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From: Commandant of the Marine Corps

Subj: COMMANDERS' GUIDANCE FOR THE CONUS REGIONAL GARRISON FOOD SERVICE CONTRACTS (REVISION 1-03)

Encl: (1) Contract Related Guidance
(2) Officer of the Day (OD) Checklist
(3) Customer Comment Record

1. Background

a. Contract Implementation. On 1 October 2002, all CONUS garrison mess halls were converted to contractor management and operation under the Regional Garrison Food Service Contracts (RGFSC). The contractor on both coasts is Sodexho Management Incorporated (SMI). Of the 55 mess halls under contract, 34 mess halls are solely staffed by SMI personnel; 18 mess halls have military food service specialists performing galley, baking, and fast food functions only; and in 3 mess halls (Brigs), SMI performs management and food preparation duties while prisoners perform mess attendant functions. Initial Commanders' Guidance published 5 September 2002 is superseded by this revision.

b. Cultural Change. The RGFSC represents a significant and dramatic shift in the manner in which the USMC executes garrison food service operations. The use of a contractor to perform non-core mess functions is critical to enhanced readiness and warfighting capabilities because it releases more Marines to participate in training and contingency operations. The contracts have been instrumental in achieving those objectives since they have provided the opportunity to increase manning levels in the Operating Forces. This effort will continue to provide quality food services while at the same time realize savings over current operating processes. However, the success of this effort is dependent upon the commander's understanding and personal commitment to embrace this fundamentally new way of providing food services to Marines.

2. Roles and Responsibilities

a. Roles. Due to the dynamics of mess hall operations and the complexity of this enormous contract initiative, this Headquarters is initially centrally managing and administering

the contract under a single Contracting Officer, HQMC (LB). The food service sponsor at HQMC (LFS), functions as the HQMC Contracting Officer Representative (COR). The Installation Food Service Officer or designate continues to function as a special staff officer, advising the commander and coordinating efforts on all matters pertaining to the RGFSC. The plan also calls for contract management and administration to be decentralized and transferred to the Regional Contracting Offices during FY04, and relocated to the two contract "Hubs" at Camp Lejeune and Camp Pendleton. A detailed Regional Contract Office Administration Plan will be provided prior to decentralization.

b. Responsibilities:

(1) "Hub" Responsibilities Unique to Installation Commanders at Camp Lejeune and Camp Pendleton:

- Support HQMC Contracting Officer (CMC (LB)) and HQMC Contracting Officer Representative (COR) (CMC (LFS)) in contract administration functions during initial contract period and transition to local regional administration.

- Provide personnel to serve as Regional Contracting Officer Representatives (RCORs). RCO will appoint RCORs and Assistant Contracting Officer Representatives (ACORs).

- Conduct contract quality assurance, utilizing the Quality Assurance Surveillance Plan, and provide results and required operational data to the RCOR.

- Conduct liaison, when appropriate, with HQMC and senior contractor representatives to resolve regional issues.

(2) RGFSC Responsibilities Common to "non-Hub" Installation Commanders:

- Support HQMC and RCO Contracting Officer, HQMC COR, and the Hub RCOR in contract administration.

- Provide personnel to serve as ACORs.

- Conduct contract quality assurance, utilizing the Quality Assurance Surveillance Plan, and provide results and required operational data to the RCOR.

- Conduct liaison, when appropriate, with the ACOR and contractor representatives to resolve local issues. If the matter cannot be resolved, engage the RCOR for further assistance.

(3) Responsibilities Common to All Installation Commanders:

- Participate in on-going meetings with contractor counterparts to discuss areas of concern.

- Assign prisoner mess attendants in designated Management and Food Preparation (M&FP) contractor operated mess halls supporting Brigs, where applicable.

- Provide sufficient local O&MMC funding for mess hall cleaning supplies, paper gear, etc.

- Identify new and replacement mess hall food preparation and serving equipment requirements to HQMC (LFS) during the annual budget call. Ensure that funds allocated annually by HQMC for food preparation and serving equipment are treated as a dedicated funding stream to the mess halls.

- Identify new and replacement furniture and furnishings in the command's annual budget submission to the Personnel Support Equipment (PSE) Program. Ensure that priorities are given to mess hall needs in the local distribution of PSE funds allocated annually by HQMC.

- Perform timely equipment maintenance in the mess halls. In Contract Year Two (CY2), starting 1 October 2003, perform only facility (real property) maintenance, as the contractor assumes equipment maintenance responsibility under the terms of the RGFSC.

