



DEPARTMENT OF THE NAVY  
HEADQUARTERS UNITED STATES MARINE CORPS  
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WASHINGTON DC 20350-3000

IN REPLY REFER TO:  
10110  
I&L  
4-Apr-23

From: Assistant Deputy Commandant, Installations and Logistics  
(Facilities)

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

Ref: (a) Regional Garrison Contract East Coast Number:  
M95494-18-C-0018  
(b) Regional Garrison Contract West Coast Number:  
M95494-18-C-0016  
(c) MCO 10110.14N, Marine Corps Food Service and Subsistence  
Program  
(d) DoDD 5000.01 The Defense Acquisition System  
(e) DoDI 5000.02 Operations of Defense Acquisition System  
(f) DoDI 5000.74 Defense Acquisition of Services  
(g) Federal Acquisition Regulation (FAR)  
(h) Defense Federal Acquisition Regulation Supplement (DFARS)

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

2. Background.

a. Contract Implementation. On 26 July 2018, Sodexo Management, Inc. in accordance with references (a) through (d), was awarded two firm-fixed-price performance-based service contracts with Incentive and Award (I/A) Fee provisions to operate and manage twenty-eight (28) East Coast (EC) and twenty (20) West Coast (WC) Marine Corps Garrison mess halls located in the Continental United States (CONUS). This award made Sodexo the incumbent Contractor for the third consecutive contract award.

b. Period of Performance. The RGFSC III includes one twelve-month base year and seven one-year option periods. The base year is 1 Oct 2018 - 30 September 2019. If all options are exercised, the period of performance of both contracts will end 30 September 2026. The RGFSC III contracts are performance based contracts and contain both I/A Fee and, when applicable, a disincentive component. The I/A Fee incentivizes the Contractor to perform in a manner that exceeds the minimum requirement. A Quality Assurance Surveillance Plan (QASP) was developed to measure Contractor performance and the program's goals.

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c. Award Fee Review Board. The AFRB meets biannually to evaluate contractor performance during the previous six month period, and determine the recommended Award Fee earned that period. The RGFSC Program Manager and Contracting Officer are required attendees at the biannual Award Fee Review Board (AFRB). The Chairperson of the AFRB is the Program Manager. The Director, Food Service and Subsistence Branch chooses, on a rotational basis, two customer representatives for each coast, pursuant to the Incentive and Award Fee Plan. The Chairperson is responsible for presenting the recommended Award amount to MCICOM Director of Contracting, who is the Award Fee Determining Official (AFDO), for endorsement.

d. Mess Hall Service Categories. RGFSC III provides three types of services:

(1) Full Food Service (FFS). The Contractor provides management, cooks, and mess attendants. Contractor personnel perform all aspects of food production, janitorial duties, and facility management as identified in the terms and conditions of the contract.

(2) Management and Mess Attendant (M&MA). M&MA mess halls are designated to provide a training platform for Marine Food Service Specialists (MOS 3381) to maintain food service skills and proficiency while in a garrison environment. Food Service Specialists prepare subsistence for the main line and bakeshop, which directly relates to food preparation of operational rations during field exercises and food service training directly related to shipboard staffing during deployments. Contractor personnel perform all other food production functions to include facility management as identified in the terms and conditions of the contract. Military Occupation Specialty (MOS) 3381 are mainly sourced from tenant commands, to include those from the operating forces. Their primary responsibility is supporting their respective unit operations; therefore, coordination is required to ensure M&MA mess halls are adequately staffed.

(3) Box Meals. The Contractor provides box meals to units requesting them for breakfast, lunch, or dinner, via the Assistant Contracting Officer Representative (ACOR).

3. Funding. The RGFSC III is funded through the Military Personnel Marine Corps (MPMC) Subsistence-In-Kind (SIK) 1105 appropriation. The combined value of these contracts, if all option years are executed and with modifications, is projected to reach ~\$2 billion.

4. Roles and Responsibilities.

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(a) Roles.

(1) Installation Commander. Commanders are critical for effective RGFSC administration and ensuring Marines, sailors and other authorized mess hall patrons receive healthy, nutritional meals in a clean and safe environment.

