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JCCoE History, Mission, Vision, Purpose, and Organization

History: In February 1989, the Chief of Staff, Army directed the formation of the Army Center of Excellence, Subsistence (ACES) by merging two organizations; the Directorate of Food Service, U.S. Army Troop Support Agency, Subsistence and Food Service Department, and the Quartermaster School (QMS). ACES officially began with the completion of asset transfer on 1 October 1989, at Fort Lee, Virginia. On 1 October 2009, ACES re-aligned under the Sustainment Center of Excellence (SCoE) as the Joint Culinary Center of Excellence (JCCoE), which is divided into three directorates; Army Center of Excellence, Subsistence Operations Directorate (ACES OD), Joint Culinary Training Directorate; which is now the Joint Culinary Training Center (JCTC) and Special Programs Directorate (SPD).

Mission: Provide United States Armed Forces joint proponent culinary training and serves as the DAG4 Lead Agent for the Army Food Service Program.

Vision: Be the Corporate Headquarters for Army Food Service. Serve as Lead agent for the Army's Deputy Chief of Staff, Department of the Army (DCS DA) G4 and the Army Quartermaster General for Army Food Service Programs worldwide. Be the premier Joint food service training institution for the Armed Services in both entry-level and advanced culinary training. Maintain and continuously improve in the recognition of food service excellence in special activities and programs such as the Philip A. Connelly Award.

Purpose: Ensure our mission and vision statements are accomplished. To meet these objectives; we serve as the Soldier advocate and lead agent for the entire Army Food Program including training and operations for both garrison and field feeding; develop new feeding concepts for the Army Food Program; develop standards for menus and operational rations; write regulations and doctrinal publications; implement policies for both active and reserve components; establish effective food safety, dining facility design, food service equipment and food service management oversight methods and principles; represent the Army in the joint arena as a voting member in Department of Defense (DoD) Food Program Committees. Evaluate current and proposed food systems; identify and analyze deficiencies and shortfalls; seek solutions to remedy these deficiencies and shortfalls; administer Army Food Program competition and recognition programs and train enlisted Soldiers in the entire scope of the Army Food Program, including garrison and field feeding.

Organization: JCCoE consists of three directorates, as seen below in Figure 1. These are the ACES OD, JCTC, and SPD. The JCCoE Director is responsible for all the activities of JCCoE and represents the Department of the Army (DA) G-4 and the Quartermaster General (QMG) at various government and industry boards, committees, and meetings. Aligned under the JCCoE Director are the

JCCoE Sergeant Major (SGM), JCCoE Executive Officer (XO), and the Army Food Advisor (AFA). The JCCoE SGM is the highest level food service Non-Commissioned Officer (NCO) in the Army and handles specific food service enlisted and NCO issues. The Executive Officer (XO) supports and assists the JCCoE Director when needed and is the Director of the Special Programs Directorate. Additionally, the XO provides administrative and supply support to the JCCoE staff. The Army Food Advisor (AFA) is the highest level food service warrant officer in the Army and serves as the primary technical and tactical food advisor to the JCCoE Director, QMG, and the DA G4. The AFA, as the senior food service technician, provides mentorship in the development and education of other food service warrant officers.

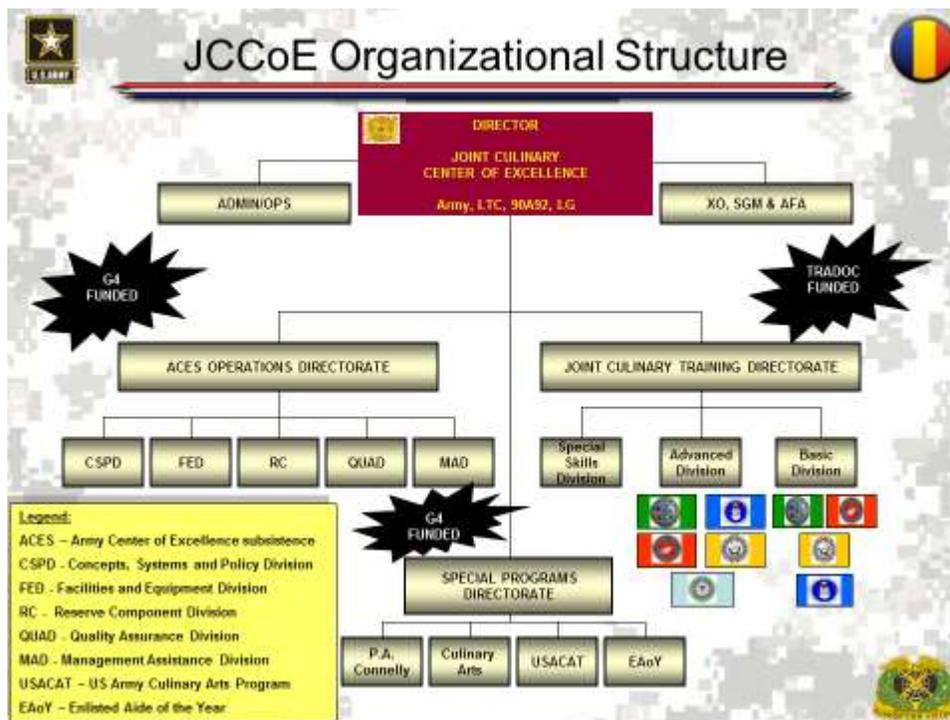


Figure 1. JCCoE Organizational Chart

Special Programs Directorate: The JCCoE Special Programs Directorate administers the Department of Army Philip A. Connelly Awards Program for Excellence in Army Food Service, commonly referred to as “The Connelly Program” or just “Connelly”, The Army Culinary Arts Program consists of the Annual Military Culinary Arts Competitive Training Event, U.S. Army Culinary Arts Team, Enlisted Aide Competition, and the 92G Credentialing Program. The “Connelly” program exists as a partnership between the Army and the National Restaurant Association (NRA), whose members assist in judging the winners. The Connelly Program recognizes excellence in Army Food Service from top performing units to include the U.S. Army Reserve (USAR) and Army National Guard (ARNG) competing at the Army level in one of three categories: Military Garrison, Active Army Field Competition, and Reserve Component Field

Competition. In order to compete at the Army level, the units must have been winners at installation and regional competitive programs. Connelly competitors are judged on food preparation and serving skills, food management, training, subsistence accountability, sanitation, security, safety, equipment maintenance and many other areas depending upon the category of competition.

The U.S. Army Culinary Arts Team (USACAT) is the U.S. National Military Culinary Team and will compete at local, national, and international culinary competitions. The Commanding General, QMS appoints the team manager and members. Appointments are accomplished by memorandum to the respective commands. Team members will be appointed for a specific time period that will be noted in the appointment memorandum. The purpose of USACAT competitions is to offer the military chef opportunities to sharpen and broaden his or her cooking skills. USACAT members are obligated to share knowledge with whoever wishes to learn. This ultimately benefits the military diners in troop dining facilities in garrison and on the battlefield.

The Annual Military Culinary Arts Competitive Training Event is sanctioned by The American Culinary Federation (ACF). Medals earned from federation entries can be used towards 14 various levels of ACF chef certifications. The competition is open to active duty members of all Services, DOD civilians, and USAR and ARNG personnel.

The Enlisted Aide Competition was established to identify and reward the top Enlisted Aides in the Army and promote the Enlisted Aide Training Course. The competition includes four phases, consisting of an Enlisted Aide Hot Food Challenge, a Uniform Assembly Challenge, Leadership Board, and a Written Exam.

The 92G Credentialing Program is a partnership between the U.S. Army and the American Culinary Federation. The credentialing program is designed to provide the Soldier with all the educational materials required for the two-year program, including textbooks, training logs and forms for tracking individual progress. All items are included in the tuition. The program is registered with the U.S. Department of Labor Bureau of Apprenticeship and Training and is approved for veteran's benefits.

Joint Culinary Training Center (JCTC): The Joint Culinary Training Center (JCTC) serves as the principal advisor to the Director, JCCoE; USAQMS and the QMS Commandant on all issues involving entry level and advanced culinary training. The JCTC is responsible for the development, management, and oversight of Army and Joint Services basic and advanced culinary training provided for all branches of the Armed Forces of the United States. Annually training is approximately 5,000-6,000 Soldiers, Marines, Sailors, Airmen, Coast Guardsmen, DoD civilians, and members of other allied countries in basic and

advanced food operations skills, subsistence and food service equipment operations for garrison and field training.

The JCTC consists of three divisions responsible for Initial Military Training/Advanced Individual Training (IMT/AIT), advanced culinary, and internal/external special skills training. The JCTC conducts initial entry training (IET) for the Army's military occupational specialties (MOS) Culinary Specialist (MOS 92G), and consolidated training for United States Marine Corps (USMC) Food Service Specialist (MOS 3381) and United States Navy (USN) Culinary Specialist (MOS 0013). The JCTC is also the Army's trainer for functional and Additional Skill Identifier (ASI) producing programs including: Advanced Culinary Training Course, the Enlisted Aide Training Course, and the Food Service Management Course.

The JCTC develops and executes resident and nonresident training in field and garrison culinary for the Total Army. JCTC provides all logistical and consolidated training development functions to support Marine Corps and Navy Culinary/Food Service Training under Interservice Training Review Organization and manages the development of new training methodology to include distance learning, TNET capability, and commander networking.

Army Center of Excellence, Subsistence Operations Directorate (ACES OD): The Director of Operations (DOO), ACES under the authority of the Army G-4, oversees the operational side of the Army Food Program by providing policy, doctrine, standards, direction, and management assistance to Army customers worldwide, including the Army Reserve and Army National Guard. The ACES OD is divided into five divisions, as show in Figure 2. These five divisions are: Management Assistance Division, Facilities and Equipment Division, Quality Assurance Division, Concepts, Systems and Policy Division and the Army NG/Reserve Division.



