

TM 4-41.12

Food Program Operations

April 2012

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HEADQUARTERS, DEPARTMENT OF THE ARMY

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Food Program Operations

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Preface

The Army garrison food program is a multi-billion dollar a year business encompassing personnel, subsistence, contract and equipment costs. Although Installation and Garrison Commanders are ultimately responsible for the installation food program, they rely on many activities and organizations to oversee daily food service operations. This technical manual (TM) provides procedures for food program operations in an effort to assist in this task. It provides guidance for commanders, food program managers (FPMs), subsistence supply managers (SSMs), food service warrant officers, non-commissioned officers, dining facility managers (DFMs) and food service personnel.

This manual is the second part of a total rewrite of field manual (FM) 10-23-2, Tactics, Techniques, and Procedures for Garrison Food Preparation and Class I Operations Management. All topics related to food program management and subsistence supply management from this FM have been included in this manual. All garrison dining facility management, operations and techniques are contained in TM 4-41.11, Dining Facility Operations.

Where appropriate, this manual references other food service administrative doctrinal publications, such as Army Regulation (AR) 30-22 and Department of the Army Pamphlet (DA Pam) 30-22. Army Food Program policy and operational procedures are contained in these publications and should be used in conjunction with this manual to establish and manage the installation food program.

Part One of this manual provides an overview of food program management including responsibilities, budgeting, contracting, facility construction, modernization and equipment replacement, and review procedures for both dining facility and food program operations.

Part Two of this manual discusses subsistence supply management in garrison and procedures for Class I inspection, storage, handling and transportation.

The appendixes contain many sample standing operating procedures (SOPs), reviews and a checklist that can assist food program personnel in establishing and maintaining a solid food program. Food service personnel can contact the Concepts, Systems and Policy Division of the Joint Culinary Center of Excellence (JCCoE) for electronic copies of these SOPs, reviews and the checklist.

Commanders, FPMs, SSMs, command food advisors, DFMs and food service personnel should continue to provide feedback based on their lessons learned during operations on the content and operational procedures presented in this manual. Your input is vital to the continued evolution and success of the installation food program and to ensure that our Soldiers continue to be the best fed in the world.

This publication applies to the Active Army, the Army National Guard (ARNG)/Army National Guard of the United States (ARNGUS), and the United States Army Reserve (USAR) unless otherwise stated.

The proponent of this publication is the United States Army Training and Doctrine Command (TRADOC). Submit recommended changes on DA Form 2028 (*Recommended Changes to Publications and Blank Forms*). You should key each comment to the specific page and paragraph to which the comment applies. Provide your rationale for each comment. Forward the completed form to Commander, U.S. Army Quartermaster School, Joint Culinary Center of Excellence, ATTN: ATSM-CES-OC, 1630 Byrd Ave, Fort Lee, Virginia 23801-1601.

PART ONE

FOOD PROGRAM MANAGEMENT

Chapter 1

Responsibilities

GENERAL

It takes many organizations' and individuals' support and hard work to achieve a successful installation food program. The roles of these organizations and individuals are described in this chapter.

COMMANDERS

1-1. AR 30-22, chapters 2 & 3, provide specific responsibilities for commanders' involvement in the installation food program and dining facility operations. Installation and/or Garrison Commanders provide oversight over the activities of the entire installation food program and all dining facility operations (both contractor-operated and military-operated). All commanders have the responsibility to ensure dining facility operations are providing quality food service to their Soldiers. The responsibility for the operation and control of the military-operated dining facility belongs to the commander of the unit or organization overseeing the operation of the dining facility. Suggested ways commanders can monitor food program and dining facility operations, regardless of their level of command include:

- Maintain consistent coordination with the FPM, contracting officer's representative (COR) for contractor-operated dining facilities and the command food advisor for military-operated dining facilities.
- Conduct visits to dining facility operations and consume a meal at varying serving times, to include evenings, weekends and holidays.
- Ensure dining facility diner feedback methods are established (comment cards, enlisted dining facility advisory councils, BOSS program and surveys). Request and review summary reports created from the data collected by these methods.
- Request and review the minutes of the food service management board (FSMB) meetings. Attend or send representation to the meetings when the unit training schedule allows.
- Know and follow oversight and operational procedures for contractor-operated dining facilities (chapter 3).

FOOD SERVICE OFFICER (FSO)

1-2. Commanders having operational control over military-operated dining facilities appoint a FSO for the purpose of performing designated dining facility operation administrative and oversight functions. The commander should ensure the FSO is provided training in food program and dining facility operations by the command food advisor or FPM upon appointment since the FSO is not a food service expert. Once trained, the FOS should request periodic food program and dining facility updates from the command food advisor or FPM to remain current. In addition to following the commanders' guidelines listed in paragraph 1-1 of this document, the FSO should ensure that—

- Food service personnel are aware of unit training activities/requirements.

- Food service specialist sustainment training requirements are integrated into unit training activities/schedules.
- DD Form 1544 (*Cash Meal Payment Book*) and cash control procedures are in place and being followed.
- Food service expertise assistance from the command food advisor or FPM is requested when required.

FOOD PROGRAM MANAGEMENT OFFICE

1-3. The food program management office (FPMO) oversees the daily administration of the installation food program and all dining facility operations. When government-operated, the FPMO is organized under the installation's senior logistics division. Contractor-operated FPMOs may be part of the installation's base operation (BASOP) contract or a separate contract.

1-4. The FPM is responsible for the supervision of the FPMO. Personnel positions in each FPMO may vary due to the size and mission of the installation, number of dining facility operations, extent of food service contracted activities and how other installation support organizations are organized. The FPMO may consist of subsistence supply management office (SSMO) personnel, food service contract surveillance personnel, food service equipment personnel and the food service automated information system (AIS) system administrator (SA) in addition to the FPM. The FPM acts as the responsible food advisor for military-operated dining facilities that do not have command food advisors. AR 30-22, chapter 3, contains specific guidance on the duties of the FPMO and the FPM.

Note: Some installations have organized their SSMO separately from the FPMO. In these instances, the SSMO is usually organized under the installation's senior logistic division also and the SSM will be responsible for all planning, budgeting, contracting and operational procedures discussed in this manual. AR 30-22, chapter 5, and chapter 7 of this manual contain specific guidance on the duties of SSMO personnel.

RECOMMENDED SOPS

1-5. Army Food Program policy and doctrine provide regulatory guidance on how to operate the installation food program and dining facility operations, but do provide operational procedures for each installation. The FPM is responsible for documenting these procedures in the form of SOPs for units and organizations requiring specific food service support. Appendix A contains the following recommended sample SOPs which contain local procedures for:

- Subsistence local purchase authority. Subsistence may have to be purchased under the Government Purchase Card (GPC) program during certain situations.
- Residual rations. Residual rations are ration items excess to unit/organizational and dining facility requirements.
- Warming and cooling beverages. Units may require warming and cooling beverages when training in hot and cold environments.
- Food service contingency operations. Food service operations must continue in the event of emergencies or contractor failure.
- DD Form 1544 issue and cash turn-in. Dining facility operations need DD Forms 1544 for the sale of cash meals and procedures for turning cash in once it is collected.
- Subsistence for special training events (recognition, training and culinary arts). Subsistence is often required for special training events outside of garrison dining facility use.

AUTOMATED INFORMATION SYSTEMS

1-6. The FPMO SA maintains the installation's food service AIS and coordinates updates of software and hardware as required. The installation food service AIS currently are the Army Food Management Information System (AFMIS) and Subsistence Total Order and Receipt Electronic System (STORES). Additionally, the installation may be using automated headcount systems in dining facilities.

1-7. The FPMO grants user access and maintains and updates data in AIS routinely to ensure accurate dining facility subsistence ordering/receipt, meal preparation and accounting functions. AIS subsistence ordering/receipt functions are contained in chapter 7 of this manual. AIS meal preparation and accounting functions include:

- Recipe card maintenance.
- Master menu maintenance.
- A la carte recipe price updates.
- Basic daily food allowance (BDFA) maintenance.
- Cash accounting classification maintenance.
- Building and/or Equipment maintenance.
- Contract management.
- Relief for loss.

FOOD SERVICE MANAGEMENT BOARD

1-8. Guidance on the purpose, members and required topics for FSMBs is contained in chapter 3 of AR 30-22 and chapter 3 and appendix G of DA Pam 30-22. The FSMB is required to be conducted at least quarterly; however, monthly meetings are recommended when travel distance for members is not an issue. The FPM should use the FSMB as the forum to manage the food program and provide timely dissemination of food program information so members can make recommendations, make decisions and take actions to continually improve the installation food program. Key considerations for planning and conducting FSMBs include:

- Limit or eliminate other installation food program meetings. Make the FSMB the center for all food service business to be conducted. Meeting overload reduces membership participation at the FSMB.
- Schedule FSMB meeting dates and times at the same time each month/quarter and stick to them as much as possible.
- Solicit agenda topic input from members in advance.
- Develop and print an agenda and stick to it.
- Keep meetings to no longer than one hour. When members travel long distances to attend, the meeting may have to go longer than one hour. In this instance, take breaks and provide refreshments to keep members focused.
- Follow up on and complete old business action items.
- Complete and distribute FSMB minutes IAW DA Pam 30-22 guidance as quickly as possible while the information discussed is still fresh in everyone's mind.

COMMAND FOOD ADVISOR

1-9. The command food advisor is a Food Service Technician (military occupation specialty [MOS] 922A) and Senior or Chief Food Operations Management Noncommissioned Officer (NCO) (MOS 92G). Both are technical experts in Army food service operations and advise their commanders, units and food service operations or personnel in meeting the goals of the Army Food Program. The command food advisor oversees military-operated dining facilities in garrison and ensures that—

- Food service specialists are working in their primary MOS and that adequate personnel are available to operate the dining facility.
- A food service specialist sustainment training program is carried out.
- Installation food service programs (chapter 6) are active in the dining facility.
- Unit requests for dining facility support are validated prior to being supported.
- Dining facility operations are evaluated on a continual basis (chapter 5).

1-10. The command food advisor often coordinates consolidated dining facility operations when several units are assigned to operate one dining facility. The command food advisor may work with the units to outline key command and control operational procedures for the consolidated dining facility in the form of

a memorandum of instruction (MOI) or memorandum of agreement (MOA). Appendix B contains a sample MOI for consolidated dining facility operations.

VETERINARY SERVICES

1-11. Veterinary service personnel (VSP) routinely inspect subsistence and provide pre- or post-acceptance product compliance evaluations. VSP respond to requests made by receiving personnel and the DFM. VSP ensures that products originate from approved sources and arrive in satisfactory condition. These technicians inspect excess subsistence turned in by food service facilities prior to SSMO and dining facility acceptance. They also inspect damaged, adulterated, infested or deteriorated subsistence and may recommend that it be dropped from accountability or force issued as appropriate. VSP inspect food storage and handling operations and assess sanitation conditions. They respond to requests for inspection when the DFM discovers products with latent defects during storage or preparation, or in response to customer complaints. VSP provide disposition instructions based upon fitness for consumption and will investigate and place stocks on medical hold that are the subject of recalls or ALFOODACT messages. These messages usually originate at the Defense Logistics Agency – Troop Support (DLA-TS) and are received at the installation by VSP. VSP take immediate required actions based on the information received.

PREVENTIVE MEDICINE

1-12. AR 40-5 provides the specific responsibilities and duties of preventive medicine personnel. Preventive medicine is a component of force health protection. In the context of the dining facility operations, preventive medicine personnel are responsible for conducting sanitary and food safety inspections as prescribed in Technical Bulletin Medical (TB MED) 530. In addition, preventive medicine personnel assist in training supervisory personnel on sanitation and provide guidance and assistance in establishing food safety risk management plans.

DIETITIAN

1-13. The dietitian or their qualified representative is a mandatory voting member of the FSMB. The dietitian participates in the review of foods and ingredients, and considers the intended frequency and amount of the foods being proposed for adoption by the installation food program. The dietitian also evaluates the nutrition profile of products in the catalog against nutrition standards and participates in new or existing product reviews as updated information becomes available. The positive or negative impacts of the ingredients on health and performance are strongly considered in the decision to accept or reject products. In addition to foods and ingredients, the dietitian reviews and recommends approval/disapproval of installation menus to ensure nutritional balance and adequacy based on published menu and nutrition standards. The dietitian ensures healthy foods are incorporated into menu planning, and identifies meal preparation and serving strategies that will maximize/optimize/conserves the nutritional value of the foods. The dietitian advises and assists the FPM and commanders in the training of food service personnel and diners on matters that influence healthy food choices, preparation techniques, portion sizes and other factors influencing the nutritional status of the supported population. This includes advising and communicating all nutrition standards, assisting with the identification and development of nutrition education material, and an assessment of the nutritional aspects of the installation food program and dining facility operations. The dietitian further assists the FPM as part of the writing team by contributing to the development of the food program performance work statement (PWS) to ensure that contact PWS for food service operations clearly describe the contractor's requirements to comply with applicable nutritional standards.

FACILITY ENGINEERS

1-14. The facility engineers are responsible for the repair and maintenance (scheduled and unscheduled) of buildings and food service equipment. The facility engineers support food service personnel in requisitions for food service real property and other related equipment. Some of the key assistance provided when coordinating with the facility engineers is to ensure that proposed equipment is compatible with available space and utilities, funds and that energy efficiency has been considered (energy star) in equipment

selection. The facility engineers will budget for real property and food service equipment that may require additional power upgrade and/or utilities to support state-of-the art food service equipment. It is the responsibility of the facility engineers to provide a trained/certified technician to train assigned food service personnel/operators (first echelon) maintenance of all new installed food service equipment. The facility engineers also provide government services to support the overall operation such as initiating new construction projects, renovation projects (design layout), verifying permanent building design capacity, installation energy conversation, environment, water safety, chemicals storage advice and rodent control.

OFFICE OF INTERNAL AUDIT

1-15. Each installation has an organization that conducts internal reviews of operational procedures and any areas of special interest as directed by the commander. The FPM should develop a working relationship with this organization and provide them with certain internal review reports. This ensures that the organization is fully aware of all reviews being conducted on a routine basis within the food program. This can help at a later date if an issue may arise concerning the food program or dining facility operations. Areas relating to the installation food program and dining facility operations that the commander may request to be reviewed may include but are not limited to:

- DD Form 1544 and cash collection/turn-in compliance.
- Utilization reviews.
- Operational reviews.
- Action plans.
- Contract surveillance compliance.

PROPERTY BOOK OFFICER

1-16. The PBO plays a vital role in maintaining food service equipment records consisting of all non-expendable installation and unit property. The PBO coordinates with the facility engineers to verify all new food service equipment in new construction projects. The FPM will include funding in his/her overall FY operational budget for replacement of food service equipment and provide the PBO with all necessary requisition and replacement paperwork to include funds approval that will allow the PBO to order new equipment.

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Chapter 2

Budgeting

GENERAL

An effective budgeting process allows the installation to acquire funds needed for FPMO, SSMO and dining facilities operations. Each installation's food service budget needs differ and requirements will change based on size, mission and location. This chapter provides an overview of how annual food program budget requirements are developed and executed.

RESPONSIBILITIES

2-1. The FPM, using input from the SSM, COR, command food advisors, DFMs, facility engineers, contracting activity and resource management develops the annual food program operating budget. These requirements are then included in the installation's overall operating budget. Once funding is received, the FPM executes the food program budget throughout the fiscal year (FY).

Note: If the SSMO is not organized under the FPMO, the SSM will develop and submit a separate budget using the same procedures contained in this chapter.

BUDGET DEVELOPMENT

2-2. The FPM may develop the food program budget forecast by using locally-developed spreadsheets that detail projected costs for each funding requirement. The previous year's budget and expenses will serve as a good starting point for developing requirements. If the previous budget had a significant deficit or surplus, the FPM should adjust the budget projections accordingly. The FPM also uses subject matter experts to develop budget projections, such as those for personnel and office supplies, which are common to all activities. Figure 2-1 is a sample budget forecast containing the funding requirements for the FPMO, SSMO and dining facility operations. Each of these areas is described in further detail in the following paragraphs.

CIVILIAN PAY

2-3. Included in the civilian pay budget is the projection for all government-employed personnel working in the food program. Employees may be permanent, term, temporary, wage grade or local national and work full-time, part-time, seasonally or intermittently. Included in the employees' salary or hourly wage is benefits, hiring, training and administrative costs. Overtime and monetary awards (if applicable) must also be included in the budget projection. The FPMO's resource management representative can provide employee pay costs as well as overtime and monetary awards funding ceilings.

Manpower Requirements

2-4. There is no set number of duty positions or personnel requirements for each installation FPMO or SSMO. These requirements are based upon the size and number of food service operations located on the installation. An installation with fifteen contractor-operated dining facility operations and a full-time SSMO operation will need to have a much larger FPMO staff (performance assessment evaluators (PAEs) and SSMO personnel) than an installation with one military-operated dining facility and no SSMO operation. The FPM should document food service manpower requirements, provide input on manpower surveys and work with the installation organizational leadership and the local civilian personnel office to establish and fill personnel requirements. AR 570-4 describes manpower management requirements in detail.

Fort Anywhere Food Program Budget Forecast FY10

Area	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	FY
Civilian Personnel Compensation	\$102,569	\$102,569	\$102,569	\$102,569	\$410,276
Awards	\$2,050	\$2,050	\$2,050	\$2,050	\$8,200
Overtime	\$1,400	\$1,400	\$1,400	\$1,400	\$5,600
Contracts	\$987,918	\$1,032,677	\$1,037,062	\$1,048,281	\$4,105,938
Supplies	\$43,500	\$43,500	\$43,500	\$43,500	\$174,000
TDY/Training	\$2,671	\$29,490	\$3,990	\$2,671	\$38,821
Equipment Replacement	\$10,864	\$22,214	\$47,487	\$33,651	\$114,216
Subtotal	\$1,150,972	\$1,233,900	\$1,238,058	\$1,234,121	\$4,857,052
Expected Operating Expense Return (minus)	\$34,000	\$34,000	\$34,000	\$34,000	\$136,000
Total	\$1,116,972	\$1,199,900	\$1,204,058	\$1,200,121	\$4,721,052

Food Service Contracts

DFAC Type of Contract	DFAC 1001 DFA	DFAC 2001 DFA	DFAC 3001 FFS	DFAC 4001 FFS	Management /Admin	Monthly Total	Quarterly Total
Oct-09	\$45,660.50	\$35,778.06	\$89,700.43	\$102,778.00	\$76,777.66	\$350,694.65	\$987,918.20
Nov-09	\$44,500.55	\$33,660.44	\$86,700.55	\$100,980.12	\$76,777.66	\$342,619.32	
Dec-09	\$40,570.55	\$30,778.45	\$55,589.45	\$90,888.12	\$76,777.66	\$294,604.23	
Jan-10	\$46,667.77	\$35,666.78	\$76,788.58	\$104,765.34	\$76,777.66	\$340,666.13	\$1,032,677.03
Feb-10	\$40,577.89	\$34,678.70	\$80,700.56	\$103,888.33	\$76,777.66	\$336,623.14	
Mar-10	\$46,770.40	\$35,678.70	\$88,560.67	\$107,600.33	\$76,777.66	\$355,387.76	
Apr-10	\$44,670.50	\$36,244.60	\$82,670.00	\$105,600.23	\$76,777.66	\$345,962.99	\$1,037,062.10
May-10	\$43,450.66	\$37,242.02	\$80,555.67	\$104,500.44	\$76,777.66	\$342,526.45	
Jun-10	\$44,670.50	\$36,740.00	\$82,784.06	\$107,600.44	\$76,777.66	\$348,572.66	
Jul-10	\$46,555.60	\$35,899.90	\$87,688.54	\$106,332.45	\$76,777.66	\$353,254.15	\$1,048,280.85
Aug-10	\$44,780.80	\$37,888.56	\$82,566.45	\$104,300.34	\$76,777.66	\$346,313.81	
Sep-10	\$43,400.40	\$39,678.80	\$83,555.43	\$105,300.60	\$76,777.66	\$348,712.89	
FY Total	\$532,276.12	\$429,935.01	\$977,860.39	\$1,244,534.74	\$921,331.92	\$4,105,938.18	

Figure 2-1. Sample FPMO budget forecast

Food Service Supplies								
DFAC Type of Contract	DFAC 1001 DFA	DFAC 2001 DFA	DFAC 3001 FFS	DFAC 4001 FFS	FPMO	SSMO	Monthly Total	Quarterly Total
Oct-09	\$5,000.00	\$4,500.00	\$0.00	\$0.00	\$3,000.00	\$2,000.00	\$14,500.00	\$43,500.00
Nov-09	\$5,000.00	\$4,500.00	\$0.00	\$0.00	\$3,000.00	\$2,000.00	\$14,500.00	
Dec-09	\$5,000.00	\$4,500.00	\$0.00	\$0.00	\$3,000.00	\$2,000.00	\$14,500.00	
Jan-10	\$5,000.00	\$4,500.00	\$0.00	\$0.00	\$3,000.00	\$2,000.00	\$14,500.00	
Feb-10	\$5,000.00	\$4,500.00	\$0.00	\$0.00	\$3,000.00	\$2,000.00	\$14,500.00	\$43,500.00
Mar-10	\$5,000.00	\$4,500.00	\$0.00	\$0.00	\$3,000.00	\$2,000.00	\$14,500.00	
Apr-10	\$5,000.00	\$4,500.00	\$0.00	\$0.00	\$3,000.00	\$2,000.00	\$14,500.00	
May-10	\$5,000.00	\$4,500.00	\$0.00	\$0.00	\$3,000.00	\$2,000.00	\$14,500.00	
Jun-10	\$5,000.00	\$4,500.00	\$0.00	\$0.00	\$3,000.00	\$2,000.00	\$14,500.00	\$43,500.00
Jul-10	\$5,000.00	\$4,500.00	\$0.00	\$0.00	\$3,000.00	\$2,000.00	\$14,500.00	
Aug-10	\$5,000.00	\$4,500.00	\$0.00	\$0.00	\$3,000.00	\$2,000.00	\$14,500.00	
Sep-10	\$5,000.00	\$4,500.00	\$0.00	\$0.00	\$3,000.00	\$2,000.00	\$14,500.00	
FY Total	\$60,000.00	\$54,000.00	\$0.00	\$0.00	\$36,000.00	\$24,000.00	\$174,000.00	

Food Service TDY/Training		
Quarter	Cost	Quarterly Total
1st Qtr		
Best DFAC Program (trophies)	\$260.00	\$2,670.70
Cook of the Quarter (trophies & name tags)	\$230.00	
PAE FSCM Training-Fort Lee	\$2,180.70	
2nd Qtr		
Best DFAC Program (trophies)	\$260.00	\$29,490.00
Cook of the Quarter (trophies & name tags)	\$230.00	
Culinary Arts Train-up	\$3,000.00	
Culinary Art Team-Fort Lee	\$26,000.00	
3rd Qtr		
Best DFAC Program (trophies)	\$260.00	\$3,990.00
Cook of the Quarter (trophies & name tags)	\$230.00	
WWFC & Army Food Program Workshop	\$3,500.00	
4th Qtr		
Best DFAC Program (trophies)	\$260.00	\$2,670.70
Cook of the Quarter (trophies & name tags)	\$230.00	
PAE FSCM Training-Fort Lee	\$2,180.70	

Figure 2-1. Sample FPMO budget forecast (continued)

Equipment Replacement								
Priority	Code	Bldg	ITEM	Brand	QTY	Unit Cost	Total Cost	Quarterly Cost
1	H	1001	CONVECTION OVEN	Vulcan	1	\$5,004.00	\$5,004.00	
2	H	4001	FOOD WARMER	Victory	1	\$3,600.00	\$3,600.00	
3	H	4001	FLOOR SCALE	Detecto	1	\$752.56	\$752.56	
4	H	2001	OVEREASY CONVEYOR TOASTER	Toastmaster	2	\$753.61	\$1,507.22	\$10,863.78
5		2001	ICE MACHINE 254	Scotsman	1	\$2,573.30	\$2,573.30	
6		1001	ICE MACHINE 354	Scotsman	1	\$3,454.96	\$3,454.96	
7		3001	ICE MACHINE 354	Scotsman	1	\$3,454.96	\$3,454.96	
8		2001	INDIV GRILL STANDS	Dietary	3	\$430.88	\$1,292.64	
9		3001	INDIV GRILL STANDS	Dietary	3	\$430.88	\$1,292.64	
10		4001	CONVECTION OVEN	Vulcan	1	\$5,152.63	\$5,152.63	
11		4001	ICE MACHINE 354	Scotsman	1	\$3,454.96	\$3,454.96	
12		4001	HOT TOP RANGE (GAS)	Vulcan	1	\$1,538.24	\$1,538.24	\$22,214.33
13		1001	DISHWASHER	Hobart	1	\$47,487.00	\$47,487.00	\$47,487.00
14		1001	MEAT SLICER	Globe	1	\$4,224.13	\$4,224.13	
16		3001	PIZZA WARMER	Hatco	1	\$1,713.85	\$1,713.85	
17		1001	STEAMER, 2 DOOR	Vulcan	1	\$7,113.94	\$7,113.94	
18		3001	GLASS DOOR MERCHANDIZER	Traulsten	2	\$1,290.14	\$2,580.00	
19		2001	PROOFING CABINET	Metro	1	\$1,603.00	\$1,603.00	
20	All		ICE CREAM CABINETS	Frigidare	4	\$597.00	\$2,388.00	
21		3001	HOT DOG ROLLER	Wyott	1	\$339.00	\$339.00	
22		2001	60-FT CU REFRIGERATOR	Traulsten	1	\$13,185.00	\$13,185.00	
23		1001	HOT DOG ROLLER	Star	1	\$504.00	\$504.00	\$33,650.92
						Total	\$114,216.03	

Figure 2-1. Sample FPMO budget forecast (continued)

Temporary Duty (TDY) and Training

2-5. The FPM must project expected costs for TDY travel for attendance at food service workshops, competitions (such as culinary arts), seminars, local training activities (such as diner education materials and sanitation training), mobile training teams to come to the installation for on-site training, and food service recognition programs such as Philip A Connelly.

