY** - The Contractor agrees that the supplies or services furnished under this contract shall be covered by the most favorable commercial warranties the Contractor gives to any customer for such supplies or services and that the rights and remedies provided herein are in addition to and do not limit any rights afforded to the NAFI by any other clause of this contract. The printed terms and conditions of such warranty will be provided to the NAFI with the delivery of any supplies covered.
- 5. DISCOUNTS FOR PROMPT PAYMENT** - In connection with any prompt payment discount offered, time will be computed from the date of the contractor's invoice. Payment is deemed to have been made as of the date on the payment check or date on which electronic funds transfer is made.

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PART II, SECTION I**6. DISPUTES**

a. Except as otherwise provided in this contract, any dispute or claim concerning this contract which is not disposed of by agreement shall be decided by the Contracting Officer, who shall state his decision in writing and mail or otherwise furnish a copy of it to the Contractor. Within 90 days from the date of receipt of such copy the Contractor may appeal by mailing or otherwise furnishing to the Contracting Officer a written appeal address to the Armed Services Board of Contract Appeals and the decision of the Board shall be final and conclusive: provided that if no such appeal is filed the decision of the Contracting Officer shall be final and conclusive. The Contractor shall be afforded an opportunity to be heard and to offer evidence in support of any appeal under this clause. Pending final decision on such a dispute, however, the Contractor shall proceed diligently with the performance of the contract and according to the decision of the Contracting Officer unless directed to do otherwise by the Contracting Officer.

b. The "Disputes" clause does not preclude consideration of law questions in connection with decisions provided for in paragraph "a" above, provided that nothing in this contract shall be construed as making final the decision of any administrative official, representative, or board on a question of law.

7. EXAMINATION OF RECORDS

a. The clause is applicable if the amount of this contract exceeds \$10,000 and the contract was entered into by means of negotiation. The Contractor agrees that the Contracting Officer or his duly authorized representative shall have the right to examine and audit the books and records of the Contractor directly pertaining to the contract during the period of the contract and until the expiration of three years after the final payment under the contract.

b. The Contractor agrees to include the clause in "a" above in all subcontracts thereunder which exceed \$10,000.

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PART II, SECTION I**8. GRATUITIES**

a. The NAFI may by written notice to the Contractor, terminate the right of the Contractor to proceed under this contract if it is found after notice and hearing, by the Secretary of the Navy or his duly authorized representative, that gratuities (in the form of entertainment, gifts, or otherwise) were offered or given by the Contractor, or any agent or representative of the Contractor, to any officer or employee of the Government or the NAFI with a view toward securing favorable treatment with respect to the awarding or amending, or the making of any determinations with respect to the performing of such contract.

b. In the event this contract is terminated as provided paragraph "a" hereof the NAFI shall be entitled (i) to pursue the same remedies against the Contractor as it could pursue in the event of a breach of contract by the Contractor and (ii) as a penalty in addition to any other damages to which it may be entitled by law to exemplary damages in an amount (as determined by the Secretary of the Navy or his duly authorized representative), which shall be not less than three nor more than ten times the cost incurred by the Contractor in providing any such gratuities to any such officer or employee.

c. The rights and remedies of the NAFI provided in this clause shall not be exclusive and are in addition to any other rights and remedies provided by law or under this contract.

9. HOLD AND SAVE HARMLESS - The Contractor shall indemnify, save harmless and defend NAFI, its outlets and customers from any liability, claimed or established for violation or infringement of any patent, copyright or trademark right asserted by any third party with respect to goods hereby ordered or any part thereof. Contractor further agrees to hold NAFI harmless from all claims or judgments for damages resulting from the use of products listed in this contract, except for such claims or damages caused by or resulting from the negligence of NAFI customers, employees, agents or representatives. Also, Contractor shall at all time hold and save harmless NAFI, its agents, representatives and employees from any and all suits and expenses which arise out of acts or omission of Contractor, its agents, representatives, or employees.

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10. INSPECTION - Unless otherwise provided herein, inspection shall be made after receipt of the supplies by the ordering activity, or after completion of services by the Contractor. Inspection and acceptance shall not be conclusive with respect to latent defects or fraud, or with respect to the NAFI's rights under the Proof of Shipment provisions contained herein. In case any supplies or services are defective in material or workmanship, or are otherwise not in conformity with the requirements of this contract, the NAFI shall have the right to reject such supplies or services, or to require replacement or correction. Rejected supplies shall be removed by and at the expense of the Contractor promptly after notice. If required by the NAFI, the Contractor, after notice of defect or non-conformance, shall, with all possible speed, correct or replace the defective or non-conforming supplies or services, or any part thereof. When such correction or replacement requires transportation of the supplies or part thereof, all shipping costs to and from the Contractor's plant shall be borne by the Contractor.

11. INSURANCE

a. The Contractor shall, at his own expense, procure and maintain during the entire performance period of this contract insurance of at least the kinds and minimum amounts set forth herein.

b. At all times during performances, the Contractor shall maintain with the Contracting Officer a current Certificate of Insurance showing at least the insurance required herein, and providing for thirty (30) days written notice to the Contracting Officer by the insurance company prior to cancellation or material change in policy coverage.

c. The Contractor shall also require all first-tier subcontractors who will perform work on a Government installation to procure and maintain the insurance required herein during the entire period of their performance. The Contractor shall furnish (or assure that there has been furnished) to the Contracting Officer a current Certificate of Insurance meeting the requirements of (b) above for each such first-tier subcontractor, at least five (5) days prior to entry of each such subcontractor's personnel on the Government installation. In implementation of the insurance clause above the Contractor shall procure and maintain:

(1) Workman's compensation as prescribed by the laws of the state in which the work will be performed and employer's liability insurance.