- Prioritize mess hall infrastructure maintenance that falls within local maintenance and repair authority to sustain an effective operational environment, void of health, safety, and environmental concerns. Submit timely

maintenance and repair projects for needs above local authority to HQMC (LFF). Commanders should prioritize mess halls among their requirements commensurate with the service they provide and the impact on the individual Marine if facilities are inadequate. The same intent applies to requests for new construction of mess halls.

- Coordinate with Area Commanders to ensure that a pleasant and safe working environment is maintained. Assure that the mess hall décor is consistent with that found in a first-class commercial dining establishment and is reflective of the unit's pride and espirit de corps.

(4) Operating Force/Unit Commanders:

- Assign a Senior (SNCO) Marine food service specialist in Management and Mess Attendant (M&MA) mess halls to coordinate with the contract mess hall manager for accomplishment of the feeding mission. Senior SNCO shall assign and supervise Marine food service specialists in the performance of designated tasks (cooking, baking, and fast food functions).

- Assign Marine food service specialists in designated M&MA contractor-operated mess halls. Ensure staffing levels are maintained and retain administrative and operational control of those Marine food service specialists assigned.

- Coordinate all vat-canned, special feeding, and prepared MRE enhancement requirements with the ACOR.

- Provide mess hall patrons for the annual local Master Menu Planning Board to provide input and preferences. Recommended changes will be addressed at the annual Regional Master Menu Planning Board.

- Identify changing needs and requirements to the RCOR via the ACOR.

- Provide customer comments to the ACOR regarding contractor performance. Customer comments are used extensively to support government actions.

- Facilitate and foster contractor communication by inviting the mess hall manager to attend regular staff meetings.

3. Performance and Observation

a. Performance. The contractor will perform all tasks specified in the RGFSC, which include compliance with all applicable policies and procedures as delineated in current Marine Corps Food Service directives.

Commanders remain responsible for the proper feeding of Marines and Sailors under their charge. Although not exercising direct supervision over contractor personnel, or operational control of the mess hall, commanders will exercise their responsibility by reporting unsatisfactory conditions that do not conform to the highest standards of food preparation, service, atmosphere, sanitation, and the RGFSC to the ACOR. Additional guidance is provided in enclosure (1).

b. Observation. The following procedures should be used by commanders to observe mess hall operations. These procedures are in addition to the Quality Assurance Surveillance Plan (QASP), explained below.

(1) Make periodic, unannounced visits to the mess hall to observe the operation of contractor services and solicit comments from Marines and Sailors. The commander, or their designated representative, should eat at least one meal during regular workdays in the mess hall, determining whether the food being served is adequate in both quality and quantity. Provided at enclosure (3) is a checklist that is encouraged to be used by OD's in their daily observations of the mess hall.

(2) The following are recommended methods to correct deficiencies when noted:

(a) Informal Approach: Telephonically or electronically contact the ACOR. Indicate specific functional areas (e.g., quality/quantity of portions, atmosphere, sanitation, or general housekeeping) that the contractor could improve upon.

(b) Formal Approach: Report unsatisfactory performance by submitting a Customer Comment record, enclosure (2). The prompt and accurate submission of this form to the ACOR, will allow for immediate corrective action, and provide documentation necessary to substantiate contractual non-performance. Also, if available, the installation's web-based customer feedback Interactive Customer Evaluation (ICE) system can be used to report performance concerns. The ICE process is quick and easy, and allows the customer to electronically provide timely data on service quality.

c. Quality Assurance Surveillance Plan (QASP). The QASP is a tool to provide the Government with an effective and systematic approach to monitor contractor performance. The RCORs and ACORs have been fully trained in utilization of the QASP and are in possession of this document. It is applicable to both the East and West Coast contracts and has been developed and designed based upon a number of associated documents and guidelines which include the American Society for Quality Control "American National Standard - Sampling Procedures and Tables For Inspection by Attributes" (ANSI/ASQCZ1.4-1993) and the RGFSC. The QASP coincides with the RGFSC Statements of Work and provides the RCOR with a guide to:

(1) Systematically and effectively monitor the Contractor's performance.

(2) Perform evaluations, assess and document performance, ensure contract compliance, and recommend actions to the RCO throughout the life of the contract.

(3) Outline corrective procedures to be taken when the contractor's performance is deemed deficient.

(4) Provide recommendations to the RCO that will be used in making the decision on whether or not to exercise an option year.

