



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
U. S. ARMY QUARTERMASTER SCHOOL
Joint Culinary Center of Excellence
1630 BYRD AVENUE Building 4200
FORT LEE, VIRGINIA 23801-1601

ATSM-CES

24 February 2014

MEMORANDUM FOR Record

SUBJECT: Food Management Assistance Team Analysis and Rating Procedures for the Army Food Program

1. The Food Management Assistance Team Analysis and Rating Procedures (FMAT) to Camp Conway, MS 27-31 January 2014
2. Camp Conway overall rating: 239 out of 384 = Success
3. Purpose. The purpose of this memo is to provide Commanders and Food Program personnel with feedback to support decisions that will improve the Army Food Service Program by measuring performance against a standard, and to provide criteria for rating food service operations/missions. The objective of the mission is to assist with the overall improvement of food service operations.
4. The Installation Food Program is reviewed in three broad areas: Installation Food Program; Dining Facility Operations; and Facilities and Equipment. The specific areas of the review and analysis are listed in the attachment, as well as the results of the overall rating of the review and analysis in accomplishing the feeding mission. See attached evaluation checklist.
5. **Installation Food Program:** The installation food program rating is based on points awarded for each item on a scale of 0-3. A score of 0=Failure, 1=Needs Improvement, 2=Meets Standards, and 3=Exceeds Standards. An overall score of 257-384 results in an "Excellence" rating, 129-256 is a "Success" rating, and a score of 0-128 indicates that significant improvement is needed. A score of "0" on items indicated in bold in the attachment result in a "Needs Improvement" rating for the entire inspection.

Needs Improvement	Success (meets standards)	Excellence (exceeds standards)
0 - 128 pts	129 - 256 pts	257 - 384 pts

5. This Food Management Assistance Team (FMAT) Memorandum of Visit and checklist in the Appendixes below specifies the results of the FMAT's analysis, and will be distributed to the Army Deputy Chief of Staff Logistics G4, Army Service Component Command, Army Sustainment Command, Installation Management Command, Installation Commander, Army Field Support Brigade G4, Installation Food Program Manager, and responsible Food Advisors.

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6. The Joint Culinary Center of Excellence (JCCoE) members participating in this mission are based upon AR 30-22, The Army Food Program policy required areas of review and installation coordination for additional areas of emphasis or training.

7. The JCCoE FMAT is always available to provide training and/or assessment for installations on a scheduled or requested basis. Please contact us if your command requires additional assistance. The point of contact at JCCoE is CW4 Michael Mozenko, commercial (804) 734-3374, DSN 687-3374 or michael.mozenko@us.army.mil.

LUIS A. RODRIGUEZ
LTC, LG
Director

DISTRIBUTION:

ARMY COMMAND

DEPUTY CHIEF OF STAFF FOR LOGISTICS G4

ARMY SERVICE COMPONENT COMMAND

ARMY SUSTAINMENT COMMAND

INSTALLATION MANAGEMENT COMMAND

INSTALLATION / JOINT BASE COMMANDER

ARMY FIELD SUPPORT BRIGADE G4

GARRISON COMMANDER

INSTALLATION FOOD PROGRAM MANAGER

DIVISION FOOD ADVISOR

**Appendix
FMAT Inspection Checklist**

**Section I
Analyst Review Areas**

Item	Complete Y/N	Pts: Awd	Comments	References
a. FOOD PROGRAM MANAGEMENT OFFICE:			Points: 6	
a1. Staffing		2	<i>Example:</i> FPMO is authorized 4 personnel: - 1x GS-12 Installation Food Program Manager (Vacant 10 months) - 1x GS-11 Food Service Contracting Officer Representative (Vacant 30 months) - 1x GS-9 Quality Assurance Inspector (QAI) - 1x GS-7 QAI	AR 30-22, 3-11.a, b; AR 570-4
a2. Organization	Y	2	<i>Ex:</i> The SSMO is authorized 3 personnel: - 1x GS-9 Accountable Officer Subsistence Supply Manager (SSM) (Vacant 12 months) - 1x GS-9 Supply Tech - 1x GS-5 Supply Tech	
a3. Installation Footprint			<i>Ex:</i> One military operation w/ contracted DFA services	
b. SUBSISTENCE SUPPLY MANAGEMENT OFFICE			Points: 8	
b1. Staffing – qualified SSM appointed within 30 days of vacancy.	N	0	<i>Ex:</i> See a2 above; SSM position unfilled and vacant past 12 months.	DA PAM 30-22, 5-35.; AR 30-22, 5-5.
b2. Group Rations issued based on Julian date	Y	N/A	This information is provided for information purposes only to inform FSP that a change is pending and will be reflected in the updated DA PAM 30-22. <i>Regulation update pending.</i>	AR 30-22, 4-11.c., 5-20.f DA PAM 30-22, 4-13.b. <i>Regulation update pending</i>
b3. Field accounts opened for training exercises longer than 3 days	Y	2	<i>Regulation update pending.</i>	DAG4 memo: Change to AR 30-22 Par 4-2 Army

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				Policy for Field Feeding (7 MAY 2013); AR 30-22, 4-2.(2)c. <i>Regulation update pending</i>
b4. UGR H&S ration used once per day for first 14 days of field training exercises	Y	2	<i>Regulation update pending.</i>	DAG4 memo: Change to AR 30-22 Par 4-2 Army Policy for Field Feeding (7 MAY 2013); DA PAM 30-22, 4-47.d.(1)(c) <i>Regulation update pending</i>
c. ANNUAL BUDGET:				Points: 8
c1. Submitted for FY	Y	2	<i>Ex: Total: The FPM submitted and received \$36,980,920 for his FY13 food program budget. \$36,609,380 was designated for contractor feeding operations and \$371,540 was designated for Equipment Replacement. Funds were used as intended.</i>	AR 30-22, 3-12.a.(3)
c2. Funded Date	Y		<i>Ex: 7 Oct 12</i>	
c3. Includes:				
c3i. Food Safety	Y	2		AR 30-22, 3-57.; DA PAM 3-7.b.(1)(b)(2)
c3ii. Training	Y	2		AR 30-22, 3-57.; DA PAM 3-7.b.(2)
c3iii. PAC, Culinary Arts	Y	2		AR 30-22, 3-50., 3-51.; DA PAM 3-66.f.
c4. GPC Card: Operational Supplies (Self-service/To-Go items)	Y	2	<i>Ex: FPMO is supporting the DFACs with expendable supplies using GPC & GSA channels. FPMO will not be penalized if the installation SOP states that units will self-support expendable supplies.</i>	DA PAM 30-22, 3-63.
c5. Have funds provided by ASC for DFAC Operational Supplies been	Y	2	<i>Ex: All funds were accounted for, used as intended, and documentation is on file at the FPMO.</i>	DA PAM 30-22 3-63.

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used as intended?			
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d. REQUIRED ACTIONS				Points: 12
d1. Monitoring Accounts	Y	2		AR 30-22, 3-12.a.(4)
d2. Provide assistance to DFAC Food Service Staff	Y	2		AR 30-22, 3-12.a.(7)
d3. Semi-Annual and end-of-year inventories conducted by disinterested party?	Y	2		AR 30-22, 3-26.d.
d4. Conduct Mid Year Financial Reviews	Y	2		AR 30-22, 3-15.a.; DA PAM 30-22, 3-20.(4)
d5. Menu Standard Deviation as applicable	Y	2		AR 30-22, 3-24.b.
d6. Inventory Deviation as applicable	Y	2		AR 30-22, 3-26.a.
d7. Food Service Management Plan on file?	Y	2		AR 30-22, 3-10.c..
d8. EOY FLIPL/LOD/procedures/copy on file?	Y	2		AR 30-22, 3-16.b., 3-17.
d9. AFMIS Maintenance/Recipe update	Y	2		AFMIS Help Menu
d10. A la carte	Y	2		AR 30-22, 3-31.; DA Pam 30-22, 3-40.
d11. FPM transferring files to installation Record Holding Area (RHA)?	N	1	<p><i>Ex:</i> The FPM is not transferring files to the RHA. The disposition of transfer records as outlined in AR 25-400-2 requires that after records reach maturity at two years in the Current Files Area (CFA), they are then transferred to the RHA. Transfer files for the DFAC are the cash receipt reports which require an audit trail of six or more years. The FMAT recommends the FPM establish a Standard Operation Procedure (SOP) for the DFM on proper procedures to transfer and move these records to the installation RHA once identified. Refresher training on the proper maintenance of files and disposition to include hands-on training focusing on container file content labels and guide files was provided to the</p>	<p>AR 25-400-2, Ch 5 & 7</p> <p>DA PAM 25-403, 7-3.</p>

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			FPM.	
d12. Unannounced Cash Count and Quarterly Reviews	Y	2		AR 30-22, 3-1.d. DA PAM 30-22, 3-9., App C
d13. IDTL&M Reimbursement	Y	2	<i>Ex:</i> FPM is submitting IDTL&M reimbursement claims to installation Resource Management within 10 business days within the end of the month, and records are on file at FPMO.	IDTL&M Policy Handbook (1 JUN 2008), 3-2.a., Appendix B3.
d14. IDTL&M MPA & O&M funds	Y	2	<i>Ex:</i> FPM is confirming with installation Resource Management that G-35/7 is reimbursing IDTL&M MPA funds to the installation to cover food costs, and that IDTL&M Operation and Maintenance (O&M) funds collected from IDTL&M reimbursements are being returned to the installation food program to cover operating costs.	IDTL&M Policy Handbook (1 JUN 2008), 5-1.h.
d15. Place actual contract costs into AFMIS	Y	2		TM 4-41.12, 2-12.
e. CASH CONTROL BOOK				Points: 6
e1. Appointment Orders, Cash Control Officer	Y	2		AR 30-22, 3-1.r., 3-29.
e2. Cash Books Validated at the end of FY	Y	2		AR 30-22, 3-29.e.
e3. Copy of memo on file	Y	2		DA PAM 30-22, 3-35.d.
f. PROGRAMS				Points: 16
f1. Food Safety and Nutrition Training	Y	2	<i>Ex:</i> The Food Safety and Nutrition Program should state all FSP will be trained: <ul style="list-style-type: none"> - in cleaning, assembly and operating procedures of all DFAC equipment - ensuring all dangerous parts to machinery are suitably guarded - conducting daily checks of machinery guards before, during and after use - to spot and report any defective machinery. The FMAT recommends the FPM coordinates with the Dietitian to assist with making the Nutrition Training Program more robust.	AR 30-22, 3-57.
f2. Food Risk Mngt; Pest Mngt	Y	2		DA PAM 30-22 3-7.b.(1), 3-7.b.(3)
f3. Preventive Medicine	Y	2		TB MED 530, Ch