Figure 2. ACES OD Organizational Chart

Management Assistance Division (MAD): The MAD provides management review of operations and training assistance to Army installation Food Programs and dining facilities around the world. While some of this review, advice and assistance is provided from the office at Fort Lee, most is accomplished through the use of Food Management Assistance Team (FMAT) visits conducted on-site. FMAT will normally visit CONUS regions or installations every 18 months at a minimum and OCONUS locations every 12 months. Additional visits may be requested by the installation to address specific concerns and issues. The FMAT reviews the following areas, providing technical guidance and training as needed to ensure regulatory guidance: administration; subsistence accounting and inventory management; food preparation and serving; food protection and sanitation; menu standards; personnel management; contracting and contract surveillance; utilization, dining facility construction and renovation; equipment replacement and maintenance and Prime Vendor Program issues.

Facilities and Equipment Division (FED): FED provides advice and assistance to units and installations in all areas of food service equipment specifications and maintenance. FED reviews performance specifications for new garrison food service equipment and makes equipment recommendations to the user, who in turn makes the final purchasing decision. In addition, FED is the Quartermaster proponent for the Defense Standardization of Army Field Feeding Food Service Program and provides input to Sustainment Center of Excellence (SCoE) and NATICK for new development of specifications, new technologies

and descriptions and equipment selection. FED serves as Joint Technical Staff to the Voting member for the Army on the selection board for all approved field feeding food service equipment and assists in the development of policy and doctrine; consults with US Army Soldier System Center, NATICK, Joint Center of Excellence (JCCoE) Army Center of Excellence Subsistence (ACES) Operation Directorate (OD) Concepts, Systems, and Policy Division on all matters of tactical, garrison and field regulations. In addition, FED serves and supports the US Army Center for Health Promotion and Preventive Medicine as a Subject Matter Expert (SME) for the Army Technical Bulletin Occupational and Environmental Health Food Sanitation manual (TB MED 530/NAVMED P-5010-1/AFMAN 48-147_IP) Tri-Service Food Code for facilities and construction; open and closing inspection criteria; Oversight of the Common Table Allowance (CTA) 50-909 for Army food service equipment and submits the Army budget requirements for the Military Construction, Army (MCA) dining facility projects for the government furnished and government installed food service equipment, decoration and furniture items.

An essential part of the FED mission is to work with the Army Corps of Engineers (COE) in the areas of new MCA, and renovation project management. FED serves as the lead JCCoE consultant on facility design, techniques, and methods, construction methods, specifications, contractor quality assurance program, life safety code principles and design/construction criteria worldwide. Monitor food service and Subsistence Supply Management Office (SSMO) equipment for installations worldwide. Plan/program funds for the acquisition of equipment in support of food service/SSMO operations. Develops and revises regulatory material. Provide technical advice and guidance on the validation of food service/SSMO equipment requests. Conduct periodic visits to installations to evaluate the food service/SSMO facility/equipment and facilities programs. Assign subordinates to serve on Food Management Assistance Team (FMAT). Supervises budgeting formulation, justification and execution of field feeding equipment acquisition, MCA provided equipment and décor packages. Develops POM cycle budget requirements for MCA Government provided equipment and décor for Army DA G4, ASC and IMCOM HQs.

The division works closely with Army Reserve and National Guard COE on new MCA and renovation projects. The Army is looking into different ways of designing and building Army dining facilities. Construction costs are on the rise and Soldier strength is increasing at various installations Army-wide. The Army is transforming in so many ways, and as a result, the Military Construction (MILCON) process must transform to remain relevant.

In cooperation with the COE, JCCoE explores ways to streamline design and construction processes and reduce overall costs of building and furnishing dining facilities. The Army COE and JCCoE are exploring corporate business models and trying to emulate these models to gain an understanding of their construction

procedures. Army COE has recently sponsored MILCON /Transformation Industry Forums to meet with the industry leaders in architecture, engineering, construction, and general contracting to discuss ideas for a better future in the military construction arena.

Quality Assurance Division (QUAD): The QUAD provides advice, assistance, and nutritional guidance/expertise to the Army Food Program in the areas of garrison feeding with particular focus on Initial Military Training, the Combat Field Feeding Program providing quality assurance for the Army Field Feeding System in conjunction with Natick Research, Development & Engineering Center (NATICK RD&E). Division staff includes an Environmental Sciences Officer and a Senior Veterinary Technician in active liaison with the U.S. Army Public Health Center (APHC). Together, with its Senior Culinary Management NCO and other intergovernmental and interagency support to organizations like the Defense Logistics Agency-Troop Support (DLA-TS) and US Department of Agriculture, QUAD is actively engaged in the development, procurement, and inventory management of operational rations, and policies that support Soldier fueling across a broad Army spectrum. Additionally, QUAD influences the Army's Health and Comfort Pack (HCP) and other platforms to support the Service member during times of peace and deployment.

QUAD is the Quartermaster proponent for Defense Standardization of Food Items and provides input to the Office of the Surgeon General (OTSG), NATICK, APHC, US Department of Agriculture (USDA), US Department of Commerce (USDC), and DLA-TS for the development of specifications, commercial item descriptions, product selection, and food quality assurance. QUAD assists in the development of policy and doctrine, consulting on all matters of regulations that influence Army Foodservice Programs.

Each year, QUAD functions as the coordinating staff for the Joint Services Operational Rations Forum (JSORF) and JCCoE Partnership Day events. Army is the DoD lead service for the JSORF in conjunction with Service leads in support of individual and group ration changes supporting the Combat Feeding Program. JSORF is the cornerstone in improving and recommending future requirements supporting field feeding operations for all types of contingency operations. The Partnership Day consists of briefings to provide a chance for Food Service Industry Partners to visit an actual Army Food Service training location that provides a "hands-on" view of field equipment and an improved understanding of the Army as a customer across its several programs.

An essential product of QUAD is the development of the Basic Daily Food Allowance (BDFFA). The BDFFA provides the dining facilities worldwide with a computation for the funds for raw subsistence to prepare the meals used to feed Soldiers. Companies interacting with the Army should understand the BDFFA requirement to properly understand the cost guidelines that managers operate to balance expenditures against earnings. QUAD also represents the Army in

membership of the DoD Nutrition Committee, DoD Dietary Supplements Committee, Joint Service Recipe Committee, and a host of process action teams that address field feeding, food risks, waste reduction initiatives, and nutrition interventions. QUAD provides oversight on policies and issues impacting on the Army's nutrition, food safety, and field feeding programs.

Concepts, Systems and Policy Division (CSPD): CSPD develop and write Army Food Program policy, procedures, and doctrine. CSPD serves as the functional proponent for food service automated systems. CSPD works with the Software Engineering Center – Lee (SEC-Lee) to maintain and improve the current Army Food Management Information System (AFMIS).

CSPD works in developing new feeding concepts and adopting industry trends for use in Army dining facilities. These concepts and trends are researched and evaluated for inclusion into the Army Food Program. If a concept can add value to the Army Food Program, CSPD will develop appropriate implementation plans and procedures and include these plans and procedures in future policy and doctrinal publications.

A continuing trend within the Army is contracting of Army dining facilities. This trend requires the Army to continually change its method of operation. The Army is developing qualified and certified personnel to ensure the Army receives the full expected benefit from these contractors. CSPD manages and instructs the Food Service Contract Management Course; training and certifying over 2000 Army personnel in food service contracting since 2004. Additionally, CSPD develops and maintains the Performance Work Statement and the Performance Assessment Plan prototype to ensure that the Army Food Program has a standard of operation throughout all installations. CSPD administers the Subsistence Prime Vendor (SPV) program for the Army, to include contingency operation subsistence requirements.

For more information on JCCoE or to contact JCCoE personnel, please visit the JCCoE website at www.quartermaster.army.mil/jccoe

THE BIG PICTURE

While JCCoE is the primary overseer and central point of contact for the Army Food Program, we are part of a much larger network of laws, policies, and organizations that work together to ensure quality meals are provided to Soldiers around the world. The paragraphs below should help you understand the overall picture of how the Army Food Program operates.

The US Code: Title 10 of the US Code states, “an enlisted member of the Army on active duty is entitled to one ration daily”. While “the President may prescribe the components, and the quantities thereof, of the Army ration”, one would intuitively suspect that he does not, having more pressing matters to attend. In

fact, the entire Department of Defense (and Army) food program is delegated down to lower levels of command.

One important thing to note from Title 10 is that every *enlisted* member of the Army on active duty is entitled to one ration daily. Officers are not, by US Code, *entitled* to a ration, however they are *authorized* one by other documentation.

Another important thing to note is the word *ration*. According to Webster's 11th New Collegiate Dictionary, *ration* is defined as "a food allowance for one day". Instinctively, you may infer this to mean a set of three meals, but in practical usage it can also mean an allowance of money given with the intent that it be spent on food, as is done in the case of all officers and those enlisted personnel not living in the barracks.

Defense Logistics Agency (DLA): The Defense Logistics Agency (DLA) is a DoD agency organized under the DoD Secretary of Defense for Acquisition, Technology, and Logistics. DLA is the Department of Defense's largest logistics combat support agency, providing worldwide logistics support in both peacetime and wartime to the Military Services as well as several civilian agencies and foreign countries.