2-6. In addition to providing input to the FPM, command food advisors should also develop their own TDY and training budgets and submit them to their unit resource management representative. Command food advisors often run their own training and recognition programs and the installation may not be able to provide the necessary funding for attendance at food service conferences or culinary arts competitions. Units may be called upon to provide funding for their own personnel in these instances.

EXPENDABLE/DURABLE SUPPLIES AND EQUIPMENT

2-7. All food program activities require expendable/durable supplies and equipment for daily operations. If food service activities are contractor-operated, check the contract to see if the contractor is required to provide all or some of these supplies. If the contractor is required to provide these supplies, the cost of the supplies will be contained within the contract price for the services the contractor is providing. Expendable/durable supply and equipment requirements may include but are not limited to:

- Cleaning supplies such as chemicals, chemical test kits, mops, buckets, brooms, cloths, brushes, garbage bags, toilet paper, ladders, wax, high temperature gloves and so forth.

- Food preparation and serving supplies such as plastic wrap, coffee filters, aluminum foil, napkins, toothpicks, disposable plastic gloves and so forth.
- Office supplies such as printer and copier toner, pens, paper, folders, cash register paper and so forth.
- Kitchen and dining equipment such as pots, pans, utensils, plates, cups, glasses, dining ware and so forth.
- Carry-out containers, cups, lids, straws and so forth (if this service is being provided).
- Holiday decorations.

EQUIPMENT REPLACEMENT

2-8. AFMIS automatically calculates equipment replacement costs by FY. The FPM should verify these records for accuracy and validate whether the equipment programmed for replacement during the FY needs to be replaced prior to including this equipment cost in the projected budget. Chapter 4 of this manual provides the procedures for validating equipment replacement records.

2-9. The FPM should prioritize all equipment replacement requirements for the installation and confirm replacement cost by contacting DLA-TS or researching prices in current equipment catalogs. Equipment that is mission essential such as a dishwasher or an oven should have a higher priority than equipment that is nice to have or will not negatively impact the daily mission of the SSMO or dining facility operation. When equipment funding is not enough to cover all requirements, this prioritization will ensure the most important equipment is purchased first. Do not overlook the following types of equipment when developing the equipment replacement budget:

- Office and headcount furniture. Normal life expectancy of these items is between 5-8 years.
- Automated equipment such as computers, printers, faxes, copy machines and automated headcount systems.

CONTRACT COSTS

2-10. The FPM must project the cost of food service contract operations. The FPM should use last FY's actual expenses as a starting point and project any increases or decreases in the anticipated workload. Calculations for projected contract costs are determined by multiplying the established service price by the projected workload (meal periods or meals for dining facilities). Installation FPMs are required to input contract cost into AFMIS under the contract management data field. Contracting considerations are contained in chapter 3 of this manual.

FACILITY IMPROVEMENT

2-11. Facility improvement potential costs include SSMO or dining facility modernization (improvement of existing facilities) or the replacement of the décor. Modernization and décor planning procedures are contained in chapter 4 of this manual.

EXPECTED OPERATING EXPENSE RETURN FROM CASH MEAL SALES

2-12. The operating expense is the difference between the discount and standard meal rates and is collected by dining facility operations for each standard meal sold. This money is returned to the installation once the dining facilities' DD Form 1131 (*Cash Collection Voucher*) is disbursed by the Defense Finance and Accounting Service (DFAS). This money is generated by the food program and it should be used to offset operating expenses of dining facility operations for items such as expendable/durable supplies and equipment replacement. The FPM can use AIS to determine how much money should be returning to the installation by month and FY. The FPM should contact the FPMO's resource management representative for access to these funds.

BUDGET EXECUTION

2-13. At the beginning of each FY, the Garrison Commander receives a funding authorization document from Installation Management Command (IMCOM). This document establishes authority to spend and obligate funds. After reviewing the funding authorization document with the installation staff, resource management provides approved obligation and expense ceilings to each installation activity including the FPMO.

2-14. The FPM tracks the budget spending plan by comparing monthly expenditures against original projections and by constantly revising food program budget projections as they may change throughout the FY. DO NOT spend or obligate more money than authorized. Doing so is not only poor management--it is illegal.

REDUCED FUNDING CONSIDERATIONS

2-15. When funding does not meet budgetary requirements, the submission of unfinanced requirements (UFR) may have to be accomplished. The FPM may also have to develop feeding options that could be exercised when funding is limited or not available to fully support the food program. Feeding options that should be considered include:

- Consolidation of dining facilities. Consolidating dining facility operations on the installation should be maximized to the greatest extent possible. This may reduce the total number of dining facility operations and reduce contract, expendable/durable supply and equipment, utility, and equipment replacement costs.
- Reduce the categories of personnel that may eat in the dining facility to those diners that are authorized subsistence in kind (SIK) only. This option should be considered in conjunction with the consolidation of dining facilities. To realize a cost savings from reducing headcount using this option only, the number of meals per serving period must move to a reduced meal price range in the contract if the contract is paid based on meal ranges.
- Eliminate carry-out programs to save the cost of the carry-out containers, cups and so forth.

Chapter 3

Contracting

GENERAL

This chapter describes contracting responsibilities and considerations for FPMO, SSMO and dining facility operations. Several factors contribute to the success of contracts; these include command efforts, use of a standardized work statement and assessment plan, surveillance training and effective use of experience.

DIRECTIVES TO CONTRACT

3-1. The Vice Chief of Staff, Army directed that all tables of distribution and allowances (TDA) dining facilities be contracted by March 1988. This action was a result of an Army reduction in food service personnel authorizations. Tables of organization and equipment (TOE) dining facilities may be contracted during certain situations. Food service contracts performed in dining facility operations consist of three types: full food service (FFS), dining facility attendant (DFA) and cook support/dining facility attendant (CS/DFA). Contracting policy and requirements for dining facility operations are contained in AR 30-22 and DA Pam 30-22.

3-2. FPMO and SSMO operations are contracted under the commercial activities program. The commercial activities program is a productivity improvement program based on the Office of Management and Budget (OMB) Circular A-76. The circular states three policy objectives. The first is to achieve economy and enhance productivity. The second is to retain inherently governmental functions in-house. The third is to rely on the commercial sector. Food service activities are classified as a commercial service obtainable through private business and therefore may be contracted. However, IAW AR 30-22, Dining Facility operations will not be contracted when Army enlisted cook personnel are assigned to a unit or organization operating a dining facility.

RESPONSIBILITIES

3-3. When food service activities or functions are contracted, the government must ensure the contractor provides the services the installation requires. Responsibilities for contract initiation, development, execution, administration and surveillance are contained in the following paragraphs.

REQUIRING ACTIVITY

3-4. The requiring activity is the activity on the installation that needs the service(s) the contractor will be performing. The requiring activity for food service contracts is generally the senior logistics organization on the installation. The requiring activity initiates the contract requirement and secures funding for contract payment. The requiring activity also nominates personnel to conduct surveillance of the contractor during the contract performance period.

CONTRACTING OFFICER (KO)

3-5. The KO has overall responsibility for contract execution and administration. The KO has the authority to enter into, administer or terminate contracts and to make related determinations and findings. KO duties are rather specific in nature and terminate upon conclusion of the contract or transfer of the individual.

COR

3-6. The COR is an agent of the government designated by the KO with specific authority and limitations to assist the KO in administering the contract. The KO will specify the duties, responsibilities, authority and limitations of the COR in a letter of designation. Each COR position is different, depending on the nature and extent of authority given in their letter. The COR also serves as a liaison between the contractor and unit commanders to ensure that desired changes, improvements and requests for additional support do not violate the terms of the contract. The KO may also designate an alternate COR to act in place of the COR when the COR is not available.

PAEs

3-7. PAEs work directly under the COR and conduct evaluations of the contractor's performance. PAEs document their evaluations in reports that are used by the COR and KO to determine if the contractor is meeting the requirements of the contract. The number of PAEs required for surveillance depends upon the number of dining facilities the installation has operating. Table 3-1 provides general guidelines for CORs and PAEs in the performance of their duties.

Table 3-1. General guidelines for CORs and PAEs

<i>Do</i>	<i>Don't</i>
Have a copy of the contract.	Supervise contractor employees.
Know what is in the contract.	Tell contractor how to do the job.
Keep a copy of your letter of designation.	Become personally involved in disputes.
Understand the limits of your authority.	Delay correspondence or reports.
Maintain records of all transactions affecting the contract.	Let the contractor perform work outside the scope of the contract.
Be aware of the Army's standards of ethical conduct.	Be overly harsh nor overly lenient.
Refer the contractor's correspondence promptly to the KO.	Divulge any sensitive or proprietary information.
Document all actions on the contract.	Accept any gratuities.
Keep communication channels open.	Lose your impartiality.
Observe contract operations.	Give your opinion.
Read and check reports from contractor.	Enter into a contract change.
Supervise inspection teams.	Re-delegate your authority.
Keep contractor and KO informed of problems or deficiencies.	Let personalities enter into your discussion with the contractor.
Ensure instructions to the contractor are in writing from the KO.	Exceed your authority as set forth in your letter of designation.

COR AND PAE TRAINING

3-8. The requiring activity and KO are responsible for the training of the COR and PAEs. All CORs/PAEs are required to complete requisite training in general contract principles and ethical behavior. This training is usually completed through distance learning and by attendance at local briefings. All CORs/PAEs are also required to be sanitation-certified and attend Food Service Contract Management (FSCM) course conducted by the JCCoE. This course must be taken within 90 days of appointment and renewed every five years. Classes are conducted periodically throughout the FY at different installations. The requiring activity should contact JCCoE for the course schedule and training locations.

3-9. At the time of appointment, the KO must also provide the COR/PAEs with training specific to the contract that they will be monitoring. This training should include a review of the contract and duties, authority limitations, forms completion, standards of conduct and reporting requirements.

CONTRACT REQUIREMENTS

3-10. The requiring activity develops required contract documents including the PWS, performance assessment plan (PAP) and independent government cost estimate (IGCE). The PWS contains the performance requirements of what services the contractor will be required to provide to the government. The PAP is the government's plan on how they will monitor or measure the performance of the contractor. The IGCE is the government's best estimate as to what contract services should cost. The requiring activity must ensure that food service subject matter experts such as the FPM and SSM are included or lead the development of these documents using the PWS writing team concept. The responsibility to develop these documents should be a team effort and not placed on one individual.

DEPARTMENT OF THE ARMY (DA) PROTOTYPE PWS AND PAP

3-11. A properly prepared PWS and PAP can mean the difference between a successful and an unsuccessful contract. The Army must maximize standardization in food service contracts to improve the quality of service, to control cost and to improve the contracting process overall. JCCoE maintains and publishes the DA Prototype PWS and PAP for dining facility operations. The use of this prototype is mandatory for developing and renewing dining facility contract documents. The DA Prototype PWS and PAP can be downloaded from the JCCoE website.

3-12. The PWS writing team should tailor the prototype to meet the minimum needs of the installation. Tailoring does not include changing the prototype to suit the installation. Once the PWS is completed, the PAP is developed. The PAP must coincide with the PWS and is used for surveillance of the contractor. After the installation approves these documents, the IMCOM region and JCCoE are required to certify the PWS and PAP as part of the review and approval processes.

Contract FPMO and SSMO Operations

3-13. The DA Prototype does not contain PWS and PAP prototypes for contract-operated FPMO and SSMO operations. When developing the PWS and PAP for contract FPMO and SSMO operations, the requiring activity should use Army Food Program regulatory standards contained in AR 30-22 and DA Pam 30-22 and chapter 6 of this manual as a guide. These references provide what services these offices are required to perform and what reporting documents they are required to submit to the government. The requiring activity should also contact installations that already have contracted FPMO or SSMO operations to get a copy of their current PWS and PAP.

3-14. Surveillance of contractor-operated SSMO operations may or may not involve FPMO contract surveillance personnel (CORs, PAEs); however, if they do not, the FPM, as the food program subject matter expert, should provide performance feedback to the appropriate SSMO COR.

IGCE

3-15. Under performance-based contracting, the government focuses on the service or work the contractor provides and not how many workers the contractor uses to perform the work. Although food service uses performance-based contracting in the actual administration of the contract, the requiring activity must determine approximately how many personnel are required to perform the work for the purposes of developing the IGCE.

3-16. The first step in the development of the IGCE is to determine how the contractor will be paid. Dining facility contracts are usually set up to pay the contractor by the operating shift, number of meals fed for each meal period or day, or by individual meal. The method of payment the government decides on will be used as the bid schedule.

3-17. Regardless of what method the government will use to pay the contractor by, the initial step to determine the cost estimate is the same. Using the Department of Labor Wage Determination, the requiring

activity estimates how many employees it will take to provide the required services and then calculates all costs of their salary and hourly wages. The contracting office has representatives who can provide technical assistance in determining the formulas used for employee benefit calculations. The requiring activity will also include all uniforms, expendable/durable supplies and equipment that the contractor will furnish in the IGCE. Once developed, the IGCE becomes part of the installation solicitation package and is used to evaluate bids from potential contractors.

CONTINGENCY PLAN

3-18. When the installation contracts a food service function, the government must develop a contingency plan outlining the procedures to continue the service should the contractor default. Appendix A contains a sample food service contingency plan. Actions the installation may take temporarily during dining facility contractor default include:

- Consolidating feeding operations into military-operated dining facilities.
- Detailing unit personnel for DFA duties.
- Taking over the contract by hiring the contractor’s employees and managing the operations in-house.
- Issuing an emergency contract to another food service contractor.
- Issuing commercial box meals or meals, ready to eat (MREs).
- Feeding only SIK Soldiers.
- Placing Soldiers on separate rations.

COMMANDER’S CONCERNS AND ACTIONS

3-19. Many commanders that are supported by contracted dining facility operations may feel they have lost some flexibility, control and decision-making power over the operation of the facility. Although there may be contracting limitations, commanders are still responsible for the quality of subsistence received by their Soldiers. The operation of the dining facility should not change with a food service contract. Contractors must adhere to the same guidelines and requirements as a military operation in the Army Food Program. Command food advisors and FPMs can assist commanders in carrying out their responsibilities and ensure they know how they can gain support from contractor-operated dining facilities as well as how to address issues they are having. Table 3-2 provides some general guidelines for commanders when they are supported by a contractor-operated dining facility.

Table 3-2. General guidelines for commanders

<i>Do</i>	<i>Don’t</i>
Observe contractor operations.	Ask the contractor for unauthorized or illegal service and support, such as cake, cookies or coffee for social functions.
Follow procedures and time frames for getting changes implemented.	Suggest better methods of performance.
Coordinate through the COR to solve any problems that arise.	Direct contractor personnel in the performance of their duties.
Report to the COR any discrepancies in contractor performance.	Ask for copies of any paperwork.
Coordinate subsistence support requests through command food advisor to the COR.	Make “trade-offs” with the contractor concerning government-performed tasks and contractor-performed tasks.

Chapter 4

Facility Construction, Modernization, and Equipment Replacement

GENERAL

This chapter provides an overview of the construction process for new facilities, modernization and décor planning concerns, and equipment replacement procedures for dining facilities and SSMOs.

NEW CONSTRUCTION

4-1. New construction dining facilities and SSMOs are part of the Military Construction, Army (MCA) program due to the scope and cost. The MCA process begins when the installation real property master planner reviews the commander's guidance and the installation's future missions, station changes and historical information for potential upgrades. The master planner then plans and submits documents for all new construction and renovation projects. The master planner plans for the installation mission based on the planning, programming, budgeting and execution process; established trends, strategies, force structure, programs and all ready known resource requirements for already identified MCA projects and short- and long-term renovation projects of older buildings on the installation.

STANDARD DESIGNS

4-2. The US Army Corps of Engineers, Norfolk District has developed standard designs for enlisted personnel dining facilities (EPDF) and SSMOs. EPDF standard designs are categorized as permanent party, training (basic training/advanced individual training) and operational readiness training complexes (ORTC). EPDFs are constructed based upon the barracks troop population and designed to feed a specified range of Soldiers during a 90-minute meal period. SSMO facilities are constructed based upon the barracks troop population they will support. Table 4-1 provides the different standard design sizes for EPDFs and SSMOs.

Table 4-1. Standard Designs for dining facilities and SSMOs

<i>Permanent Party</i>	<i>Training</i>	<i>ORTC</i>	<i>SSMO</i>
500	1300	720	Small (5,000)
800	2600	1428	Medium (15,000)
1300			Large (25,000)

TIMELINE AND PROCESS

4-3. The new construction process (planning to construction completion) takes approximately four to five years. Figure 4-1 provides an overview of the new construction process up until the time construction begins at the installation. The actual construction of the facility usually takes 540 days.

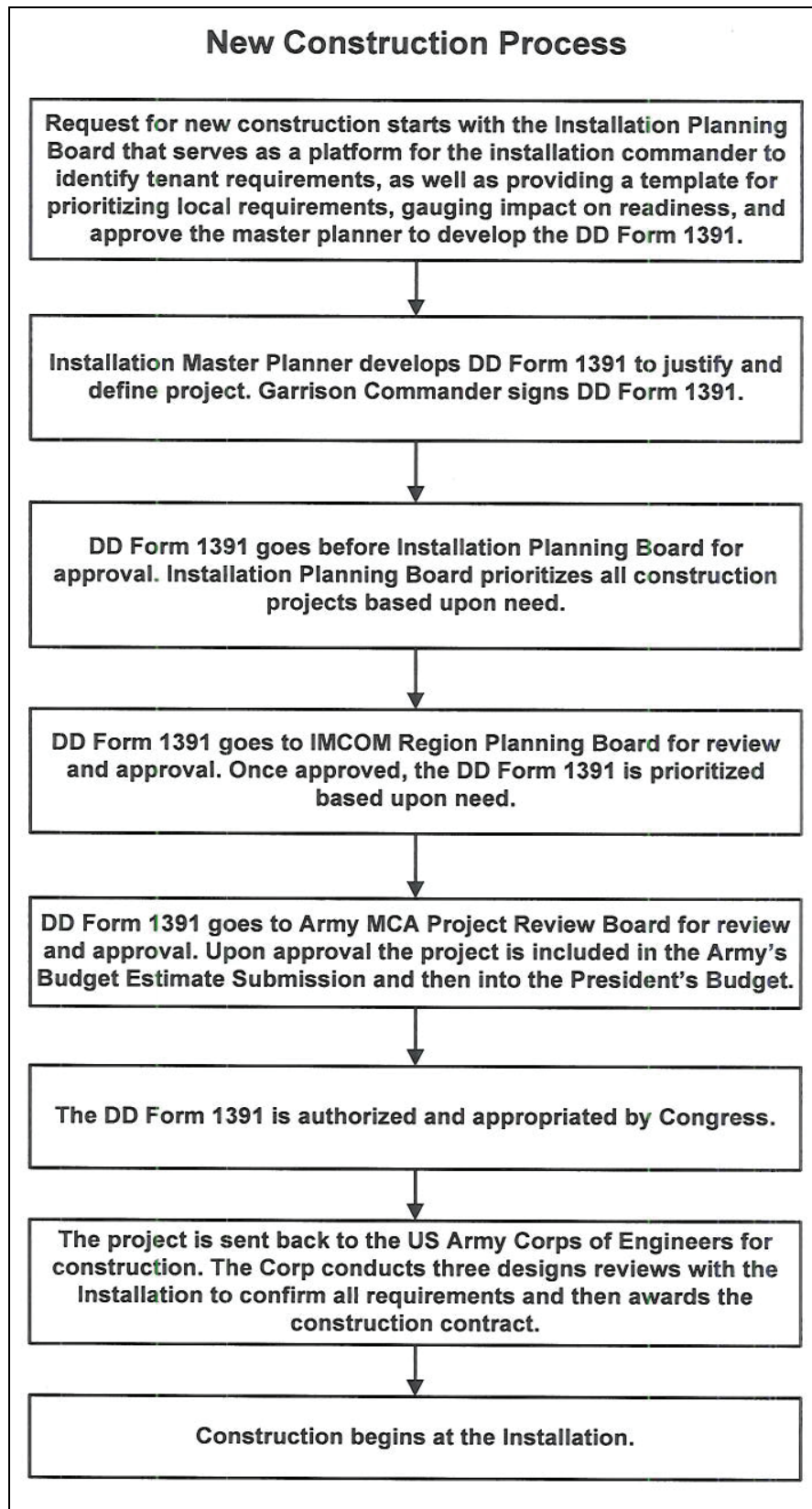


Figure 4-1. New construction process

CHARETTE

4-4. The Charette is the process by which all users, commanders, installation staff, FPM, facility engineers, US Army Corps of Engineers and the JCCoE/Army Center of Excellence Subsistence Operations Directorate validates the request for a new construction project. The Charette is a two to five day planning session to develop planning concepts and architecture that fits the project criteria. The two types of Charettes are the Planning Charette and the Design Charette.

Planning Charette

4-5. The planning Charette is conducted during the formulation stage of the project and it facilitates the identification of issues that impact the functionality, scope, cost and execution of the project. This process affords the opportunity to include beneficial sustainability and operability principles and practices into the project. The end product of this Charette is an accurate DD Form 1391 (*FY Military Construction Project Data*).

Design Charette

4-6. The design Charette is conducted to provide for an exchange of ideas to develop planning concepts and the architecture that fits the project criteria. This Charette ends with workable solutions supported by all those involved.

DD FORMS 1390 AND 1391

4-7. DD Form 1390 (*FY Military Construction Program*) and DD Form 1391 are the Department of Defense (DOD) military construction project justification documents. These forms communicate user facility requirements through command channels to obtain funding for military construction needs. These forms are a compilation of information that is required to determine the proper scope and cost of a project. The US Army Corps of Engineers has example DD Forms 1390 and 1391 on their website for each of the standard designs shown in table 4-1.

NEW CONSTRUCTION EQUIPMENT

- 4-8. There are four different types of equipment in new construction projects. They are—
- Military construction (MILCON). This equipment comes with the building and includes items such as exhaust hoods, beverage counters, serving lines, dishwashing machines and so forth.
 - Government-furnished, government-installed (GFGI). This equipment includes items such as mobile equipment, shelving, tables, décor and so forth. The funding for this equipment is not included in the construction budget. JCCoE/Army Center of Excellence Subsistence Operations Directorate develops this budget separately based upon the facility design and the installation's desires.
 - Vendor equipment. This equipment includes items such as beverage or other dispensers that are provided by commercial vendors under the subsistence prime vendor (SPV) program. Vendors provide this equipment free of charge as long as the dining facility uses the vendor's food product in it. Vendor equipment requirements must be considered in the facility design reviews so the appropriate utilities (water, electrical, drains) and counter space can be incorporated into the design.
 - Automation. Automation equipment includes the AFMIS and automated headcount systems. The cost of automation equipment is funded by the installation for new construction projects.

INVOLVEMENT IN THE CONSTRUCTION PROCESS

4-9. The FPM must be involved throughout the new construction process to ensure the facility will meet all feeding and storage requirements when complete and has the capability for use during emergencies (emergency generator capability) if required. This includes participation in the planning stages with the installation planning board, planning and design Charettes, design reviews and the construction phase. Specific involvement in the process should include:

- Participating in design reviews (35 percent, 65 percent and 95 percent) and foundation meetings.
 - Ensuring preventive medicine personnel are included in the design review process as required by TB MED 530.
 - Coordinating with the assigned government project manager or representative from the US Army Corps of Engineers to visit the construction site throughout the construction phases. The FPM should only address questions or concerns of the project with government representatives or the on-site US Army Corps of Engineers.
 - Requesting a JCCoE/Army Center of Excellence Subsistence Operations Directorate and Facility Equipment representative to conduct a pre-acceptance visit. This representative will assist in finding facility and equipment discrepancies, identifying problems and providing solutions before the installation, facility engineers and the user accepts responsibility for the facility.
- 4-10. As construction nears completion, the FPM should ensure the following actions are taken:
- Establish facility and equipment warranty service order procedures with the facility engineers. New construction facilities and equipment have a one-year warranty.
 - Coordinate for garbage and recycling containers.
 - Prepare contract to assemble stainless steel shelving and preparation tables.
 - Coordinate for equipment operation training.
 - Coordinate equipment training for employees.
 - Coordinate AIS account establishment with DLA-TS.

MODERNIZATION

4-11. Modernization or renovation of existing facilities is improvement of the facility that does not involve removal of the exterior wall and roof sections. The cost of modernization/renovation projects are based upon the scope of work. The cost for modernization/renovation dining facility projects costing less than \$750,000 is funded at the installation level. Any dining facility modernization/renovation project costing more than \$750,000 is considered new MCA project. The modernization/renovation process begins when the FPM or SSM submits a work request through the facility engineers. The work request defines the desired scope of the modernization or renovation. The facility engineers will then develop a cost estimate of the project. The cost of modernization/renovation projects are funded at the installation level.

DÉCOR PACKAGES

4-12. Décor packages enhance the physical appearance of the facility and include items such as chairs tables, booths, floor and wall coverings, partitions, drapes, lights, sound systems and other such items. When décor items need to be replaced, the FPM should contact several commercial vendors. Commercial vendors can provide many replacement options. Once the FPM decides on the type of replacement items, the purchasing process goes through the local contracting activity. The cost of replacing décor items is funded at the installation level.

EQUIPMENT REPLACEMENT

4-13. Dining facility and SSMO operations maintain equipment replacement records either manually or in AIS. These records include a programmed replacement year which is based upon when the equipment was purchased and its life expectancy. To validate equipment replacement requirements, the FPM should contact the facility engineers and conduct a walk-through of each facility with the manager. Mechanical equipment scheduled for replacement may be working fine and may not need to be replaced during its programmed replacement year. Non-mechanical equipment such as tables and storage racks usually last much longer than their recommended life expectancy. Ask the DFM and facility engineers if any other pieces of equipment need to be replaced due to maintenance reasons (not economically repairable) that are not currently projected for replacement in the upcoming FY.

4-14. Mechanical equipment that will not be replaced during its programmed replacement year must be extended in writing by the facility engineers. This extension is necessary so that equipment replacement records can be updated to reflect the new programmed replacement year for budgeting purposes and safety and serviceability. Figure 4-2 is a sample equipment life expectancy extension memorandum.

IMNE-MCY-LGSF	22 September 2009			
MEMORANDUM THRU Command Food Advisor, 123 rd Infantry Brigade				
FOR Food Program Manager, Fort Anywhere				
SUBJECT: Kitchen Equipment Life Expectancy Extension for Building 1817				
<p>1. The kitchen equipment listed below has reached its life expectancy and is still serviceable. The facility engineers have inspected each piece of equipment for safety and serviceability and approve of a two-year life extension.</p>				
Equipment	Model	Serial Number	Original Life Expectancy Date	Extended Life Expectancy Date
Tilt Grill	TGSP-2430	880052	2010	2012
Refrigerator, 65 Cu Ft	SKT-74SSH	S6456894H	2010	2012
Meat Slicer	909A	9630-3361	2010	2012
<p>2. Facility Engineer Inspecting:</p> <p style="text-align: right;">Signature: <u><i>Billy Inspectall</i></u></p> <p style="text-align: right;">Name: <u>Billy Inspectall</u></p> <p style="text-align: right;">Title: <u>BSA Equipment & Facilities</u></p>				
<p>3. The kitchen equipment replacement record will be updated to reflect the new life expectancy on these pieces of equipment in AFMIS. A copy of this memorandum will be retained with a copy of the kitchen equipment replacement record.</p>				
<p><i>James Jones</i> JAMES JONES SFC, USA Dining Facility Manager</p>				

Figure 4-2. Sample equipment life expectancy extension memorandum

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Chapter 5

Dining Facility Reviews

GENERAL

Dining facility operations should be reviewed on a routine basis to ensure they are operating efficiently and meet all regulatory requirements of the Army Food Program. This chapter provides an overview of the areas that should be reviewed and the methods used to conduct them. Reviews of contractor-operated dining facility operations should be conducted according to the contract PWS and PAP.

UTILIZATION

5-1. The dining facility's main purpose is to provide food service support to diners authorized SIK. The installation must have the appropriate number of dining facilities in operation to meet this requirement.

USE POLICY

5-2. The FPM should assist the Installation/Garrison Commander in developing an installation dining facility use policy. The commander must carefully consider all the possible impacts of authorizing categories of personnel other than SIK diners to eat in the dining facilities on a continual basis. Increasing the utilization rates of the dining facilities is not a good reason to authorize other categories of personnel to eat in the dining facilities. There should be a compelling mission requirement instead. Possible negative impacts of authorizing other categories of personnel to eat in the dining facility on a continual basis may include:

- Negative impact to SIK diners in the form of longer lines and crowding in the dining facility.
- Increased contract, expendable/durable supply, equipment and utility costs.
- Reduced use of installation morale, welfare and recreation (MWR) facilities.

UTILIZATION REVIEWS

5-3. The FPM should review dining facility utilization frequently. Too many dining facilities operating on the installation results in under-utilization and increased costs. Not enough dining facilities operating on the installation results in over-utilization, long lines, crowding, diner dissatisfaction and shortened equipment life expectancy.

5-4. DA Pam 30-22 contains the dining facility utilization rate formula. The Army utilization rate goal is for each dining facility to operate between 65 percent to 110 percent of its design capacity. The FPM should determine the utilization rate for each operational dining facility on a quarterly and FY basis and provide this information to the commander along with some courses of action to consider for his decision. Using these rates along with additional considerations such as distance between facilities and impact to unit missions, and FPM recommendations, the commander then decides whether to consolidate dining facility operations or open additional dining facilities.

5-5. If the commander has authorized other categories of personnel to eat in the dining facility on a continual basis such as such diners authorized basic allowance for subsistence (BAS) and/or civilians, the FPM should determine if these personnel are having a negative impact on SIK diner feeding and include it in the annual utilization rate review. Appendix C contains a sample installation dining facility use policy and a sample annual utilization rate review.

ACCOUNT

5-6. The FPM and command food advisor must constantly be aware of the financial status of the dining facility account. Dining facility accounts must be reviewed on a monthly, semi-annual and FY basis. Actions to correct overspent accounts must be implemented immediately and tracked for effectiveness. Appendix D contains a sample dining facility account validation and analysis and mid-year financial review which are discussed in the following paragraphs.

END OF ACCOUNTING PERIOD REVIEW

5-7. At the end of each accounting period, the command food advisor should conduct a validation and analysis of the dining facility account if the account was 3 percent overspent or 10 percent underspent. Validating the account ensures that all financial data has been entered correctly on the DA Form 7454 (*Monthly Earnings and Expenditures Record*). Analyzing the account will identify what areas the dining facility needs additional emphasis in to correct the account status for the next accounting period. Upon completion of the validation and analysis, the command food advisor should assist the DFM in developing remedial rations that can be implemented immediately to bring the dining facility account back into tolerance. Underspent accounts may not need remedial action, provided Army menu standards are being followed and diners are satisfied.

MID-YEAR FINANCIAL REVIEW

5-8. At the conclusion of the March accounting period, the FPM is required to conduct a mid-year financial review of all dining facility accounts that are overspent in the year-to-date status. This review ensures that all required oversight actions are being completed as required by the responsible individual (FPM, command food advisor or COR).

FISCAL YEAR ACCOUNT STATUS

5-9. IAW AR 30-22, At the conclusion of the FY, all dining facility accounts must be at zero or underspent in the year-to-date status. For accounts that conclude the FY overspent, relief for loss actions must be accomplished. For contractor-operated dining facilities, the COR should provide a fact and finding memorandum to the KO outlining the details of the overspent account status. The KO will make the final determination whether or not and if so how much the contractor will be responsible for of the overspent status. For military-operated dining facilities, the command food advisor should coordinate with the responsible commander to conduct a Financial Liability Investigation of Property Loss (FLIPL) for the overspent status.

CASH CONTROL

5-10. The FPM and command food advisor must ensure appropriate cash control checks and balances are put into place and followed. Control procedures that are not checked may result in the misappropriation of cash and personnel disciplinary actions. Appendix E contains a sample DD Form 1544 annual revalidation memorandum and a sample quarterly unannounced cash count verification memorandum. These requirements are discussed in the following paragraphs.

INSTALLATION CONTROL OFFICER

5-11. The installation control officer for DD Form 1544 cannot be appointed from FPMO or SSMO personnel. This policy is a check and balance to keep personnel working with dining facility operations on a daily basis from controlling the cash collection documents. Since the installation control officer normally does not have previous food service experience, the FPM should provide initial and periodical follow-up training on DD Form 1544 issue, safeguarding, transferring, revalidation and turn-in procedures.

CASH VERIFICATION

5-12. In addition to monitoring quarterly unannounced cash counts, the command food advisor or COR for contract facilities should review cash control procedures including turn-ins during dining facility evaluations. The results of the review should be included in the command food advisor's or COR's action plan which is provided to the responsible commander/KO of the dining facility.

5-13. The FPM should conduct an audit of all dining facility cash meal sales on a monthly basis. This review will provide reasonable assurance the dining facilities have turned-in all cash earned during the accounting period. Use the methods in tables 5-1 and 5-2 to conduct this audit. First, determine the total amount of food cost, operations and maintenance, and other money turned-in by the dining facility as shown in table 5-1. This information can be taken from the AFMIS Cash Turn-In Summary Report. Next, calculate the cash meals sold by the discount rate and operating expense rate for each meal as shown in table 5-2. These totals represent the amount of money the dining facility earned during the accounting period. If the dining facility has sold discount meals during the accounting period, do not multiply the discount cash meal totals by the operating expense. Match the totals in table 5-2 with the totals in table 5-1. If the totals do not match, the dining facility cash turn-ins was incorrect.

Note: Cash meal sales in a la carte dining facilities cannot be verified using the method shown in table 5-2. To determine the discount cash and operating expense earned, the FPM would have to take the totals from each meal using the AFMIS Headcount/Cash Collected Report.

Table 5-1. Cash collection voucher turn-ins

<i>Cash Collection Voucher Number</i>	<i>Garrison Food Cost (Discount Rate)</i>	<i>Garrison Operations & Maintenance (Operating Expense Rate)</i>	<i>Other (Overage, Shortage, Field, Fee)</i>	<i>Total Cash Turn-In</i>
11	\$436.45	\$73.10	\$0	\$509.55
12	\$451.70	\$77.05	\$0	\$528.75
13	\$270.95	\$45.60	\$0	\$316.55
Totals	\$1,159.10	\$195.75	\$0	\$1,354.85

Table 5-2. Headcount calculations

<i>Meal</i>	<i>Meals Sold</i>	<i>Discount Rate</i>	<i>Operating Expense Rate</i>	<i>Discount Cash Earned (Meals sold X discount Rate)</i>	<i>Operating Expense Earned (Meals Sold X Operating Expense Rate)</i>	<i>Total Cash Turn-In</i>
Breakfast	177	\$1.95	\$.35	\$345.15	\$61.95	\$407.10
Lunch	150	\$3.65	\$.60	\$547.50	\$90.00	\$637.50
Dinner	73	\$3.65	\$.60	\$266.45	\$43.80	\$310.25
Totals				\$1,159.10	\$195.75	\$1,354.85

OTHER REVIEWS

5-14. The FPM is responsible for conducting a validation review and approval when the DFM requests a deviation to inventory or menu standards. The command food advisor is responsible for conducting dining facility operational reviews and accountability reviews on ration control sheets. These reviews are discussed in the following paragraphs.

DEVIATION REVIEWS

5-15. The DFM may request a deviation exception to the Army inventory level policy or Army menu standards. The FPM should review these requests based upon the factors contained in the request and any unique conditions that would justify the request. If the request is valid, the FPM should authorize the

deviation for a period of time (no longer than one year) and revalidate it after that time to see if the dining facility still requires the deviation. FPMs should not approve deviation requests to cover up mismanagement. The FPM should submit all approved deviation exceptions to the Army inventory level policy to JCCoE for inclusion in AFMIS.

OPERATIONAL REVIEWS

5-16. The command food advisor should conduct a monthly review of subsistence accountability and a semi-annual review of requisitioning, receiving and physical security procedures. Appendix F contains a sample of these reviews.

RATION CONTROL SHEETS

5-17. Dining facilities maintain accountability of operational rations, commercial box lunches and field residuals on the DA Form 5914 (*Ration Control Sheet*). The command food advisor/COR should review the DA Form 5914 during dining facility evaluations. This review is conducted to validate the 100 percent accountability of these rations.

EVALUATIONS AND ACTION PLANS

5-18. The command food advisor/COR should evaluate dining facility operations and provide a written action plan to the responsible commander/KO with copies furnished to the DFM, FPM and next higher command food advisor (if applicable). Appendix G contains a sample evaluation checklist and a sample quarterly action plan. These are discussed in further detail in the following paragraphs.

EVALUATIONS

5-19. Evaluations should be conducted on all military-operated dining facility operations on a monthly or quarterly basis. These periodic evaluations ensure the dining facility operation is operating efficiently and within regulatory requirements. Evaluations of contractor-operated dining facility operations should be conducted according to the contract PWS and PAP

ACTION PLANS

5-20. The purpose of the quarterly action plan is to provide technical advice to the Commander having operational control of the dining facility on how the operation is doing in regard to regulatory guidance. Commanders do not like to be surprised at the end of the FY that their dining facility is overspent and the Command Food Advisor never told them or provided assistance on fixing it.

5-21. The action plan should not be written from a one-time evaluation of the dining facility. If the Command Food Advisor evaluates the dining facility each month, the findings from the three monthly evaluations can be correlated into the action plan. If the Command Food Advisor evaluates the dining facility once each quarter, the action plan should also include systemic (reoccurring) findings over the quarter identified during normal visits to the dining facility.

5-22. When writing the action plan, address the systemic issues, issues you need assistance on from higher headquarters, required reviews and provide recommendations to fix issues if appropriate. Do not write a lengthy report. Get to the main points and keep it simple. The Commander's time is limited and you want to focus on those items that need additional emphasis within the dining facility operation.

5-23. Lastly, use the action plan as a management tool. The DFM should be using the plan to improve their dining facility operation. Always review the last action plan before you write the next one. Issues written in the last one should not still be issues.

INSTALLATION STATUS REPORTING

5-24. The FPM is responsible for completing the food service portion of the installation status report (ISR). The ISR is used by IMCOM to improve the management of resources. Performance metrics for dining

facility operations may include account status, utilization, customer satisfaction and inventory values. FPMs should contact their IMCOM Region FPM for more information on installation food service ISR metrics.

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Chapter 6 Internal Control

GENERAL

FPMOs, SSMOs and command food advisors should be reviewed periodically to ensure they are maintaining the food program and providing the necessary support to dining facility operations. Reviews may be conducted internally or by higher headquarters. This chapter provides review guides for the FPMO, command food advisor and required food service programs. An internal control review guide for SSMO operations is contained in chapter 5 of DA Pam 30-22.

FPMO REVIEW

6-1. Table 6-1 provides a FPMO review guide. Reviews of contractor-operated FPMOs should be conducted according to the FPMO PWS and PAP.

Table 6-1. FPMO review guide

<i>Management</i>
Is the FSMB being conducted at least quarterly?
Has the FPMO submitted funding requirements to operate dining facilities and SSMO operations for inclusion in the annual budget?
Is the Food Service Management Plan (DA Form 4945 (<i>Dining Facility Modernization Plan Development</i>) & required folder contents) complete and on file?
Have relief from loss actions been accomplished when so indicated (loss of subsistence and/or overspent dining facility accounts)?
Has the installation developed a contingency plan for implementing emergency food service procedures (in the event of labor strikes, acts of God, civil disturbances or contractor defaults)?
Has the installation appointed a control officer for DD Form 1544 and is the appointed individual from other than the staff of the FPMO?
<i>Reviews</i>
Are disinterested semi-annual close-out inventories being conducted (March/September)?
Are cash counts being conducted?
Has the annual usage and consolidation review been completed and on file?
Is the FPMO monitoring the monetary status of the installation dining facilities and determining the monetary status of the installation food program within 5 workdays at the conclusion of the FY?
Has the FPMO conducted a mid-year review (April) to determine the financial status of all dining facilities on the installation?
Is the FPMO monitoring DA Form 5914 for the control of operational rations?

Table 6-1. FPMO review guide (continued)

Guidance and Policy
Are social functions supported from outside of the Army Food Program (subsistence, equipment, personnel and facilities)?
Have procedures been established to prevent the wrongful diversion or sale of rations?
Does the installation have a policy for subsisting personnel other than diners authorized SIK?
Has the FPM developed food service SOPs for local procedures as required?
Does the FPMO distribute ALFOODACT messages to all food service and installation support personnel when received?
Has the FPM validated and approved all requests for deviations from the dining facility inventory level policy?
Has the FPM requested approval from ACES OD for deviations from the Army Menu Standards?
Food Service Contracts
Has the FPMO assisted the KO in developing food service contract documents and requirements?
Is the FPMO performing COR and PAE functions for food service contracts? Have CORs and PAEs received required training?
Are food service contract requirements being compared to actual requirements 1 year prior to the conclusion of the contract?
Has the DA Form 7589 (<i>Subsistence Vendor Contract Discrepancy Report</i>) and DA Form 7590 (<i>Operational Rations Quality Feedback</i>) been completed and forwarded as required?
Reports
Is the food service portion of Installation Status Report complete and on file?
Has the FPMO submitted SF 368 (<i>Product Quality Deficiency Report</i>) on equipment that does not conform to specifications?
Requests
Has the FPMO implemented procedures to institute new subsistence item changes to the installation SPV catalog?
Has the FPMO established procedures for the submission of and approval for requests for:
Deviations from the 90-minute serving period, brunch, supper and midnight meals?
Organization days?
Serving the holiday meal on other than the actual holiday?
Special food allowances for field training under 5 days (warming & cooling beverages)?
Programs
Have the following programs been established and are in effect in the Installation dining facilities:
Food protection, food safety and sanitation programs?
Energy conservation program?
Safety program?
Nutrition program?
Food service personnel recognition program?
Food recovery program?
Does the Installation compete in the annual Philip A. Connelly Program for garrison and field categories?

Table 6-1. FPMO review guide (continued)

<i>AFMIS</i>
Is the FPMO replacing ingredients weekly based upon the loading of a new SPV catalog?
Is the FPMO inputting new recipe card SOPs based upon requests from the dining facilities?
Is the equipment replacement record accurate for each dining facility?
Is the installation master menu accurate and updated as required?
Is all food service contract numbers accurately input into the dining facility contract management function?
Is the COR using the random survey process for developing the monthly schedule?
Are the accounting classification codes for cash turn-ins accurate for the current FY?
Are the design capacities correctly loaded for each dining facility?

COMMAND FOOD ADVISOR REVIEW

6-2. Table 6-2 provides a guide for actions and reviews the command food advisor should ensure are completed.