(2) HQMC, I&L, LF / MCICOM Food Service and Subsistence Branch. The mission of the branch is to execute as outlined in reference (d) which is to train, manage personnel, manage resources, and equip Marines to provide meals to patrons authorized to subsist at the government expense in order to support garrison and expeditionary feeding requirements.

(3) HQMC, I&L, MCICOM Program Management Office (PMO). The PMO oversees the operational management of RGFSC III by providing a Program Manager (PM) as outlined in references (e) through (g), Senior Program Analysts (Contracting Officer Representatives (CORs)), a Financial Analyst via Direct Support from Food Service and Subsistence Branch, and Quality Assurance Analysts, and supports the installation commander in feeding Marines while ensuring achievement of the contract goals.

(4) MCICOM Contracting Branch. The Contracting Branch is responsible for providing a Contracting Officer (KO) to oversee contract lifecycle management from contract award to contract closeout.

(5) Installation Food Service Office (FSO). The FSOs Assist Commanders by providing subject matter advice in the development of command plans, policies, procedures, and methods to promote an efficient and effective Installation Food Service and Subsistence Program.

b. Responsibilities.

(1) Installation/Base/Station Commanders.

(a) Commanders should obtain a general understanding of the Contract goals and the Contractor's capabilities and limitations under the RGFSC. This information may be gained through the contracting chain of authority (ACOR, COR, PM) and the local Food Service Office.

(b) Nominate qualified personnel through the PM to serve as RGFSC Assistant Contracting Officer's Representatives (ACORs). The KO is the only authorized individual who can formally appoint the ACOR through a designation letter. The KO or installation commander may request multiple ACORs in order to meet

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installation and program needs.

(c) Assign qualified personnel to serve as Quality Assurance Evaluators (QAEs) as part of the RGFSC Quality Assurance Surveillance Plan (QASP).

(d) Encourage mess hall patrons to participate in customer surveys conducted as part of the QASP. Survey responses assist the PM in the management of services and provide insight into the quality of the Contractor's performance. The I/A Fee is largely derived from patron surveys which are therefore directly tied to Contractor monetary incentive. Patron participation in survey completion shall be uninhibited to protect the integrity of the survey responses. In addition to patron surveys, encourage the use of the Defense Information Systems Agency's Interactive Comment Evaluation (ICE) system, allowing patrons to provide comments to ICE managers at the installation level and ensure timely responses to local or regional issues affecting garrison feeding.

(e) Provide observation and customer comments regarding Contractor performance, whether satisfactory or unsatisfactory, and customer comments regarding Contractor performance to the ACOR for appropriate action.

(f) Provide Government Furnished Services, such as utilities, grease and refuse collection, grease disposal, Army veterinary support (food inspectors), pest control services, Navy preventive medicine support, ventilation hood cleaning, and police and fire protection.

(g) Within 24 hours of notification, provide refrigeration or freezer capability as a temporary replacement for a non-functioning mess hall refrigerator or freezer. If the outage is due to a power failure, provide emergency support to restore power to refrigeration requirements.

(h) Identify to the ACOR, changing needs and requirements related to those established in the contract. These changes can include mess hall hours of operation, mess hall closures (permanent or temporary), new mess hall openings, or specific feeding requirements.

(i) Coordinate with Operational/Unit Commanders and other tenant organizations to ensure sufficient MOS 3381 Food Service Specialist staffing of M&MA mess halls, pursuant to reference (d). Notify the ACOR when tenant organizations are unable to provide adequate Marines to support M&MA mess halls, as this directly effects the Contractor's staffing and performance.

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(j) Report to the ACOR or the Food Service Officer (FSO) actions or behaviors by a Contractor deemed inappropriate under USMC standards of behavior. Alternatively, a report can be made directly to the PM, KO or Director of Food Service. Discourage direct altercations with Contract employees by patrons or visitors.

(k) Share Command Contingency Plans/Standard Operating Procedures (SOPs)/Notifications with the PMO for emergent situations such as weather related conditions, Health Protection Conditions (HPCONS), and utility (sewer, gas, electrical) disruptions. Communication with PMO is essential, especially when working in a crises management posture. Commands shall not direct Contractors on a course of action.

(l) Direct Acknowledgements and Letters of Appreciation to the Contractor or individual Contractor personnel through official channels. Acknowledgement of both good and poor performance is conducted through the Contract Performance Assessment Reporting System (CPARS) and the I/A Fee Review Board. Documentation of acknowledgements, appreciations, or unsatisfactory performance, inclusive of emails, should be provided to the PM.