DLA supplies almost every consumable item America's Military Services need to operate, from subsistence to jet fuel. It supplies approximately 95% of the Military Services' repair parts, almost *100% of the services' subsistence*, fuels, medical, clothing and textile, construction and barrier material. DLA supported every major war and contingency operation of the past four decades, from the Vietnam War, Operation Iraqi Freedom, and Afghanistan.

DLA has been designated by DoD as the Executive Agent for Subsistence. The subsistence acquisition mission is carried out by the Defense Logistics Agency-Troop Support. DLA-Troop Support; is a field activity within DLA.

Defense Logistics Agency - Troop Support (DLA-Troop Support): The DLA-Troop Support is the major logistics supplier to the Department of Defense for troop support supply items. DLA-Troop Support is "the inventory control point for almost 100 percent of the food, clothing, and medical material used by military personnel". Additionally, DLA-Troop Support provides a significant portion of DoDs construction materials and repair parts. The Subsistence Directorate serves as the key link between the Armed Forces and the U.S. Food Industry. It also provides support to other Federal Agencies, the Veterans Administration, Public Health Service hospitals, the USDA's National School Lunch Program and the District of Columbia School District.

Relevant to subsistence, DLA-Troop Support maintains 15 different ration/meal programs and items for individual and group field feeding. For those who may be new to the program, individual field feeding rations/meals consist of those items

that are issued to individual Soldiers for consumption at the time and place that is most appropriate for their situation. These rations, Meal, Ready to Eat (MRE) being the most famous, are shelf stable and may be eaten at ambient temperature or may be heated using the flameless ration heater contained in the package (just add water). They are designed for use in austere environments or for high tempo field training and operations. Group field feeding rations/meals are cook-prepared meals that are prepared using some type of field kitchen/equipment. The most well-known group rations are Unitized Group Rations (UGRs), which are 50-serving modules consisting of either heat and serve (UGR H&S) or cook and serve (UGR-A) food items providing mainline and short order variety of meals. The type of ration used depends upon the field feeding situation.

DLA-Troop Support also administers the prime vendor program contracts that provide subsistence to DoD garrison dining facilities around the world. This allows dining facilities to buy the same type of food and food service equipment from the same distributors used by commercial food service establishments. Each service sets its own product standards and guidelines. Individual item choices are cataloged and ordered at installation level.

Joint Subsistence Policy Board (JSPB): The JSPB is established under the chairmanship of the DoD Executive Agent for Subsistence. Establishment of the JSPB is identified under the DoDI and M 1338.10 Department of Defense Food Program. DoDI establishes the duties and responsibilities for the Services in developing their Food Program policy and doctrine. This board serves as a means for planning, coordinating, and resolving subsistence related issues for the entire DoD. The JSPB is made up of members from the military departments to include Army, Navy, Air Force, Marines, Coast Guard, and Military Sealift Command.

Army Deputy Chief of Staff (DCS), G-4: The Army's DCS, G-4 is the senior logistics official in the Army. The DCS, G-4, is the Department of the Army proponent for the Army Food Program and the principal advisor to the Secretary of the Army, the Chief of Staff of the Army, and all of the other elements of the Army Staff for food policy and resources.

The DCS, G-4 develops plans, policies, programs, and standards for management of the Army Food Program and coordinates food program matters with the Office of the Secretary of Defense, other military services, and private industry. The DCS, G-4 is the functional proponent for all subsistence programs. The DCS, G-4 staff budgets resources for all subsistence programs in the Army's Planning, Programming, Budgeting and Execution System. The DCS, G-4 accomplishes program execution and oversight through JCCoE, ACES OD at Fort Lee. ACES OD is the DCS, G-4's eyes and ears in the field to ensure policy is followed and resources are expended according to budget.

Office of the Surgeon General (OTSG), United States Army: The Surgeon General, United States Army (USA), exercises DoD responsibility for establishing Nutritional Standards and Education for military feeding and operational rations. The Dietetics Consultant, OTSG is the lead for all issues impacting the nutritional health of Soldiers, to include feeding.

The DOD Combat Feeding Program: The DoD Combat Feeding Research and Engineering Program (CFREP) was established by DoD Directive (DoDD 3235.2E) and provides the Office of the Secretary of Defense a comprehensive, responsive Joint Service program to address combat feeding research and engineering services and support requirements for all DoD Components. In accordance with DoDD 3235.2E, the U.S. Army Natick Soldier Center's (NSCs) DoD Combat Feeding Directorate (CFD) is responsible for meeting the unique combat feeding requirements of each Military Service. This includes all efforts — research, development, engineering, integration, and field-testing with War fighters and technical support for the full range of operational rations, field food service equipment and total combat feeding systems. This program is based on a strong partnership with the commercial sector, the Military Services, other government agencies, and the Office of the Surgeon General (OTSG).

US Army Quartermaster School (QMS): JCCoE is physically located within the USAQMS at Fort Lee, VA. The QMS provides Quartermaster Warriors who are tactically and technically proficient leaders and Soldiers, Marines, Sailors, Airmen, Coast Guardsmen, DoD civilians, and members of other allied countries; develop and sustain adaptive Quartermaster battlefield functions that are globally executable by the joint warfighter to ensure mission success. By having both training and operational missions, JCCoE fits within the scope of the USAQMS mission and assists with the food program portion. The JCCoE JCTC performs the joint training mission for the QMS for initial military training/advanced individual training in culinary and the DOO, ACES serves as the Army Food Program representative in the development of Quartermaster functions.

Army Sustainment Command (ASC): Their primary mission is to develop, deliver and sustain material to ensure a dominant joint force for the United States and our Allies. ASC directly supports the Army Food Program with input to Army G-4 for operational policy, doctrine and procedure changes; funding region food service personnel and special programs; execution and assistance in food service contracting issues, provide advice on regional food service program, monitor garrison food service program for compliance with regulatory requirements; develop requirements and allocate funding for SSMO operations, coordinate with IMCOM base operations for replacement and upgrade to SSMO and dining facility operations, review and process exceptions to policy and provide nutritional program oversight.

Subsistence Prime Vendors (SPV): Subsistence Prime Vendors (SPV) operates under regional contracts with DLA-Troop Support to provide food distribution to Army dining facilities. Food is generally brought to Army dining facilities three times a week; similar to commercial restaurant delivery. The back door delivery provides the products used to feed Soldiers/diners in Army dining facilities around the world and in all environments.

Installation Food Program Manager (IFPM): The IFPM is the senior food analyst (military or civilian) to the Senior Commander and is responsible for the food program at the Logistical Readiness Center (LRC). The IFPMs are responsible for directing and managing their LRC Food Service Programs to ensure maximum results are achieved at the least cost to the Government. They write and enforce local policies and procedures, consistent with the DoD, HQDA and Installation Commander's policies. They monitor all dining facility accounts to ensure they remain within authorized standards, ensure required reviews are conducted and that all dining facilities operate under the regulatory requirements. Additionally, IFPMs are responsible to ensure all data in AFMIS is maintained and updated as necessary, to include vendor items, recipes, menus, catalogs, equipment replacement, BDFA maintenance, and contract management.

Another key function of the IFPM is to serve as the chairperson and voting member of the installation Food Service Management Board (FSMB) meeting. As the chairperson of the FSMB, they perform menu reviews, arrange product demonstrations, ingredient cuttings, and make final selection of items to be added or deleted in the Prime Vendor catalog.

IMPORTANT NOTE: The IFPM is your point of contact on the installation. It is Army policy that Prime vendors, manufacturers, brokers, or others will not visit dining facilities to seek sales without the express permission of the IFPM.

CANDIDATE PRODUCT PROCEDURES

This section describes how products get into the Army Food Program, including products for garrison operations, contingency operations, field feeding, and food service equipment. The process can be long, complicated and there are no guarantees that a vendor's products will be ordered; however, we have prepared this guide to make it less complicated, to remove surprises and to ensure that you, the vendor, do no more work than necessary in attempting to sell your products to the Army Food Program.

Garrison Item Procedures: Garrison food items, commonly called line item A-rations (or line item "A"s), are those products that are prepared and served in Army garrison dining facilities and in the more stable areas of a contingency operation (see paragraph b). This section describes the procedures to be

followed in getting new products into the system for use in Army garrison dining facilities. These procedures come from official Army administrative policy and procedural documents, namely Army Regulation (AR) 30-22, Army Food Program, and Department of Army Pamphlet (DA Pam) 30-22, Operating Procedures for the Army Food Program.

The Army does not specify items or brand names for individual garrison operations. The reason for this is two-fold. The current philosophy is to power down those decisions to the installation level, allowing them to run the installation programs based upon the local conditions and diner preferences. The other reason for this is that the SPV contracts are regional and encompass all military services. It is more cost effective not to mandate a particular product for the entire Army. For example, if the Army mandates brand A of hot dogs, the Air Force mandates brand B, and the rest of the prime vendor's customers use brand C, and then the cost for each will be higher. If the local installation can accept brand C, then the cost of food is lower to the Army due to the vendor's bulk buying power.

The Army does; however, have menu standards that **must** be followed by each installation. These are general food service quality and nutritional standards, for example, offering a certain number of entrée choices per meal or using minimum 90% lean ground beef. These menu standards are in DA PAM 30-22. Reading these menu standards is a good place for potential vendors to start because if the product does not fit within these standards there is no need to go any further. Your product will not be purchased for the Army. The Army also has item description guidelines for meat, poultry, processed fruits and vegetables and seafood items. The Army Buyer's guide contains all pertinent information regarding procedures for selection, cataloging, and maintenance of subsistence. The buyer's guidelines are too detailed to be included in this document, but they are available on the JCCoE website.

http://www.quartermaster.army.mil/jccoe/jccoe_main.html

If your product meets Army menu and product standards, you have several options. First, you can get a National Allowance Pricing Agreement (NAPA) number from DLA-Troop Support. A NAPA is an agreement between the manufacturer and DLA-Troop Support that identifies allowances/discounts to a particular product. The prime vendor agrees to bill the government the invoice price minus the NAPA allowance and initiate a bill back to the manufacturer. It must be noted that getting a NAPA number obligates neither the distributor to carry your product nor the Army to purchase your product. It merely provides a catalog stock number and represents a discount to government. You must still sell your product to the installation. A NAPA number; however, provides a unique number for your product only, versus a generic stock number that the prime vendor can fill with any acceptable brand they choose. It bears repeating that having a NAPA number does not obligate the distributor to carry your

product nor the Army to purchase your product. See the DLA-Troop Support website, for information on the NAPA program.