Table 6-2. Command food advisor review guide

<i>Monthly</i>
Review subsistence accountability (high-dollar items).
Validate and analyze dining facility account status.
Evaluate dining facility operations.
Review DA Form 5914 for accuracy.
<i>Quarterly</i>
Complete Action Plan.
Ensure unannounced cash count is completed.
<i>Semi-Annually</i>
Ensure the semi-annual inventory is completed properly.
Validate and analyze dining facility account status
Conduct operational reviews on requisitioning, receiving and physical security.
<i>Annually</i>
Ensure DD Forms 1544 are revalidated.
Validate and analyze dining facility FY account status.
Validate kitchen equipment replacement records.
<i>As Required</i>
Review unit field kitchen records.

PROGRAMS REVIEW

6-3. The FPM is responsible for ensuring several food service programs are established and active in each food service operation. Table 6-3 provides a guide for the review of these programs. FPMs may add additional review requirements when local procedures differ from those listed or when food service contracts contain different or additional requirements.

Table 6-3. Program review guide

<i>Food Protection and Sanitation</i>
Are all personnel trained according to the standards contained in TB MED 530?
Are dining facility operations following food risk management procedures?
Are dining facility and SSMO operations following integrated pest management procedures?
Are annual sanitation focus events such as National Food Safety Education Month (each September) promoted in each dining facility operation?
<i>Food Defense</i>
Does the installation have a Food Vulnerability Program in place according to the guidelines contained in Technical Guide 188?
Are the appropriate installation food service individuals involved (such as VSP, FPM, preventive medicine personnel, SSM, command food advisors and DFMs)?
<i>Nutrition</i>
Are all personnel trained in the basic principles of nutrition?
Are dining facility operations providing diners with nutrition education materials?
Are dining facility operations participating in National Nutrition Month (each March) diner awareness activities as provided by the Dietitian?
<i>Training</i>
Do dining facility operations have continual training programs established and offer training on required food program subjects including sanitation, nutrition, safety, energy conservation and equipment operation?
Is equipment operation and maintenance training available to dining facility operations from the facility engineers?
<i>Safety</i>
Are all personnel using required personal protective equipment when required (non-slip shoes, aprons and heat resistant gloves)?
Do all food service activities have a hazardous communication (HAZCOM) program in place (training, material safety data sheet [MSDS] folder, chemical storage and labeling)?
Are fire extinguishers being checked and changed out when required?
<i>Energy Conservation</i>
Has the Installation/Garrison Commander's Energy Conservation Policy been distributed to all food service operations?
Has each DFM developed and is executing an energy conservation action plan according to TM 4-41.11, chapter 6?
<i>Recognition</i>
Are individual and dining facility recognition programs in place?
<i>Recycling</i>
Are recycling programs in place and being followed for items such as cardboard, grease, metal cans and paper?

PART TWO

SUBSISTENCE SUPPLY MANAGEMENT

Chapter 7

Subsistence Supply in Garrison

GENERAL

With the implementation of the SPV program and Base Operations (BASOP) contracting, there are no typical SSMO operations anymore. The SSMO mission has changed from providing almost all Class I (subsistence) to dining facilities, field units and other tenant activities on the installation. This chapter provides an overview of the responsibilities of SSMO personnel, types of SSMO operations found within the Army and general functions of the installation SSMO. Request, receipt and issuing policy, procedures and accounting requirements for SSMO operations are contained in chapter 5 of AR 30-22 and DA Pam 30-22. Accounting requirements for those SSMOs that operate under AFMIS are contained on the AFMIS website located on the Joint Culinary Center of Excellence (JCCoE) home page.

RESPONSIBILITIES

7-1. The number of personnel required to operate a SSMO varies based on the size, type and location of the operation. Full SSMO operations generally have a SSM, an administrative section and warehousing operations. General responsibilities for each of these are described in the following paragraphs.

SSM

7-2. The SSM manages, supervises and coordinates actions of the SSMO to ensure a constant supply of subsistence support is provided to authorized customers. Specific duties of the SSM are contained in chapter 5 of AR 30-22. The SSM is normally the accountable officer for the SSMO unless the SSMO has been contracted. If the SSMO has been contracted, the accountable officer must remain a government employee. When the SSMO does not contain both administrative and warehousing functions, the FPM usually acts as the SSM. The SSM is responsible for documenting local SSMO procedures in the form of SOPs. Appendix H contains the following recommended sample SOPs which contain local procedures for:

- Class I account establishment requirements.
- Unit travel and dining facility ration requisition requirements.
- Unsatisfactory subsistence reporting procedures.

ADMINISTRATIVE PERSONNEL

7-3. Administrative personnel perform garrison dining facility and unit/organization field training coordination and AFMIS accounting functions including:

- Consolidating customer requirements.
- Customer and account maintenance.

- Subsistence catalog loads.
- Subsistence requisitions.
- Subsistence receipts.
- Item maintenance.
- Vendor maintenance.
- Field menu maintenance.
- Inventory maintenance.
- Finance interface.

WAREHOUSING PERSONNEL

7-4. Warehousing personnel receive, inspect, store, safeguard, inventory and issue subsistence.

TYPES OF SSMO OPERATIONS

7-5. The SSMO may be government-operated or contractor-operated. When the SSMO is government-operated, the SSMO may be organized under the FPMO. Some installations may operate their SSMO separately from the FPMO. Contractor-operated SSMOs may be part of the installation's BASOP contract or a separate contract. Depending upon the installation's mission and subsistence requirements, SSMO operations may be established as follows:

- Management, administrative section and warehousing operation. This type of SSMO operation is generally found at installations that have a significant or continual requirement to provide dining facility subsistence support and tactical units with operational ration support.
- Administrative section only and warehousing operation falls under the installation supply support activity (SSA). In this type of SSMO operation, the administrative section works directly under the supervision of the FPM and the warehousing operation is part of installation SSA. Installations with reduced dining facility subsistence support requirement or occasional operational ration mission may use this type of SSMO operation.
- Administrative section only. In this type of SSMO operation, the administrative sections works directly under the supervision of the FPM and all subsistence is shipped directly to the customer. Installations with a reduced dining facility subsistence support requirement or occasional operational ration mission may use this type of SSMO operation.
- Regional SSMO. The installation may be supported by a SSMO that is not physically located on the installation. The regional SSMO may have management, an administrative section and warehousing operation. Installations with a reduced dining facility subsistence support requirement or occasional operational ration mission may use the regional SSMO operation.
- Branch SSMO. Branch SSMOs may have an administrative section and warehousing operation depending upon supported unit requirements. The parent SSMO SSM acts as the SSM for the branch SSMO. Installations with a continual dining facility subsistence support requirement and/or operational ration mission at a location far from the parent SSMO may use this type of SSMO operation.

SSMO FUNCTIONS

7-6. General functions for installation SSMO operations will vary by installation based upon the installation's subsistence requirements and whether the SSMO is contractor-operated. The specific performance requirements of contractor-operated SSMO operations are contained within the contract PWS. When SSMO operations are to be contracted, the FPM should request to be part of the PWS writing team and provide the appropriate input for establishing these performance requirements. General functions for installation SSMO operations are contained in the following paragraphs.

DINING FACILITY SUBSISTENCE SUPPORT AND SPV OVERSIGHT

7-7. Garrison dining facility operations coordinate with the SSMO on a daily basis for subsistence support provided under the SPV Program. The SSMO coordinates catalog and subsistence issues with the SPV's account manager, maintains and loads the subsistence catalog, reviews and submits subsistence orders into STORES, and receipts for the subsistence once it is received at the dining facility.

7-8. Discrepancies on subsistence deliveries are required to be documented on DA Form 7589 (*Subsistence Vendor Contract Discrepancy Report*) (CDR). Once initiated, the CDR should be provided to the SSMO, FPMO, JCCoE, ACES OD, Quality Assurance Division (QUAD) and the SPV DLA-TS account manager for retention in their contract performance file. DLA-TS should address all negative trends with the SPV and provide resolution back the FPM. A continued record of CDRs may indicate that the SPV should not be retained as the SPV when the contract comes up for renewal during option years or when it is awarded again.

OPERATIONAL RATIONS

7-9. Units and organizations coordinate with the SSMO for operational ration support for field training, war reserve stock (WRS) and unit basic load (UBL) storage and rotation, and travel rations.

Field Training

7-10. The SSMO provides operational ration support including supplements and enhancements to units for short or long duration field training. The SSMO may operate as a Class I point for smaller units or issue rations to unit SSA Class I points for further breakdown. The SSMO may issue rations from the SSMO warehouse or coordinate with DLA-TS for direct shipment to the unit or field training site.

WRS and UBL Storage and Rotation

7-11. The SSMO may be designated to store MREs used for WRS or unit UBLs. If the unit UBL is not stored at the SSMO, it should be stored in the unit area. WRS and UBLs require periodic rotation due to MRE shelf life requirements. VSP provide the SSM with shelf life requirements and rotation lead times. The SSM should coordinate these requirements with the FPM.

Travel Rations

7-12. Operational rations are frequently used as travel rations. The SSMO may issue travel rations to the dining facility supporting the unit or directly to the unit.

ICE

7-13. The SSMO may warehouse bulk ice pending sale to units. Ice is not billed to the Army subsistence account. Units purchase ice out of their mission funds. This transaction is coordinated between the requesting unit, the installation resource management and the SSMO.

COMMERCIAL BOX MEALS

7-14. Commercial box meals may be used for training events such as weapons ranges or for travel rations. Perishable (refrigerated or frozen) and shelf stable commercial box meals are available. The SSMO may have the commercial box meals delivered directly to the SSMO or to the requesting unit. The cost for commercial box meals should be charged to a field account and not the garrison dining facility account.

WARMING AND COOLING BEVERAGES

7-15. Warming and cooling beverages may be requested by the dining facility supporting the unit or by the unit themselves depending upon the procedures outlined in the FPMO warming and cooling beverage SOP. The SSMO may maintain a small stockage of these items for dining facility or unit issue or may coordinate for SPV delivery of these items directly to the supporting dining facility. The cost for warming and cooling beverages should be charged to a field account and not the garrison dining facility account.

BOTTLED WATER

7-16. Units deploying may request up to three days worth of bottled water from the SSMO for the actual deployment provided this requirement is listed in the unit's operation order and approved by the installation movement cell. Deploying units should not arbitrarily request bottled water unless it is actually needed for deployment because plane weight restrictions frequently prevent the bottled water from flying.

GPC PURCHASES AND RECEIPTING

7-17. The SSMO may be designated to act as the installation GPC holder for subsistence. GPC purchases are authorized for subsistence requirements during emergencies, contingencies and for dining facility special requirements when the SPV catalog does not contain the items needed. Upon purchase, the SSMO ensures that all subsistence items are charged to the appropriate garrison or field account.

CHARGE SALES

7-18. The SSMO may be requested to support other Services or organizations with subsistence on a charge sale basis. When a charge sale account is established, the Service or organization requesting subsistence provides a funding authorization document to the installation resource management. The installation then uses these funds to reimburse the Army subsistence account for the cost the rations provided to the Service or organization through the SSMO.

SPECIAL ACCOUNTS

7-19. The SSMO should establish separate accounts for events such as training courses, culinary arts and cooking competitions, if required. Separate accounts are needed for accountability purposes. The cost of this subsistence should be charged to a field account and not the garrison dining facility account.

Chapter 8

Class I Inspection, Storage, Handling, and Transportation

GENERAL

For SSMOs that have warehousing operations, SSMO personnel safeguard and maintain accountability of the subsistence from the time of receipt until issue. SSMO personnel must inspect, store, handle and transport subsistence correctly to prevent loss to the government.

SAFETY

8-1. Accidents cost money through the loss of work hours and damage to or destruction of food and equipment. The resulting loss of personnel, subsistence and equipment could prevent subsistence from being issued to supported units in a timely manner. SSMO personnel should adhere to the general safety rules contained in table 8-1 in their daily operations.

Table 8-1. General rules for safety

<i>Handling and Lifting</i>
Wear gloves when handling crates, sharp or rough materials.
Wear slip-resistant shoes in wet locations and steel-toe shoes in warehousing and stocking areas.
Wear helmets or hard hats in areas where subsistence supplies are being lifted or hoisted.
When possible, use material handling equipment (MHE) to move heavy supplies.
When lifting supplies by hand, use proper lifting techniques to prevent back injuries.
<i>Loading and Unloading</i>
Position bridge plates and mobile ramps correctly and do not exceed load capacities.
Chock rear wheels of trucks and trailers and use jacks when trailers are disconnected.
Check the truck flooring for breaks and weakness before loading and unloading.
Remove loose straps and protruding nails from containers before unloading.
Never block aisles, doorways and windows.
<i>Using Tools and MHE</i>
Use the right tool from each job. Use nail-pullers for opening boxes, wire-cutters for cutting straps or wire and hammers for driving nails.
Ensure that personnel are properly trained to use tools and equipment.
Follow safety precautions, especially when using power tools or MHE.
Use only MHE with the rated load capacity for the supplies being moved.
Maintain and service MHE as directed in the operator's maintenance manual.
Refuel MHE only in designated areas and only with the engine off.

Table 8-1. General rules for safety (continued)

<i>Using Tools and MHE</i>
Park MHE only in approved areas.
Use only electric-powered MHE inside a warehouse.
Establish a battery-charging area for MHE.
<i>Using Storage Areas</i>
Always have and maintain adequate lighting.
Clean up spills immediately.
Use yellow 3-inch stripes to mark railings and stair risers, yellow and black 3-inch stripes to mark pit and platform edges and bollards to mark corners or obstructions.
Install door latches or locking devices on freezer rooms to permit the door to be opened from the inside. Also, install bells which can be activated inside freezer areas. These should be checked weekly to ensure that they are operable.
Mount emergency lighting above exits.
<i>Palletizing Subsistence</i>
Use only containers, pallets and dunnage that are in good condition.
Stack pallet loads with 2-inch clearance on all sides. The clearance between stacks will permit air circulation.
Limit the height of the stacks based on floor load limits and the sturdiness of the containers.
When space must be left on the pallet due to the configuration of the load, load the pallet with a four-point level top. Leave spaces only in the center. Place partially loaded pallets on the top of a stack or place the supplies on a rack.
<i>Preventing Fires</i>
Keep combustibles away from heat sources.
Collect trash daily and place it in proper refuse containers.
Mark fire aisles and exits clearly, and ensure that they are not blocked.
Ensure that portable fire extinguishers are readily available and in good working order. Assign an operator to use each extinguisher in case of fire and to inspect it weekly and monthly.

SECURITY

8-2. Subsistence must always be protected to prevent loss by pilferage or theft during receipt, storage and issue. Always enforce and monitor security when handling subsistence. Pilferage involves the stealing of small quantities of subsistence. Theft involves the stealing of large quantities of subsistence. Consider local regulations, past experience and the degree of sensitivity to theft and pilferage when planning your security program. The installation provost marshal can assist you with establishing and monitoring your security program. Control pilferage to some extent by such deterrents as training programs and inventory controls. Control theft by taking active physical security measures. Some of these measures are:

- A material control system which includes inspection of delivery and vendor vehicles.
- Quick investigation of all losses.
- A key control program.
- Active security measures for highly pilferable items.
- Empty containers inspected before removal.
- Cardboard boxes flattened.
- Minimum numbers of open and broken cases of subsistence.
- Physical security of windows and doors.

- Personal packages prohibited in storage areas.
- Access to storage areas limited to persons performing authorized duties.
- Personal lockers separate from food storage.
- Subsistence locked up when not observable.

INSPECTIONS

8-3. Subsistence supplies are inspected and reinspected from the time they are received until they are issued. Inspection ensures that only food which is fit for consumption is issued. Several people are directly involved in inspection, but anyone who knows of spoiled food or improper storage or handling should report it to their supervisor.

SSMO PERSONNEL

8-4. Designated SSMO personnel inspect all subsistence items before they are accepted. This inspection ensures received items are in good condition and in the authorized quantities specified on the shipping document. Report all damage, shortages and overages. After receipt, SSMO personnel should visually inspect all subsistence in storage at least daily.

VSP

8-5. VSP inspect subsistence at time of delivery or as soon as possible after it is received at the SSMO (receipt inspections). Further inspection is performed periodically to minimize the possibility that unacceptable subsistence is issued (surveillance inspections). VSP subsistence inspections are explained in detail in AR 40-656 and AR 40-657 and operational rations inspections are explained in DLA Troop Support Handbook 4155.2.

METHODS OF INSPECTIONS

8-6. The methods of inspecting are visual, sampling and full. They are described in the following paragraphs.

Visual

8-7. In visual inspections, the inspector looks at the outside of the supplies or their containers to see if there is damage or deterioration. Damaged containers (dented cans, broken boxes) are a sign of mishandling. Check cases for sign of infestations. Look at the seams and under flaps for sign of insects. Finding damaged or infested containers is a good reason to request a veterinary inspection. Unusual smells may also be a sign of spoilage. The visual inspection is the type usually performed by SSMO personnel.

Sampling

8-8. Sampling inspections are usually performed by VSP. The inspector chooses a number of units at random and inspects them thoroughly. If many of the samples are damaged or deteriorated, VSP will perform a full inspection. The SSM issues items for veterinary sampling and posts them as an identifiable loss according to the procedures contained in chapter 5 of DA Pam 30-22.

Full

8-9. In a full inspection, VSP thoroughly examine all units of a particular item or shipment. Those which are damaged or deteriorate are set apart and the SSM is advised on the recommended disposition. Full inspections should not be conducted unless they are absolutely necessary.

STORAGE

8-10. The main cause of waste in storing food is poor management. Store subsistence supplies so they are accessible and secure. To assist in this task, the SSM should develop a planograph (storage layout drawing) for each floor of every warehouse and maintain a stock locator system for all subsistence items.

PLANOGRAPH

8-11. The planograph is commonly used to assist in identifying storage locations for subsistence items. Each floor will have short storage rows and long storage rows. Each short row meets each long row at a single grid square. Each single grid square represents storage space for one 40- by 48-inch pallet with 6 inches on each side for overhang. If pallet racks are used, pallets may be stacked to a number of levels. Due to safety and sanitation requirements, this plan must be approved by the facility engineers.

STOCK LOCATOR SYSTEM

8-12. In addition to the planograph, the SSM should establish a stock locator system or automated ware management system (WMS) that pinpoints the exact storage location of supplies in a simple, easily understood manner. This system should be streamlined because of short turn-around times for the receipt and issues of subsistence. The stock locator system assists in timely and accurate storage of items and provides for optimum use of storage space. It provides rotation of stock on a first-in, first-out, first-to-expire (FIFOFE) rotation to prevent possible spoilage. Damage to semiperishables due to shipment may require early rotation to prevent possible loss. The three steps in setting up a stock locator system include establishing the stock location code, the stock locator description and the stock location file.

Stock Location Code

8-13. Each stock location is assigned an address consisting of normally up to nine alphanumeric characters. Smaller operations may shorten the code. Stock location codes provide all the information needed to identify and locate subsistence items.

Stock Location Description

8-14. Each materiel location must have location identifications at the actual site. These markings permit immediate recognition of the specific storage location. Markings may be displayed on posts (fixed or portable) facing operating aisles or on other suitable easily visible structures. As a minimum, each aisle intersection and every fifth grid should be marked along working aisles. In bulk storage areas, applicable markings will be posted on storage aisle ends facing working or traffic aisles.

ADVANCE SHIPPING NOTICE

8-15. The SSMO should receive an advance copy of the shipping document before each shipment arrives. Use this copy to plan where to store each item of the shipment. Check the stock locator file and mark the planned location on the shipping document. If the shipment is a large one, physically check the planned location to ensure that enough space is available.

ACCESSIBILITY

8-16. When establishing a planograph for a new warehouse or storage area, remember that ease of issue is of utmost importance. Store stocks in the same order listed on the preprinted issue slip if releasing the materiel with the issue slip. This will make it easier for the stock picker to follow a direct route in selecting items. It will save work-hours, fuel and wear on MHE. If you have problems with stock picking in an existing warehouse, you may consider having the issue documents re-typed so the list is in the same sequence as the rows of supplies. If this is impossible, urge personnel picking rations to note the locations and the route plan before they begin.

MARKING OF STOCKS

8-17. All stocks must be clearly marked. When items are received, check for date of pack or expiration date on the case. Date of pack is the date the units were placed in case. Expiration date is the date by which they must be used. If newly arrived items are not properly marked, you should have them marked at the receiving area before they are stored. Mark each pallet lot with the date of receipt. This will allow stock pickers to use the FIFOFE principle. If you color code pallet lots by month of receipt, you will be able to identify items in need of rotation or condition classification. Make sure to check date of pack and expiration date as well as date received.

LOCATOR RECORD ACCURACY

8-18. Sometimes you may not be able to issue an item that you have on hand either because it has been stored in the wrong place or because its storage location has been recorded wrong. If you do not keep a record of quantity on hand in the warehouse files, you may not know whether a material release denial is the result of bad location records or a zero stock balance. You can find out by checking with the administrative section of the SSMO. If there is a balance on hand, you have a locator problem. Find the stock and adjust location records. You should also perform a location survey before each inventory. A location survey is a comparison of the stock in the warehouse with the data recorded in the stock locator file. There is a locator card for each occupied location. Matching the card with the stock will turn up any discrepancies in location, unit of issue, condition code, stock number, physical security and pilferage code, or recorded shelf life. Use this information to update stock locator files.

STACKING OF ITEMS

8-19. Most subsistence supplies arrive at the appropriate warehouse on 40- by 48-inch pallets. Pallets permit the stacking of items in an easily handled unit load. Arrange the supplies on the pallet in a standard pattern based on the size and shape of the item. This will maximize the usage of the pallet area. The use of MHE may damage supplies during the movement of the loaded pallet. Other factors to consider when stacking the pallets are as follows:

- Stability of the product and its resistance to crushing will limit the height of the stacks.
- Consider the resistance of floors. For example, concrete floors can support more weight than wooden floors.
- Below an automatic sprinkler system, when the height of the stack is 15 feet or less, there must be an overhead clearance of 18 inches. With heights of more than 15 feet, there must be an overhead clearance of 36 inches.
- When there is no automatic sprinkler system, there must be an overhead clearance of 36 inches regardless of the height.
- There must be an 18-inch clearance around light and heating fixtures.
- Do not store material within 36 inches of a fire door opening or 24 inches of a substandard firewall.
- Store bagged items and items needing fumigation and insect control away from walls and corners to leave room for fumigation and cleaning.

SANITATION

8-20. Sanitation measures apply equally at the SSMO to protect subsistence items. Subsistence storage requires high standards of cleanliness and sanitation from everyone involved with the handling of food items. Food can cause illness if it becomes contaminated through improper handling or storage.

Personnel

8-21. All personnel must be neat, clean and free of infection before allowing them to handle subsistence. Except in designated areas, do not allow the use of tobacco in the SSMO.

Areas

8-22. Always keep storage areas clean, orderly and free of garbage. Dispose of garbage in approved bags or containers with tightly fitting lids. Make personnel clean up all spills immediately. Coordinate with the facility engineers to establish an insect and rodent infestation prevention plan. Use pallets or racks to raise supplies at least 6-inches off the floor or ground.