(m) Ensure Box Meal Requests are submitted to the ACOR at least three calendar days in advance, and that Box Meal cancellations be made at least 24 hours prior to scheduled pickup time. The Contractor will transport the meals to the mess hall loading dock and assist with loading the meals onto vehicles if needed.

(2) Contracting Officer (KO). The KO is warranted by the Deputy Commandant for Installations and Logistics (DC I&L). DC I&L serves as the Head of Contracting Activity (HCA) for Installations and Logistics Contracting Branch (LB). The KO resides in the Contracting Branch of MCICOM, and is responsible for administration of the contracts, to include ensuring compliance with the terms and conditions of the contract, and formally initiating all requisite changes to the terms and conditions of the contracts in accordance with reference (h) and (i). The KO is the only individual with the authority to make changes to the terms and conditions of the contracts.

(3) Director, Food Service and Subsistence Branch. While resident within MCICOM G-4, the Director of Food Service serves as the single point of contact for DC I&L and Assistant DC I&L (Facilities). The Director of the Marine Corps Food Service and Subsistence Branch is the senior food service subject matter expert who provides Food Service Occupational Field (33XX) management and sponsorship, policy, procedures and guidance for all garrison and

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field food service and subsistence, and manages the Food Management Teams.

(4) Program Manager (PM). DOD acquisition policies associated with acquisition programs of the scale and complexity of RGFSC require program management oversight and necessitates a dedicated staff to provide management and surveillance of both contracts and in accordance with references (e) through (i). The PM serves as the Direct Reporting Program Manager to the Program Executive Officer (PEO). The PM is centrally located under the Food Service Branch, I&L, MCICOM G-4, and oversees the day-to-day operations of RGFSC III as it relates to program cost, risk, schedule, and performance to ensure the continuity of operations (COOP). Coordinates with all internal and external stakeholders to assess and determine the way forward for meeting changing HQMC and installation requirements. The PM receives and allocates 1105 funds; ensure cost effective and timely delivery of services, achievement of goals, and reviews requests for contract modifications, as may be required.

(5) Contracting Officer Representatives (COR). The CORs are supervised by the PM, appointed by the KO, and responsible for monitoring the day-to-day technical performance of the Contractor in accordance with contract requirements; overseeing implementation of corrective actions by the Contractor; certification of Contractor invoices; training ACORs; and coordinating efforts with installation commanders, FSOs, and ACORs.

(6) Assistant COR (ACOR). The ACORs are nominated by installation commanders and appointed by the KO. The ACOR is the single point of contact at the installation/base level for all RGFSC III contract related questions and concerns. The ACOR is the primary authority, at the Installation level, for evaluating on-site Contractor performance in accordance with the performance standards identified in the contract QASP and in accordance with the KO delegation letter. The ACOR is the installation Commander's primary intermediary to the Contractor and is in routine communication with the COR and KO. ACORs report all contract actions to the CORs.

(7) Quality Assurance Evaluators (QAE). QAEs provide monitoring assistance to the ACOR to ensure acceptable performance levels under the QASP are followed. QAEs should have a thorough understanding of food service operations and contract quality assurance knowledge. Though QAEs do not act with contract authority, they are a critical part of the contract management and oversight and are central to the commander's participation in the QASP.

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(8) Installation Food Service Officers (FSOs). The FSO serves as the installation commanders' special staff officer and single point of contact for the installation food service program. In conjunction with the Food Service and Subsistence Branch, the FSO provides technical direction in managing the installations food service program in accordance with reference (d). The FSO does not act on behalf of the COR or KO and does not have authority to represent MCICOM on contract related matters. The FSO is responsible for conducting focus groups with mess hall patrons in order to monitor and provide feedback on dining initiatives; coordinating with tenant organizations, supporting units, and area Commanders to ensure the maintaining of a pleasant and safe mess hall working environment. The FSOs ensure the mess hall furnishings are consistent with reference (d); prioritizing mess hall facilities maintenance in order to sustain an effective operational environment void of health, safety, and environmental concerns; planning and budgeting for food preparation and serving equipment; and supporting patron education programs.