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Inspections				11-12
f4. Nutrition program	Y	2		AR 30-22, 3-1.u., 3-58.
f5. Recognition programs:				
f5i. Culinary Arts	Y	2		AR 30-22, 3-49.&50.
f5ii. Philip A. Connelly	Y	2		AR 30-22, 3-1.k., 3-49.&50.
f5iii.Cook of the Quarter	Y	2		AR 30-22, 3-1.k. DA PAM 30-22, 5-49.a.(5)
f6. Safety Program	Y	2		AR 30-22, 3-54
f7. HAZCOM	N	0	<p><i>Ex:</i> FSP are not receiving initial or regularly scheduled HAZCOM training.</p> <p>The HAZCOM Program should include initial training within 90 days of assignment for all personnel concerning the hazards to which they are exposed to and the precautions required to protect themselves in the work environment. These personnel must also receive annual refresher training. FAs and DFMs should ensure that all environmental training is properly documented, and records are filed in the DFAC and unit operations/training office. The FA should establish a self-inspection program in the DFAC. Train all personnel to accomplish their tasks according to laws and regulations and to respond properly in emergencies.</p> <p>The FMAT recommends the FPM coordinates with the Department of Public Works (DPW) to assist with making the program more informative.</p>	TB MED 530 Ch 11
g. UTILIZATION RATE REVIEWS				Points: 5
g1. Are the reviews conducted annually	Y	2		AR 30-22, 3-1j, 3-8.
g2. Quarterly Installation Utilization Rate	Y	3	<i>Ex:</i> 3 rd Qtr, FY13 rates were 81% for all diners; 80% for SIK which exceeds the Army Standard of 65%.	DA PAM 30-22, 3-5.
h. DINER USE POLICY				Points: 6
h1. Is it current and signed by CDR?	Y	2		AR 30-22, 3-1.g; 3-37.
h2. Does it impact SIK Diners?	Y	2		AR 30-22, 3-37.

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h3. Is a copy in each Headcount SOP?		2		DA PAM 30-22, App D
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i. FOOD SERVICE MANAGEMENT BOARD				Points: 10
i1. Conducted Qtrly/Minutes Published	Y	2	Conducted X SEP 20XX	DA PAM 30-22, App F
i2. Voting/NonVoting Members/Vets	Y	2		AR 30-22, 3-56.d.(1), 3-56.d.(2)
i3. Is the FPM coordinating with DLA-TS Vendor Contract Rep to resolve vendor related issues?	Y	2		Doing Business with the Army Food Program; Vendor Catalog Buyer's Guide; DA PAM 30-22, H-4.b.
i4. Is the FPM recommending changes to items listed on the catalog IAW DA Pam 30-22 (i.e. catalog items added/deleted by qualified FSMB members vote)?	Y	2		DA Pam 30-22, App I
i5. Procedures for new subsistence items	Y	2		DA PAM 30-22, 3-12., App I
j. INSTALLATION CONTINGENCY PLAN				Points: 4
j1. Does it meet all requirements?	Y	2		AR 30-22, 3-47.d.; DA PAM 30-22, 3-56.h.(2)(b)2.
j2. Is a copy shared with Food Advisors?	Y	2		
k. ACTION PLAN MSC				Points: 6
k1. Quarterly	Y	2		AR 30-22, 3-13.; DA PAM 30-22, 3-8.
k2. Conducted IAW regulation?	Y	2		
k3. Copy on file	Y	2		
l. VALIDATION AND ANALYSIS MSC				Points: 4
l1. Conducted as required	Y	2		DA PAM 30-22, 3-45.f.
l2. Copy on file	Y	2		
m. QUARTERLY EVALUATIONS MSC				Points: 4

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m1. Conducted quarterly	Y	2		AR 30-22, 3-1.k.
m2. Copy on file	Y	2		

n. OPERATIONAL REVIEWS MSC				Points: 10
n1. Semi-Annual Requisition	Y	2		AR 30-22, 3-14.; DA PAM 30-22, App C
n2. Semi-Annual Receiving	Y	2		
n3. Semi-Annual Physical Security	Y	2		
n4. Monthly High Dollar Reviews	Y	2		
n5. Copy on file	Y	2		
o. SUBSISTENCE VENDOR CONTRACT DISCREPANCY REPORT (SVC DR) DA FORM 7589/7590				Points: 6
o1. Form properly filled out	Y	2		AR 30-22, 3-46.; DA PAM 30-22, Appendix H
o2. Corrective Action/Status	Y	2		
o3. Forwarded to DLA Rep/JCCoE	Y	2		
p. SUBSISTENCE PRIME VENDOR CUSTOMER SERVICE				Points: N/A
p1. Vendor:			<i>Ex:</i> U.S. Food Service, Baltimore, Maryland	
p2. Quality	Y			DA PAM 30-22, Appendix H
p3. Communication	Y			
p4. Performance	Y		<i>Ex:</i> Regional fill rate: 98% Current fill rate: 98.4%	
q. CONTRACTING				Points: 2
q1. # of contract DFACs			<i>Ex:</i> 11	TM 4-41.12, Ch 3
q2. Have all measures been considered to reduce contract costs?	Y	2		TM 4-41.12, 3-10
r. CONTRACT OFFICER REP AND PERFORMANCE ASSESSMENT EVALUATOR TRAINING AND SURVEILLANCE				Points: 12
r1. Training Certificates on file/valid	Y	2	<i>Ex:</i> Certified in the Food Service Contract Management (FSCM) Course on 24 February 2011	AR 30-22, 3-42.
r2. JCCoE FSCM Workshop	Y	2		DA PAM 30-22, 3-56.
r3. DAU CLC 106, COR w/ Mission Focus	Y	2	<i>Ex:</i> 13 June 20XX	TB MED 530
r4. TB MED 530, Section	Y	2	<i>Ex:</i> ServSafe 12 March 2010	