The QASP also allows complete evaluation of the contractor's performance and Quality Control (QC) Plan by using detailed evaluation methods and checklists. This plan further provides for monitoring contract requirements through a combination of surveillance methods. It contains all the required documents, forms, reports and form completion instructions, to enable the

Government to conduct a complete audit trail from the development of the monthly Quality Assurance Surveillance Schedule, to the Quality Assurance Records, Contract Discrepancy Reports, and to the Monthly Performance Requirements Summaries (PRS) Performance Records.

4. Changes in Requirements. Only the Contracting Officer is authorized to effect changes to the requirements of the contract. Such revisions to the service requirements of the contract (e.g., changes in hours of feeding, extended feeding, shifting of meal hours, closures, and specific event feeding) must be submitted to the ACOR in a timely manner. Commanders are advised that HQMC has a limited amount of MPMC funding to support these requests. Under extreme circumstances, telephonic approval for extended hours may be authorized by the ACOR, followed by correspondence to document and justify the requirement. All efforts should be employed to ensure that the use of extended hours is not a result of improper planning.

5. Point of contact regarding contract questions or concerns is Mr. Paul Sando, Contracting Officer, HQMC (Code LB) or Lieutenant Colonel J.J. Fahey, Director Food Service Program, HQMC (Code LFS-4).

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Contract Related Guidance

1. The following is a list of "acceptable" steps pertaining to contractor managed mess halls:

a. Do observe contractor operations.

b. Do follow procedures and time frames for implementing change.

c. Do coordinate with the local Food Service Officer/ACOR to resolve problems that arise.

d. Do formally submit a Customer Comment Record (encl (3)) to the local Contracting/Food Service Officer noting any unfavorable/favorable contractor performance.

2. The following is a list of "unacceptable" steps pertaining to contractor managed mess halls:

a. Don't request that the contractor perform "unauthorized" or "illegal services" and/or support (i.e., cake, cookies, donuts, coffee, tea, sugar for coffee messes or social functions).

b. Don't direct contractor personnel in the performance of their duties.

c. Don't request copies of mess hall documents.

d. Don't make "trade-offs" with the contractor concerning Government performed tasks and contractor performed tasks.

OFFICER OF THE DAY (OOD)
MESS HALL CHECKLIST

_____ _____
(Unit) (Mess Hall)

Upon entering the mess hall, the OOD must first make contact with the senior food service person on deck.

	Sat	Unsat
1. General Cleanliness of:		
a. Galley	____	____
b. Scullery/Pot and Pan Washing Areas	____	____
c. Garbage and Trash Areas	____	____
d. Dining Areas	____	____
e. Salad Room	____	____
f. Food Service Equipment	____	____
g. Refrigeration Spaces	____	____
h. Outside Police	____	____
2. Mess Hall Personnel: All personnel will wear clean uniforms. All employees will wear covers or hairnets as applicable.	____	____
3. Mess Hall Operation:		
a. Are the cooks adhering to the Master Menu requirements? (e.g., two meats; two vegetables; and two starches)	____	____
b. Spot-check for meal cards.	____	____
c. Spot- check uniforms/dress of diners.	____	____

d. Be alert to detect personnel not signing-in or paying, and ensure personnel are required to identify themselves as entitlement to subsist. ____ ____

4. Query 10 patrons as to their satisfaction of mess hall cleanliness, service, and quality of food. Note accordingly in remarks column below.

Remarks:_____

_____

_____

_____

_____

_____

If in the opinion of the OOD the operation of the mess hall is not in conformance with acceptable standards, an entry of unsatisfactory will be entered in the appropriate column. Details of the unsatisfactory conditions may be addressed in the remarks area above and in the OOD's command log.

_____ _____

(Date) (OOD)

Customer Comment Record

To be completed by the Customer:

- Date: _____
- Messhall Number: _____
- Meal Period Attended (Circle One):
  Breakfast
  Lunch
  Dinner
  Breakfast Brunch
  Dinner Brunch

Comment:

Should the customer desire to be contacted:

Customer Rank: _____
Name: _____
Unit: _____
Daytime Phone
Number: _____

To be completed by the Food Service COR or QAE:

- Date Comment Received: _____
- Contract Paragraph Reference Number: _____
- COR/QAE Validation Steps:

(1) Date/Time Contractor Notified:

(2) Date/Time of COR/QAE visit to Messhall (if necessary):

(3) COR/QAE Validation Comments:

Action Taken by the Contractor: Date:

Contractor Action Verified by:
Food Service COR/QAE Name:
Date: