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IN REPLY REFER TO:
10110
LFS-4/FSS
AUG. 17 2012

From: Commandant of the Marine Corps (LFS)

Subj: COMMANDERS' GUIDANCE FOR THE CONUS REGIONAL GARRISON
FOOD SERVICE CONTRACTS II (RGFSC II)

Ref: (a) Regional Garrison Contract East Coast Number:
M00027-11-C-0003
(b) Regional Garrison Contract West Coast Number:
M00027-11-C-0001
(c) MCO 10110.14M, Marine Corps Food Service and
Subsistence Program
(d) RGFSC II Performance Requirements Summary (PRS),
Quality Assurance Surveillance Plan (QASP) - J-15

Encl: (1) Mess Hall Surveillance Procedures for
Commander's
(2) Officer of the Day (OOD) Checklist

1. Cancellation. CMC ltr 10110 LSF-4 of Aug 2003

2. Background

a. Contract Implementation. On 23 February 2011 and 5 August 2011, Sodexo Management, Inc. in accordance with references (a) and (b) was awarded the RGFSC II.

b. Sodexo Management was awarded two, performance-based firm fixed price services contracts with incentive and award fee provisions to operate and manage thirty-one (31) East Coast (EC) and twenty (20) West Coast (WC) Marine Corps Garrison mess halls located in the Continental United States (CONUS). The East Coast contract includes one, six-month base year, with seven one-year options. The West Coast contract includes one, twelve-month base year and six one-year options. If all options are exercised, the period of performance of both contracts will end 30 September 2018.

c. The RGFSC II will continue to provide one of three types of service depending on the needs of the Base Commander: Full Food Service (FFS), Management and Mess Attendant (M&MA), and Brig Management and Food Preparation (Brig M&FP). There are four primary goals of the RGFSC II. The contractor is to

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provide; high quality meals; effective food safety and sanitation; clean and pleasant dining environment capable and responsive management.

3. RGFSC II vice RGFSC I. The Marine Corps captured many lessons learned during the performance of the RGFSC I contracts, which have been implemented under the RGFSC II performance-based work statement needed to meet its most important mission; feeding Marines.

a. The RGFSC II performance-based contracts are centered on performance expectations rather than how the work is to be accomplished. Its purpose is to create work processes to control cost and to provide incentives to contractors to perform at the highest level of services.

b. The new performance-based, fixed-price contracts contain incentive and award fee provisions. The incentive/award fee plan provides the basis for evaluation of the contractor's performance in determining bi-annual incentive fee payments and for developing an assessment of subjective elements of performance. This approach enables the government to reward performance that exceeds the minimum standard performance requirements.

4. Funding

a. As with RGFSC I, RGFSC II will be funded by the Military Personnel, Marine Corps (MPMC) Subsistence-In-Kind (SIK) 1105 appropriation.

b. Regarding the availability of funds, the projection of funding for RGFSC II was included in the HQMC Program Objective Memorandum (POM) submission. The combined value of these contracts, with modifications, is projected to reach \$1.7 billion.

c. Under RGFSC II the funding requirement for mess hall cleaning supplies, paper gear, serving supplies etc. is now the responsibility of the contractor *not* the Marine Corps.

5. Roles and Responsibilities

a. Roles. DoD acquisition policies associated with acquisition programs of this magnitude require a Program Management Office be established. The complexity of this

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program requires a dedicated staff to administer the food service contracts and to insure food service operations are conducted as efficiently as possible. A Program Management Office (PMO) will centrally execute and manage the contract. The Contracting Officer Representatives (COR(s)) will reside within the PMO at HQMC, I&L MCICOM (G-4).

b. Responsibilities. This list is not all-inclusive and is provided as a reference guideline only.

(1) The Director, Headquarters United States Marine Corps (HQMC), Food Service and Subsistence Program, MCICOM (G-4) is responsible for the Marine Corps Food Service Program. The Program Management Office (PMO), under the Program Director, will centrally manage and oversee the EC and WC mess halls which encompass 51 CONUS garrison mess halls.

(2) The Assistant Deputy Commandant, Installations & Logistics (Contracts) (I&L (LB)), grants procurement authority via the HQMC I&L warranting process. As such, the RGFSC II Procuring Contracting Officer (PCO) is responsible for administration of the RGFSC II Contracts to include; ensuring compliance with the terms and conditions of the contract; monitoring contractor performance; and initiating all requisite changes to the terms and conditions of the contracts in writing.

(3) The RGFSC II Contracting Officer's Representative(s) (COR(s)) for the East Coast and West Coast contracts are formally appointed to the contracts by the PCO and are responsible for monitoring technical performance in accordance with the performance work statement; and reporting findings to the PM and PCO as necessary and corrective action if warranted.

(4) Command-nominated Technical Representatives (TR(s)) will be the primary authority for evaluating on-site contractor performance in accordance with the performance standards identified in the Performance Work Statement (PWS).

(5) The Base/Station Food Service Officer serves as the special staff officer and maybe nominated as the Technical Representative (TR). In the absence of a Base/Station Food Service Officer, the senior enlisted or designate will be appointed as outlined in reference (c).

(6) The Contractor will establish and maintain the requisite management and operation processes needed to deliver

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meals and services at each mess hall. The Contractor is solely responsible for the accomplishment of all mess attendant tasks in accordance with the standards established in the Performance Work Statement (PWS).

(7) Installation/Base/Station Commanders:

(a) Support HQMC Program Management Office, MCICOM (G-4) and the Procuring Contracting Officer of HQMC, I&L LB, in contract execution functions.

(b) Nominate personnel to serve as Technical Representatives (TR(s)). TRs will be designated by the PCO in writing.