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V, 2-18			Ethics training 2 May 2012.	
r5. Surveillance Inspection Sheets	Y	2		
r6. Surveillance Schedule	Y	2		
s. CONTRACTOR				Points: 2
Performance Assessment Plan mirrors the Performance Work Statement (PWS)	Y	2		AR 30-22, 3-42.; DA PAM 30-22, 3-56.
t. TRAINING				Points: 4
t1. Are training records on each individual on file?	Y	2		AR 30-22, 3-42.; DA PAM 30-22, 3-56.; TM 4-41.11, 1-20.
t2. Is training IAW contract requirements?	Y	2	<i>Ex: LRC-RC does not have any contractor operated DFACs. See "p. Training" below for Soldier OJT info.</i>	
u. CONTRACT				Points: N/A
u1. Name			<i>Ex:</i> Service Source, D/DA Fairfax Opportunities Unlimited Inc, Alexandria, Virginia	<i>Ex: Firm Fixed Price, Performance Based, food service contract</i>
u2. Tenure			<i>Ex: The contract is in its base year</i>	
u3. Cost			<i>Ex: \$899,000.00</i>	
u4. Personnel				
Analyst Review Total Points:				102

Section II

FMAT NCO Review Areas:

Item	Complete Y/N	Pts: Awd	Comments	References
a. ARIMS				Points: 8
a1. Files/Folders/Container labeled properly IAW regulation	Y	1	<i>Ex: All necessary folders were present and labeled correctly, but the file cabinets were not labeled as stated in AR 25-400-2. The FMAT conducted training and provided a slide presentation to the DFM. The FMAT also recommended that the DFM develop a refresher training program IAW AR25-400-2 Chapter 6.</i>	AR 25-400-2 DA PAM 25-403

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a2. Are records being transferred from CFA to RHA at two years?	Y	2	<i>The DFAC will not be penalized if there is no installation RHA.</i>	
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b. AFMIS/ ADMINISTRATION				Points: 20
<i>A score of 0 for items in bold in this section results in a "Needs Improvement" for the entire inspection.</i>				
b1. Do the DFM/FSP have a working knowledge of AFMIS procedures?	Y	2		AFMIS Help Menu
b2. Auto Receipt	Y	2		
b3. Are FSP communicating recipe deviations to the DFM/FPM for AFMIS update?	Y	2		DA PAM 30-22, 3-13., 23., 56.
b4. Are AFMIS Production Schedule Reports AJK-S001-1 properly prepared and adhered to?	N	1	<i>Ex: Special instructions not annotated and Critical Control Point (CCP) area not complete. The FMAT recommends immediate training and execution of the DA Form 3034 to ensure regulatory compliance. The FMAT recommends the DFM monitors the Shift Leader for accuracy and completion of DA Form 3034 to ensure regulatory compliance is adhered to</i>	AFMIS Production Schedule Report AJK-S001-1 Tutorial; TM 4-41.11, 7-1, 7-2.
b5. Meal Requests for Support	Y	2		TM 4-41.11, 9-3; AR 30-22, 3-39.
b6. Field accounts opened at SSMO for field training exercises longer than 3 days	Y	2		DAG4 memo: Change to AR 30-22 Par 4-2 Army Policy for Field Feeding, dated 7 May 2013; AR 30-22, 4-2.c. (regulation update)

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				pending)
b7. G1 ensuring BAS collections are implemented for Field Training Exercises	Y	2		ALARACT 105/2010
b8. S-1, G-1, Mil Finance Office processing/submitting DA Form 4187 to DFAS for BAS collections	Y	2		AR 600-38, 2-3.d.
b9. Food Advisor or Senior NCO verifying with G1/S1 that payroll deduction/BAS recoupment has been initiated	Y	2	<i>Regulation update pending.</i>	ALARACT 037/2012; AR 600-38, 2-9.a. (update pending); MICP Checklist
b10. FA or Senior NCO validating accuracy of field ration request (BAS deductions < 50% of total participating in field training exercise)	Y	N/A	<i>Provided for information purposes – regulation update pending.</i>	AR 600-38, 2-9.b. (update pending)
b11. FA has a comprehensive MICP checklist covering BAS collections	Y	2	<i>Regulation update pending.</i>	ALARACT 037/2012; AR 600-38, 2-9.c. (update pending)
b12. Personnel Living in Barracks on Meal Card Versus BAS?	Y	2		ALARACT DAG4 Meal Card Policy (Dec 2013), 2.F.; AR 600-38.
b13. Meal Card Verifications	Y	2		AR 600-38, Ch 5
c. CASH				Points: 6
c1. Cash and cash books safeguarded?	Y	2		AR 30-22, 3-29.
c2. Are Unannounced Cash Counts conducted?	Y	2		AR 30-22, 3-29.; App D
c3. Open Cash Vouchers	Y	2	<i>Ex: Neither DFAC had open cash vouchers on hand</i>	DA PAM 30-22, 5-15, 5-16