(9) Food Management Teams (FMTs). In accordance with reference (c) the FMTs provide DC I&L with direct representation by assessing and reporting the effectiveness of those policies and procedures that have an impact on food service readiness, management, operation, budgeting, subsistence management, and administration of garrison mess halls and field messes. FMT inspections are scheduled annually and conducted with emphasis on policy compliance, education, mentoring, and continuous process improvement. FMT inspections can be conducted unannounced if required by the Director of Food Service. Their goal is to emphasize conformity with Marine Corps standards, enhance food service readiness capability, increase overall management effectiveness, and assist with providing a trained food service force capable of responding to expeditionary operations worldwide. Although regionally located, FMTs report directly to the Director, Marine Corps Food Service and Subsistence Branch.

(10) Contractor. The Contractor shall establish and maintain the requisite management and operation processes needed to deliver meals and services at each mess hall in accordance with the contracts. The Contractor is responsible for the accomplishment of all tasks in accordance with the requirements established in the contract.

5. Contract Performance and Observation. Contract performance is monitored by assigned QAEs and designated ACOR.

a. The Contractor performs all tasks specified in the contract. The Contractor has direct supervision over all employed civilian contract personnel and by contract agreement, operational control of the mess hall building.

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b. Planned and unscheduled evaluations must be conducted in accordance with the approved QASP. Quality Assurance Evaluators will provide a report of Contractor performance to the ACOR for appropriate action. In turn, the ACOR will provide monthly reports and updates to the COR as required.

6. Legal Contract Binding Authority. The contracts represent and document the binding legal relationship between the Contractor and the Government. Only the MCICOM Contracting Officer has the authority to make changes to the contract terms and conditions. Anyone who directs contract change without contract authority creates an unauthorized commitment, which may result in a personal financial liability if the ratifying official declines to ratify the unauthorized commitment. Unauthorized commitments are subject to internal and external investigations and, potentially, disciplinary actions or fines.

7. Contract Requirement Change Request. Each contract was specifically designed to support Commands' requirements at the time of award. The contract provides limited flexibility to accommodate changes to some requirements. In those instances, requirement changes are handled as follows:

a. The ACOR may authorize the Contractor to extend meal period hours up to 30 minutes per meal period for up to 30 days.

b. The ACOR will document all technical direction provided to the Contractor as authorized by their designation letter, and retain on file for the life of the contract plus 10 years. All efforts should be made to ensure that these authorizations are coordinated in advance of approved deadlines. ACORs must provide an electronic copy of technical direction to the CORs.

8. New or Changed Requirement Requests. New or changed contract requirements must be identified by the ACOR to the COR and PM via the MCICOM G-4 SharePoint site. Requests must include an analysis of impact on operational forces and should be submitted no less than 120 days from anticipated implementation.

a. New or change requirements which may have significant impact to the Regional Garrison Food Service Program must be reviewed by the Director, Food Service and Subsistence Branch to determine compliance with Marine Corps policy, to assess the effect on operational forces, and overall food service operations.

b. The PM will review all submitted requirements. Recommendations from SMEs and concurrence from the Food Service Director and the KO are required for new requirements or substantial



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changes to existing requirements before receipt and concurrence by the PM. Consideration and approval of a request is based on multiple factors to include; but not limited to, balance of meeting installation mission needs, existing funding capabilities, performance, capability of Contractor achievement, and contract risk.

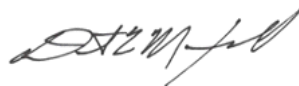
c. Approved requirements will be submitted to the Contracting Branch for formal action. Requirements associated with additional cost will require negotiation with the Contractor before award of a contract modification.

9. Quality Assurance Surveillance Plan (QASP). The purpose of the QASP is to ensure the Government has an effective and systematic method of surveillance for the services in the contracts. To ensure Contractor compliance, Commanders should ensure that nominated ACORs and QAEs have the requisite knowledge, skills, training, and ability to address all QASP surveillance requirements and how these results are reported to the COR and PM.

10. Point of Contact. Point of contact regarding program management and contract questions is Mr. Brian-Eric Henderson, Program Manager, Regional Garrison Food Service Contracts, HQMC.

4/4/2023

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Signed by: MAXWELL.DAVID.WAYNE.1163568108

D. W. MAXWELL  
CDR, MCICOM / ADC, I&L (LF)

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