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(2) General Liability insurance wherein the NAFI and the United States are included as named insurers stating that such insurance is primary (secondary to or contributory with no other insurance). Policy limits of \$500,000 per person - \$1,000,000 per occurrence for injury or death, and \$100,000 property damage per occurrence are required.

(3) Contractor is responsible for damage or loss to his owned or leased equipment. Claims will be honored only if it can be shown that the NAFI was negligent and caused damage or loss to his equipment.

12. INVOICES - An invoice is a written request for payment under the contract for supplies delivered or for services rendered. In order to be proper, an invoice should include (and in order to support the payment of interest penalties must include) the following:

- (i) Invoice date;
- (ii) Name of Contractor;
- (iii) Contract number (including order number if any) contract description of supplies or services, quantity, contract unit of measure and unit price and extended total;
- (iv) Shipment number and date of shipment (Bill of Lading number and weight of shipment will be shown for shipments on Government Bills of Lading);
- (v) Name and address to which payment is to be sent (which must be the same as that in the contract or on a proper notice of assignment);
- (vi) Name (where practicable), title, telephone number and mailing address of person to be notified in event of a defective invoice; and
- (vii) Any other information or documentation required by other provisions of the contract (such as evidence of shipment).

Invoices shall be prepared and submitted in duplicate (one copy shall be marked "Original") unless otherwise specified.

13. LAW GOVERNING CONTRACTS - In any dispute arising out of this contract, the decision of which requires consideration of law questions, the rights and obligations of the parties shall be interpreted and determined according to the substantive laws of the United States of America.

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14. LEGAL STATUS - The NAFI is an integral part of the Department of Defense and is an instrumentality of the United States Government. Therefore, NAFI contracts are United States Government contracts; however, they do not obligate appropriated funds of the United States. **NO APPROPRIATED FUNDS OF THE UNITED STATES SHALL BECOME DUE OR BE PAID A CONTRACTOR BY REASON OF THIS CONTRACT.**

15. MODIFICATIONS - No agreement or understanding to modify this contract will be binding upon NAFI unless made in writing and signed by a Contracting Officer from the office that issued the contract or its successor.

16. ORDER OF PRECEDENCE - In the event of an inconsistency between provisions of this solicitation/award, the inconsistency shall be resolved by giving precedence in the following order: (1) Supplies or Services and Prices/Costs, (2) Description/Specs/Work Statement, (3) Special Contract Requirements, (4) Contract Clauses, (5) other provision of the solicitation/award.

17. PAYMENTS - Payment of prices stated in this contract will be made according to the Prompt Payment Act, as amended. Unless otherwise specified payment will be made on partial deliveries accepted by the NAFI when the amount due on such deliveries so warrants. Payment is deemed to have been made as of the date on the payment check or date on which electronic funds transfer is made.

18. PROOF OF SHIPMENT - (Applicable to shipments outside the United States through the Defense Transportation System (DTS) and Parcel Post shipments to overseas destinations.) Except as otherwise provided in this contract, payment will be made for items not yet received upon receipt of an invoice accompanied by proof of delivery to a postal system or common carrier if delivery is FOB point of origin. For deliveries FOB destination named port of embarkation, invoice must be accompanied by signed receipt by a government representative at named port.

19. TAXES - The prices herein reflect full reduction for taxes which are nonapplicable. In addition to exemption from Federal excise taxes by virtue of exportation, all tangible personal property sold to NAFIs for resale is exempt from state sales and use taxes. All sales other than for resale depend on state law or federal constitutional immunity for exemption from state sales and use taxes.

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20. TERMINATION FOR CONVENIENCE - The Contracting Officer by written notice may terminate this contract, in whole or in part when it is in the best interest of the NAFI. If this contract is for supplies and is so terminated, the Contractor shall be compensated according to FAR Subparts 49.1 and 49.2 in effect on the date of this contract. To the extent that this contract is for services and is so terminated the NAFI shall be liable only for payment according to the payment provisions of this contract for services rendered prior to the effective date of termination providing there are no Contractor claims covering nonrecurring costs for capital investment. If there are any such Contractor claims, they shall be settled according to FAR Subparts 49.1 and 49.2

21. TERMINATION FOR DEFAULT - The Contracting Officer, by written notice, may terminate this contract in whole or in part for failure of the Contractor to perform any of the provisions hereof. In such event the Contractor shall be liable for damages including the excess cost of reprocessing similar supplies or services; provided that, if (i) it is determined for any reason that the Contractor was not in default: or (ii) contractor's failure to perform is without his or her, or his or her subcontractor's control, fault or negligence the termination must be deemed to be a termination for convenience. As used in this provision, the term "subcontractor" means subcontractor at any tier.

22. VARIATION IN QUANTITY - No variation in quantity of any item called for by this contract will be accepted unless authorized by the Contracting Officer.

23. NAFI PROPERTY (FIXED-PRICE CONTRACTS) (a) NAFI-furnished property. (1) The NAFI shall deliver (or have delivered) to the Contractor, for use in connection with and under the terms of this contract, the NAFI-furnished property described in the Schedule. (2) The delivery or performance dates for this contract are based upon the expectation that NAFI-furnished property suitable for use will be delivered to the Contractor at the times stated in the Schedule or, if not so stated, in sufficient time to enable the Contractor to meet the contract's delivery or performance dates. (3) If NAFI-furnished property is received by the Contractor in a condition not suitable for the intended use, the Contractor shall, upon receipt of it, notify the Contracting Officer. After completing the directed action and upon written request of the Contractor, the Contracting Officer shall make an equitable adjustment as provided in paragraph (f) of this clause. (4) If NAFI-furnished property is not delivered to the Contractor by the required time, the Contracting Officer shall, upon receipt of it, notify the Contracting Officer. After completing the directed action and upon written request of the Contractor, the Contracting Officer shall make an equitable adjustment as provided in paragraph (f) of clause.