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c4. Cash on hand	N	0	<i>Ex:</i> Cash on hand (\$1723.05) exceeded the authorized limit of \$500	DA PAM 30-22, 3-26.
c5. Change Fund Authorization	N	0	<i>Ex:</i> Change funds are pulled from previous cash sales. The DFM should sign for a cash advance from the installation finance dispersing office to use as the DFAC change fund.	DA PAM 30-22, 3-26., DoD 7000.14R, Vol.5, Ch.3. 030404.
c6. Memorandum on File	N	0	<i>Ex:</i> DFAC does not have an approved memorandum to exceed the \$500 limit	DA PAM 30-22, 3-29.a.(2)
c7. Cash Turn In Procedures	N	0	<i>Ex:</i> The Food Service Officer (FSO) or designated individual must turn in funds to the appropriate financial institution or consolidating headquarters when the funds on hand reach \$500. The \$500 limitation may be increased by the Installation Commander or the DOL. The FMAT recommends turn-ins should be done more frequently before reaching the \$500 limit, or if more frequent turn-ins are not practical due to large cash collections, the FMAT recommends the cash limit be increased and cash turn-ins be completed at least once a month.	DA PAM 30-22, 3-29.
d. HEADCOUNT PROCEDURES				Points: 8
<i>A score of 0 for items in bold in this section results in a "Needs Improvement" for the entire inspection.</i>				
d1. Is the Headcount SOP updated?	Y	2	The Headcount SOP was current at all DFACs during this visit.	AR 30-22, 3-28.
d2. Are Headcounters supervised during the meal?	Y	2	<i>Ex:</i> All DFACs were supervising the headcounters throughout the meals.	DA PAM 30-22, 3-25. & App D-3
d3. Is the Diner Use Policy available?	Y	2	<i>The DFAC will not be penalized here if no installation Diner Use Policy has been generated.</i> <i>Ex:</i> The Diner Use Policy was available in the DFAC.	AR 25-400-2; DA PAM 30-22, App D-3
d4. Are ID/Meal Cards being verified ?	Y	1	<i>Ex:</i> Headcounters were verifying "most" ID and Meal Cards. All diners must show meal card and ID card, or pay cash for meals.	AR 25-400-2; DA PAM 30-22; IDTL&M Policy Handbook, 1 June 2008, 3-1e.&f.
d5. Are IDTL&M Soldiers issued meal cards or paying cash?	Y	2	<i>Ex:</i> Headcount verifying that IDTL&M Soldiers have meal cards stamped with a "5" or "7", or are paying cash for meals.	
e. ACCOUNT MANAGEMENT				Points: 1
<i>A score of 0 for items in bold in this section results in a "Needs Improvement" for the entire inspection.</i>				
Earnings &	Y	1	The Camp Harold account was effectively managed	AR 30-22, 3-

Expenditures; Is the current account status IAW regulatory guidance?			<p>with Earnings of \$58,030 & Expenditures of \$54,737; Camp Silver Fox however was spending more than it was earning with Earnings of \$65,116 & Expenditures of \$68,084. The FMAT recommends the FPM and responsible FA coach the DFM in account management skills.</p> <p>Camp Harold was 6% underspent (-\$3,294), Camp Silver Fox was 5% overspent (+\$2,969). Regulatory guidance requires all accounts to end the fiscal year at zero or underspent. Both accounts are currently within standards; however the FMAT recommends the FPM continue to monitor the accounts and provide guidance to the Camp Hammer DFM to ensure the account closes out at zero or under spent at the end of the FY.</p>	34., 3-35.; DA PAM 30-22, 3-44., 3-45.
f. INVENTORY MANAGEMENT				Points: 1
<i>A score of 0 for items in bold in this section results in a "Needs Improvement" for the entire inspection.</i>				
Days of Supply (DOS)	Y	1	<p><i>Ex:</i> Camp Harold has 7 DOS (should not exceed 6 DOS, unless a Deviation Memo is on file). Inventory value was \$14,701; Inventory objective was: \$11,148; Surplus inventory was \$3,553 = 8 DOS.</p> <p>The Camp Silver Fox DFAC is well managed at 6 DOS (Inventory value: \$12,080; Inventory objective: \$13,026).</p> <p>The FMAT recommends incorporating slow moving items into the menu rotation at Camp Harold and that the Food Advisor & Senior Food Operation Sergeant assist the DFM in staying within the regulatory guidance of 6 DOS. The FMAT provided hands-on training in the principles of inventory management; this management tool is used as positive reinforcement to assist FSP to efficiently manage Army resources by not carrying excess inventory.</p>	AR 30-22, 3-26.; DA PAM 30-22, 3-20., 4-19.; DA Form 3161/3294
g. GROUND BEEF STANDARDS				Points: 2
g1. Bulk: 15% fat content	Y	2		DA PAM 30-22, 3-70. d.(8); Table I-1.
g2. Patties: 10% fat content	N		<i>This info is provided to FSP to inform that a change is pending, and will be reflected in the updated DA PAM 30-22. Regulation update pending.</i>	
h. FOOD PROTECTION				Points: 6

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Recipe Card Use	Serving Line	Replenishing	Progressive Cooking
h1. Are quality products prepared?	Y	2	
h2. Are recipe cards used?	N	0	<i>Ex:</i> FSP have the AFMIS recipes; however, some were observed not following recipe instructions. The benefit of following the recipe cards includes consistent food preparation, uniform products, enhanced cooking techniques, and ensures limited fluctuation in recipe costs. The FMAT recommends the DFM continue to review recipe cards, and inform the FPM of any discrepancies which may result in substandard products and inaccurate meal costs.
h3. Is the serving line set up on time?	Y	2	
h4. Is the food garnished?	N	0	<i>Ex:</i> Garnish lacks eye appeal. Recommend the DFM refer to the JCCoE website, Quality Assurance Division (QUAD), Garnishing Guide, for ideas and garnishing tools to improve in this area.
h5. Are proper replenishing procedures used?	Y	1	<i>Ex:</i> The FMAT observed FSP dumping food onto serving line pans to replenish the serving line. Replenishment procedures were discussed with the DFM and Shift Leader. Replenishing should take place in the kitchen by changing the pans on the line out for a fresh pan of items IAW TM 4-41.11, graph 8-8. Replenishing should be used to reduce food waste by putting food on the serving lines in amounts that are not excessive. Recommend the Shift Leaders ensure foods are monitored throughout the meal and to replenish when low as opposed to when food runs out.
h6. Is Progressive Cooking used?	Y	1	<i>Ex:</i> Progressive cookery needs improvement - FSP prepared excess food prior to opening The FMAT observed that FSP prepared excess bacon and sausage for the breakfast meal without using progressive cooking. As a result, there was far too many leftover servings remaining after breakfast. The FMAT recommends the shift leader and first cook ensure progressive cooking procedures are used to ensure hot foods were served hot IAW TB MED 530, graph 3-54.
i. FOOD PROTECTION			Points: 3
<i>A score of 0 for items in bold in this section results in a "Needs Improvement" for the entire inspection.</i>			

TM 4-41.11,
Chap 7;
TB MED
530;

TM 10-412,
App G.