<http://www.dla.mil/TroopSupport/Subsistence/FoodServices/mpanapa/mpa.aspx>

Second, an alternative to getting a NAPA number is to approach one of the regional prime vendors and attempt to sell your product to them, matching it against a generic stock number on the installation's catalog. These generic stock numbers are known as Local Stock Numbers (LSN). For many items, the local installation specifies only the type, quality and pack size of a product, allowing the prime vendor to provide any brand that fits the description. You can work with the prime vendor to have your product included as a source of supply for that generic LSN.

A third option exists if you have a new or unique product. You can get a generic LSN added to the installation's catalog and the SPVs catalog. To do this, you must first get an installation interested in buying your product. It is up to the FPM to submit a request to DLA-Troop Support for a LSN. This process can take a little while, so if you do have a NAPA number upfront you can save yourself some time. Again, be advised that this LSN neither obligates the prime vendor to carry your product nor does it automatically obligate the installation to purchase the product. However, from an Army Food Program policy standpoint items shall not be cataloged, unless there is a serious intent to order them in sufficient quantities to warrant catalog changes.

Be forewarned that it may take several weeks for your product to be cataloged until you start getting orders, as inventory at the installation and the prime vendor warehouse may need to be consumed first.

NAPA number or not, a product must still be sold at the installation level. A product manufacturer may attempt to sell directly to the installation or they may schedule a visit to JCCoE, ACES OD, and CSPD. JCCoE, ACES OD, CSPD is not a purchasing entity nor can it direct the purchase of specific items to Army Installation Food Programs. What JCCoE, ACES OD, CSPD can do, however, is provide you with an explanation of the process of doing business with the Army Food Program, including DLA-Troop Support role, the role of the SPV, product specifications and guidelines, and Army menu standards. JCCoE, ACES OD, CSPD can also conduct a cost/quality/benefit analysis, discuss point of sale material and provide a list of Army installation points of contact. Finally, we here at JCCoE have a policy that we will not meet with independent product brokers, unless accompanied by the manufacturer's representative. JCCoE will deal directly with a representative of the manufacturer who can speak for the company, not a third party broker.

Whether you obtain a NAPA number from DLA-Troop Support and meet with JCCoE, ACES OD, CSPD first or you decide to attempt to sell at the installation first and work backwards to obtain a generic LSN, the rules for selling products are the same. These rules are contained in AR 30-22 and DA Pam 30-22, which are the primary policy and procedure documents governing the Army Food Program. A copy of "Procedures for Selection, Cataloging, and Maintenance of Subsistence Items" from Appendix I of DA Pam 30-22 is available on the JCCoE website at www.quartermaster.army.mil/jccoe for those wishing to dig a little deeper. It contains the Army's goals and philosophy concerning product additions and substitutions to the catalog.

If you are attempting to sell products to the local installation, the first thing to keep in mind is that you must contact the FPM before showing up at dining facility to meet with the dining facility manager. We encourage demonstrations and training visits for products already carried on the installation catalog and we welcome visits from those who would like to sell new products to the Army, **BUT** these visits must be coordinated and approved by the FPM. This helps the installation maintain control of its food program and reduces the risk of misguided agreements and false promises that waste everyone's time, effort, and money.

The next thing for you to do is to be prepared to answer either one of two questions. If you are selling a new and unique product, ask yourself: **"What is so special about what I am offering that this installation should purchase my product?"** If you are selling a product that is intended to replace a competitor's product, ask yourself: **"What am I offering that would make this installation use my product over my competitors?"** The answer to both questions may encompass not only the quality and value of the product itself, but also point of sale materials, training, unique uses in recipes, ease of use, reduced labor, cost savings, etc. Be prepared to answer in an overall "best value" context. Simply put, what are the product's features and benefits to the user? Does it meet the nutritional value?

There are two ways when a manufacturer might present their products at an Army installation; **product demonstrations or comparison cuttings**. Either of these is best suited for presentation at the installation FSMB. The FSMB consists of various voting and non-voting members (depending upon position) who are working in the Installation Food Program. A SPV representative also serves on the board as a non-voting member. The FSMB meets at least once per quarter to address food program issues on the installation, to include additions to and deletions from the installation subsistence catalog. Conducting demonstrations and comparison cuttings at the FSMB reduces the number of times the vendor must show the product and ensures that the key decision makers are present.

The Dining facility has procedures they follow to have new products added to the catalog. When the Installation food program personnel decide they would like a new item that is not currently on their catalog they should contact their installation food program manager.

The FPM will contact the Subsistence Prime Vendor (SPV) supporting that installation to see if the SPV currently stocks this item. If they do not currently stock this item SPV will contact multiple manufactures to include the suggested product vendor to meet requestor needs. Other factors such as food cuttings, product demand, identifying portion size, nutritional factors, and cost play an important part if the product is accepted at the installation prior to procurement for the customer.

Product Demonstrations and Comparison Cuttings

Product Demonstrations: Product demonstrations are used primarily to perform one or more of three functions:

- a) evaluate new products**
- b) resolve complaints of products not meeting specifications or quality and**
- c) provide training on products already cataloged (either newly cataloged or new uses for currently cataloged items).**

Demonstrations may also be used to train the installation staff in storage, handling and preparation techniques, or marketing methods. Additionally, Installation FPMs may schedule demonstrations for the expressed purpose of investigating a specific product, either at their initiative or in response to a sales call from a product manufacturer.

As part of the product demonstration, manufacturer's representatives may bring chefs or marketing personnel to teach food program personnel how to use currently cataloged products more efficiently or how to market the products to their customers more effectively.

Prime vendor representatives are encouraged to participate in and/or coordinate demonstrations; however, this does not prohibit the installation food management staff from requesting demonstrations from companies not currently stocked by the prime vendor.

When scheduling a demonstration, you should be given ample time to provide product information, including: your NAPA, product packaging, shelf-life information, preparation methods, nutrition information, how the product helps managers to meet Army menu standards, cost data and whether or not the product is already carried by the SPV. It is best to decide in advance how much time is needed and ask the FPM for that length of time; however, remember that a FSMB meeting could have a large agenda so you may need to be flexible.

Product sample size should be limited to quantities required to support sampling during the demonstration. If the demonstration is conducted in a dining facility, the sample size shall be limited to a quantity to support **not more than 100 Soldiers or 50% of the average headcount for that meal, whichever is less.**

Comparison Cuttings: A comparison cutting is used when the installation has an expressed desire to add new or replace existing products to its catalog. Multiple producers may be invited to compare their products and programs. Normally, two to four vendors of a product are invited to compete at cuttings. A comparison cutting provides an excellent forum to investigate which product provides the best value choice. The lowest price, while always considered, does not always mean best value. **Cuttings are not intended as teaching forums in the manner of demonstrations but are head to head competition for inclusion in the installation subsistence catalog. Comparison cuttings are only recommended for NAPA holders, since a generic LSN request can be filled by whichever manufacturer the SPV chooses.**

The FPM should invite and coordinate the visit of manufacturer's representatives for the cuttings. This can be accomplished through the installation SPV or directly with the manufacturer's representative. The number of different items evaluated at a cutting must be limited to permit thorough evaluation of each. **The normal maximum would be to cut three to four items at a single cutting.**

At a cutting, representatives should be given the opportunity to fully discuss their product and program. Ensure that you explain why the installation should use your product. What is the unit or case cost versus product yield and serving cost of your products? What aftermarket or value added services will be available? Will you provide support in the form of training, menu building, recipes, and point of sale material?

You may be wondering, ***"How exactly does a cutting work? What are the procedures?"*** We will now answer that question. Keep in mind, however, that these are generic procedures and guidelines for how comparison cuttings are *supposed* to be conducted in the Army Food Program. You may run into slight variations of the details depending on the local installation FSMB, but these variations should be minimal.

Conduct of a Cutting: During a cutting, the manufacturer's representatives prepare their own products for display and evaluation and place them in plain, unmarked containers. The containers are then placed on a serving line or table. Someone on the food management staff will label each product with either an alpha ("a", "b", "c" etc.) or numeric ("1", "2", "3", etc.) code prior to having the voting members of the food management board enter the evaluation area.

The actual evaluation should be supervised by the IFPM. Evaluations will be done by voting FSMB members first; non-voting attendees must wait until testing by voting members is completed. Manufacturer or prime vendor representatives are **NOT** allowed in the room during **voting members'** evaluation of products, so don't be offended when the IFPM asks you to leave the room.

Each voting member will use the Subsistence Item Evaluation Form (Figure 3) to evaluate each competing product. Form can be downloaded from the Army Publishing Directorate (APD) website. <http://www.apd.army.mil/>. Each member must taste and evaluate each competing product and score it. A member of the food management staff, designated by the IFPM, will control and tabulate all completed evaluation forms. There must be one completed form for each product from each voting member. The data will be analyzed by the FSMB, who will render a decision on which product is the best value to the installation based on cost, yield, acceptability and value added services. If these factors yield overall values that are extremely close, it is likely that the board will choose a product that the local prime vendor already carries, if such a product exists.