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(b) Title in NAFI Property. (1) The NAFI shall retain title to all NAFI-furnished property. Title to NAFI property shall not be affected by its incorporation into or attachment to any property now owned by the NAFI, nor shall NAFI property become a fixture or lose its identity as personal property by being attached to any real property.

(c) Use of NAFI Property. The NAFI property shall be used only for performing this contract, unless otherwise provided in this contract or approved by the Contracting Officer.

(d) Access. The NAFI and all its designees shall have access at all reasonable times to the premises in which any NAFI property is located for the purpose of inspecting the NAFI property.

(e) Risk of Loss. Unless otherwise provided in this contract, the Contractor assumes the risk of, and shall be responsible for, any loss or destruction of, or damage to, NAFI property upon its delivery to the Contractor or upon passage of title to the NAFI. However, the Contractor is not responsible for reasonable wear and tear to NAFI property or for NAFI property properly consumed in performing this contract.

(f) Equitable adjustment. When this clause specifies an equitable adjustment, it shall be made to any affected contract provision in accordance with the procedures of the Changes clause. When appropriate, the Contracting Officer may initiate an equitable adjustment in favor of the NAFI. The right to an equitable adjustment shall be the Contractor's exclusive remedy. The NAFI shall not be liable to suit for breach of contract for (1) any delay in delivery of NAFI-furnished property; (2) Delivery of NAFI-furnished property in a condition not suitable for its intended use; (3) A decrease in or substitution of NAFI-furnished property; or (4) failure to repair or replace NAFI property for which the NAFI is responsible.

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CLAUSES INCORPORATED BY REFERENCE

The provisions of the following clauses set forth in the Federal Acquisition Regulation (FAR) are hereby incorporated into this order or contract by reference with the same force and effect as though herein set forth in full. As used in the following clauses, the term "Government" is deleted and the abbreviation "NAFI" is substituted in lieu thereof. The date of each clause shall be the current date set forth in the FAR on the issuance date of this order or contract. Clauses made inapplicable by the reference or by the kind of order or contract (e.g. orders or contracts for services instead of supplies) are self deleting. The complete text of any clause incorporated in this order or contract by reference may be obtained from the Contracting Officer.

CLAUSE NO.	REFERENCE	CLAUSE TITLE
23	52.203-1	Officials not to Benefit
24	52.203-5	Covenant Against Contingent Fees
25	52.222-3	Convict Labor (not applicable to contracts subject to Walsh Healy Public Contracts Act)
26	52.222-20	Walsh-Healy Public Contracts Act (Supply Contracts in excess of \$10,000 not with foreign contractors)
27	52.222-26	Equal Opportunity (Supply and Service Contracts over \$10,000)
28	52.222-35	Affirmative Action for Special Disabled Veterans and Vietnam Era Veterans (Supplies and Services \$10,000 or more)
29	52.222-36	Affirmative Action for Handicapped Workers (Supplies and Services over \$2,500)
30	52.225-11	Certain Communist Areas

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CLAUSE NO.	REFERENCE	CLAUSE TITLE
31	52.232-11	Extras
32	52.243-1	Changes - Fixed-Price
33	52.246-16	Responsibility for Supplies
34	52.247-52	Clearance and Documentation Requirements- Shipments to DoD Air or Water Terminal Transshipment Points

ADDITIONAL NONAPPROPRIATED FUND CONTRACT CLAUSES FOR SERVICES

CLAUSE NO.	REFERENCE	CLAUSE TITLE
35	52.222-4	Contract Work Hours and Safety Standards Act - Overtime Compensation - General (Service contracts over \$2,500)
36	52.222-40	Service Contract Act of 1965 - Contracts of \$2,500 or Less
37	52.222-41	Service Contract Act of 1965 (contracts over \$2,500)
38	52.243-1(ALT 1)	Changes - Fixed-Price
39	52.246-4	Inspection of Services - Fixed-Price

PART IV, SECTION K**REPRESENTATIONS, CERTIFICATIONS AND ACKNOWLEDGMENTS****WALSH-HEALEY PUBLIC CONTRACTS ACT REPRESENTATIONS**

(Applicable to supply contracts exceeding \$10,000.00)

The offeror represents as a part of this offer that the offeror is ___ or is not ___ a regular dealer in, or is ___ or is not ___ a manufacturer of, the supplies offered.

CONTINGENT FEE (Applicable to contracts over \$25,000.00)

(a) Offer ___ has, ___ or has not employed or retained any company or persons (other than a full-time bona fide employee working solely for the offeror) to solicit or secure this contract, and (b) ___ has, ___ has not paid or agreed to pay any company or person (other than a full-time bona fide employee working solely for the offeror) any fee, commission, percentage, or brokerage fee contingent upon or resulting from the award of this contract; and agrees to furnish information relating to (a) and (b) above, as requested by the Contracting Officer. (Interpretation of the representation, including the term "bona fide employee," see Subpart 3.4 of the Federal Acquisition Regulation.)

TYPE OF BUSINESS ORGANIZATION

Offeror operates as ___ an individual, ___ a partnership, ___ a nonprofit organization, ___ a corporation, incorporated under the laws of the State of _____.

EQUAL OPPORTUNITY (Applicable to contracts exceeding \$10,000.00 not exempt from EEO)

(a) Offeror ___ has, ___ has not, participated in a previous contract or subcontract subject either to the Equal Opportunity clause herein or the clause originally contained in section 310 of Executive Order No. 10925, or the clause contained in Section 201 of Executive Order No. 11114; offeror ___ has, ___ has not, filed all required compliance reports; and that representation indicating submission of required compliance reports, signed by proposed subcontractors, will be obtained prior to subcontract awards.