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i1. Are foods properly protected from contamination to include Glove Use, Thaw, Cover, Label, Cross Contamination?	Y	1	<i>Ex:</i> Some DFACs were observed using the running water method to defrost meats – while this is within standards, it wastes water, increases the risk of food-borne illness, and is the least preferred method. The FMAT recommends using the thaw box method to ensure food safety and to conserve energy.	TB MED 530, Chap 3; TM 4-41.11, Ch. 5, 7-47.-50.
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i2. Leftover Disposition	Y	2	<i>Ex:</i> All DFACs require additional emphasis with properly annotating their leftovers. The FMAT recommends that a training program is developed immediately by the FPM.	
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j. GO FOR GREEN			Points: 4
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j1. Is Go for Green® properly implemented?	Y	2	<i>Ex:</i> All DFACs have implemented the Go for Green® program IAW AR 30-22, graph 3-57, 58 and the JCCoE website. The DFMs posted nutritional education materials throughout their respective DFACs. The FMAT recommends the DFM contact the Dietitian in procuring additional educational materials and to provide training to educate diners, and staff of the benefits resulting from taking advantage of the DFACs many nutritious menu offerings.	AR 30-22, 3-57., 58. (Nutritional Program)
j2. Are diner nutrition education materials available?	Y	2	Go For Green® and nutrition educational materials were posted throughout the DFACs.	AR 40-25, 2-1.f., 3-1. JCCoE Website

k. MENU STANDARDS			Points: 8
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k1. Are Menus IAW Menu Standards?	Y	2	Menu standards are being adhered to at all DFACs.	AR 30-22, 3-24; DA PAM 30-22, 3-70; TM 4-41, Chap 3
k2. Is a Cyclic Menu used?	Y	2	All DFACs were using a 28 day cyclic menu.	
k3. Do they offer a good variety?	Y	2	Diners are offered a variety of choices in accordance with DoD Menu Standards.	
k4. Fitness Bar	Y	2	Fitness bars were offered and consist of a large selection of choices for diners.	

l. FOOD RISK MANAGEMENT			Points: 0
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Are the DA Forms 7458/59 properly filled out IAW regulation?	N	0	<i>Ex:</i> The proper amounts of items were not listed; cooking times were checked periodically versus at the end of the cooking cycle; temperatures were not recorded at the actual times listed. Table 3-1 provides clear guidance on the proper preparation of these documents included in the Army Food Program to mitigate risk of food borne illness. Leftovers were not recorded as prescribed in DA PAM 30-22, graph 3-7,	DA PAM 30-22, 3-7.b.(1), Table 3-1
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			<p>which states the following: leftovers will be recorded on the DA Form 7458 and highlighted with a translucent marker; heated to 165⁰F before serving to the diners. Leftovers must be properly accounted for and used as soon as possible.</p> <p>Discarding leftover foods that can be kept from meal to meal contributes to food waste. The DFM should ensure that the Shift Leaders are checking periodically, documenting times, and annotating leftovers. The AFMIS tutorial provides guidance for items listed with a yellow triangle, these items require monitoring. Recommend the Shift Leaders ensure the proper items and amounts of each are properly documented.</p>	
m. RECEIVING AND STORAGE			Points: 4	
m1. Receiving procedures being met	Y	2	<p><i>Ex:</i> Ration personnel at all DFACs were following receiving procedures and verifying receipts. The FMAT observed Ration personnel opening all cases prior to the departure of the delivery driver which ensures product integrity and serviceability.</p>	<p>DA PAM 30-22, 3-26.; TB MED 530 par 3-31</p>
m2. Proper storage procedures to include dating, QCC upon delivery, temperatures, FIFO, H&S meals used and recorded in AFMIS Class I inventory?	Y	2	<p><i>Ex:</i> FMAT recommends during receipt procedures that the receiving personnel open all cases prior to the departure of the delivery driver, if possible, to ensure product integrity and serviceability. The receiving personnel must also compare what is being received to what was originally ordered using the shopping list and not verify items received strictly by the vendor's receipt.</p>	<p>TB MED 530, 3-31 TM 4-41.11, Chap 4</p>
n. SANITATION			Points: 1	
Overall Sanitation throughout DFAC to include equipment	Y	1	<p><i>Ex:</i> FMAT observed FSP cleaning and sanitizing the kitchen areas using the "clean as you go" concept; however, additional emphasis should be placed on grills, ovens, meat slicer, microwave, pizza warmer, and equipment not being utilized. The FMAT recommends the DFM develop a cleaning schedule that includes all equipment and ensures cleaning is conducted on a daily basis. Improper sanitation can result in food-borne illness outbreaks and loss of DFAC credibility. FSP must be trained to know the causes of food-borne illness so that they can take steps to eliminate them. The FPM must ensure all FSP are familiar with the standards contained in TB MED 530.</p>	<p>AR 40-5, 1-5., 2-27.; TB MED 530; TM 4-41.11, Chap 5</p>