You will be notified as to whether your product is to be cataloged or not. It is understood in business that we cannot and should not place every product shown on our catalogs. It may be that more than one product is selected; alternatively, if none of the items meets the expectations or requirements indicated then none will be selected. **The burden of selection falls to the FSMB and is not left to prime vendors.**

If your product was selected, congratulations; but do not assume that you will automatically receive sales right away. There is a lag time between the cataloging and the depletion of current stocks. If multiple similar items are cataloged you may still need to request a product demonstration to ensure that the dining facility managers are aware of your product and its benefits. Otherwise, it may end up sitting on the catalog unordered even though the product was approved at the cutting. A good post-cataloging demonstration would show the superiority of the product over other similar products, provide recipes and innovative ways to use the product (e.g. multiple day parts), and discuss marketing methods and point-of-sale (POS) materials.

EVALUATION FORM						
For use of this form, see DA PAM 30-22; the proponent agency is DCS, G4.						
PRODUCT NAME	PRODUCT NUMBER/LETTER					
	UNACCEPTABLE		NEUTRAL		GREAT	
	1	2	3	4	5	6
APPEARANCE	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
AROMA	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FLAVOR	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TEXTURE	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OVERALL ACCEPTABILITY	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
COMMENTS						

DA FORM 7456, JUL 2002

USAPA V1.00

Figure 3. Evaluation Form

KEY POINT: The LSN/NAPA number must be tied to the recipe or to a standard operating procedure (SOP) for preparation of the product and consistent ordering. This step must be completed by the IFPM once the product is in inventory at the SPVs warehouse. As the product is used by the dining facility, replenishment product will be ordered against the stock number on the recipe/SOP.

In addition to a product demonstration, you should follow up with the prime vendor to make sure your product is being moved through the SPV warehouse. Consider following up with the dining facility managers (after coordinating with the FPM) on an installation to ensure that not only is your product on the catalog, but that they are ordering and receiving it.

JCCoE is available to assist with the process described in this section. However, remember JCCoE is not a purchasing agency nor do we mandate particular product brands for the Army.

Contingency Operations (CONOPS) Menu procedures: The previous section described candidate product procedures for selling to the Army, both within the continental United States (CONUS) and outside the continental United States (OCONUS). Those procedures were for peace time feeding in Army dining facilities in established locations, such as the United States, Europe, and Korea. The procedures for selling food to the Army during overseas military operations (but not field feeding) are similar to the previous section; however for this category, JCCoE, ACES OD, maintains more control. There are several reasons for this, but primarily it comes down to two:

(1) It is not advisable to have multiple vendors flying to war zones to conduct product demonstrations and cuttings. Not only is it dangerous and expensive, the Army food personnel working in that area are very busy and may not have time for these cuttings and demonstrations.

(2) Due to the length of the supply pipeline and the logistical difficulties in getting product to the CONOPS areas, it is necessary to reduce the volatility of the catalog. By controlling additions, deletions and substitutions at a higher level and by locking in products for longer timeframes, JCCoE can help stabilize the logistical pipeline.

Army units fed in CONOPS areas follow the DA CONOPS Menu and the UGR-A Supplemental Menu (see section c). As the DCS G-4 Army proponent for the Army Food Program, JCCoE, ACES OD developed these menus and maintains the CONOPS menu product catalog. JCCoE, ACES OD has directed that the current CONOPS area run like an installation FSMB, where each major subordinate command has a vote in product decisions. The US Army Central Command (ARCENT) Food Advisor performs the role of the food program manager and approval for any item on the Menu and catalog come from the

FSMB. ACES OD will validate all changes and coordinate the results of these recommendations to DLA-Troop Support for notification of supporting SPVs. The ARCENT FSMB makes decisions regarding menu and catalog additions and deletions, but ACES OD and the ARCENT food advisor determine which products are shown and voted on in support of the FSMB recommendations. **In addition, ACES OD reserves the right to veto FSMB decisions or by-pass the FSMB process when extenuating circumstances warrant such actions.**

Some items on the catalog are brand specified and listed by NAPA number; meaning that the prime vendor must carry that specific brand name product. Other items are listed only by generic LSN and product specifications. These products can be provided by whichever Veterinary approved source the Prime Vendor chooses to use. Finally, some items are source verified, meaning that there are one or more pre-evaluated brands that may be used to supply this item. These items are ordered using an E95 number, which may have several manufacturers NAPA numbers associated with it. This allows our ordering system to use one number (the E95 number) to order products while allowing the prime vendors to fulfill the order using the NAPA from one of the verified sources. The prime vendor can order from any of the verified sources but cannot order from other sources. In order for a generic number to be given, the items must match item description and pack size ***exactly***. In cases where the products do not match item description and pack size exactly, two products may be source verified, but one will be primary and one will be secondary, meaning that the secondary product may be used only in the event that the primary source is unable to meet the demand. Items listed under an E95 number may also be listed as primary and secondary but this is rare.

Manufacturer Pricing Agreement (MPAs): Are agreements between DLA-Troop Support and suppliers to set pricing for products purchased by OCONUS Subsistence Prime Vendors (SPV).

- Fresh Fruits & Vegetables (FF&V) and Local Market Ready (LMR) items are excluded.
- MPA prices are determined fair and reasonable up-front, thereby reducing the workload and administrative effort associated with weekly/monthly price reviews; therefore MPAs provide efficiencies as well as the appropriate transparency while insuring suppliers that their pricing is represented accurately.
 - One price negotiated for all OCONUS SPV contracts
 - MPAs do not guarantee any business
 - There are multiple MPAs for the same and similar items
- MPA pricing is FOB Origin at manufacturer facility or FOB Destination if manufacturer only offers nationally delivered pricing.

- MPA program does not apply to CONUS SPV.

MPA Process:

- Fill out a draft MPA agreement form available at the link below; submit to DLA Troop Support.
- Once signed by DLA Troop Support the MPA is effective the next month.
- Pricing can be changed as often as monthly.
- Provide documentation demonstrating the customer need or interest in an item.
- Email confirmation from the customer indicating the item is requested.

For Information and to Apply: Submit an MPA application/agreement contact Ms. Margaret Conforto at DLA -Troop Support at Margaret.Conforto@dla.mil or 215-737-2928

http://www.dla.mil/Portals/104/Documents/TroopSupport/Subsistence/Food%20Services/mpa/crib_sheet.pdf

Food Service Management Board (FSMB) in the Area of Responsibility (AOR)

Food Service Management Boards are conducted to review food service operations and a function of this is the menu standards and their ability to be successfully implemented at each dining facility. Changes to menus are made based upon the needs of the command. All revisions must be made in accordance with AR 30-22, DA PAM 30-22 and in line with the procedures outlined in the “Doing Business with the Army Guide” and DoD/DA Nutritional standards

- a) AOR Food Service Management Boards are conducted on a quarterly basis. Each board is made up of mandatory voting and non-voting members.
- b) Voting members for AOR FSMBs must include the Command Food Advisor, Dietitian, Command Class I supply representative.
- c) Non- Voting members for both FSMBs must include Veterinary Services representatives, subordinate command food advisors and representatives from all other military services supported.
- d) An official record of all actions taken by the FSMB is maintained and provided to JCCoE. A detailed listing of FSMB personnel and procedures is provided in AR 30-22 and DA PAM 30-22.

- e) All new products considered for addition will be reviewed by ARCENT. Upon completion of review ARCENT will send the requirements forward to the Concept, Systems and Policy Division Chief, JCCoE. JCCoE will either approve the product for sampling and cutting or deny the item for addition at this time.
- f) ARCENT in conjunction with the Subsistence Prime Vendor (SPV) will contact manufacturers for additional product information and samples. The samples will be used for a blind cutting held by the ARCENT Theater Food Advisor. A product will not be added to or deleted from the catalog without following this process. Details of procedures for a cutting are provided in Appendix I of the DA PAM 30-22. Products passing this initial cutting/sampling will be provided to the FSMB members for review.
- g) The FSMB members will vote to add or delete product based on data compiled by the ARCENT Theater Food Advisor, JCCoE, the Defense Logistics Agency-Troop Support and DLA-Troop Support account manager for that installation or region and the Subsistence Prime Vendor (SPV). Menu standards and procedures are taken into account with each decision. Integrity of the menu must be maintained without frivolous expansion of the prime vendor catalog. Acceptability of new and current products is reviewed on a quarterly basis.
- h) New items selected for catalog addition by the FSMB is sent to DLA-Troop Support buy JCCoE/ARCENT for catalog addition. Cost is a consideration at all three levels prior to submission to DLA-Troop Support. Standard practice is to utilize the best quality product that can be afforded. A quarterly memorandum listing all proposed catalog additions is sent to DLA-Troop Support for a fair and reasonable pricing evaluation. Pricing is determined via the same process for both garrison operations and the AOR.
- i) Products meeting the fair and reasonable pricing evaluation will be forwarded to the appropriate prime vendor for a catalog addition. There are multiple catalogs for each SPV depending on mission and location

CURRENT STATUS: JCCoE continues to provide subject matter experts for the program. JCCoE also continues to train personnel on the process and purpose of the FSMBs in supplying the best subsistence possible to our Soldier diner to include maintaining oversight of the Department of the Army Contingency Operations Menu.

The below figures (4-5) provide an overview and sample product introduction to the CONOPS menu process.