(b) Offeror represents that (1) it ___ has developed and has on file, ___ has not developed and does not have on file, at each establishment affirmative action programs as required by the rules and regulations of the Secretary of Labor (41 CFR 60-1 and 60-2) or (2) it ___ has not previously had contracts subject to the written affirmative action programs requirement of the rules and regulations of the Secretary of Labor.

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PART IV, SECTION K**CERTIFICATION OF INDEPENDENT PRICE DETERMINATION** (Applicable to contracts over \$25,000.00)

(a) By submission of this offer, the offeror certifies, and in the case of a joint offer, each party thereto certifies as to its own organization, that in connection with this procurement:

(1) The prices in this offer have been arrived at independently, without consultation, communication, or agreement, for the purpose of restricting competition, as to any matter relating to such prices with any other offeror or with any competitor;

(2) Unless otherwise required by law, the prices which have been quoted in this offer have not been knowingly disclosed by the offeror and will not knowingly be disclosed by the offeror prior to opening in the case of an advertised procurement or prior to award in the case of a negotiated procurement, directly or indirectly to any other offeror or to any competitor; and

(3) No attempt has been made or will be made by the offeror to induce any other person or firm to submit or not to submit an offer for the purpose of restricting competition.

(b) Each signature on this offer certifies that the signatory:

(1) Is the person in the offeror's organization responsible within that organization for the decision as to the prices being offered herein and that the signatory has not participated, and will not participate, in any action contrary to (a) (1) through (a) (3), above; or

(2) (i) Is not the person in the offeror's organization responsible within that organization for the decision as to the prices being offered herein but has been authorized in writing to act as agent for the persons responsible for such decision in certifying that such persons have not participated and will not participate, in any action contrary to (a)(1) through (a)(3) above, and as their agent does hereby so certify; and (ii) has not participated, and will not participate, in any action contrary to (a)(1) through (a)(3) above.

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CERTIFICATION OF NONSEGREGATED FACILITIES (Applicable to contracts and subcontracts exceeding \$10,000.00 which are not exempt from the provisions of the Equal Opportunity clause.)

By submission of this offer, offeror/subcontractor certifies that it does not and will not maintain or provide for its employees any segregated facilities at any of its establishments, and that it does not and will not permit its employees to perform their services at any location under its control where segregated facilities are maintained. Offeror/subcontractor agrees that a breach of this certification is a violation of the Equal Opportunity clause in this contract. As used in this certification, the term "segregated facilities" means any waiting rooms, work areas, rest rooms and wash rooms, restaurants and other eating areas, time clocks, locker rooms and other storage or dressing area, parking lots, drinking fountains, recreation or entertainment areas, transportation, and housing facilities provided for employees which are segregated by explicit directive or are in fact segregated on the basis of race, color, religion or national origin, because of habit, local custom, or otherwise. Offeror further agrees that (except where it has obtained identical certifications from proposed subcontractors for specific time periods) it will 1) obtain identical certifications from proposed subcontractors prior to the award of subcontracts exceeding \$10,000.00 which are not exempt from the provisions of the Equal Opportunity clause; 2) retain such certifications in its files; and 3) forward the following notice to such proposed subcontractors (except where the proposed subcontractors have submitted identical certifications for specific time periods):

Notice to prospective subcontractors of requirement for certifications of nonsegregated facilities.

A Certification of Nonsegregated Facilities must be submitted prior to the award of a subcontract exceeding \$10,000.00 which is not exempt from the provisions of the Equal Opportunity clause. The certification may be submitted either for each subcontract or for all subcontracts during a period (i.e. quarterly, semiannually, or annually). NOTE: The penalty for making false offers is prescribed in 18 U.S.C. 1001.

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ACKNOWLEDGMENT OF AMENDMENTS Amendment No. Date

The offeror acknowledges receipt	_____	_____
of amendments to the solicitation	_____	_____
for offers and related documents	_____	_____
numbered and dated as follows:	_____	_____

NOTE: Offers must set forth full, accurate and complete information as required by this Solicitation (including attachments). The penalty for making false statements in offers is prescribed in 18 U.S.C. 1001.

PART IV, SECTION L**INSTRUCTIONS, CONDITIONS AND NOTICES TO OFFERORS****1. PREPARATION OF OFFERS**

a. Offerors are expected to examine the specifications in section C, Special Contract Requirements in Section H, and all Instructions in this Section. Failure to do so will be at the offeror's risk.

b. Each offeror shall furnish the information required by the solicitation. The offeror shall sign the offer and print or type its name on the Schedule (Standard Form 33) and each continuation sheet on which it makes an entry. Erasures or other changes must be initialed by the person signing the offer. Offers signed by an agent shall be accompanied by evidence of that agent's authority, unless that evidence has been previously furnished to the issuing office.

c. Any data previously submitted in response to another solicitation will be assumed unavailable to the Fund; and this data shall not be incorporated into the proposal by reference.

d. Clarity and completeness of the proposal are of utmost importance. The proposal shall be written in a practical, clear, and concise manner. It must use quantitative terms whenever possible and shall avoid quantitative adjectives to the maximum extent possible. Proposal volumes must be internally consistent or the proposal will be considered unrealistic and unacceptable.

L-2. INSTRUCTIONS FOR PREPARATION OF TECHNICAL PROPOSAL

In order to provide all necessary information for a comprehensive technical evaluation, including consideration of overall company technical qualifications and background experience, your proposal shall:

a. Cover your understanding of the proposed work and your proposed method of approach to attain contract objectives. The technical approach shall be such as to enable personnel with general training to make a thorough and complete evaluation and arrive at a sound determination as to whether or not the services proposed and described will satisfy the requirements of the Government. To facilitate the evaluation, the technical proposal should be sufficiently specific, detailed, and complete to clearly and fully demonstrate that the prospective offeror has a thorough understanding of the

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requirements for, and technical problems inherent in the achievement of the specifications and work program herein described, and has a valid and practical solution for each contemplated problem. It is realized that all of the technical factors cannot be detailed in advance; however, the technical proposal shall contain sufficient detail to indicate the proposed means for complying with all applicable specifications and shall include a complete explanation of the techniques and procedures to be exercised. Data previously submitted may not be considered; therefore, such data should not be relied upon nor incorporated in the technical proposal by reference. **Statements that offeror understands, can or will comply with all specifications, statements paraphrasing the specifications or parts thereof, and phrases such as "standard procedures will be employed" or "well known techniques will be used" etc., will be considered insufficient.**

L-3. PREPROPOSAL CONFERENCE

A Pre-proposal conference will be held on _____ (insert date) at _____ EDT (insert time), at _____ (insert location, bldg. number, etc.). Interested parties will notify the issuing office by letter or FAX _____ (insert FAX number) by _____ (insert date) of intent to attend. Telephone inquiries about the solicitation will not be permitted. Prospective Offerors are requested to submit questions in writing to the Contracting Officer prior to the pre-proposal conference. These questions and answers will be discussed at the conference. After the conference, the solicitation will be amended if appropriate.

L-4. AMENDMENTS TO SOLICITATIONS

- a. If the solicitation is amended, then all terms conditions which are not modified remain unchanged.
- b. Offerors shall acknowledge receipt of any amendment to the solicitation by (1) signing and returning the amendment, (2) identifying the amendment number and date in the space provided for this purpose on the form or submitting an offer, and (3) by sending a letter or telegram. The NAFI must receive the acknowledgment by the time specified for receipt of offers.

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L-5. SUBMISSION OF OFFERS

Offers and amendments thereof shall be submitted in sealed envelopes or packages addressed to the office specified in the solicitation, and show the time specified for the receipt, the solicitation number, and the name and address of the offeror. Offerors shall provide ___ copies of their proposal, each in separate binders. Each binder will include (1) proposal text, not to exceed 50 pages, pages to be numbered (2) offer, and (3) all exhibits and appendages. Place the name and address of the company on each binder. All proposals should be sent to:

(Insert address here)

Proposals should be addressed attention: (name P.O.C.) and received no later than (TIME AND DATE)

L-6. LATE SUBMISSIONS, MODIFICATIONS, AND WITHDRAWALS OF PROPOSALS

a. Any proposal received at the office designated after the exact time specified for receipt will not be considered unless it is received before award is made and it

(1) was sent by registered or certified mail not later than the fifth calendar day before the date specified for receipt of offers (e.g. , an offer submitted in response to a solicitation requiring receipt of offers by the 20th of the month must have been mailed by the 15th);

(2) was sent by mail or, telegram and it is determined by the Fund that the late receipt was due solely to mishandling by the Fund after receipt at the Government installation;

(3) was sent by U.S. Postal Service Express Mail Next Day Service - Post Office to Addressee, not later than 5:00 P.M. at the place of mailing two working days prior to the date specified for receipt of proposals., The term "working days" excludes weekends and U.S. Federal Holidays; or

(4) is the only proposal received.

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- b. Any modification of a proposal or quotation, except a modification resulting from the Contracting Officer's request for "best and final" offer is subject to the same conditions above.
- c. A modification resulting from the Contracting Officer's request for "best and final" offer received after the time and date specified in the request will not be considered unless received before award and the late receipt is due solely to mishandling by the Fund after receipt at the Government installation.
- d. The only acceptable evidence to establish the date of mailing of a late proposal or modification sent either by U.S. Postal Service registered or certified mail in the U.S. or Canadian Postal Service postmark both on the envelope or wrapper and on the original receipt from the U.S. or Canadian Postal Service. Both postmarks must show a legible date or the proposal, quotation, or modification shall be processed as if mailed late. "Postmark" means a printed, stamped or otherwise placed impression (exclusive of a postage meter machine impression) that is readily identifiable without further action as having been supplied and affixed by employees of the U.S. or Canadian Postal Service on the date of mailing. Therefore, offerors or quoters should request the postal clerk to place a legible hand cancellation bull's eye postmark on both the receipt and the envelope or wrapper.
- e. The only acceptable evidence to establish the time of receipt at the Government installation is the time/date stamp of that installation on the proposal wrapper or other documentary evidence of receipt maintained by the installation.
- f. The only acceptable evidence to establish the date of mailing of a late offer, modification, or withdrawal sent by Express Mail Next Day Service - Post Office to Addressee is the date entered by the post office receiving clerk on the "Express Mail Next Day Service - Post Office to Addressee" label and the postmark on both the envelope or wrapper and on the original receipt from the U.S. Postal Service. "Postmark" has the same meaning as defined above, excluding postmarks of the Canadian Postal Service. Therefore, offerors or quoters should request the postal clerk to place a legible hand cancellation bull's eye postmark on both the receipt and the envelope or wrapper.
- g. Notwithstanding paragraph (a) of this provision, a late modification of an otherwise successful proposal that makes its terms more favorable to the Fund will be considered at any time it is received and may be accepted.

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h. Proposals may be withdrawn by written notice or telegram (including mailgram) received at any time before award. Proposals may be withdrawn in person by an offeror or an authorized representative, if the representative's identity is made known and the representative signs a receipt for the proposals before award.

L-7. DISCLOSURE OF DATA

Although the fund has sought to provide accurate and complete information concerning existing and requested travel services, no representations or warranties are made concerning the data disclosed in this solicitation.