SUBSISTENCE HANDLING

8-23. Some important principles must be followed when receiving, storing, packing and shipping perishable or semi-perishable items. They are discussed as follows:

- The least handling is the best handling. This saves time, cost and potential damage, and it reduces accidents.
- Standardize your equipment and operating procedures. Maintenance and repair costs are reduced and storage and issue procedures simplified when your people are all working from the same plan.
- Choose the right machine for the job. Equipment capabilities are detailed in the operator's manual. Consider the number of items to be moved, weight and distance.
- An essential phase of any program is planning for weather and transportation restrictions to reduce safety hazards.
- Never exceed your equipment capacities. Equipment overload increases maintenance, repair and replacement costs, and the risk of accidents.
- If moves are short and irregular, it may be more economical to use manpower.
- Loading and unloading materials with mechanical devices, when properly done, will reduce safety hazards and decrease subsistence damage.

MHE

8-24. A variety of MHE may be available at the SSMO. A good understanding of the capabilities and limitations of these machines will help plan for their use, operation and maintenance. The two types of MHE are non-powered and powered. They are described in the following paragraphs.

Non-Powered MHE

8-25. Hand-operated and non-powered MHE include:

- The four-wheeled platform truck or warehouse trailer.
- Two-wheeled hand truck (dolly).
- Pallet jack.

Powered MHE

8-26. Powered MHE includes the forklift. A forklift is a vehicle designed to pick up, carry and stack supplies. Forklifts are available with lifting capacities from 2,000 to 50,000 pounds and lifting heights from 100 to 252 inches. Fuel-powered forklifts may come equipped with solid rubber or semi-solid tires for use in warehouses or pneumatic tires for use in outdoor storage areas. The exhaust fumes from the vehicle may contaminate the food items and are toxic to personnel in an enclosed area. The SSMO should use the electric-powered forklift equipped with solid rubber or semisolid (or cushion) tires for indoor operation only. SSMO personnel should be licensed to operate powered MHE and practice using it regularly.

VEHICLE LOADING AND UNLOADING

8-27. A little planning in this phase of SSMO operations saves time, money and effort. It will also help keep subsistence stocks from being damaged in transit or by mishandling. Follow these principles when loading and unloading:

- Determine the capacity of the vehicle being loaded by looking at the operator's manual before loading it.
- Determine the best way to load cargo. If the shipment will include items of various sizes, shapes and weights, you may want to draw a loading plan showing how all items will fit.
- Ensure that the load is balanced on the vehicle.
- Ensure that the vehicle being loaded or unloaded is positioned properly and as close to the storage location as possible. You may need a bridge plate or a ramp. If so, install the plate or ramp and heed all safety precautions.
- When unloading or loading a military van (MILVAN), move the ramp to the doorway of the MILVAN and line holes the ramp with the holes in the floor of the MILVAN. Put the locking pins through the holes. This will keep the ramp from moving.

TRANSPORTATION

8-28. Vehicles used to transport subsistence should be clean, sanitary and covered. If vehicles do not have a cover, clean tarps must be available to cover subsistence during transport. When using canvas-covered vehicles, lower and secure the rear flap during transportation. All vehicles should have standard pallets or dunnage to elevate the supplies above the bed of the truck. Do not use vehicles that transport food for carrying trash, garbage, petroleum products or other materials that might contaminate the food. Do not use or allow privately own vehicles to transport food. Only use refrigerated vehicles or suitable insulated containers to transport perishables if during transport the internal product temperature of these items could exceed 40 degrees Fahrenheit for refrigerated items, and 0 degrees Fahrenheit for frozen items.

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Appendix A

FPMO SOPs

This appendix contains sample FPMO SOPs. They should be tailored to include local procedures of your installation food program. Figure A-1 is a sample subsistence local purchase authority SOP. Figure A-2 is a sample residual rations SOP. Figure A-3 is a sample warming and cooling beverage SOP. Figure A-4 is a sample food service contingency operations SOP. Figure A-5 is a sample DD Form 1544 issue and cash turn-in SOP. Figure A-6 is a sample subsistence for special training events SOP.



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
YOUR UNIT LETTERHEAD
FORT ANYWHERE, STATE, ZIP

Office Symbol

Date

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Subsistence Local Purchase Authority

1. REFERENCES:

- a. AR 30-22, The Army Food Program, 10 May 2005.
- b. AR 715-XX, Government Purchase Card Program, 2 May 2007.
- c. DA Pam 30-22, Operating Procedures for the Army Food Program, 6 February 2007.
- d. Contract W936SA-10-F-0001, Performance Work Statement for Full Food Service (FFS) and Dining Facility Attendant (DFA) Service, 1 December 2009.
- e. Army Food Management Information System (AFMIS).

2. PURPOSE: To provide procedures for the requisition, purchase, and accountability of subsistence that cannot be obtained from established subsistence prime vendor (SPV) catalogs.

3. SUMMARY: Local purchase authority (Government purchase card) will not be used to meet normal subsistence demands. Local purchase authority may be used during emergencies, contingencies, and for dining facility special requirements when the SPV catalog does not contain the required subsistence. All subsistence purchased using local purchase authority will be maintained and accounted for according to the established procedures outlined in the references.

4. PROCEDURES:

a. Emergencies and Contingencies:

(1) The Food Program Manager will develop and forward subsistence requirements and delivery locations to the designated Government purchase card (GPC) holder.

(2) The GPC holder will research, purchase, and coordinate the pick-up or delivery of the subsistence items. The GPC holder will ensure a signed receipt is received for each subsistence order and will provide a copy of the signed receipt to the Subsistence Supply Manager (SSM)

Figure A-1. Sample subsistence local purchase authority SOP

Office Symbol
SUBJECT: Subsistence Local Purchase Authority

when the subsistence is not directly delivered to the Subsistence Supply Management Office (SSMO).

(3) The Food Program will provide the SSM with the accountability (bill to) requirements for each subsistence order.

(4) The SSM will receipt for and issue the subsistence according to the Food Program Manager's guidance.

b. Dining Facility Special Requirements:

(1) Command Food Advisors and the Contract Project Manager will validate and forward all dining facility special requirements to the Food Program Manager no later than two weeks prior to the subsistence being needed.

(2) The Food Program Manager will approve all valid special subsistence requirements and forward to the GPC holder along with delivery location requirements.

(3) The GPC holder will research, purchase, and coordinate the pick-up or delivery of the subsistence items. The GPC holder will ensure a signed receipt is received for each subsistence order and will provide a copy of the signed receipt to the SSM when the subsistence is not directly delivered to the SSMO.

(4) The SSM will receipt for and issue the subsistence to the designated dining facility.

(5) Dining facility managers will account for locally purchased subsistence according to established AFMIS/manual procedures.

5. Questions concerning this SOP should be directed to the FPMO at (600) 300-8000.

Andrew T. Mann
ANDREW T. MANN
Food Program Manager

DISTRIBUTION:
SSM
Command Food Advisors
Contracting Specialist, FFS & DFA Contract
Contract Project Manager
Dining Facility Managers

Figure A-1. Sample subsistence local purchase authority SOP (continued)


	DEPARTMENT OF THE ARMY YOUR UNIT LETTERHEAD FORT ANYWHERE, STATE, ZIP
REPLY TO ATTENTION OF	
Office Symbol	Date
MEMORANDUM FOR SEE DISTRIBUTION	
SUBJECT: Residual Rations	
1. REFERENCES:	
a. AR 30-22, The Army Food Program, 10 May 2005.	
b. DA Pam 30-22, Operating Procedures for the Army Food Program, 6 February 2007.	
c. Memorandum, HQDA, DALO-TST, 22 August 1997, subject: Promoting the Executive Memorandum on Food Activities to Help the Hungry, ATSM-DES.	
2. PURPOSE: To provide procedures for field training and dining facility residual rations.	
3. SUMMARY: Subsistence that is excess to unit, organizational, or dining facility feeding requirements will be redistributed to another appropriated fund food service activity or donated to an eligible food recovery organization.	
4. SCOPE: This SOP applies to all units, organizations, or dining facilities receiving bulk subsistence on Fort Anywhere.	
5. RESPONSIBILITIES:	
a. <u>Unit or Organizational Commanders/Class I Officers:</u>	
(1) Ensure senior food service personnel, especially senior food operations management NCOs and technicians, are included in the planning phase for field training.	
(2) Provide accurate projected unit feeding strengths and changes to food service planners in a timely manner in order to minimize residual rations.	
(3) Enforce the proper utilization of government property (food) and ensure that food service personnel minimize waste through proper ordering and preparation.	

Figure A-2. Sample residual rations SOP

Office Symbol
SUBJECT: Residual Rations

(4) Incorporate and use residual rations in the field training feeding plan as much as possible. Transfer residual rations remaining at the end of training to another field unit, to a Fort Anywhere dining facility, or donate rations according to this SOP.

(5) Maintain proper accountability of rations from issue to consumption or turn-in.

b. Command Food Advisors/Contract Project Manager:

(1) Ensure residual rations are transferred to another Fort Anywhere dining facility upon: the conclusion of a designated feeding mission; that excess to use (over ordering/reduction in projected headcounts); or to prevent loss to the Government (shelf life expiration).

(2) Ensure residual ration are incorporated and used in the dining facility menu cycle in a timely manner.

(3) Notify the Food Program Manager in the event that residual rations cannot be transferred to another Fort Anywhere dining facility to prevent loss to the Government (shelf life expiration).

c. Subsistence Supply Manager (SSM):

(1) Provide a copy of this SOP to all units that open Class I accounts at the Subsistence Supply Management Office (SSMO).

(2) Coordinate unit residual ration transfers or donation requirements with Veterinary Services and the Food Program Manager.

(3) Store Bulk perishable and semi-perishable subsistence items for short time periods as required until the subsistence can be transferred to a dining facility or donated.

d. Veterinary Services:

(1) Inspect subsistence that is to be transferred from a unit or organization to a Fort Anywhere dining facility and all subsistence donated.

(2) Provide documentation of inspection to the unit, organization, dining facility, and donation receiving agency.

e. Food Program Manager:

(1) Coordinate with units, organizations, and dining facilities for the distribution of residual rations.

Figure A-2. Sample residual rations SOP (continued)

Office Symbol
SUBJECT: Residual Rations

(2) Coordinate with local, approved food recovery organizations for the issue of residual rations when the amount of residual rations is excessive and cannot be used in a timely manner on Fort Anywhere.

6. PROCEDURES:

a. Units or Organizations conducting field training:

- (1) Notify the Command Food Advisor that residual rations are in excess of unit.
- (2) Coordinate with the Veterinary Services to inspect residual rations for wholesomeness.
- (3) Prepare a DA Form 3161 (Request for Issue or Turn-in) listing all rations with extended prices being transferred or donated.
- (4) Transfer residual rations per instructions of Command Food Advisor. Donate residual rations per paragraph C below.

b. Dining Facility Managers:

- (1) Notify the Command Food Advisor or Contract Project Manager that residual rations are excess or close to item expiration date.
- (2) Coordinate with Veterinary Services to inspect residual rations for wholesomeness.
- (3) Prepare an AFMIS Dining Facility (DF) to Unit Transfer Report for all subsistence being donated. Donate residual rations per paragraph C below.

c. Food Donations:

- (1) Units and dining facilities will prepare the Statement of Food Donation memorandum (encl) for all food donations. Together, the DA Form 3161/AFMIS DF to Unit Transfer Report and the Statement of Food Donation memorandum serve as a certificate of donation.
- (2) The certificate of food donations will be distributed as follows:
 - (a) One copy will be kept in the unit/dining facility records.
 - (b) One copy will be given to the receiving agency.
 - (c) One copy will be provided to the Food Program Manager.

Figure A-2. Sample residual rations SOP (continued)

Office Symbol
SUBJECT: Residual Rations

(3) The Food Program manager will prepare a memorandum for all food donations stating the date, name of donating organization, and the dollar value of the donation and will forward it through the IMCOM Region Food Program Management Office to the Joint Culinary Center of Excellence.

7. Questions concerning this SOP should be directed to the FPMO at (600) 300-8000.

Encl
as

Andrew T. Mann
ANDREW T. MANN
Food Program Manager

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Contract Project Manager
Dining Facility Managers
Veterinary Services

Figure A-2. Sample residual rations SOP (continued)

Office Symbol
SUBJECT: Residual Rations

Unit/Dining Facility _____ Date:

MEMORANDUM FOR RECORD

SUBJECT: Statement of Food Donation

"I, {print name of representative receiving Donation, an authorized agent for {print name of agency}, do hereby acknowledge receipt of subsistence items listed on the referenced document, {enter the voucher number of the corresponding DA Form 3161, Request for Issue or Turn-in/AFMIS DF to Unit transfer report} with an approximate value of {write in dollar amount} from Unit/Dining Facility and hereby release and discharge them, the U.S. Army, DOD, and the U.S. Government from all claims, demands, grievances, and causes of action of every kind whatsoever and including, but without limitation of the foregoing, all liability for damages of every kind, nature, or description which may hereafter arise from or out of injuries or damages that may result from the ingestion of the referenced list of donated food items. I agree that the food will be used for immediate consumption. I have read and fully understand this release."

Agency Representative (print name)

Agency Representative (signature)

Unit/Dining Facility Manager (print name)

Unit/Dining Facility Manager (signature)

Veterinary Services (print name)

Veterinary Services (signature)

Figure A-2. Sample residual rations SOP (continued)



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
YOUR UNIT LETTERHEAD
FORT ANYWHERE, STATE, ZIP

IMNE-MCY-LGSF

Date

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Warming and Cooling Beverages

1. REFERENCES:

- a. AR 30-22, The Army Food Program, 10 May 2005.
- b. DA Pam 30-22, Operating Procedures for the Army Food Program, 6 February 2007.

2. PURPOSE: To establish procedures and standards for units requesting warming and cooling beverages.

3. SCOPE:

- a. Warming beverage items include coffee (to include creamer and sugar), hot chocolate, tea, and soup (to include crackers). Cooling beverage items include flavored beverage base or electrolyte beverage base.
- b. Warming and cooling beverages may be authorized for field training as part of a unit field feeding account under the Army Field Feeding System (AFFS) and during non-temporary field assignment (TFA) or field duty (FD) training such as weapons range training.

4. PROCEDURES:

a. Warming and cooling beverage requests for an AFFS account: Units will request warming and cooling beverages using the format contained in TM 4-41.11, figure 9-2, and will submit the request to the Subsistence Supply Management Office (SSMO) as part of the AFFS account. Prior to submittal to the SSMO, the request will be reviewed and approved by the command food advisor and the Food Program Management Office (FPMO). Units that do not have a command food advisor will submit their warming and cooling beverage request directly to the FPMO.

b. Warming and cooling beverage requests for non-TFA/FD training: Units will request warming and cooling beverages using the format contained in TM 4-41.11, figure 9-2 and will submit the request to the supporting garrison dining facility manager. Prior to submitting the request to the garrison dining facility, the request will be reviewed and approved by the command food advisor and the FPMO. Units that do not have a command food advisor will submit their warming and cooling beverage request directly to the FPMO.

(1) Once the dining facility manager receives the approved unit request, the manager will consolidate all units warming and cooling beverage requests onto one DA Form 3294, Ration

Figure A-3. Sample warming and cooling beverages SOP

IMNE-MCY-LGSF
 SUBJECT: Warming and Cooling Beverages

Request/Issue/Turn-In Slip, utilizing the issue factors listed below and submit the consolidated request to the SSMO for issue. Prior to ordering, the manager should conduct an inventory of all residual warming and cooling subsistence items still on hand from previous requests and order only the amount needed.

(2) Dining facility managers will maintain a running manual inventory of all warming and cooling beverage subsistence items on a DA Form 3034-2, Disposition of Subsistence. Warming and cooling beverage items will not be entered onto the AFMIS inventory. When the garrison dining facility prepares the warming and cooling beverage subsistence items for the requesting unit, the items will be entered onto the respective production schedule for accountability purposes and deducted from the on-hand balance as listed on the DA Form 3034-2.

5. ISSUE FACTORS: Warming and cooling beverage item issue factors are listed below. Dining facility managers requesting those items should note the minimum case/container size and order accordingly. All items will be issued in case or container size quantities only.

WARMING ITEMS			
TIIN	ITEM	CASE QUANTITY	ISSUE FACTOR
E093692	Coffee	4/5 lb bags	3 lbs per 100
E097005	Cocoa	300/1 oz pg	2 pgs per 100
E099312	Creamer	1000 co	1 co per 100
E093039	Sugar	1/12 oz, 2000 ct per co	1 co per 100
E600633	Soup	6/19 oz cns	5 cns per 100
E091985	Crackers, Saltine	2 pg, 500/cc	2 pg per 100
COOLING BEVERAGE ITEMS			
TIIN	ITEM	CASE QUANTITY	ISSUE FACTOR
E094763	Beverage Base	12/24 oz	3 pks per 100
E292921	Electrolyte Beverage Base	32/24 oz	3 pks per 100

6. Questions concerning this SOP should be directed to the FPMO at (600) 300-8000.

Andrew T. Mann
 ANDREW T. MANN
 Food Program Manager

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 Contract Project Manager
 Dining Facility Managers

Figure A-3. Sample warming and cooling beverages SOP (continued)


	DEPARTMENT OF THE ARMY YOUR UNIT LETTERHEAD FORT ANYWHERE, STATE, ZIP	REPLY TO ATTENTION OF
Office Symbol		Date
MEMORANDUM FOR SEE DISTRIBUTION		
SUBJECT: Food Service Contingency Operations		
1. REFERENCES:		
a. AR 30-22, The Army Food Program, 10 May 2005.		
b. DA Pam 30-22, Operating Procedures for the Army Food Program, 6 February 2007.		
2. PURPOSE: To provide procedures for food service operations in the event of emergencies (labor strikes, acts of God, terrorist incidents, civil disturbances, or contractor default).		
3. SUMMARY: Food service operations will continue during emergencies.		
4. RESPONSIBILITIES:		
a. <u>Food Program Management Office (FPMO)</u> :		
(1) Request approval to initiate 24/7 operations, if needed.		
(2) Determine the extent of the dining facilities' ability to provide food service and develop plans to continue or reestablish food service operations (encl).		
(3) Coordinate with chain of command/leadership on status of facilities, rations, supplies, and other resources required to provide food service operations.		
(4) Initiate contingency food service operations.		
(5) Provide subsistence to authorized personnel and all others as designated by the Senior Mission or Garrison Commander.		
b. <u>Command Food Advisors/Dining Facility Managers</u> : Coordinate with the FPMO on status of personnel and resources required to perform food service operations.		

Figure A-4. Sample food service contingency operations SOP

Office Symbol
SUBJECT: Food Service Contingency Operations

c. Food Service Contractor:

(1) Coordinate with the FPMO on status of personnel and resources required to perform food service operations.

(2) Initiate the Contractor's approved Contingency Plan as required.

d. Subsistence Supply Management Office (SSMO):

(1) Coordinate with the FPMO on status/condition of rations on hand.

(2) Coordinate with the FPMO on dining facility equipment/facility status and to establish emergency ration requirements and delivery schedules.

(3) Coordinate with the Subsistence Prime Vendor/Defense Logistics Agency – Troop Support (DLA-TS) to establish emergency order requirements and delivery schedules.

e. Veterinary Services:

(1) Advise FPMO/SSMO/Dining Facilities on food safety issues during emergencies.

(2) Inspect subsistence and subsistence storage facilities as required.

f. Preventive Medicine:

(1) Advise FPMO/SSMO/Dining Facilities on food safety issues during emergencies.

(2) Inspect food preparation facilities as required.

5. Questions concerning this SOP should be directed to the FPMO at (600) 300-8000.

Encl
as

Andrew T. Mann
ANDREW T. MANN
Food Program Manager

Figure A-4. Sample food service contingency operations SOP (continued)

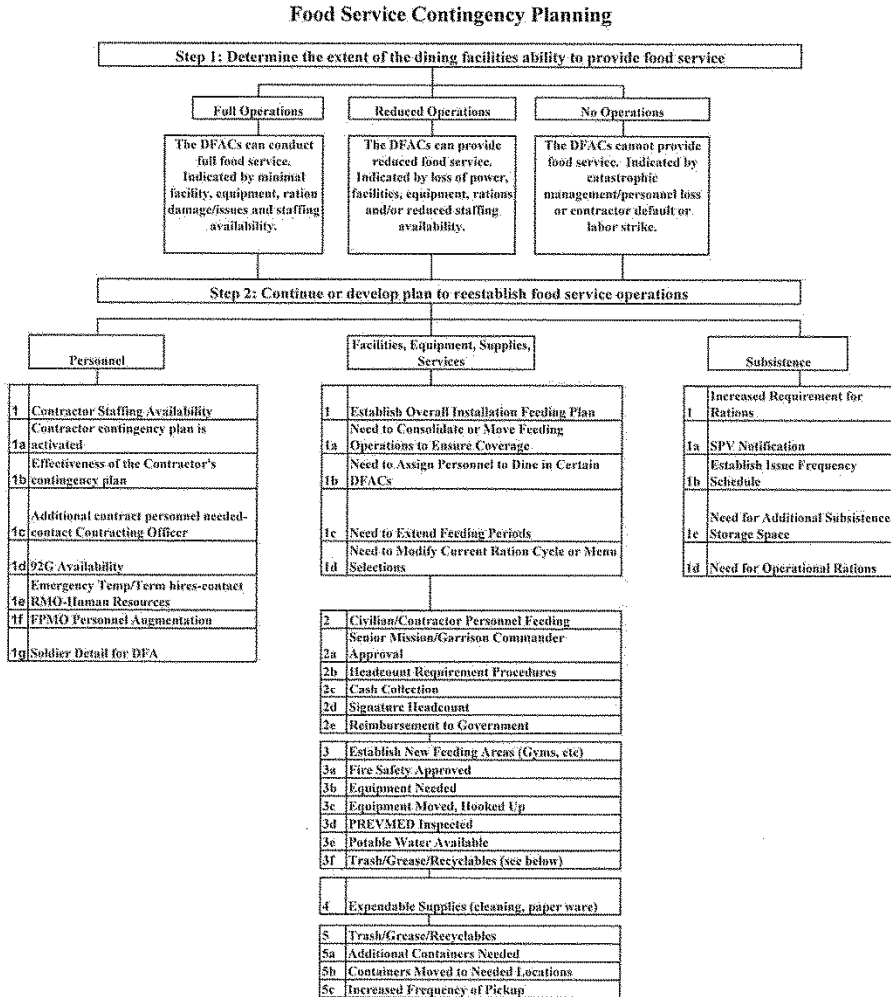
Office Symbol
SUBJECT: Food Service Contingency Operations

DISTRIBUTION:
Director, DOL
SSM
Command Food Advisors
Contracting Specialist, FFS & DFA Contract
Contract Project manager
Dining Facility Managers
Veterinary Services
Preventive Medicine

3

Figure A-4. Sample food service contingency operations SOP (continued)

Office Symbol
 SUBJECT: Food Service Contingency Operations



Encl

Figure A-4. Sample food service contingency operations SOP (continued)



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
YOUR UNIT LETTERHEAD
FORT ANYWHERE, STATE, ZIP

Office Symbol

Date

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: DD Form 1544, Cash Meal Payment Book

1. REFERENCES:

- a. AR 30-22, The Army Food Program, 10 May 2005.
- b. DA Pam 30-22, Operating Procedures for the Army Food Program, 6 February 2007.
- c. Contract W936SA-10-F-001, Performance Work Statement for Full Food Service (FFS) and Dining Facility Attendant (DFA) Service, 1 December 2009.