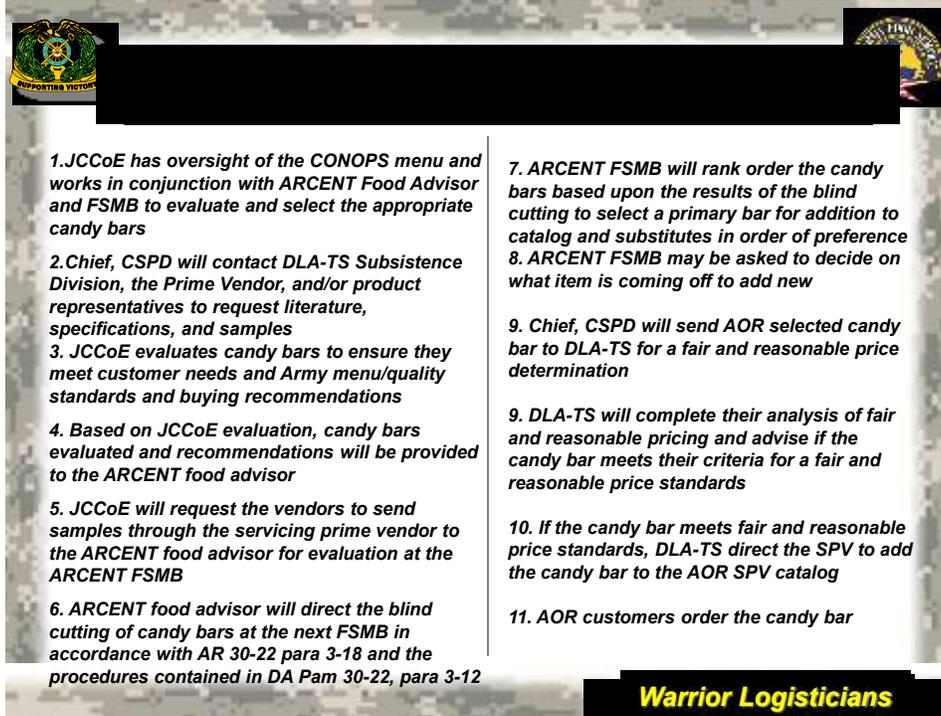


Figure 4-How Changes are made-Process.

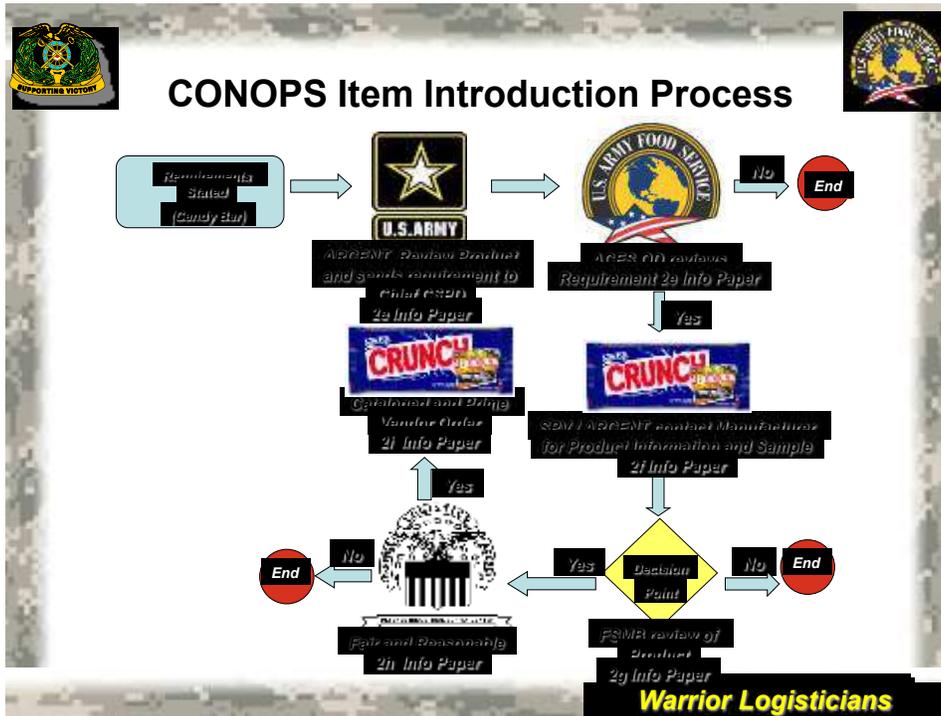


Figure 5-New CONOPS Item Introduction Process.

Operational Rations Procedures: Operational Rations Procedures: When doing business in the Army Food Program involving operational rations, there are several government organizations that are involved. The process is initiated by contacting the JCCoE, ACES OD, Quality Assurance Division (QUAD) with information about your product and the how it would benefit the Operational Ration program. This information should also include nutrition and ingredient statements for all proposed new items. After review of this information you will be contacted by the QUAD, Field Feeding Specialist to either set up an appointment to further review your product, ask that you send in samples for further review or an explanation why your product will not be considered for further review at this time.

A product that is further reviewed and meets the evaluation criteria is recommended to the US Army Natick Soldier Research, Development, and Engineering Center (NSRDEC) Combat Feeding Directorate. Natick will conduct a more detailed review and my initiate field testing for final acceptance. All items receiving a high acceptability rating will be submitted for final approval at the Joint Services Operational Rations Forum. Upon approval, ration menus will be built using the new items. These ration menus are then submitted to the Office of the Surgeon General (OTSG) for nutritional approval. When products meet final acceptance, Natick documents a product description, any specific requirements, and a menu cycle; and passes the requirement to the Defense Logistics Agency (DLA) Troop Support for cataloging and procurement.

The menu cycle is referred to as Table One and the descriptions are listed on Table Two. Samples of these two tables are contained in Figures 6 and 7, respectively. The complete tables may be found at the following websites:

<http://www.dla.mil/TroopSupport/Subsistence/Operational-rations/ugra/>
(Table One)

<http://www.dla.mil/Portals/104/Documents/TroopSupport/Subsistence/Rations/ugr/tableII-15.pdf>
(Table Two)

UGR-A FY15 TABLE I
BREAKFAST MENU 1 - BREAKFAST WRAP/CHICKEN SAUSAGE PATTY

Menu Item	Required Servings and Size	Food/Ingredients/Supplies	Brand	Warranted Shelf Life (mos).	Issue/ 50 Ind.	Container Size
FROZEN/PERISHABLE BOX - 8970-01-525-6726						
ORANGE JUICE	50 8 oz	Juice, 100% Orange, Frozen Concentrate, Fortified				
MEAT LOVERS BREAKFAST WRAP KIT	50 1 each	Wrap Kit: Tortilla, Meat Filling (Pork Sausage, Ham, Bacon), Enchilada Sauce, Frozen				
CHICKEN SAUSAGE PATTY	25 2 each - 2 oz	Sausage, Chicken, Patties, Frozen				
BISCUITS	50 1 each	Biscuit, Wholegrain , frozen				
MONKEY BITES, CINNAMON ROLLS	48 1. 7 oz	Cinnamon Rolls, Mini, Frozen,				
BOX 1 - 8970-01-525-6344						
EGGS	50 ½ cup	Eggs, Dehydrated, Reduced Cholesterol, Boil-in-Bag				
JALAPENO SLICES	25 1. 0 oz pct	Jalapeño, Sliced, Shelf-Stable				
BLUEBERRY PASTRY CRISPS	48 1 each	Pastry Crisps, Blueberry, Individually Wrapped				
KETCHUP	25 18 gm pkt	Ketchup				
GRAPE JELLY	25 ½ oz pch	Jelly, Grape				
CHILE LIME HOT SAUCE	1 12 oz bottle	Hot Sauce, Chile Lime				
	1 2 oz	Butter Granules				
	100	Paper Cups, 8 oz				
BOX 2						
OATMEAL	8 1 each	Oatmeal, Instant, Golden Brown Maple, Individual packets				
COFFEE	30 6 oz	Coffee, Filter Bag, Arabica				
CAPPUCCINO	20 1 each	Cappuccino Beverage Powder, TFF, French Vanilla				
CREAMERS	12 3 gm pkt	Creamers, Nondairy				
	50	Tray, 5-Compartment, Paper				
CREAMERS	24 1 each, 14 g	Hazelnut & French Vanilla Packets				
	50	Dining Packets, Napkin, Knife, Fork, Spoon, Salt/Pepper, Sugar (2)				
	4	Trash Bags, clear				
	1 1. 65 oz	Salt				
	1 . 70 oz	Pepper				
	1 4 oz	Oil, Vegetable, Butter Flavor				
	1 10 CT	Gloves				

Figure 6. Sample of UGR-A Table 1

In the eight columns of a menu, Natick legislates the first four columns to address the menu requirements and the contracted Prime Vendor Assembler selects the final four columns to meet the requirement. Once a product description is listed on Table 2, a New Source Introduction Form (Figure 8) can be used to initiate competition by comparative products. The process for the New Source Form is a reverse path of the New item Introduction Form and starts with the contracted assembler.

Note: Expect long lead times (18 – 24 months) from introduction to acceptance of products. Products may be introduced at any time, but an example timeline is as follows:

- a) Introduction of Products – January through December (June cutoff for same year of field test).
- b) Field Testing – August/October Biennial (depending on field unit availability)
- c) Acceptance of Recommended Menus – January/February of the following year.
- d) Procurement of Approved Menus – September/October of the following year.

Note: All new menu items must be available for implementation not later than October 1st of each year.

While the preceding figures and paragraphs dealt with UGR-A rations, the process is basically the same for all operational rations (MRE, UGR-H&S, and so forth) and HCP items. If you have a product that you feel will benefit the Army in one of the areas, please reference the flowcharts in Figure 9 & 10.