L-8. RESTRICTION ON DISCLOSURE AND USE OF DATA

Offerors or quoters who include in their proposal or quotations data that they do not want disclosed to the public for any purpose or used by the Fund except for evaluation purposes, shall

a. Mark the title page with the following legend: "This proposal or quotation includes data that shall not be disclosed in whole or in part - for any purpose other than to evaluate this proposal or quotation. If, however, a contract is awarded to this offeror or quoter as a result of - or in connection with the submission of this data, the NAFI shall have the right to duplicate, use or disclose the data to the extent provided in the resulting contract. This restriction does not limit the NAFI's right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained in sheets _____ (insert numbers or other identification of sheets"; and

b. Mark each sheet of data it wishes to restrict with the following legend: "Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this proposal or quotation."

c. Passenger name records (PNRs) and other travel data created in the CRS in performing services under this contract shall be the exclusive property of the Fund. Except as necessary in fulfilling Contractor's responsibilities under the contract, disclosure to outside parties of PNRs, profiles, and/or all related travel information created in and/or stored in the CRS operated by the Contractor is strictly prohibited absent advance written consent of the Navy and the travelers. The Contractor will provide for the security and confidentiality of the names of travelers served hereunder.

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Other than to authorized suppliers, all travel information derived from travelers under this solicitation will be treated as confidential by the Contractor and shall not be disclosed to third parties without the advance written consent of the traveler.

L-9. EXPLANATION TO PROSPECTIVE OFFERORS

Any prospective offeror desiring an explanation or interpretation of the solicitation, specifications, etc., must request it in writing soon enough to allow a reply to reach all prospective offerors before the submission of their offers. Oral explanations of instructions given before the award of the contract will not be binding. Any information given to a prospective offeror concerning a solicitation will be furnished promptly to all other prospective offerors as an amendment of the solicitation, if that information is necessary in submitting offers or if the lack of it would be prejudicial to any other prospective offerors.

L-10. FAILURE TO SUBMIT OFFER

Recipients of this solicitation not responding with an offer should not return this solicitation, unless it specifies otherwise. Instead, they should advise the issuing office by letter or postcard whether they want to receive future solicitations for similar requirements. If a recipient does not submit an offer and does not notify the issuing office that future solicitations are desired, the recipient's name may be removed from the applicable mailing list.

L-11. CONTRACT AWARD - NEGOTIATED PROCUREMENT

- a. The Fund will award a contract resulting from this solicitation to the responsible offeror whose offer conforming to the solicitation will be most advantageous to the Fund, cost or price and other factors specified elsewhere in this solicitation, considered.
- b. The Fund may (1) reject any or all offers if such action is in the public interest, (2) accept other than the lowest offer, and (3) waive informalities and minor irregularities in offers received.
- c. The Fund intends to evaluate proposals and award a contract without discussions with offerors. Therefore, each initial offer should contain the offeror's best terms a cost or price and technical standpoint. However, the Fund reserves the right to conduct discussions if later determined by the Contracting Officer to be necessary.

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d. A written award or acceptance of offer mailed or otherwise furnished to the successful offeror within the time for acceptance specified in the offer shall result in a binding contract without further action by either party. Before the offer's specified expiration time, the Fund may accept an offer, or part of an offer, as provided above, whether or not there are negotiations after its receipt, unless a written notice of withdrawal is received before award. Negotiations conducted after receipt of an offer do not constitute a rejection or counteroffer by the Fund.

f. Neither financial data submitted with an offer, nor representations concerning facilities or financing, will form a part of the resulting contract.

g. The Fund may determine that an offer is unacceptable if the fees and prices proposed are materially unbalanced between line items or subline items. An offer is materially unbalanced when it is based on prices which are significantly overstated in relation to cost for other work, and if there is a reasonable doubt that the offer will result in the best value to the Fund.

L-12. RELATIONSHIP OF PARTIES

The Fund and the Contractor are independent contractors as to all services performed pursuant to this contract and neither shall, under any circumstances, be construed to be the other party's agent, and neither party is authorized, expressly or implicitly, to commit the other party to any obligation to third parties, except expressly agreed pursuant to this contract.

L-13. PROPOSAL REQUIREMENTS. Each offeror shall submit the following with the proposal:

- a. Copy of check cashing policy.
- b. Specific procedures and time limits for the resolution of customer complaints.
- c. Detailed quality control (QC) plan that addresses three (3) specific areas of QC:
 - (1) Guaranteed offering of lowest available fares for air, hotel and car;
 - (2) Accuracy and completeness of reservations and travel documentation provided travelers;
 - (3) Customer satisfaction with contractor and vendor services.

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QC plans should be proactive in all respects to prevent service deficiencies before they inconvenience customers. The plan should address both automated and manual QC procedures proposed for all aspects of service, booking, confirmation, document preparation, customer service and pre/post trip resolution.

d. Organization and staffing chart showing responsible personnel and supervisory chain of command in the local office through the headquarters location of the Contractor.

e. Copy of standard dress code policy.

f. List of preferred vendors which they have established special rates and discounts or vendors which will be used to develop special programs, group tours, sponsorship and promotions. Offerors will include a list of vendors in which they have established over-ride programs.

g. A detailed marketing plan. In addition, plans addressing any special programs, target markets and issues unique to individual installations in this RFP must be described. As part of their proposal; offerors shall present marketing plans addressing goals and strategies. The marketing plan submitted should show projected sales growth for target markets for each year of the contract. The projections should be expressed both as a dollar figure and as a percentage of growth annually. Proposals shall indicate and explain when specific requirements may not be feasible, and offer alternative solutions to increase sales volume through improved services and marketing.

h. A detailed summary of the experience that the company, division, or branch which is to perform the required services has had in contracts of similar nature. List major contracts and include for each:

- (1) Contract number
- (2) Type of contract and dollar amount
- (3) Description of work and end product you produced
- (4) For whom performed and personal point of contact
- (5) Performance period and location
- (6) Conditions of acceptance and user application of product

The above should indicate the company's depth of experience in respect to the proposed services.