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o. SUPPORT AGENCIES				Points: 6
o1. Is PM conducting Comprehensive Food Establishment Inspections?	Y	3	<i>Ex:</i> No recurring deficiencies were found. PM personnel are consistently scheduling and conducting the quarterly Comprehensive Food Establishment, DA Form 161-R, utilizing the comprehensive format with a numerical score given. A report and an out-brief are provided to the DFM upon completion. The out-brief is used as an opportunity for training and to ensure that all questions are answered and deficiencies explained. PM provides quarterly training to FSP and will provide training upon request from the DFM. The FMAT highly encourages the DFM to take advantage of this opportunity to enhance their food protection and safety training for all FSP. PM personnel are ServSafe certified and authorized to proctor ServSafe and food handlers' certifications.	TB MED 530, Chap 12
o2. IS PHC conducting Subsistence Prime Vendor (SPV) product inspections? Vets using AFMIS to report unfit subsistence?	Y	1	<i>Ex:</i> PHC are not performing random Cursorry/Surveillance inspections when rations are being delivered to the DFACs by the Subsistence Prime Vendor. The FMAT observed Ration personnel lack of skills on the proper receipt and storage of subsistence during deliveries. The primary role of the inspectors is to ensure that only wholesome, high quality foods are delivered. Their expertise would be beneficial by providing on-the-spot training whenever necessary to correct a deficiency. The FMAT recommends a PHC representative is available at least weekly on ration delivery days.	TM 4-41.12, 1-11
o3. Installation Support Plan (ISP)	Y	2	<i>Ex:</i> All actions performed by this activity comply with the agreed upon Installation Support Plan (ISP). This plan provides PHC support to the DFACs on a weekly basis. The services provided by the plan include food security assessments, product evaluation of items in storage, for condition and obvious defects.	MEDCOM PAM 40-13, 3.&2.; AR 40-657, 3-3.a.(1), 3-4.b.; TM 4-41.12, 1-11.
o4. Are they providing training	N	0	<i>Ex:</i> Neither the DFMs nor the FPM had requested food safety training from PHC. The FMAT recommends food safety training is requested from PHC.	DA PAM 30-22, 3-7.b.(2)
p. TRAINING				Points: 3
p1. Personnel training records	Y	1	<i>Ex:</i> The training records for all personnel were stored at the Project Manager's office. IAW TM 4-41.11, documentation on mandatory individual training	TM 4-41.11, 1-15, 1-27, App A

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			should be maintained in each DFAC. DFMs did not have individual training packets on each FSP in order to track progress and improvement in needed areas. The FMAT recommends DFMs document all FSP training folders IAW TM 4-41.11, 1-27.	
p2. Training schedules	N	0	<i>Ex:</i> No training schedules were available during this visit. The FMAT recommends the DFM post training schedules in a timely manner.	AR 30-22, 3-57.; TM 4-41-11, 1-15
p3. Established On-the-Job training program in place? /// or /// 92G Credentialing Program in place?	N	0	<i>Ex:</i> The DFM is not conducting or documenting On-the-Job Training. The Training Program is deficient and needs a collaborative effort to ensure maximum training and enforcement is provided and documented. Training on the operation and maintenance of equipment is not being conducted. The DFM does not provide equipment training and does not have training forecasted. The FMAT recommends this training be incorporated into the daily work schedule to ensure all FSP meet the standards when utilizing the equipment. Additionally, the proper use of kitchen equipment will help extend the equipment's life expectancy, saving the installation and the Army thousands of dollars in replacement costs. The FMAT also recommends the FPM and Brigade assist the DFM with the development, execution, monitoring, and documentation of an established Training Program.	ATTP 4-41, Appendix A-18 TM 4-41.11 1-5. DA Pam 3-7, b.(2), 3-40.k.1.
p4. Food Safety & Sanitation Certification (initial 8 & 40Hr)	Y	2	The FMAT verified that all employee certifications were present and kept at the Project Manager's office.	TB MED 530, par 2-18
q. 92G PERSONNEL				Points: 5
q1. NCOs utilized IAW rank structure	Y	2	All 92Gs were being utilized in proper positions.	TM 4-41.12, Chap 1-9
q2. 92Gs are assigned & working in DFAC	Y	3	<i>Ex:</i> All assigned 92Gs were working in the DFACs. While this is the standard, the FMAT finds that a majority of evaluated food service programs have FSP working in unauthorized non-food service roles, which puts a great physical and moral strain on the remaining FSP still working in the DFAC. The DFAC management and unit command are to be commended for ensuring their FSP are supporting their DFAC.	TM 4-41.12, Chap 1-9

r. DINER SATISFACTION			Points:	2
r1. DFAC/Comment Cards/ICE	Y	2	<i>Ex:</i> The FMAT conducted diner surveys using the JCCoE survey sheet in an effort to assess the diners' general perception of the quality of food and service currently being provided. The FMAT surveyed 20 diners. All surveys were administered in an effort to assess the diners' general perception of the quality of food service. Completed surveys show a vast majority of ratings were Very Good to Excellent. There were no negative trends developing. The surveys were discussed with the DFM, and the FMAT shared with the DFM benefits of being a visible manager in the DFAC.	TM 4-41.11, Chap 10
r2. DFM visible during service				
r3. Surveys				
NCO Review Total Points				99

Section III

FMAT FED Analyst Review Areas:

Item	Serviceable Yes / No	Deficiency	Reference
INTRODUCTION			
		<i>Ex:</i> The FED representative visited eight operational DFACs during this visit. Note the following was not reviewed due to status closed: Bldg 32210, 55654 and 94210.	
a. INFRASTRUCTURE			Points: 1
a1. Number of DFACs	2		
a2. Years in operation	3 / 46		
a3. Ceiling tiles [<i>Areas of concern will be listed as appropriate</i>]	N	1	<i>Ex:</i> The Daniel Boone Café was built in 2007 and is one of the installation's newer DFACs. During the inspection, the following infrastructure items were noted: The exhaust hoods in the kitchen are not exhausting the heat, smoke, and grease from the appliances located under the hoods outside and returning fresh air to the kitchen, and