2. PURPOSE: To establish DD Form 1544 issuing, safeguarding, verification, revalidation, and turn-in procedures.

3. SUMMARY: Cash meal payment books/sheets are accountable documents used to record the cash payment for Government-furnished meals sold to authorized personnel. Cash meal payment books/sheets and the cash collected from the sale of meals will be safeguarded, controlled, and provide a complete audit trail at all times. Loss or misappropriation of the cash or the sheets will require an investigation under the provisions of AR 15-6, AR 735-5, and/or Contract W936SA-10-F-001.

4. SCOPE: This SOP applies to all units and organizations requiring cash meal payment books/sheets on Fort Anywhere.

5. RESPONSIBILITIES:

a. Installation Control Officer:

(1) Requisition and receive cash meal payment books from the DOIM warehouse building 1868. Cash meal payment books will be accounted for using the procedures in AR 30-22 & DA Pam 30-22, chapter 3.

(2) Issue cash meal payment books/sheets to units and organizations. Receive completed cash meal payment books/sheets from units and organizations or when the issued cash meal

Figure A-5. Sample DD Form 1544 (Cash Meal Payment Book) and cash turn-in SOP

Office Symbol
SUBJECT: DD Form 1544, Cash Meal Payment Book

payment books/sheets are no longer required. Issue and turn-in procedures are in AR 30-22 & DA Pam 30-22, chapter 3.

b. Units or Organization requiring Cash Meal Payment Books/Sheets:

(1) Units and organizations will appoint a primary control officer (contractor or military consolidating headquarters) or food service officer (military units operating dining facilities). This officer will obtain cash meal payment books/sheets from the installation control officer and will maintain accountability of the books or sheets using the procedures in AR 30-22 & DA Pam 30-22, chapter 3 and Contract W936SA-10-F-001 (contractor only).

(2) Military units and organizations will revalidate all cash meal payment books/sheets issued during the fiscal year that have not been turned in to the installation control officer.

c. Food Program Manager/Contracting Officer's Representative (COR):

(1) Ensure the procedures in this SOP and applicable regulations are established and followed.

(2) Provide technical guidance and training to the installation control officer as needed.

6. PROCEDURES:

a. Issuing of Cash Meal Payment Books/Sheets:

(1) The installation control officer contact information is as follows:

Name: Catherine St. Bernard
Telephone: 300-6700
Email: cathy.st.bernard@us.army.mil
Bldg: 2171

(2) Cash meal payment book/sheet issue and turn-in days/hours are Monday-Friday, 0800-1530. Units and organizations should call and set up an appointment for issues or turn-ins.

(3) Appointed organization primary control officers or unit food service officers will be authorized to obtain cash meal payment books/sheets on a DA Form 1687 (Notice of Delegation of Authority – Receipt for Supplies). A copy of the DA Form 1687 will be provided to the installation control officer prior to the issue of any cash meal payment books/sheets. Cash meal payment books will be issued using the transfer control form that is included with the book.

Figure A-5. Sample DD Form 1544 (Cash Meal Payment Book) and cash turn-in SOP (continued)

Office Symbol
SUBJECT: DD Form 1544, Cash Meal Payment Book

(4) The contractor will submit a primary control officer request to the COR. The COR will appoint the contractor primary control officer on a DA Form 1687. This officer will maintain accountability of the books or sheets using the procedures in AR 30-22 & DA PAM 30-22, chapter 3 and Contract W936SA-10-F-0001.

(5) If there is a change to the organization primary control officer or unit food service officer, DA Form 3161 will be prepared to transfer books from one officer to the next. The DA Form 3161 will reflect the serial numbers of all issued books. A copy of the DA Form 3161 will be provided to the installation control officer.

b. Safeguarding of Cash Meal Payment Books/Sheets and Cash:

(1) All cash meal payment books/sheets and cash will be accounted for at all times and properly stored in a safe or a field safe that is properly secured to an immovable object (field cabinets using steel lock bars or those offering no forced entry protection are not considered adequate).

(2) All cash collected will be properly handled and turned in according to the appropriate method contained in DA Pam 30-22 and the next paragraph. Each accounting period and fiscal year will begin with a new cash meal payment sheet.

c. Turn-In of Cash:

(1) Units/organizations turning in money will prepare a DD Form 1131 (Cash Collection Voucher), SF 215 (Deposit Ticket) and Deposit Ticket Log. All DD Forms 1131 will be generated in AFMIS. Examples on how to prepare all forms are available at the Food Program Management Office (FPMO), Bldg 2171. The Defense Accounting and Finance Service (DFAS) address that goes on the SF 215 is:

DFAS
Disbursing Operations Directorate (JFD)
8899 E. 56th St.
Indianapolis, IN 46249

(2) Units/organizations will take the money and SF 215 to the Credit Union (Bldg 2105). The operating hours of the Credit Union are 0930 to 1245 and 1315 to 1400 Monday through Friday. The Credit Union will take the money and stamp/sign the SF 215 and keep one copy.

Figure A-5. Sample DD Form 1544 (Cash Meal Payment Book) and cash turn-in SOP (continued)

Office Symbol
SUBJECT: DD Form 1544, Cash Meal Payment Book

(3) Units/organizations will fax to (317) 275-0327 or scan and email to DFAS-INCDSHQS@DFAS.MIL the stamped/signed copy of the SF 215, the DD Form 1131 and the Deposit Ticket Log DFAS. DFAS will process the cash turn-in and email the processed DD Form 1131 to the email address listed on Deposit Ticket Log. Dining facilities will use the dispersing office voucher number from the DFAS processed DD Form 1131 and the date the money was turned into the Credit Unit to close out the DD Form 1131 in AFMIS.

d. Verification of Cash Meal Payment Books/Sheets and Cash:

(1) An unannounced verification and cash count will be conducted by the next higher headquarters for military-operated dining facilities and as part of the performance assessment plan for service provider-operated dining facilities.

(2) This verification will be conducted on a quarterly basis for military-operated dining facilities and as specified in the contractor-operated dining facilities.

e. Annual Revalidation of Cash Meal Payment Books/Sheets:

(1) Military organization primary control officers and unit food service officers will revalidate all cash control books/sheets issued during the fiscal year that have not been turned in. Revalidation will be completed in accordance with DA Pam 30-22, chapter 3.

(2) Military organization primary control officers and unit food service officers will provide a copy of the revalidation to the installation control officer no later than 5 duty days after the end of the fiscal year.

f. Turn-in of Cash Meal Payment Books:

(1) Organization primary control officers and unit food service officers will turn in all completed cash meal payment books/sheets to the installation control officer when all the sheets in the book have been used, and funds have been turned into DFAS. The book and one copy of all deposit DD Forms 1131 and SFs 215 will be turned into the installation control officer within 5 workdays.

(2) Turn-in will be accomplished by completing the next transfer control and receipt in the cash meal payment book.

7. FILES:

a. Dining facilities will retain copies of all cash turn in documents (DD Form 1131 and SF 215) in accordance with the Army Records Information Management System (ARIMS).

Figure A-5. Sample DD Form 1544 (Cash Meal Payment Book) and cash turn-in SOP (continued)

Office Symbol
SUBJECT: DD Form 1544, Cash Meal Payment Book

b. The installation control officer will maintain an ARIMS file folder record in serial number for each book. The folder will contain all pertinent information (receipts, copies of verifications, investigations results, and so on). File folders will be maintained on a fiscal year basis and disposed of in accordance with the ARIMS.

8. Questions concerning this SOP should be directed to the FPMO at (600) 300-8000.

Andrew T. Mann
ANDREW T. MANN
Food Program Manager

DISTRIBUTION:
Command Food Advisors
Contracting Specialist, FFS & DFA Contract
Contract Project Manager
Dining Facility Managers

Installation Control Officer, DD Form 1544

**Figure A-5. Sample DD Form 1544 (Cash Meal Payment Book) and cash turn-in SOP
(continued)**


	DEPARTMENT OF THE ARMY YOUR UNIT LETTERHEAD FORT ANYWHERE, STATE, ZIP
REPLY TO ATTENTION OF	
Office Symbol	Date
MEMORANDUM FOR SEE DISTRIBUTION	
SUBJECT: Subsistence for Special Training Events	
1. REFERENCES:	
a. AR 30-22, The Army Food Program, 10 May 2005.	
b. DA Pam 30-22, Operating Procedures for the Army Food Program, 6 February 2007.	
c. Army Food Management Information System (AFMIS).	
2. PURPOSE: To provide procedures for the requisition and accountability of subsistence required for special training events such as culinary arts and cooking competitions for food service recognition programs.	
3. SUMMARY: Special training events such as culinary arts and recognition programs raise food service personnel esprit de corps, improve the food service provided to diners, and enhance the overall Installation Food Program.	
4. RESPONSIBILITIES:	
a. <u>Command Food Advisors/Contract Project Manager:</u>	
(1) Nominate an event action individual to the Food Program Manager for the purpose of managing the event, submitting subsistence requests, and accounting for subsistence.	
(2) Validate and forward all subsistence requests for special training events to the Food Program Manager for approval.	
(3) Ensure the event action individual account for subsistence according to the procedures contained in paragraph 5.	
b. <u>Event Action Individual:</u> Requisition, receipt, and account for the subsistence used for special training events according to the procedures outlined in paragraph 5.	

Figure A-6. Sample subsistence for special training events SOP

Office Symbol

SUBJECT: Subsistence for Special Training Events

c. Subsistence Supply Manager (SSM): Establish the two following field accounts in AFMIS in Customer Maintenance for the purpose of billing and tracking subsistence used for special training events:

Name	UIC	Account
Culinary Arts	WICASA	MPA
Recognition Programs	WIRPSA	MPA

5. PROCEDURES:

- a. Consolidate subsistence requirements on DA Form 3294, Ration Request/Issue/Turn-In Slip. Submit DA Form 3294 through the Command Food Advisor or Contract Project Manager to the Food Program Manager no later than two weeks prior to the subsistence being needed.
- b. Subsistence that cannot be obtained from established subsistence prime vendor (SPV) catalogs will be requisitioned according to the procedures in the Subsistence Local Authority SOP.
- c. The SSM will order, receive, and issue the requested subsistence to the Event Action Individual using AFMIS.
- d. Account for the subsistence used for the special training event on DA Form 4552, Kitchen Requisition.
- e. Subsistence that is excess to the special event requirement will be redistributed to another appropriated fund food service activity or donated to an eligible food recovery organization according to the Residual Ration SOP.
- f. Maintain subsistence receipts, DA Form 4552 and any other subsistence accountability documents used according to the Army Records Information Management System (ARIMS).
- g. Upon completion of the special training event, provide all ARIMS files to the FPMO.

Figure A-6. Sample subsistence for special training events SOP (continued)

Office Symbol
SUBJECT: Subsistence for Special Training Events

6. Questions concerning this SOP should be directed to the FPMO at (600) 300-8000.

Andrew T. Mann
ANDREW T. MANN
Food Program Manager

DISTRIBUTION:
SSM
Command Food Advisors
Contracting Specialist, FFS & DFA Contract
Contract Project Manager
Dining Facility Managers
Subsistence Government Purchase Card Holder

Figure A-6. Sample subsistence for special training events SOP (continued)

Appendix B

MOI for Consolidated Dining Facility Operations

Figure B-1 is a sample MOI for consolidated dining facility operations. It should be tailored to include the procedures the units will follow in your consolidated dining facility operation.



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
YOUR UNIT LETTERHEAD
FORT ANYWHERE, STATE, ZIP

Office Symbol

Date

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Memorandum of Instruction (MOI) for the Operation of the 123rd IN Consolidated Dining Facility

1. Purpose: To outline the policies and procedures relating to the management and efficient operation of the 123rd IN Consolidated Dining Facility.

2. **Command and Control:**

a. The 123rd IN Battalion Commander has overall control over the operation of the dining facility and will appoint a Food Service Officer to assist the DFAC Manager in the operation of the dining facility.

b. The DFAC Manager will be the senior Sergeant First Class of the three supported battalions. The DFAC Manager will be attached to HHC, 123rd IN Battalion for all administrative matters. The next senior NCO in the assigned unit of the DFAC Manager will become the Unit Food Operations Management NCO (FOMNCO) and will be responsible for the unit's field kitchen operations and equipment.

c. Food service personnel, other than the DFAC Manager, will remain assigned to their parent unit. All food service personnel (92G) will remain working in the consolidated dining facility no matter how many food service personnel are assigned to any one unit.

d. All food service personnel will come under the daily operational control of the DFAC Manager for scheduling purposes while performing duties within the dining facility.

e. Administrative actions, both positive and adverse, may be initiated by the DFAC Manager or his representatives. Administrative actions will ultimately be forwarded to the Soldier's parent unit for disposition.

f. In the event the entire Brigade deploys, the DFAC Manager will remain in the facility until all operations have discontinued and he has shut down the building. The Dining Facility Manager will then be returned to his unit for deployment.

Figure B-1. Sample MOI for consolidated dining facility operations

Office Symbol

SUBJECT: Memorandum of Instruction (MOI) for the Operation of the 123rd IN Consolidated Dining Facility

3. **Rating Scheme:** Food service personnel in the dining facility will be rated as follows:

Rated NCO	Rater	Senior Rater	Reviewer
DFAC Manager	FSO	HHC, 123 rd BN CDR	123 rd BN CDR
Unit FOMNCO	DFAC Manager	Parent Unit HHC CDR	Parent Unit BN CDR
Unit NCOs	Unit FOMNCO	DFAC Manager	Parent Unit HHC CDR

4. **Work Scheduling:**

a. The DFAC Manager will develop, maintain, and post a cook's work schedule at least one week in advance in the DFAC.

b. The Unit FOMNCO is directly responsible to coordinate all parent unit requirements for cooks from the DFAC. The Unit FOMNCO will also be responsible for notifying the parent unit of all DFAC cooks' schedules.

c. Parent units requiring the presence of their food service Soldiers for unit training requirements that are not MOS specific (CBRN training, CTT, marksmanship, APFT) and for battalion functions and non-related field training exercises/deployments will make all coordination through their Unit FOMNCO to the DFAC Manager at least 10 days prior to the scheduled event for work scheduling purposes.

d. Cooks will make all administrative appointments i.e., medical, dental, legal, for times before or after the time they are scheduled for work in the DFAC. Appointment slips will be shown to the DFAC Manager immediately after the Soldier receives the slip.

e. All request for passes, leaves, or TDY will be verbally coordinated through the Unit FOMNCO to the DFAC Manager for scheduling purposed NLT 14 days prior to effected date.

5. **Unit Equipment Maintenance (Vehicles and Field Kitchen Equipment):** Field kitchen equipment maintenance is the responsibility of the Unit FOMNCO and assigned cooks. Each Unit FOMNCO is responsible for coordinating with the DFAC Manager to schedule weekly maintenance on all unit vehicles and field kitchen equipment. The cook's work schedule posted by the DFAC Manager will reflect all cook personnel released for weekly maintenance.

6. **Field Training Exercises:**

Figure B-1. Sample MOI for consolidated dining facility operations (continued)

Office Symbol

SUBJECT: Memorandum of Instruction (MOI) for the Operation of the 123rd IN Consolidated Dining Facility

a. Units that do not take all battalion personnel on exercises will follow the following guidelines for stay back cooks to support rear detachment personnel: For 0 to 50 personnel – 1 food service individual; 50 to 100 personnel – 2 food service personnel; 101 to 150 personnel – 3 food service personnel, to include 1 NCO; 151 to 200 personnel – 4 food service personnel, to include 1 NCO.

b. Unit FOMNCOs will coordinate with the DFAC Manager to release up to 50% of their cooks NET 3 working days prior to deployment for the uploading of food service equipment.

c. After completion of field exercises, and their arrival at home station, Unit FOMNCOs will coordinate with the DFAC Manager to ensure that 50% of their personnel report to the dining facility to assist in its operation. The remaining 50% will recover the field kitchen equipment used for the exercise. A period of 5 days is granted for this recovery time. After the 5 day period all 92G personnel will be required to return to the dining facility to resume normal shift and operations.

d. During times that the DFAC does not have enough personnel to operate, Brigade Food Service will make a determination whether to close the DFAC. All supported units will be notified ASAP of effected times and alternative eating arrangements.

7. **Deployments:** Depending on the number of unit Soldiers deploying, up to 100% of the battalion's food service personnel will revert back to the operational control of the unit at N hour.

8. **Headcount Schedule:**

a. Each Battalion subsisting in the dining facility will perform headcount duties on a rotating basis per a schedule to be distributed by the Brigade Senior Food Operations Management NCO prior to the beginning of each fiscal year.

b. Battalion CSMs will provide a breakdown to the dining facility NLT the 15th of the month prior to headcount duty of which units will be performing headcount duty during their scheduled month.

c. Headcounting duties will require a minimum of two specialists and above. Headcount personnel will report to the dining facility manager 30 minutes before the serving period for a headcount briefing. The DFAC Manager will coordinate directly with the unit providing the headcounts if only one headcount is required for a specific meal.

d. Units requesting special meal hour requests, i.e. early chow or late meals; the headcounters will be provided by the units making the request.

Figure B-1. Sample MOI for consolidated dining facility operations (continued)

Office Symbol

SUBJECT: Memorandum of Instruction (MOI) for the Operation of the 123rd IN Consolidated Dining Facility

e. The battalion responsible for headcount during the months of November and December will be notified of the holiday meal hours and the appropriate dress for headcounters on Thanksgiving and Christmas.

9. **Requested Support From the DFAC:** All requests for support from the DFAC will be requested NLT 7 working days prior to receiving the support. Requests that must be approved by the Installation Commander will be forwarded to the Brigade Food Service Office NLT 21 days prior to receiving the support.

a. **Early or Late Feeding:** Units requesting early or late feeding hours will make the request in memorandum format to the Brigade Food Service Office. Units will identify date, time period, and headcount so that KP support can be coordinated with Installation Food Service.

b. **Remote Site Feeding:**

(1) Units will request remote site feeding from the DFAC NLT 7 working days prior to the food being prepared; this allows adequate time for the DFAC Manager to order, receive, and prepare the food.

(2) Units requesting remote site feeding from the DFAC will provide the food and beverage containers NLT 6 hours before the rations are to be picked up by the requesting unit.

(3) Units requesting remote site feeding or any feeding out of the DFAC will provide their own paper products and flatware.

10. The POC for this MOI is CW2 Swimmer/MSG Johnson at 300-4476.

Michael W. Fullbright
MICHAEL W. FULLBRIGHT
COL, IN
Commanding

DISTRIBUTION:

XO, 55IN BDE

CDR: 123 IN

CDR: 124 IN

CDR: 112 FA

CDR: HHC, 55IN BDE

EACH BN XO

EACH BN CSM

EACH CO/BAT CDR

EACH CO/BAT 1SG

EACH BN FOMNCO

Figure B-1. Sample MOI for consolidated dining facility operations (continued)

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Appendix C

Use Policy and Utilization Review

Figure C-1 is the sample installation dining facility use policy. Figure C-2 is a sample installation annual dining facility utilization review.


	DEPARTMENT OF THE ARMY US ARMY INSTALLATION MANAGEMENT COMMAND HEADQUARTERS, UNITED STATES ARMY GARRISON, FORT ANYWHERE 1001 SOUTH STREET FORT ANYWHERE, ST 00078
REPLY TO ATTENTION OF	
IMNE-MCY-LGSF	10 January 2009
MEMORANDUM FOR SEE DISTRIBUTION	
SUBJECT: Appropriated Fund Dining Facility Use Policy #09-025	
1. References:	
a. AR 30-22, The Army Food Program, 10 May 2005.	
b. DA Pam 30-22, Operating Procedures for the Army Food Program, 6 February 2007.	
c. Department of Defense Manual 1338.10-M, Manual for the Department of Defense Food Service Program, March 1990.	
2. Purpose: To provide policy and procedures pertaining to personnel authorized to subsist in Fort Anywhere appropriated fund (APF) dining facilities. In accordance with the references, Army APF dining facilities are established for the purpose of feeding enlisted Soldiers authorized subsistence in kind (SIK). Each individual entering the dining facility will be identified to determine their meal entitlement, whether authorized to eat free or if they must pay cash for the meal.	
3. If a group of ten or more personnel from another command is assigned or temporarily assigned for duty at Fort Anywhere, the commander is responsible for coordinating food service support through the Directorate of Logistics (DOL) Food Program Management Office (FPMO).	

Figure C-1. Sample use policy

IMNE-MCY-LGSF

SUBJECT: Appropriated Fund Dining Facility Use Policy #09-025

4. The following categories of personnel other than Soldiers authorized SIK are authorized to subsist in the dining facilities on a continual basis.

- a. Service members retaining BAS (enlisted and officer).
- b. Members of other military Services and Foreign military.
- c. Food handlers when on duty in a military dining facility.
- d. DOD Civilians on official orders for TDY or training at Fort Anywhere.
- e. Members of the ROTC.
- f. Members of the FPMO when in the performance of food service contractor surveillance.
- g. Guests of military personnel during the serving of traditional holiday meals (Thanksgiving, Christmas and the Army Birthday).

5. The following categories of diners may purchase meals in the dining facilities on an approved basis. Approval to purchase meals will be submitted through the DOL FPMO and will be granted on a case-by-case basis only.

- a. Family members/dependants of military personnel.
 - b. DOD civilians and contractors working on Fort Anywhere.
 - c. Retired military personnel.
 - d. Entertainment groups.
 - e. Civilian dignitaries.
 - f. Guests (must be escorted guests of a military member authorized to use the facility).
6. Questions concerning this policy should be directed to the DOL FPMO at (600) 300-8000.

David E. Chessman

DAVID E. CHESSMAN
Colonel, EN
Commanding

Figure C-1. Sample use policy (continued)



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
YOUR UNIT LETTERHEAD
FORT ANYWHERE, STATE, ZIP

Office Symbol

Date

MEMORANDUM FOR RECORD

SUBJECT: Fort Anywhere Annual Dining Facility Utilization Review (Fiscal Year 2009)

1. References:

- a. AR 30-22, The Army Food Program, 10 May 2005.
- b. DA Pam 30-22, Operating Procedures for the Army Food Program, 6 February 2007.
- c. Appropriated Fund Dining Facility Use Policy #09-025, 10 January 2009.