(c) Establish a written agreement with MEF Commanders to ensure sufficient Marine Food Service Specialists are assigned in designated M&MA contractor-operated mess halls. The written agreement shall include notification to the MCICOM (G-4) RGFSC II Program Management Office, if MEF Commanders are unable to meet the M&MA requirements due to operational deployments or other circumstances.

(d) Provide personnel as focus groups to monitor and provide feedback on dining initiatives.

(e) 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 esprit-de-corps.

(f) Promote the use of the Defense Logistics Agency Interactive Comment Evaluation (ICE) program and customer surveys as the means for patrons to submit comments, both negative and positive, of dining experiences in the mess halls.

(g) Encourage patron, Officer Candidate, and recruit participation in Government Quality Assurance Evaluation (QAE) distributed customer surveys while dining in all CONUS mess halls.

(h) Identify changing needs and requirements to mess hall hours of operation established in the contract, to the COR via the TR (e.g., mess hall closures (permanent or temporary), new mess hall openings, changes in hours of feeding,

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extended feeding, shifting of meal hours, closures, and specific feeding) in accordance with reference (c). In circumstances of conflict between the PWS and reference (c), the PWS shall supersede reference (c).

(i) Assign a Senior Staff Non Commissioned Officer (SNCO) Marine Food Service Specialist in Management and Mess Attendant (M&MA) mess halls to coordinate with the contractor mess hall manager in accomplishing the feeding mission. The Senior SNCO shall assign and supervise Marine Food Service Specialists in the performance of designated tasks (such as cooking, baking, and fast food functions) and keep the command abreast of daily operations. Any potential contractual performance issues will be forwarded to the applicable TR who will in turn forward to the COR.

(j) 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.

(k) Provide customer comments to the TRs regarding contractor performance.

(8) Specific guidelines regarding roles and responsibilities to include the PCO, PMO, CORs and TRs can be found in references (a) and (b). Reference(c), Chapter 1, Sections f. and g. provides installation Commanders with additional instruction that supplements references (a) and (b). Should any conflicts arise between references (a) and (b) and reference (c), references (a) and (b) shall prevail.

6. Performance and Observation

a. Performance. The contractor will perform all tasks specified in the RGFSC II PWS, to 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, and sanitation to the Technical-Representative (TR). Guidelines for Commanders' surveillance are provided under Enclosure (1).

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b. Observation. The following procedures should be used by commanders to observe mess hall operations. The COR will monitor the performance of the contract in accordance with Reference (d).

(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 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. Enclosure (2) is a checklist to be utilized by Officer of the Day (OOD) 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 TR. 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 card or comment via the base/station's web-based ICE system. The prompt and accurate submission of this form will allow for immediate corrective action, and provide documentation necessary to substantiate contractual non-performance.

7. The contracts represent and document the binding legal relationship between Sodexo and HQMC for the Regional Garrison Food Service Program. Only the HQMC PCO has the authority to effect any changes to the contracts.

The contracts were specifically designed to support the Operational Commands' requirements. The contracts also provide limited flexibilities to accommodate changes to those requirements. Requirements changes will be handled as follows:

a. In extreme circumstances, the TR may telephonically authorize the contractor to extend hours, make emergency repairs, or feed non-SIK personnel. The TR will follow up in writing to document and justify the changes. All efforts should

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be employed to ensure that these authorizations are not a result of improper planning.

b. All other changes must be requested in writing to the TR, who will in turn forward the request to the PMO. The PMO will determine if the change is appropriate, and if funding for the change is available. Commanders are advised that HQMC has a limited amount of MPMC 1105 SIK funding to support these requests. If approved by the PMO, the PCO will negotiate the change with the contractor, and incorporate the change into the contract via contract modification.

8. Quality Assurance Surveillance Plan. Details of this plan can be found in References (a), (b) and (d).

9. Point of Contact. Point of contact regarding program and contract questions or concerns is the Program Manager, Regional Garrison Food Service Contracts, HQMC, I&L, MCICOM (G-4) or the Director, Food Service Program, HQMC, I&L, MCICOM (G-4).



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By direction

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Mess Hall Surveillance Procedures
for Commander's

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

- a. Do observe contractor performance.
- b. Do follow procedures and time frames for implementing change.
- c. Do coordinate with the local Food Service Officer/TR to resolve problems that arise.
- d. Do formally submit a Customer Comment via the ICE system noting any favorable/unfavorable contractor performance.

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

- a. Do not request that the contractor perform "unauthorized" or "illegal services" and/or support (i.e., cake, cookies, donuts, coffee, and tea, sugar for coffee messes or social functions).
- b. Do not direct contractor personnel in the performance of their duties.
- c. Do not request copies of mess hall documents.
- d. Do not make "trade-offs" with the contractor concerning Government performed task and contractor performed tasks.

Encl (1)

OFFICER OF THE DAY (OOD)
MESS HALL CHECKLIST

(Date)
(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. Mess deck | _____ | _____ |
| b. Outside police | _____ | _____ |
| c. Garbage and trash areas | _____ | _____ |
| 2. Mess Hall Personnel: | | |
| a. All personnel will wear clean uniforms | _____ | _____ |
| b. All employees will wear covers or hairnets as applicable | _____ | _____ |
| 3. Mess Hall Operations: | | |
| a. Master menu requirements per the contract should be adhered to. | _____ | _____ |
| b. Spot check for meal cards, personnel not signing-in or paying. | _____ | _____ |
| c. Spot check for patrons adhering to the dress code. | _____ | _____ |
| 4. Query 5 patrons as to their satisfaction of mess hall cleanliness, services and quality. Enter remarks 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 book.

(Date)
(OOD Signature)

(Unit)