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			ceiling tiles located in the dining area are discolored from soot blowing out of the ceiling air vents. This is caused by air filters not being changed on a quarterly basis. The backup power source that supports a power outage in the DFAC only supports a selected amount of FSE. The FMAT recommended that the DFM coordinate with the FPM and coordinate a contingency feeding plan to support the mission under that condition.	
b. MCA/MAJOR RENOVATION				Points: 2
Projects coordinated with JCCoE/ACES?	Y	2	<i>Ex:</i> New Major Construction Army (MCA) project number 53794 is on schedule. The new building is 14200. The new MCA DFAC is scheduled to replace two older DFACs, Bldg 2260 and Bldg 12800. The FMAT was informed building 4210 will remain on the installation real property book as a Contingency DFAC for special operations. Building 11500 is scheduled for full renovation in FY 2018. All projects have been coordinated with JCCoE/ACES.	AR 30-22, 3-9
c. FOOD SERVICE MANAGEMENT PLAN (DA Form 4945)				Points: 1
Is plan up to date and includes: new construction/modernization projects, décor packages?	Y	1	<i>Ex:</i> The DA Form 4945 is on hand but is not up to date. The FSMP had not been updated to reflect recent changes. The installation FSMP should be reviewed and revised whenever there is a change in status. The installation FSMP should be reviewed and revised whenever there is a change in status. All FSMP changes must be submitted annually to JCCoE Fort Lee, VA., IAW AR 30-22 and DA PAM 30-22.	AR 30-22, 3-10; DA PAM 30-22, 3-6
d. FOOD SERVICE EQUIPMENT				Points: 1
Equipment Replacement Record, DA Form 3988 / AFMIS up to date?	N	1	<i>Ex:</i> Needs updating. Half of the FSE currently in the DFAC has exceeded its life expectancy. The FMAT reviewed this with the FPM and DFM, and recommended that the DFM conduct a 100% inventory of all equipment and verify it in AFMIS. <i>Ex:</i> A statement was listed on the equipment replacement record to extend the life expectancy, but the actual life expectancy year was never changed to bring the equipment current. This prevents AFMIS from displaying the accurate FSE requirement on the FSE replacement report screen in AFMIS.	AR 30-22, 3-12, a. (3)

e. FSE ANNUAL BUDGET			Points: 2
Submitted?	Y	2	The FPM has effectively initiated administrated action to program FSE budget for \$371,540 for FY14. Décor packaged in all DFACs are in very good condition and well maintained.
f. MAINTENANCE REQUEST REGISTER DA FORM 2405			Points: 1
Maintenance Request Register, DA Form 2405 utilized correctly?	N	1	DFMs were not using the correct DA Form 2405, Maintenance Request Register. The FMAT recommends DA Form 2405 is used for recording all DFAC service orders. The importance of the form is to maintain historical records of FSE failures and uncompleted service requests, and to assist with proper programming replacement and budget requests when the cost for repair exceeds the equipment maintenance expenditure limits outlined in equipment Technical Bulletin 43-002-33 and 43-002-22.
g. ENERGY CONSERVATION			Points: 1
g1. Energy and water conservation measures	N	1	<p><i>Ex:</i> Additional emphasis is needed in shutting off water and electrical equipment when not in use. In addition, a well established SOP is needed outlining turning on/off food service equipment before, during, and after the meal period. The FMAT recommends enforcement of the FPM DFAC Energy Conservation Plan that supports the overall installation’s plan. Each DFAC energy conversation plan should match their operation. In order to match each plan, each DFM must document each area of operation on how to properly execute an energy conversation program. If the FPM needs assistance, they can contact FMAT team for additional information.</p> <p>The team presented a desk-side brief to the Director of Logistic (DOL) on the newest technology on the market that assists with reducing food waste generated by Field Feeding and DFAC operations; the system is called dehydrator. With a dehydrator system, the installation DFACs can reduce food waste from 80 to 99%, meeting the Army’s goal toward zero waste environments. The immediate impact will start decreasing installation food waste tonnage; costs for pick-up of contaminate waste; reduced gray water waste into storm drains; and reduced paper product pickup recycle cost. The most important benefit is that it will assist with pest reduction in and</p>

TM 4-41.11, Chap 6

			around DFAC loading areas. The team provided DOL with information on the dehydrator and industry costs to be presented to the installation environmental department team for evaluation to potentially use on the installation.	
			<p><i>Ex:</i> During the mission, the FMAT observed several dining facilities requiring commercial waste removal of excess food waste and paper products. Evidence showed the Fort Daniel Boone food service program produces a large amount of UGR-A Ration meals provided to different field sites, resulting in excess food and paper product waste being returned to the DFACs for disposal at the DFAC garrison operation dumpsters. The impact of returning UGR-A rations to the DFACs is:</p> <ul style="list-style-type: none"> • Un-monitored food waste being dumped in the dumpsters • Food waste was not properly wrapped in trash bags to prevent rodents • Food waste spills in and around dumpster area • Food wastes being returned after operational hours • Food service field equipment not being properly cleaned by the user and left on loading docks. <p>The FMAT recommended some approaches to help reduce the amount of food waste being dumped in the garrison designated dumpsters to assist with reducing the impact on the DFACs.</p>	Technical Report NREL TP-7A2-48876
h. FIELD FEEDING EQUIPMENT			Points:	N/A
h1. Food Containers and Beverage Dispensers allowed to air dry?			<i>Example:</i> The FMAT recommends using a Pot & Pan rack to air dry and store Insulated Food Containers and Beverage Dispensers.	
h2. Were there any issues or concerns with field feeding systems?			<i>Ex:</i> FSC not fielded to unit, MBU's will not stay lit. FED provided guidance and maintenance resources to resolve the issues. Several FA/FS indicated they would be contacting the FMAT later regarding other issues.	
h3. Deficiencies			None observed during this visit.	
FED Review Total Points:				9