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(c). Include details of the company's organization and in particular the division or branch which is to perform the required services.

(d). Present the Contractor's concept of the Fund's objectives which are to be accomplished under the contract and explain how you plan to achieve them.

i. A design/layout of space, and a projected completion date of occupancy. Interior design, furniture and fixtures will require Fund approval. Offerors should discuss in the proposal any remodeling or renovation that is appropriate for a full service vacation travel office. MWR reserves the right to review Contractor suggestions and accept or decline as appropriate.

L-14. STAFFING PROPOSAL

If offeror proposes a staffing level of less than (1) full-time consultant per \$650,000 of leisure sales volume, reasons and justification should be provided.

L-15. FINANCIAL CAPABILITIES

Offerors must explain in their proposals that they have sufficient financial capacity, working capital, other financial and management resources to perform the contract without assistance from the Navy. Demonstrated financial viability to absorb and service both existing and increased sales volume and services under the solicitation will be evaluated carefully. Offerors whose existing sales volume would increase one hundred percent (100%) or more by this contract must demonstrate the ability to perform without jeopardizing services and goals of the contract.

L-16. SITE VISITS

Each offeror is expected to review and inspect all MWR Vacation Travel locations for a site visit at his or her own expense. Contact:

Input name and number of point of contact

to arrange a site visit.

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PART IV, SECTION L**L-17. INSPECTION OF SPACE**

Offerors are expected to inspect each site and to satisfy themselves as to all general and local conditions that could affect performance of the contract. In no event will a failure to inspect the site constitute grounds for claim after award of the contract.

L-18. INSPECTIONS

The Contracting Officer, or designated representative, may conduct inspections of the travel offices as considered necessary to ensure strict compliance by the Contractor with all provisions of the contract. Furthermore, designees of the Contracting Officer, including independent third parties, can conduct such inspections for the purpose of service and financial audits pursuant to this contract.

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SECTION M**EVALUATION FACTORS FOR AWARDS****M-1. General**

The Fund intends to evaluate proposals and award a contract without discussions with offerors (other than discussions conducted for the purpose of minor clarification). However, the Fund reserves the right to conduct discussions if later determined by the Contracting Officer to be necessary. Therefore each initial offer should contain the offeror's best terms from a cost or price technical standpoint. One contractor will be selected for award on the basis of their proposal being the most advantageous to the Government, price and other factors considered.

M-2. EVALUATION FACTORS

Proposals received in responses to this solicitation will be evaluated on the basis of their proposal providing best value to the Fund, all factors considered. Each proposal will be evaluated qualitatively in accordance with the evaluation factors set forth in this solicitation. A critical deficiency in any criterion will not be offset by a strength in another, and may result in elimination from competition.

Prospective offers are forewarned that a proposal meeting solicitation requirements with the highest percentage may not be selected if award to a lower percentage share proposal is determined to be most advantageous to the Fund. Strengths and weaknesses of the offeror's proposal and performance risks will be assessed in determining which proposal is most advantageous to the Fund. Past performance problems not addressed by offerors will be considered to be still in existence.

Evaluation factors for this solicitation are listed below in descending order of importance to the Fund. Each of these factors shall be addressed in offeror's proposals. Factor a. is the most significant. Factor b. is less important than factor a., but greater than factor c., and so on.

- a. Concession Fees/prices
- b. Technical expertise
- c. Staffing qualifications and required resources
- d. Past Government and/or leisure travel contract experience
- e. Quality Control Plan

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SECTION M

Offerors who propose the same percentage concession fee for car rental and hotel commissions as proposed for air/non-air sales will be scored down on concession fee in view of the adverse impact on Fund revenues.

The items in Section M must be prioritized to meet your specific requirements. Think about what other criteria is important to the Fund and add it to this list. You need to "add to" and "delete" from this list in order to meet the Fund's specific needs. What is the Fund's most important criteria? Whatever it is, put the most important first, and add the rest in descending order.

NOTE: It is not necessary to list in Section M the "weight" assigned to each evaluation criteria; however, before you issue the RFP, the Evaluation Team should decide the number of "points" that are going to be assigned to each of the above criteria during evaluation.

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ATTACHMENT A

PERFORMANCE REQUIREMENTS SUMMARY

(THESE PERFORMANCE EVALUATIONS MUST BE CHANGED TO FIT THE NEEDS OF YOUR SPECIFIC RFP . . . DO NOT SEND THIS FORM OUR UNCHANGED)

Required Service	Standard	Rate	Method
Low cost guarantee	Provide a low cost fare guarantee to all travelers	1234U	Comment Card
Customer Comment	Provide each traveler w/a comment card	1234U	COR
MIS Reports	Submit MIS reports w/i designated time frame	1234U	COR
Welcome Home Post Tour Eval	Provide each non-air client w/Welcome Home Card & Post Tour Eval	1234U	COR Observation
Staffing	Fulfills the 650K per agent/quality service during peak levels	1234U	COR Observation
	Notifies COTR of staffing changes as outlined in contract	1234U	COR
	Experience and knowledge levels of staff meet the requirements needs of the clientele/market	1234U	COR Observation

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ATTACHMENT A

PERFORMANCE REQUIREMENTS SUMMARY (cont)