UGR-A 11 Table II

NOTE: Where a brand name is shown in the item description, products must be equal to or better than the sal characteristics of that brand name item. Also, all products must meet Table I requirements for serving sizes. Siz are minimums.

For Meat Items, no soy, filler, or added water is permitted unless otherwise specified. All Meat Items spec NAMP number must have COC verification. Assemblers must have COC documentation on file. All Portion Control condiments must be packaged in a pouch. Portion control cups are not permitted.

LSN: MENU COMPONENTS/ ITEM DESCRIPTION (STANDARD)
FROZEN MEAT, POULTRY, FISH & EGGS
ALL ITEMS ARE REQUIRED FROM AN APPROVED SOURCE

8905-01-E10-1998	BACON, CHIPOTLE FLAVORED, FRZN, Fully cooked, 2 lbs. per 100 slices. NAMP 540. (Armour/Eckrich)
8940-01-E10-1659	BEEF, BEEF AND VEGETABLES, FULLY COOKED, FRZN, separate Boil-in-Bags for beef, sauce, and IQF vegetables, Grade A (Blend Contains broccoli florets, sugar snap peas, and carrot sticks) Heat treated Flank Steak (NAMP # 193) Beef Slices Minimum Avg. raw weight 0.5 oz. verified by COC. Combined products contain not less than 30 % cooked beef, 38.5% vegetables and 30% sauce. Contains minimum. 3 oz. beef per Table I serving. (Sunrise Foods, UPC 38-1090)
8940-01-E10-1918	BEEF, BREAKFAST SKILLET, FULLY COOKED, FRZN, Boil-in-Bag, Ground Beef (78% lean) in a biscuit gravy with potatoes and a vegetable blend of jalapenos, green chiles and tomatillos. COC required verifying % lean beef. Contains not less than 16% beef, Sauce shall contain not less than 21% natural cheddar cheese. COC required to verify % of ingredients (beef, vegetables and cheese) (JTM Food Group, Item # 46160) Cheese required from an Approved Source
8940-01-E10-1661	BEEF, BRISKET, FULLY COOKED, FRZN, Boil-in-Bag, naturally smoked, in barbeque sauce. Contains not less than 80 % cooked beef and 20% sauce. Deckle-Off derived from NAMP # 120. 3/16" slice thickness. (Quantum, UPC 1766)
8905-01-E10-1553	BEEF, FRANK, 5X1, 7", FULLY COOKED, FRZN, Vacuum packed, NAMP 800D Contains 2% or less of Salt, Flavoring, Potassium Lactate, Sodium Lactate, Sodium Phosphates, Sodium Diacetate, Sodium Erythorbate, Sodium Nitrite, Extract of Paprika. (John Morrell, Black Label Gourmet, UPC 70100-02752)
8940-01-E10-1920	BEEF, MEATLOAF PORTIONS, FULLY COOKED, FRZN, Boil-in-Bag derived from 80% lean 100% ground Beef, NAMP 136, Portions seared in trans-fat free oil, meatloaf cooked in sauce. Combined portion contains not less than 8 oz. Meatloaf, plus not less than 4 oz. tomato based sauce, No More than 4% filler, No Soy added, No BHT/BHA or TBHQ added, COC required to verify % filler, (Quantum UPC 1532) Egg ingredients must be from an Approved Source
8940-01-E10-1612	BEEF, RANCHERO, FULLY COOKED FRZN, Boil-in-Bag. Derived from NAMP 115, Beef Chuck Boneless. Contains not less than 42% Beef. Blend of cooked beef strips in a slightly spicy tomato based sauce w/ chopped green chili peppers. (MissaBay, UPC 1420)
8905-01-E10-1808	BEEF, RIB EYE ROLL for PRIME RIB, FULLY COOKED, FRZN, Boil-in-Bag NAMP 112, Average 3-5 whole rolls per case, BNLS, 1% topical rub, 10% marination, vacuum packed, Minimum 50 servings per case. (Quantum, UPC 1060)
8905-01-E10-2000	BEEF PATTIES, FULLY COOKED, FRZN, all beef, natural shape hamburger, product derived from 85% lean (raw), flame broiled, 3.5 to 4.0 oz. each, not less than

Figure 7. Sample of UGR-A 11 Table II- Table II is the listing of currently approved items in the UGR-A program. Companies with items that meet the Table II description are candidates for the New Source process.

Date Received _____
 DLA-TS LOG IN #: _____

UGR-A NEW SOURCE INTRODUCTION FORM
 (NOTE: Pages 1 and 2 must be completed)

MENU INFORMATION: Menu # _____ (Table I required if submitting entire new menu)
 Item being replaced: _____

VENDOR INFORMATION:

UGR-A Contractor: _____ Contract # _____
 Manufacturer Name/Address: _____

USDA EST # (if applicable) _____
 VETCOM Approved Source dated: _____ Page # _____
 VETCOM #: _____ IRC #: _____
 Is a DLA-TS NSN/LSN assigned to this item? If so, Please provide. _____

PRODUCT INFORMATION:

Description (Brief description of the product) _____

Brand Name of Product: _____

Check One: _____ Semi-Perishable _____ Frozen

Check One: ___ Battered ___ Cut ___ Breaded ___ Chopped
 ___ Marinated ___ Diced ___ Seasoned ___ Shredded ___ Sliced

Variety/Color/Flavor: _____

MEAT ITEMS:

NAMP/IMPS # _____ Weight Range: _____ Product Grade: _____
 How Packaged: _____ Bulk _____ Individually Wrapped Portions
 Container Material: _____ Container Size: _____ Unit of Issue: _____
 Item Weight: _____ Count Per LB: _____ Portion Size: _____
 # of Units Per Case: _____ Perishable Product Case Dimensions: _____

NOTE: Perishable cases may require breaking and re-packing in finished UGR-A ration module. If so,
 the primary container and components must be fully labeled.

Other Information applicable to product/special requirements: _____

Figure 8. Sample of UGR-A New Source Introduction Form

DLA-TS Register #: _____

UGR-A NEW SOURCE INTRODUCTION FORM

PAGE 2 OF 2

PRODUCT INFORMATION (CON'D):

SHELF LIFE: _____

INGREDIENT STATEMENT: _____

PREPARATION INSTRUCTIONS: _____

NUTRITIONAL INFORMATION: _____

UNIT PRICE \$ _____ CASE PRICE \$ _____ COST TO MODULE \$ _____

BENEFIT ANALYSIS (e.g. Reduced Cost to module/improved quality/menu improvement) please explain:

POINT OF CONTACT:

The POC for all literature, the information contained herein and product samples if deemed necessary can be contacted at the number below. If samples are necessary, a one-time fee of \$900.00 may be charged. To submit forms, please contact:

Quality Assurance Specialist
DLA-TS-FTRE
700 Robbins Ave., Philadelphia, PA 19111
Telephone: 215-737-7802
FAX: 215-737-2988

NATICK:

The following must be completed when you are required to furnish samples to NATICK for evaluation:

ITEM LOT CODE # _____ OF SAMPLES PROVIDED FOR EVALUATION

Figure 8a. Sample of UGR-A New Source Introduction Form (Cont'd)