2. Fort Anywhere's dining facility utilization rates for Fiscal Year 2009 were as follows:

Dining Facility	Number of Headcount Days	Total Headcount	Cash Meal Sales	Cash Meal Sales % of Total HC	Design Capacity	Utilization Rate Percent
2674	262	306,956	3,768	1.2%	800	57%
50	230	238,364	23,032	9.6%	500	74%
2515	142	133,629	1,165	0.8%	500	35%
2527	135	128,078	1,147	0.8%	500	33%
1306	134	99,764	3,327	3.3%	500	53%
2715	73	57,804	640	1.1%	500	65%
739	67	38,402	48	0.1%	500	89%

3. In accordance with reference 1c, Fort Anywhere authorizes cash meal sales in all dining facility operations. Based on the cash meal sales and the percent of total headcount of cash meal sales contained in paragraph 2, I find that cash meal sales are not having a negative impact on the feeding of Soldiers authorized subsistence in kind (SIK) and dining facility utilization rates.

4. My decision is not to consolidate or close dining facilities 2674 and 1306, which did not meet the Department of the Army utilization rate goal of 65% as shown in paragraph 2 for the following reasons:

- a. Dining facility 2674 is the only permanent dining facility on the entire west side of the Installation. This facility operates at near capacity for 8 to 9 months each year. The nearest

Figure C-2. Sample utilization review

Office Symbol

SUBJECT: Fort Anywhere Annual Dining Facility Utilization Review (Fiscal Year 2009)

dining facility is 2.1 miles away. The nearest permanent dining facility (50) could not support the additional headcount without exceeding its design capacity.

b. Dining facility 1306 is the NCOA dining facility. The nearest dining facility (dining facility 50) is .5 miles away and could not absorb the additional headcount without going over its design capacity. Additionally, consolidation would have a negative impact upon the high temp training mission of the NCOA due to the time needed to get to and from each meal.

5. My decision is to consolidate dining facilities 2515 and 2527 by closing dining facility 2527. The distance between these two dining facilities is .2 miles and 2515 can absorb the additional headcount without going over its design capacity and without negatively impacting the supported units' missions.

6. The point of contact (POC) for this action is Mr. Andrew T. Mann, Food Program Manager, at (600) 300-8000.

DAVID E. CHESSMAN

DAVID E. CHESSMAN

Colonel, EN

Commanding

Figure C-2. Sample utilization review (continued)

Appendix D

Account Validation, Analysis, and Mid-Year Review

Figure D-1 is a sample dining facility account validation and analysis. Figure D-2 is a sample mid-year dining facility account financial review.

<p style="text-align: center;"><u>VALIDATION OF THE DINING FACILITY ACCOUNT</u></p> <p><i>DA Form 7454, Monthly Earnings and Expenditures/Record (AFMIS)</i></p> <ol style="list-style-type: none">1. Are all allowance credits accurately posted?2. Are all purchases/issues accurately posted? <p><i>Checks: The amount actually received should match the amount listed on receipts. Operational rations should not be charged to the dining facility account. All food transfers completed should be annotated.</i></p> <p><i>DA Form 3234, Monthly Inventory Report Records (AFMIS)</i></p> <ol style="list-style-type: none">3. Are the beginning and closing monthly inventory reports/records accurate? <p><i>Checks: If item unit of issue has changed, the dining facility should enter the correct quantity based on the change.</i></p> <p style="text-align: center;"><u>ANALYSIS OF THE DINING FACILITY ACCOUNT</u></p> <p><i>Menu Planning</i></p> <ol style="list-style-type: none">1. Does the dining facility utilize a cyclic menu?2. Is the menu planned within the framework of the BDFA? <p><i>Checks: The menu should offer a variety of high and low cost food items over the menu cycle.</i></p> <ol style="list-style-type: none">3. Is the projected headcount close to the actual number being served?4. Does the dining facility plan food products for back ups? <p><i>Purchasing and Receiving</i></p> <ol style="list-style-type: none">1. Is the dining facility purchasing the “Best Value” food items? <p><i>Checks: Price, Quality, Intended Purpose (i.e. chopping buffet ham for omelets).</i></p> <ol style="list-style-type: none">2. Does the dining facility use an appropriate mix of convenience type foods vs. made from scratch?3. Do receiving personnel sign for exactly what the dining facility receives from the prime vendor?

Figure D-1. Sample dining facility account validation and analysis

Inventory Control

1. Is food rotated properly to prevent loss?
2. Is there excess inventory on hand?
3. Are Kitchen Requisitions being completed accurately?
Checks: There should not be large variations on the weekly inventories.
4. Have field rations residuals contributed to large underspent status (if applicable)?
5. Have the Operational reviews been conducted? did they indicate any discrepancies that would contribute to the overspent/underspent account status?
Checks: Receiving, Requisitioning, Physical Security, Disposition of Subsistence Reports.

Production

1. Are food service personnel following standardized recipes and measurements?
2. Is progressive cookery used to the maximum extent possible to reduce leftovers/discards?
3. Is the amount of food being prepared adequate?
Checks: The Production Schedule should not indicate an excessive amount of leftovers/discards. The Production Schedule should not indicate an excessive amount of write-ins or back up food items.

Service

1. Is portion control on the service line evident?
2. Are all personnel consuming food accounted for properly by the headcounter?
3. Is the speed of the headcount affecting future earnings (i.e. too slow)?

A La Carte Operations

4. Are the recipe cards/SOPs written correctly to accurately calculate actual cost?
5. Are the prices of food items right on the cash register?
6. Is the cashier accurately ringing up each food item at the cash register?

Figure D-1. Sample dining facility account validation and analysis (continued)



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
YOUR UNIT LETTERHEAD
FORT ANYWHERE, STATE, ZIP

Office Symbol

Date

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Mid-Year Dining Facility Account Financial Review (FY 2010)

1. References:

- a. AR 30-22, The Army Food Program, 10 May 2005.
- b. DA Pam 30-22, Operating Procedures for the Army Food Program, 6 February 2007.

2. The following 3 dining facility accounts on Fort Anywhere were overspent (year-to-date) at the conclusion of the March 2010 accounting period. The analysis of each overspent account is as follows:

Dining Facility		1001
Year-to-Date Status		\$5,427 Overspent
Military or Contractor-Operated		Military
Responsible Food Advisor		2111 th MI Bde, MSG Jones
Monthly Analysis and Validations Being Conducted (when exceeding +3% overspent or -10% underspent?)		Yes
<i>Account Period</i>	<i>Status</i>	<i>Deviation Percentage</i>
Oct 09	\$3,019 overspent	7%
Jan 10	\$4,916 overspent	15%
Feb 10	\$4,033 overspent	11%
Record(s) of Remedial Actions Completed/On File?		Yes
Quarterly Action Plans to Responsible Commander/FPM Completed?		No

Figure D-2. Sample mid-year dining facility account financial review

Office Symbol
 SUBJECT: Mid-Year Dining Facility Account Financial Review (FY 2010)

Dining Facility		1003
Year-to-Date Status		\$3,729 Overspent
Military or Contractor-Operated		Military
Responsible Food Advisor		1-222 AVN Bde, CW2 Hill
Monthly Analysis and Validations Being Conducted (when exceeding +3% overspent or -10% underspent?)		No
Account Period	Status	Deviation Percentage
Nov 09	\$2,855 overspent	8%
Dec 09	\$2,003 overspent	6%
Jan 10	(\$2,803) underspent	16%
Mar 06	\$4,966 overspent	14%
Record(s) of Remedial Actions Completed/On File?		No
Quarterly Action Plans to Responsible Commander/FPM Completed?		No

Dining Facility		1004
Year-to-Date Status		\$3,540 Overspent
Military or Contractor-Operated		Contractor
Contracting Officer's Representative		Mr. Mann
Account Period	Status	Deviation Percentage
Oct 09	\$14,171 overspent	25%
Dec 09	\$2,938 overspent	30%
Feb 10	\$4,084 overspent	7%
Monthly Surveillance of the Contractor Being Conducted?		Yes
Account Actions IAW the Contract Being Documented/Forwarded to the KO:		Yes

3. Questions concerning this SOP should be directed to the FPMO at (600) 300-8000.

Andrew T. Mann
 ANDREW T. MANN
 Food Program Manager

DISTRIBUTION:
 Director, DOL
 Unit Food Advisors
 Contracting Specialist, FFS & DFA Contract
 Contract Project Managers
 Dining Facility Managers

Figure D-2. Sample mid-year dining facility account financial review (continued)

Appendix E

Revalidation and Audit

Figure E-1 is a sample annual DD Form 1544 revalidation memorandum. Figure E-2 is a sample quarterly audit of DD Form 1544 and cash memorandum.


	<p>DEPARTMENT OF THE ARMY YOUR UNIT LETTERHEAD FORT ANYWHERE, STATE, ZIP</p>										
<p>REPLY TO ATTENTION OF</p>											
<p>Office Symbol</p>		<p>Date</p>									
<p>MEMORANDUM FOR Installation Control Officer for DD Form 1544, ATTN: Ms. Catherine St. Bernard, Bldg 2171, Fort Anywhere, ST 00078</p> <p>SUBJECT: Annual DD Form 1544 Revalidation</p>											
<p>1. References:</p> <ul style="list-style-type: none"> a. AR 30-22, The Army Food Service Program. 10 May 2005. b. DA Pam 30-22, Operating Procedures for the Army Food Program, 6 February 2007. <p>2. The subject review was conducted 2 October 2009. Specifics of the revalidation included:</p> <ul style="list-style-type: none"> a. Name/Rank of individual conducting the revalidation: SFC Harry Stone. b. Name/Rank of DD Form 1544 control officer: CPT John Comber. c. <u>All cash book and cash sheets were on hand and accounted for:</u> 											
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 33%;">Cash Book Serial #</th> <th style="width: 33%;">Sheets in possession Of control officer</th> <th style="width: 33%;">Sheets issued to 123rd IN Consolidated DFAC</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">317881</td> <td style="text-align: center;">1-22,35-50</td> <td style="text-align: center;">23-34</td> </tr> <tr> <td style="text-align: center;">317882</td> <td style="text-align: center;">1-50</td> <td style="text-align: center;">None</td> </tr> </tbody> </table>			Cash Book Serial #	Sheets in possession Of control officer	Sheets issued to 123 rd IN Consolidated DFAC	317881	1-22,35-50	23-34	317882	1-50	None
Cash Book Serial #	Sheets in possession Of control officer	Sheets issued to 123 rd IN Consolidated DFAC									
317881	1-22,35-50	23-34									
317882	1-50	None									
<p>3. The POC for this revalidation is SFC Harry Stone at (600) 300-4450</p>											
<p><i>Billy K. Kidd</i> BILLY K. KIDD LTC, OD Commanding</p>											

Figure E-1. Sample DD Form 1544 revalidation memorandum



REPLY TO
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DEPARTMENT OF THE ARMY
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MEMORANDUM FOR Headquarters, 55th Infantry Brigade, ATTN: CW2 Swimmer

SUBJECT: Quarterly Audit of DD Form 1544 and Cash (1st QTR, FY10)

1. References:

- a. AR 30-22, The Army Food Service Program, 10 May 2005.
- b. DA Pam 30-22, Operating Procedures for the Army Food Program, 6 February 2007.

2. The subject reviews were conducted at 123rd Infantry Consolidated Dining Facility on 14 December 2009. Specifics of the audit included:

- a. Name/Rank of DD Form 1544 control officer: CPT John Comber.
- b. **All cash sheets from Cash Books # 317878 were on hand and accounted for:**
 - . Cash sheets 1-50 were unused in the cash meal payment book and in the possession of the control officer.
- c. **All cash sheets from Cash Book # 317883 were on hand and accounted for:**
 - Cash sheets 1-16, 18-21 were used, cash deposited, cash collection vouchers verified and in the cash meal payment book.
 - Cash sheets 17, 22-35 were issued to the 123rd Infantry Consolidated Dining Facility.
 - Dollar value of funds recorded on the cash sheets in the dining facility: \$144.90.
 - Dollar value of funds on hand at the dining facility: \$144.90.
 - Cash sheets 36-50 were unused and in the cash meal payment book.

3. The POC for this audit is the undersigned at (600) 300-8976.

Scott W. Wertsel
SCOTT W. WERTSEL
SFC, USA
C Company Platoon Sergeant

Figure E-2 Sample memorandum for audit of DD Form 1544 and cash

Appendix F

Operational Reviews

Figure F-1 is a sample monthly subsistence accountability review memorandum. Figure F-2 is a sample checklist to be used when conducting semi-annual requisition, receiving and physical security reviews IAW DA Pam 30-22, appendix C.



REPLY TO
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MEMORANDUM FOR Commander, 123rd Infantry Battalion

SUBJECT: Monthly Subsistence Accountability Review

1. Per DA Pam 30-22, Appendix C, an internal review of subsistence accountability requisition, receiving, and physical security procedures was conducted at the 123rd J.NCCNS dining facility on 7 October 2009.

2. The following for high dollar value items were checked:

- a. Ground Beef.
- b. Chicken Patties.
- c. Veal Portions.
- d. Sausage Patties.

3. The following items were within the 5% tolerance:

- a. Ground Beef.
- b. Chicken Patties.
- c. Sausage Patties
- d.

4. The following items were not within the 5% tolerance:

- a. Veal Patties.
- b.
- c.
- d.

5. All items except the veal patties were within authorized tolerance factors. The veal patties will be rechecked next month along with three additional items. No further action is required at this time.

3. The POC for this review is the undersigned at (600) 300-4476.

Barry H. Swimmer
BARRY H. SWIMMER
CW2, QM
Food Service Technician

Figure F-1. Sample monthly subsistence accountability review

OPERATIONAL REVIEWS CHECKLIST

REQUISITIONING PROCEDURES

1. Are requests for subsistence supplies determined or guided by a dining facility menu?
2. Does the dining facility menu meet the menu standards outlined in DA Pam 30-22, para. 3-70?
3. How many days in advance of consumption is the menu developed?
4. Is the inventory on-hand considered when developing the prime vendor subsistence requisition?
5. Are subsistence requests submitted on schedule and in the prescribed format?
6. Are completed subsistence transfers from units in the field considered when requisitioning documents are completed?
7. Are factors such as the time of month (payday), day of the month, holidays and field training considered when subsistence is ordered?
8. Does the estimated headcount on the production schedule compare (within 5 percent) of the actual headcount recorded?

RECEIVING PROCEDURES

1. Were scales available and in satisfactory operating condition and being used?
2. Were subsistence items inspected for proper quality and quantity?
3. Was the issue document quantity compared to the actual issue quantities for accuracy?
4. Were receipt discrepancies correctly recorded on the issue document?
5. Were receipt documents signed properly by authorized personnel?
6. Does a member of the facility management staff routinely oversee the receiving process?
7. Were the “use by” codes being checked for accuracy?

PHYSICAL SECURITY

1. Is the semi-perishable subsistence storage areas in the dining facility (or belonging to the dining facility) secure and are supplies stored in a proper environment, to include operational ration storage?
2. Are the perishable storage areas secure and maintained at prescribed temperatures?
3. Are the storage areas, semi-perishable and perishable, under supervision of food service personnel when opened for use?

Figure F-2. Sample operational reviews checklist

4. Are padlocks (key type) used to secure subsistence supplies and storage facilities in accordance with AR 190-51?
5. Are personnel prohibited from bringing personal packages and carrying devices into storage areas?
6. Is access to storage areas limited to individuals who need access to perform their assigned mission?
7. Are personal storage lockers located in a designated area away from loose or broken containers of food?
8. Are food service equipment, dining area equipment/furniture and administrative equipment/ furniture properly marked, secured and accounted for in accordance with AR 190-51?
9. Are the dining facility entrance/exit doorways and windows properly secured to restrict entrance during non-serving times and when the facility is closed?

Figure F-2. Sample operational reviews checklist (continued)

Appendix G

Dining Facility Evaluation and Action Plan

Figure G-1 is a sample dining facility evaluation checklist. Points can be assessed in each section to total 100 points cumulatively. Also included is a sample memorandum depicting results of the inspection. Figure G-2 is a sample command food advisor action plan.



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STANDARDIZED STREET ADDRESS
CITY, STATE, AND ZIP+4 CODE

Office Symbol

Date

1. References.

- a. AR 30-22, The Army Food Program, 10 May 2005
- b. DA Pam 30-22, Operating Procedures for the Army Food Program, 6 February 2007.

2. On (date), the (Unit), G4 Food Service Section, conducted a Food Service Evaluation of the Dining Facility. The following personnel were present during the evaluation:

Dining Facility Manager, SFC Grazer
Shift Leader, SSG Board

3. The overall rating for the dining facility was 86, Satisfactory.

4. Strengths:

- a. Equipment
- b. Sanitation

5. Weaknesses:

- a. Administration
- b. Personnel

6. The outbrief was conducted by:

7. A copy of the dining facility checklist is attached at enclosure 1. A detailed explanation of each deficiency noted and suggested solutions are attached at enclosure 2. This information is provided to assist the commander in determining corrective actions where appropriate.

8. No recurring deficiencies were found from the previous quarter.

9. Point of contact for this evaluation is (name).

2 Encls

SIGNATURE BLOCK

Figure G-1. Sample evaluation checklist

DINING FACILITY EVALUATION CHECKLIST

SECTION I – ADMINISTRATION

1. Are files maintained IAW ARIMS?
2. Are Army Food Program publications on hand?
3. Are installation and unit food service SOPs on hand?
4. Are operator manuals on hand for all food service equipment?
5. Is the DA Form 3032 (Signature Headcount Sheet) being completed properly?
6. Is the DA Form 3546 (Control Record for DD Form 1544) being completed properly?
7. Are DD Form 1544 and cash being accounted for, completed and secured properly?
8. Is the headcount SOP current and have all required documents?
9. Are headcounters following proper headcount procedures and verifying the entitlement of each diner?
10. Are the cash collection voucher and deposit tickets properly maintained and cash turned into the bank as required?
11. Has the dining facility manager established a cycle menu?
12. Is the dining facility account being managed effectively? Current year-to-date account status is:
13. Are unit requests for support and garrison support for field operation procedures being completed properly?
14. Have the required end-of-month reports been submitted and on time?

SECTION II – SUBSISTENCE

1. Are all subsistence receipts on hand and properly signed?
2. Is subsistence properly received and checked for quantity, amount and condition?
3. Is semi-perishable subsistence properly stored?
4. Is perishable subsistence properly stored?
5. Are food service personnel rotating subsistence IAW FIFOFE?
6. Are serviceable thermometers present in all refrigeration and hot holding cabinets?
7. Are the production schedules being completed properly?
8. Are the kitchen requisitions being completed properly?
9. Are the weekly and monthly inventory reports being completed properly?
10. Does the dining facility have an excessive amount of inventory on hand?
11. Are the DA Form 5914 (Ration Control Sheet) for MREs and CBMs being completed properly?
12. Does the operational ration (MRE/CBM) actual BOH match the respective DA Form 5914?
13. Has the headcount for operational rations been entered in to AFMIS accurately?

Figure G-1. Sample evaluation checklist (continued)

SECTION III – FOOD PREPARATION/SERVING

1. Are standard recipes being followed?
2. Are cooking and preparation times correct and followed by food service personnel?
3. Is food preparation waste kept to a minimum?
4. Are scales and measuring utensils available and being used?
5. Are proper cutting and mixing methods used?
6. Is garnish appropriate to the food items being served?
7. Does the meal being served correspond exactly with the production schedule and outside menu?
8. Did the manager or shift leader check the serving line against the production schedule prior to the serving period?
9. Are meals being served IAW Army Menu Standards?
10. Do food service personnel practice Army Food Preparation Standards?
11. Are servers briefed on serving portions prior to the serving period?
12. Are ample glasses, chinaware, trays and silverware on hand and properly replenished throughout the serving period?
13. Are the appropriate serving utensils on hand and being used?
14. Are servers courteous to the diners?
15. Were the serving lines properly replenished and kept clean?
16. Was progressive cookery used when appropriate?
17. Was plate waste minimized and monitored?

SECTION IV – SANITATION

1. Are food contact surfaces washed, rinsed and sanitized after each use?
2. Are non-contact food surfaces washed and rinsed after each use?
3. Is the 3-sink method of cleaning being followed correctly?
4. Are cleaning procedures for in-place equipment being followed correctly?
5. Are dishwashing operations being followed correctly?
6. Is dirty and clean equipment and cleaning operations separated to prevent cross-contamination?
7. Are clean equipment and utensils stored properly to prevent cross-contamination?
8. Are restrooms clean and in good repair?
9. Are handwashing stations clean and stocked with soap and towels?
10. Is garbage properly stored in and out of the facility?
11. Are integrated pest management principles being practiced?
12. Are the floors, drains, walls, ceilings, lighting, screens, windows and doors clean and in good repair?
13. Are refrigerators and freezers clean and in good repair?
14. Is the back dock area clean and the cleaning tools (brooms, mops, buckets) stored properly?

Figure G-1. Sample evaluation checklist (continued)

SECTION V – FOOD SAFETY CONTROLS

1. Are personnel inspected daily at the start of their work period?
2. Are personnel in the required work uniform?
3. Are personnel following proper practices for taste-testing, using tobacco, fingernail length?
4. Are employee practice signs posted (wash hands) at appropriate areas?
5. Are signs posted to prohibit unauthorized personnel in the preparation, storage, equipment and utensil washing areas?
6. Are foods stored properly (covered, 6 inches above the floor, no wet storage)?
7. Are fresh fruits and vegetables washed prior to preparation or serving?
8. Are proper thawing procedures being used?
9. Are PHFs exposure to the TDZ minimized (not to exceed 4 cumulative hours)?
10. Are cooking thermometers available and being used?
11. Are food service hot (above 140°F) and cold foods cold (below 40°F)?
12. Are PHFs cooked to the proper internal temperature?
13. Is the ice scoop stored properly?
14. Are food serving utensils stored properly between uses in the serving lines?
15. Are food service personnel practicing food risk management procedures?
16. Are leftover PHFs chilled or kept hot properly?
17. Are leftover PHFs labeled correctly?
18. Are leftover PHFs re-heated correctly?
19. Are chemicals properly labeled and stored?
20. Is there a choking poster displayed in each dining room?

SECTION VI – PERSONNEL

1. Is a working schedule in effect for maximum use of personnel, senior staff personnel in responsible positions and proper supervision conducted?
2. Are training records complete and available for all personnel?
3. Have all food service personnel received required training in sanitation and food safety, nutrition, safety, energy conservation, and equipment operation and maintenance?

SECTION VII – EQUIPMENT

1. Is equipment being maintained properly?
2. Is the DA Form 2405 (Maintenance Request Register) accurate and being completed properly?
3. Is the dining facility equipment replacement record accurate?

SECTION VIII – FACILITY

1. Are fire extinguishers available, serviceable, properly tagged and up-to-date?
2. Are fire evacuation plans posted?
3. Are safety practices in effect (CO2 cylinders secure, floors not slippery, knives properly stored)?
4. Is energy conservation practiced, action plan present, program supervised?

Figure G-1. Sample evaluation checklist (continued)



REPLY TO
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Date

MEMORANDUM FOR Commander, 123rd Infantry Battalion

SUBJECT: Quarterly Action Plan (1st Quarter, FY 2010)

1. Reference.

- a. AR 30-22, The Army Food Service Program, 10 May 2005.
- b. DA Pam 30-22, Operating Procedures for the Army Food Program, 6 February 2007.