Required Service	Standard	Rate	Method
Management	Contractor maintains effective management practices	1234U	COR
	Effective internal control procedures have been implemented	1234U	COR
Marketing	Plan is updated quarterly	1234U	COR
	Contractor will pursue co-op advertising/support from vendors	1234U	COR Observation
Product Development	Design a line of specially priced non-air products for this contract	1234U	COR Comparison
	Make available a comprehensive range of non air products to include deluxe, standard, and budget accommodations	1234U	Observation
Customer Service	Contractor shall provide courteous and responsive service	1234U	Observation
	Telephones will be answered within 3 rings	1234U	COR

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ATTACHMENT A

PERFORMANCE REQUIREMENTS SUMMARY (cont)

Required Service	Standard	Rate	Method
Customer Service (cont)	Hold time will not exceed 1 min.	1234U	Observation Comment Card
	In office wait time will not exceed 10 minutes	1234U	Observation
	Call backs will be returned w/i 1 hour	1234U	Observation Comment Card
Response to contract discrepancies	Contractor's response to PRS discrepancies	1234U	COR

CONTRACTOR

WORKING WITH THE CONTRACTOR

Refer to the disputes clause for when the contractor isn't doing what they said they would. Make sure you have everything in the contract. You cannot ask them to do anything that is not in the contract. BE clear.

RESOLVING PROBLEMS

Always try to resolve problems with the contractor first, then go to the Contracting officer who will then work with the contractor in accordance with the disputes clause. If in question always contact a procurement official to find out what can and cannot be done.

**FLEET TICKET
VOUCHER
PROGRAM**

This section will be replaced with the actual program once it is finalized. The following is only a draft of the program.

Program Name **Forces Afloat Discount Voucher Program**
(TBD)

This program initiative centrally funds printing and distribution of coupons to participating ITT offices through sponsorship. This enables the fleet to use these coupons in their homeport area as well as visiting ports with MWR departments. These vouchers are redeemable for purchases of entertainment tickets and other base MWR Programs with the exception of food and beverages, resale items, and childcare services. The unit fund would be required to set up billing for coupons at their homeport with an authorization letter. Training will be incorporated into the Fleet Course, Accounting Course, and for the Ticket Managers on how to control and account for these vouchers.

The test period will be six months at each location. We are targeting one CONUS and one OCONUS because of the different demographics and different concerns for the two. This way we should be able to work out all the bugs before offering the program world-wide.

This program is voluntary and at no cost to participating MWR and Fleet units. The only cost associated with the program is the FEDEX cost to ship the vouchers to the installation ITT office. This is not to replace any existing programs that are working currently. This is to be able to provide a alternative to those fleet areas that do not currently have a program in place.

BUPERS COSTS

- Annual central printing of the coupon vouchers to be distributed. This would cost approximately \$25,000 per 300,000 4 copy vouchers printed. This will be paid with sponsorship and will include an advertisement or a two-for-one coupon on the back of the customer copy of the voucher (Buy one get one free). The customer would be able to use the coupon after they use the voucher amount.
- Test Sites (one CONUS and one OCONUS)
- Set-up Visit
- Disseminate information to ships on the program/marketing
- Get authorization letters started
- Answer general questions about program
- Go over accounting/accountability procedures with personnel running program.
- Distribute first round of vouchers
- Follow-up assist visits (one CONUS and one OCONUS)
- Focus groups to determine effectiveness
- Accounting, ITT, Ships Rec. officers, Patrons

Implementation

- Assist visits in major fleet concentration areas as needed and train the FRC population to train the Fleet. Also train the FRC's at the annual training meetings.

Benefits

- Increased Revenues for MWR (NAVSTA San Diego takes in approx. \$10,000 monthly from fleet coupons alone (\$2-3000 net)
 - Provide better customer service by going to the patrons doorstep
 - Keep the money in house
 - Make it easy access for Fleet Units
 - Established rewards for highest usage
-

Procedures

BUPERS

- Run test program
- Follow up test program with focus groups to fine tune program before offering world-wide.
- Send out packages to all bases with information on how to process vouchers with samples (the sample package would be similar to the Project Right Start package).
- Print and distribute vouchers to fleet concentration area ITT offices.
- Provide policy guidance on how to distribute, account for, and process vouchers.

MWR Accounting (Homeport)

- Ensure that the authorization letter is on hand before vouchers are distributed. A sample will be provided in the guidebook.
- Ensure that all facilities have examples of the vouchers and know how to account for them in their sales.
- Send invoice and statement of activity to the unit fund monthly. Make themselves available to reconcile account monthly to the Fund Custodian if needed.

ITT

- Verify receipt of voucher numbers from BUPERS and log in as recommended.
- Issue vouchers to afloat representatives after authorization letter has been signed and turned in to MWR Accounting.
- Ensure a systematic way of tracking vouchers is in place on ship.

**Procedures
(cont)****Afloat Unit Fund**

- The RSO or Fund Custodian will submit an authorization letter with the Commanding Officer's signature to the MWR accounting office.
- Obtain pre-printed vouchers from the local MWR ITT office for distribution to the crew. Follow voucher procedures to fill out vouchers before distributing. Issue completed voucher to crew member, recording the numbers and expiration dates in log.
- Crew members will present a coupon to a base MWR cashier when purchasing tickets or paying for other MWR programs. Crew members will receive one half off, not to exceed the amount determined by each ship.
- At the end of each month the MWR department will send a summary of all vouchers used in the form of an invoice to the ship's recreation fund. Reconcile monthly with the invoices sent to you. Any discrepancies will be handled at that time.

Voucher Coupons

These are issued to the local commands from BUPERS based on need. They are pre-numbered, non-reproducible, carbonless, three-ply copy vouchers with spaces for the following information: Expiration Date, ship or duty station, user name, user ssn, 50% discount NTE, Actual redeem amount, Authorization signature, Billing address.

Authorization letter

This covers the authorized signatures for the vouchers, and the program that the ship wishes to participate in. (i.e. what percent and what limit per coupon).

GUIDEBOOK