2. **BLUF:**

Area	Status	Issue(s) or Noteworthy
Administration	RED	DFAC account overspent \$3,652.81 for 1 st Quarter. Unit S-1 Officer not following BAS recoupment procedures.
Subsistence	RED	DFAC surplus inventory of 10K.
Food Prep/Serving	GREEN	None.
Sanitation	GREEN	None.
Food Safety Controls	GREEN	Food risk management forms need more attention.
Personnel	GREEN	Several food service personnel to be recognized.
Equipment	GREEN	Need desktop copier and booster heater repaired.
Facility	GREEN	Carpet on wall behind serving lines to be removed.

3. Discussion and Recommendation:

a. **Administration:**

(1) A recap of the 1st Quarter account status is as follows:

Account Period	Status	Deviation Percentage
Oct 09 Closeout	\$ 792.00 overspent	2%
Nov 09 Closeout	\$ 860.09 underspent	3%
Dec 09 Closeout	\$2,000.72 overspent	7%
1st Qtr. Closeout	\$3,652.81 overspent	
FY10 Year-to-date account status	\$3,652.81 overspent	

Figure G-2. Sample action plan

Office Symbol
 SUBJECT: Quarterly Action Plan (1st Quarter, FY 2010)

Brigade Food Service conducted a validation and analysis on the Dec 09 accounting period and assisted the Dining Facility Manager in developing remedial actions to reduce the overspent status. Recommended remedial actions include:

- Annotate run out times on production schedule and review diner preferences on main line meats to project more accurate portions for each meal.
- Monitor progressive cookery more closely for all food items that can be prepared in small batches up to and throughout the serving period.

(2) There were no discrepancies in cash accountability and cash turn-ins. An unannounced verification of DD Form 1544 and cash count was conducted on 14 Dec 09.

(3) Units S-1 officers are not following the proper procedures for reviewing and approving unit support requests to confirm that reimbursement of BAS would be initiated for those Soldiers that are participating in field training.

b. Subsistence:

(1) The dining facility is maintaining an average of \$10K surplus inventory. The total dollar value of the monthly inventory should not exceed 6 DOS for the dining facility. This standard is based on the subsistence prime vendor delivering three times per week and based on the earnings from the current month. The inventory levels for the 1st Quarter were:

<u>Month</u>	<u>Monthly Inventory</u>	<u>Inventory Objective</u>	<u>Surplus Inventory</u>
Oct 09	\$26,678.99	\$12,224.33	\$14,454.66
Nov 09	\$18,557.01	\$10,860.09	\$7,696.92
Dec 09	\$22,347.97	\$13,290.57	\$9,057.40

Recommend the Food Operation Sergeant take the following actions to reduce the surplus inventory:

- Dining facility manager reviews subsistence orders personally, provides additional emphasis and oversight on accounting for all food items used for each meal, and reviews inventory variance report on weekly basis.

(2) Brigade Food Service conducted the subsistence accountability reviews during the 1st Quarter. All reviews were rated satisfactory.

- c. Food Preparation/Serving:** A number of AFMIS receipt cards and SOPs need to be updated. Brigade Food Service will work with the Dining Facility Manager and the Food Program Manager to update.

Figure G-2. Sample action plan (continued)

Office Symbol
 SUBJECT: Quarterly Action Plan (1st Quarter, FY 2010)

d. Sanitation:

- (1) The dining facility has instituted an effective detailed kitchen equipment-cleaning schedule.
- (2) Preventive Medicine personnel observed that food service employees are not following proper handwashing techniques. Additional instruction was provided by preventive medicine.

e. Food Safety Controls:

- (1) Preventive Medicine conducted comprehensive food service inspections in the dining facility on 24 Oct, 29 Nov, and 22 Dec. All inspections were rated satisfactory.
- (2) Dining Facility attendant (DFA) are not using test strips to check the chemical concentration of the sanitizing water of the three-compartment sink and the sanitizing solution used in the kitchen. This issue has been addressed with the DFA contract COR.
- (3) Food service personnel are not taking temperature and utilizing the temperature logs prescribed in DA Pam 30-22. The Dining Facility Manager has scheduled a food risk management training class for all food service personnel on 15 Jan.

f. Personnel:

- (1) All food service personnel are working within the dining facility.
- (2) The following individuals will be recognized for their outstanding performance during the 1st Quarter at the brigade recognition ceremony on 21 Jan:

Brigade Cook of the Quarter Winner

PFC Jones	3 rd Battalion	Bde COA
-----------	---------------------------	---------

CIP Evaluations (Commendable Score)

SSG Hooper	2 nd Battalion	Bde COA
SGT Holms	2 nd Battalion	Bde COA
PFC Leaver	2 nd Battalion	Bde COA

- (3) The dining facility has an effective MOS sustainment training program. Food service sustainment training classes scheduled for the 2nd Quarter include:

<u>Date</u>	<u>Topic</u>	<u>Location</u>
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Figure G-2. Sample action plan (continued)

Office Symbol
 SUBJECT: Quarterly Action Plan (1st Quarter, FY 2010)

15 Jan	Risk Management Training	Dining Facility
10 Feb	Operating and Licensing on the MBU	Brigade Motor Pool
15 Mar	Nutrition Refresher Training	Dining Facility

g. Equipment:

(1) The booster heater on the three compartment sinks broke on 15 November. The booster heater heats the sanitizing water to 171 degrees or above, which is required for proper sanitizing of pans/utensils. The engineers coded the heater as "H" (must be replaced). A replacement heater will cost \$652.89. Brigade Food Service has requested a replacement heater through the Food Program Manager.

(2) The Dining Facility Manager has expressed a need to have a small desktop copier for the dining facility. There is a large amount of paperwork to conduct day-to-day activities in a dining facility and a copy machine would greatly increase the efficiency of the dining facility.

(3) Brigade Food Service conducted three CIP evaluations of unit field kitchen equipment during the 1st Quarter. The evaluation reports with findings were provided and briefed to the respective Battalion Commanders and unit Food Operations Management NCOs. The results of the CIP evaluations are as follows:

<u>Unit</u>	<u>METL Rating</u>	<u>Evaluation Score</u>
1 st Battalion	Trained	Satisfactory
2 nd Battalion	Trained	Commendable
3 rd Battalion	Trained	Satisfactory

h. Facilities: The carpet on the walls behind both serving lines is a harborage for cockroaches and must be removed. A work request was submitted to the facility engineers for estimate to remove the carpet. The DOL will fund this project. The Food Program Manager will coordinate with the facility engineers and the Dining Facility Manager for removal dates.

2. The POC for this revalidation is SFC Harry Stone at (600) 300-4450.

Barry H. Swimmer
 BARRY H. SWIMMER
 CW2, QM
 Food Service Technician

Figure G-2. Sample action plan (continued)

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Appendix H

SSMO SOPS

This appendix contains sample SSMO SOPs. They should be tailored to include local procedures of your installation SSMO operation. Figure H-1 is a sample SSMO support SOP. Figure H-2 is a sample unsatisfactory subsistence reporting SOP.


	DEPARTMENT OF THE ARMY YOUR UNIT LETTERHEAD FORT ANYWHERE, STATE, ZIP
REPLY TO ATTENTION OF	
Office Symbol	Date
MEMORANDUM FOR SEE DISTRIBUTION	
SUBJECT: Subsistence Supply Management Office (SSMO) Support	
1. REFERENCES:	
a. AR 30-22, The Army Food Program, 10 May 2005.	
b. DA Pam 30-22, Operating Procedures for the Army Food Program, 6 February 2007.	
c. TM 4-41.11, Dining Facility Operations, 23 April 2012.	
2. PURPOSE: To provide procedures for establishing Class I accounts under the Army Field Feeding System (AFFS), unit travel ration requests issued from the Subsistence Supply Management Office (SSMO), dining facility separate subsistence issues and turn-in of unused and/or partial rations to the SSMO.	
3. GENERAL:	
a. The primary operational rations available at the Fort Anywhere SSMO are commercial box meals (CBM), meals, ready to eat (MRE), and Unitized Group Rations (UGRs). For Soldiers with special religious dietary requirements, Halal and Kosher certified MREs are available through special order.	
b. Units may request supplements, enhancements, travel rations, and warming and cooling beverages for field training when operating under the AFFS.	
c. Ice is available at unit expense. Requests for ice must include the unit DODAAC and APC.	
d. Units (in excess of company size) may request travel rations (CBMs and MREs) directly from the SSMO to support Soldiers while in transit during deployment.	
e. Dining facility managers may request MREs, CBMs, and warming and cooling beverages when supporting unit travel ration requests or short duration unit field training from the dining facility.	
f. Unused rations are the property of the Government and will not be given to individuals, units, charity organizations, or disposed of. Units may turn-in unopened modules of UGSs and cases of MREs to the SSMO once veterinary services have inspected the subsistence. Subsistence that will be donated will be donated according to the procedures in the Residual Rations SOP.	

Figure H-1. Sample SSMO support SOP

Office Symbol

SUBJECT: Subsistence Supply Management Office (SSMO) Support

g. The SSMO cannot purchase bottled water for field training using subsistence funds. Units may purchase bottled water from the SSMO by providing their DODAAC and APC.

h. Under no circumstances will the SSMO issue subsistence for transport in privately owned vehicles (POVs). Units must provide military or Government vehicles when transporting subsistence.

4. PROCEDURES:

a. AFFS Class I Accounts: Units must furnish the SSMO the information listed below 30 days before training in order to open a Class I account. Upon submission, the SSMO will configure the ration cycle and will confirm the issue/turn-in schedule with the requestor.

(1) Memorandum of Intent (encl).

(2) Responsible Commander's assumption of command orders.

(3) DA Form 1687 signed by the responsible commander delegating individuals to request and receive Class I from the SSMO.

(4) DA Form 1687 for each person that the commander delegates the authority to request and receive rations. The DA Form 1687 will be kept on the individual and shown to SSMO personnel when requesting and receiving Class I at the SSMO.

(5) At the close of training, the Class I accountable officer or NCO will close the account by submitting a consolidated DA Form 5913, Strength and Feeder Report, to the SSMO.

b. Unit Travel Ration Requests Issued Directly from the SSMO: Units must furnish the SSMO the information listed below 15 days before drawing the travel rations from the SSMO.

(1) Memorandum of request using the format continued in TM 4-41.11, figure 9-3.

(2) Responsible Commander's assumption of command orders.

(3) DA Form 1687 signed by the responsible commander delegating individuals to request and receive Class I from the SSMO.

(4) Memorandum signed by the responsible commander for each person that the commander delegates the authority to request and receive rations.

c. Dining Facility Separate Issues: Dining facility managers may request CBM, MREs, and warming and cooling beverages when supporting units from the garrison dining facility.

(1) Warming and cooling beverages will be requested according to the procedures in the Warming and Cooling Beverage SOP.

Figure H-1. Sample SSMO support SOP (continued)

Office Symbol
SUBJECT: Subsistence Supply Management Office (SSMO) Support

(2) Dining facility managers will request CBMs and MREs on DA Form 3294. Attached to the DA Form 3294 will be the original unit request for support containing the command food advisor's and Food Program Manager's approval.

d. Subsistence Turn-In Procedures:

(1) Turn-ins by the field kitchen or Class I point will be on a DA Form 3294 per the established issue/turn-in schedule.

(2) The unit will list each ration module and MRE box by NSN and quantity.

(3) The FOS or Class I point accountable officer will contact veterinary services to set up a turn-in subsistence inspection date/time prior to turning subsistence into the SSMO. The SSMO will not accept subsistence that has not been inspected and approved by veterinary services.

5. Questions concerning this SOP should be directed to the SSMO at (600) 300-9000.

Encl
As

Carrie Harr
CARRIE HARR
Subsistence Supply Manager
Subsistence Supply Management Office

DISTRIBUTION:
Food Program manager
Command Food Advisors
Dining Facility Managers
Unit Food Operations Management NCOs
Veterinary Services

Figure H-1. Sample SSMO support SOP (continued)

SAMPLE MEMORANDUM OF INTENT

IWWN-SSE-FS

10 January 2010

MEMORANDUM THRU 3rd Brigade S4, ATTN: Command Food Advisor, Fort Anywhere, ST 00578

FOR Subsistence Supply Manager, Subsistence Supply Management Office, Bldg 490, Fort Anywhere, ST 00578

SUBJECT: Class I Memorandum of Intent

1. The 123 Infantry Battalion will conduct field training from 12 Feb 10 to 22 Feb 10. Unit information is as follows:

DODAAC	W911SB
APC	ELFK
Responsible Commander	LTC Mark Kushner

2. Request Class I support as follows:

Date	Breakfast	Lunch	Dinner
12 Feb 10	---	CBM (450)	UGR-A (450)
13 Feb 10	UGR-A (450)	MRE (450)	UGR-A (300) MRE (150)
14 Feb 10	MRE (450)	MRE (450)	UGR-A (450)
15 Feb 10	UGR-A (450)	MRE (450)	UGR-A (450)
16 Feb 10	UGR-A (150) MRE (300)	MRE (450)	UGR-A (450)
17 Feb 10	UGR-A (450)	MRE (450)	UGR-A (150) MRE (300)
18 Feb 10	MRE (450)	CBM (450)	---

3. Request bagged ice at issue factor of 3 lb per Soldier per day.
4. Request commercial box meals (CBM) for travel rations on 12 and 18 Feb.
5. Request warming beverages when MREs are served for dinner and breakfast (750 personnel total).
6. Food Service point of contact for this request is SFC James Jones, 3-4098.

MARK KUSHNER
LTC, IN
Commanding

Encl

Figure H-1. Sample SSMO support SOP (continued)



REPLY TO
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DEPARTMENT OF THE ARMY
YOUR UNIT LETTERHEAD
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Office Symbol

Date

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Unsatisfactory Subsistence Reporting

1. References:

- a. AR 30-22, The Army Food Service Program. 10 May 2005.
- b. DA Pam 30-22, Operating Procedures for the Army Food Program, 6 February 2007.

2. PURPOSE: To provide procedures for reporting unsatisfactory line item A ration and operational rations.

3. PROCEDURES:

- a. Line item A rations received from the subsistence prime vendor (SPV).

(1) Dining facility manager will telephonically report unsatisfactory subsistence issues to the Subsistence Supply Management Office (SSMO) (3-9000) within 2 hours of the SPV delivery. The SSMO will coordinate resolution of the issue with the SPV customer representative and the dining facility manager. Issues that should be reported include:

- Unauthorized substitutions.
- Short shipments (does not include rounding to case lots).
- Overages (does not include rounding to case lots).
- Not in stocks.
- Unacceptable condition (open, leaking, spoiled, etc.)

(2) The dining facility manager will initiate a DA Form 7589, Subsistence Vendor Contract Discrepancy Report (CDR), documenting the issue and will fax it (3-9001) to the SSMO NLT 24 hours after the SPV delivery.

(3) The SSMO will scan and email the CDR to the Food Program Manager and the SPV's DLA Troop Support Account Representative within 48 hours. If the issue has not been resolved, the SSMO will indicate this and request assistance from DLA Troop Support.

Figure H-2. Sample unsatisfactory subsistence reporting SOP

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SUBJECT: Unsatisfactory Subsistence Reporting

b. Operational rations.

(1) Units or individuals will document issues with operational rations on DA Form 7590, Operational Ration Quality Feedback.

(2) The DA Form 7590 will be faxed (3-9001) or hand carried to the SSMO (Bldg 490).

(3) The SSMO will scan and email the DA Form 7590 to the Food Program Manager, to DLA Troop Support, and to the JCCoE Quality Assurance Division.

4. The POC for this revalidation is SFC Harry Stone at (600) 300-4450.

Carrie Harr
CARRIE HARR
Subsistence Supply Manager
Subsistence Supply Management Office

DISTRIBUTION:
Food Program Manager
Command Food Advisors
Dining Facility Managers
Unit Food Operations Management NCOs
Veterinary Services

Figure H-2. Sample unsatisfactory subsistence reporting SOP (continued)

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Glossary

SECTION I – ACRONYMS AND ABBREVIATIONS

Acronym	Definition
ACES OD	Army Center of Excellence, Subsistence Operations Directorate
AFFS	Army field feeding system
AFMIS	Army food management information system
AIS	automated information system
ALFOODACT	Department of Defense hazardous food and non-prescription drug recall system
APC	account processing code
AR	Army regulation
ARIMS	Army records information management system
ARNG	Army National Guard
ARNGUS	Army National Guard of the United States
BAS	basic allowance for subsistence
BASOPS	base operations
BDFA	basic daily food allowance
BLDG	building
CBM	commercial box meal
CDR	contract discrepancy report
CIP	command inspection program
COA	certificate of achievement
COR	contracting officer's representative
CPT	captain
CS/DFA	cook-support/dining facility attendant
CT	count
CU	cubic
DA	Department of the Army
DA PAM	Department of the Army pamphlet
DFA	dining facility attendant
DFAC	dining facility
DFAS	Defense Finance and Accounting Service
DFM	dining facility manager
DLA-TS	Defense Logistics Agency – Troop Support
DOD	Department of Defense
DODAAC	Department of Defense activity address
DOIM	directorate of information management
DOL	directorate of logistics
EPDF	enlisted personnel dining facilities
FD	field duty
FFS	full food service

FIFOFE	first-in, first-out, first-to-expire
FLIPL	financial liability investigation of property loss
FM	field manual
FOMNCO	food operations management noncommissioned officer
FPM	food program manager
FPMO	food program management office
FSCM	food service contract management
FSMB	food service management board
FSO	food service officer
FT	foot
FY	fiscal year
GFGI	government-furnished, government-installed
GPC	government purchase card
TM	general service technical manual
HAZCOM	hazardous communication
IGCE	independent government cost estimate
IMCOM	Installation Management Command
IN	infantry
ISR	installation status report
JCCoE	Joint Culinary Center of Excellence
KO	contracting officer
LB	pound
LTC	lieutenant colonel
MBU	modern burner unit
MCA	Military Construction, Army
METL	mission essential task list
MHE	material handling equipment
MILCON	military construction
MILVAN	military van
MOA	memorandum of agreement
MOI	memorandum of instruction
MOS	military occupational specialty
MRE	meal, ready to eat
MSDS	material safety data sheet
MWR	Morale, Welfare and Recreation
NCO	noncommissioned officer
NSN	national stock number
OMB	Office of Management and Budget
ORTC	operational readiness training complexes
OZ	ounce
PAE	performance assessment evaluator

PAP	performance assessment plan
PBO	property book officer
PG	package
PGS	packages
PK	pack
POC	point of contact
POV	privately owned vehicle
PWS	performance work statement
QTR	Quarter
QUAD	Quality Assurance Division
RDD	required delivery date
RMO	resource management office
SA	systems administrator
SIK	subsistence in kind
SFC	sergeant first class
SOP	standing operating procedure
SPV	subsistence prime vendor
SSA	supply support activity
SSM	subsistence supply manager
SSMO	subsistence supply management office
STORES	subsistence total order and receipt electronic system
TB MED	technical bulletin medical
TDA	tables of distribution and allowances
TFA	temporary field assignment
TOE	tables of organization and equipment
UBL	unit basic load
UIC	unit identification code
UGR	unitized group ration
USAR	United States Army Reserve
USATRADO	United States Army Training and Doctrine Command
VSP	veterinary services personnel
WRS	war reserve stock
WWFC	world wide food conference

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SOURCES USED

These are the sources quoted or paraphrased in this publication.

ARMY PUBLICATIONS

- AR 15-6, *Procedures for Investigating Officers and Boards of Officers*, 2 October 2006.
- AR 30-22, *The Army Food Program*, 10 May 2005.
- AR 40-5, *Preventive Medicine*, 25 May 2007.
- AR 40-656, *Veterinary Surveillance Inspection of Subsistence*, 28 August 2006.
- AR 40-657, *Veterinary/Medical Food Safety, Quality Assurance, and Laboratory Service*, 21 January 2005.
- AR 190-51, *Security of Unclassified Army Property (Sensitive and Nonsensitive)*, 30 September 1993.
- AR 570-4, *Manpower Management*, 8 February 2006.
- AR 735-5, *Policies and Procedures for Property Accountability*, 28 February 2005.
- DA Pamphlet 30-22, *Operating Procedures for the Army Food Program*, 6 February 2007.
- FM 1, *The Army*, 14 June 2005.
- TB MED 530, *Occupational and Environmental Health Food Sanitation*, 30 October 2002

DEPARTMENT OF THE ARMY FORMS

DA forms are available on the APD web site (www.apd.army.mil).

- DA Form 1687, *Notice of Delegation of Authority-Receipt for Supplies*.
- DA Form 2028, *Recommended Changes to Publications and Blank Forms*.
- DA Form 2405, *Maintenance Request Register*.
- DA Form 3032, *Signature Headcount Sheet*.
- DA Form 3034-2, *Disposition of Subsistence*.
- DA Form 3161, *Request for Issue or Turn-In*.
- DA Form 3234, *Inventory Record*.
- DA Form 3294, *Ration Request/Issue/Turn-In Slip*.
- DA Form 3546, *Control Records for Dining Facility-DD Form 1544*.
- DA Form 4552, *Kitchen Requisition*.
- DA Form 4945, *Dining Facility Modernization Plan Development*.
- DA Form 5913, *Strength and Feeder Report*.
- DA Form 5914, *Ration Control Sheet*.
- DA Form 7454, *Monthly Earnings and Expenditures Record*.
- DA Form 7589, *Subsistence Vendor Contract Discrepancy Report*.
- DA Form 7590, *Operational Rations Quality Feedback*.

DEPARTMENT OF DEFENSE FORMS

DD forms are available on the OSD web site (<http://www.dtic.mil/whs/directives/infomgt/forms/index.htm>).

- DD Form 1390, *FY Military Construction Program*.
- DD Form 1391, *FY Military Construction Project Data*.
- DD Form 1131, *Cash Collection Voucher*.
- DD Form 1544, *Cash Meal Payment Book*.

STANDARD FORMS

- SF 215, *Deposit Ticket Log*.
- SF 368, *Product Quality Deficiency Report*.

OTHER TYPES OF PUBLICATIONS

- DLA Troop Support Handbook 4155.2, *Subsistence: Inspection of Composite Operational Rations*, November 2010. <https://www.dscp.dla.mil/subs/support/qapubs/4155-2.pdf>.
- DODM 1338.10-M, *Manual for the Department of Defense Food Service Program*, 22 November 1978.
- OMB Circular, *No. A-76, Performance of Commercial Activities*, 29 May 2003.
- USACHPPM Technical Guide 188, *U.S. Army Food and Water Vulnerability Assessment Guide*, July 2008.
- U.S. Army Quartermaster School - Joint Culinary Center of Excellence, http://www.quartermaster.army.mil/jccoe/Operations_Directorate/CSPD/contract/fscm.html.

DOCUMENTS NEEDED

These documents must be available to the intended users of this publication.

None

READINGS RECOMMENDED

These readings contain relevant supplemental information.

None

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TM 4-41.12
23 April 2012

By order of the Secretary of the Army:

RAYMOND T. ODIERNO
General, United States Army
Chief of Staff

Official:



JOYCE E. MORROW
Administrative Assistant to the
Secretary of the Army
1119601

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