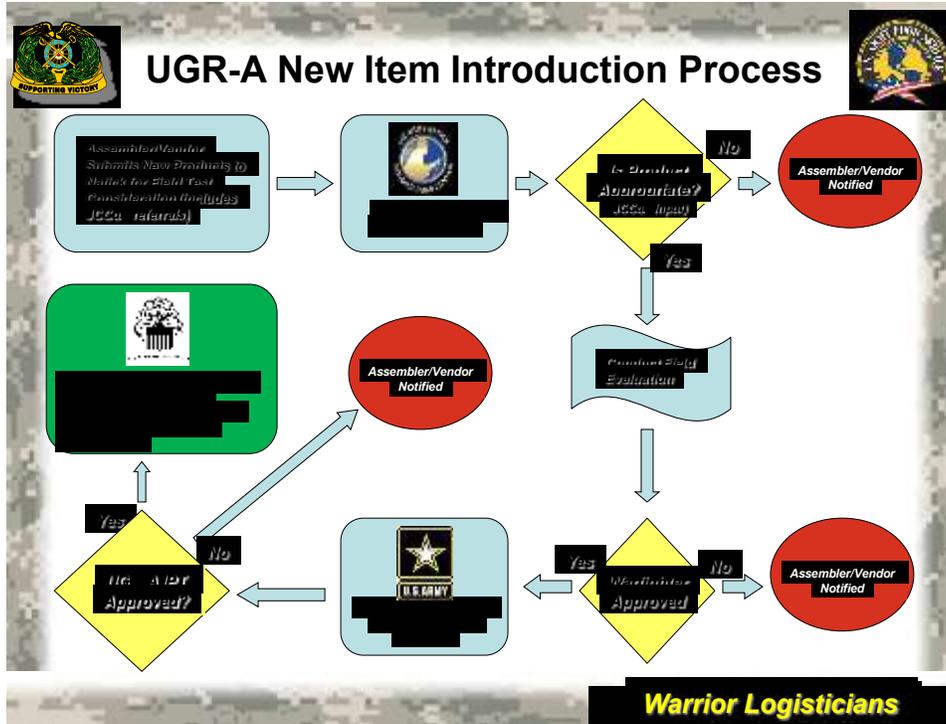


Figure 9. Flowchart of New Item Introduction Process

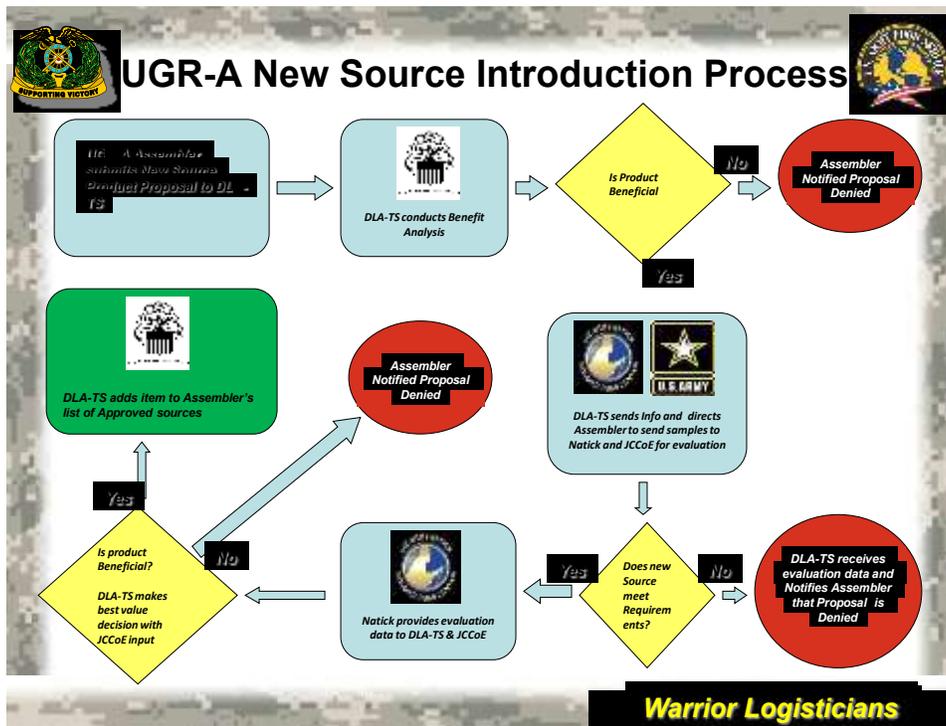


Figure 10. Flowchart of New Source Introduction Process

Equipment Procedures: ACES OD, FED has several missions and one of them is to develop specifications of dining facility equipment for newly constructed dining facilities and renovation. This puts ACES OD, FED in a close working relationship with commercial businesses. FED believes that the opportunity to work with the federal government and the chance to provide top notch food service equipment to Soldiers can be extremely rewarding for vendors. FED offers recommendations and specifications to installations on a case-by-case basis. Vendors interested in promoting their products are encouraged to contact FED for a product demonstration. Additionally, vendors are encouraged to coordinate product demonstrations with Installation FPMs.

Installation FPMs are authorized to procure equipment locally. The local purchase method of supply is set aside for special and unique equipment purchases. For the most part, only small, inexpensive (Government Purchase Card (GPC) authorization limits), portable type equipment items are purchased locally. FPMs must coordinate with their installation contracting office.

Army garrison food service equipment is generally obtained through the Defense Logistics Agency -Troop Support (DLA-Troop Support) supply system. DLA-Troop Support uses long-term indefinite delivery contracts to acquire food service equipment for the Army. To obtain information concerning the long term delivery contracts, contact DLA-Troop Support or visit their website at

<http://www.dla.mil/TroopSupport/Subsistence/FoodServices/mpanapa/mpa.aspx>

Another available source for obtaining food service equipment is the General Services Administration (GSA) Schedules. GSA has established long term government wide contracts with commercial firms for millions of commercial supplies and services that can be ordered directly from GSA Schedule Contractors. GSA Schedules offer customers direct delivery of equipment at a discounted price. To become a GSA Schedule Contractor, a vendor must first submit an offering in response to the applicable GSA Schedule solicitation. Information on GSA Schedule solicitations can be found on the GSA website at www.gsa.gov.

ACES OD, FED routinely recommends and/or specifies food service equipment to users for both garrison and field operating environments. Most of our recommendations come from numerous years of experience and past usage of equipment. Also, we solicit feedback from Army wide users at the installation dining facilities. ACES OD, FED is not partial to any particular vendor. FED promotes many products equally and fairly based on function and performance and is always on the lookout for new, better and exciting food service equipment items. FED is interested in the latest food service equipment. If you are interested in showing or testing a piece of equipment for future use in Army dining facilities, please visit the JCCoE website at

www.quartermaster.army.mil/jccoe or see the contact information at the end of this booklet.

FED is the main point of contact for providing funds for décor packages for newly constructed dining facilities. The installation food program management staff recommends a décor package and color scheme that they deem appealing. If they are at a loss for ideas, FED in cooperation with Army COE, can recommend a vendor and color scheme that would accommodate the facility. The only stipulation placed on the décor package is that it must be in accordance with the design specifications and must be of a nature that would rival that of a commercial eating establishment. If you are a vendor with dynamic décor products that could benefit the Army, JCCoE, ACES OD, FED would love to hear from you. Please visit the JCCoE website for more information.

OTHER PERTINENT INFORMATION

This section provides some miscellaneous information that is good to know and may affect your ability to sell food products to the Army. The affect that this information has on you depends upon what products you are trying to sell, where you procure your raw materials, and where you process these products.

Berry Amendment: The Berry Amendment is also known as 10 U.S.C. Chapter 148, Section 2533a, Requirement to Buy Certain Articles from American Sources; Exceptions.

The Berry Amendment dictates that procurements of "food, clothing, tents, tarpaulins, covers, cotton and other natural fiber products, woven silk or woven silk blends, spun silk yarn for cartridge cloth, synthetic fabric or coated synthetic fabric, canvas products, or wool. Specialty metals including stainless steel flatware, or hand measuring tools "must be "grown, reprocessed, reused, or produced in the United States or its possessions"¹¹.

The implication of the Berry Amendment for food purchases is that the Army can only purchase food items that were either grown or reprocessed in the United States or its territories. *This amendment places some limits on the choice of potential vendors and food products, but it must be followed. You may be the world's foremost vendor of Brazilian beef or Vietnamese shrimp, but we cannot buy these products.*

There are EXCEPTIONS to the Berry Amendment for certain items that are generally not produced in the United States, such as *coffee and many spices*, but as a general rule food products must be produced or processed in the United States. **Seafood is more restrictive. It must be taken from the sea in U.S. flagged vessels or caught in U.S. waters AND be processed in the U.S. or on a U.S. flagged vessel.** There are also exceptions to the Berry Amendment

for the CONOPs Menu; however, Berry compliant items are given strong preference.

DLA-Troop Support and any of the contracted SPVs can provide specific guidance on Berry Amendment compliance.

Federal Procurement List (FPL): U.S. (Ability One) Commission (The Commission) is comprised of individuals who are appointed by the President. The Commission is responsible for administering the Javits-Wagner-O'Day Act. This law which was first enacted in 1938 and later revised in 1971 gives authority to the Commission to determine which products and services should be purchased by the Federal Government, determines fair market prices for those products and services, and establishes the rules to administer the Program.

The Commission has designated two central non-profit agencies National Industries for the Blind, Inc. (NIB), and NISH, Inc. to facilitate the distribution of orders among nonprofit agencies participating in the Ability One Program. The Program is established by the JWOD Act, with implementing guidance in the Code of Federal Regulations (41 CFR Chapter 51) and the Federal Acquisition Regulations (FAR Subpart 8.7). Once a product appears on the Federal Procurement List the law mandates that it must be purchased by the federal procurement agency or it's Prime Vendor. The current Federal Procurement List is posted on the following website www.abilityone.gov.

On the food side, there are a few items on the FPL that if purchased for the Army Food Program must be purchased from these companies. If you sell a food item that is on that list, your brand will not be cataloged or purchased by the Army.

Preferential purchasing requirements for Ability One companies also apply to food service operating supplies, such as paper napkins, disposable flatware, cleaning supplies, paper towels, trash bags, and janitorial supplies. Other commercial sources may only be used when Ability One sources either do not make the product or cannot provide it in a timely manner.

Point of contact for National Industries for the blind:
Mr. Thomas Black (703) 209-7148 or email: tblack@nib.org

Point of contact for National Industries for the Severely Handicapped:
Ms. Rose Tallant (571) 218-0848 or email: rtallant@nish.org

SUMMARY

As you have most undoubtedly observed, selling food and food service equipment to the Army can be a complicated process. There are many people, organizations, rules, and regulations that influence the buying decisions. Furthermore, there are many echelons of authority, each with their own unique standards and responsibilities. These complex and varying factors can increase the time, effort and risk involved in selling to the Army.

Having said all of the above, we here at JCCoE still believe that selling to the Army is a worthy endeavor and a great business opportunity; that is why we have attempted to dispel some myths and smooth some bumps in the road by writing this guide. We hope that it will be useful.

In closing, JCCoE wants to take the opportunity to personally thank you for your interest in the Army Food Program. We are proud that there are so many companies desiring to partner with us in doing our very best to support Soldiers around the world with the best Army dining experience possible.

REFERENCES

1. Army Center of Excellence, Subsistence Charter, Short Version
2. US Code Title 10, Sub-Title B, Part IV, Chapter 435, Section 4561
3. DODD 5101. 10, Sep. 27, 2004
4. Natick Pam 30-25, Operational Rations of the Department of Defense, 8th edition, April 2010
5. U.S. Army Quartermaster School website, www.quartermaster.army.mil
6. United States Army Installation Management Command website, <http://www.ima.army.mil/demo/sites/local/>
7. Doing Business with Subsistence/Food Service, DLA-Troop Support, July 2004
8. 10 U.S.C. Ch. 148, Sec. 2533a, Requirement to Buy Certain Articles from American Sources; Exceptions

GLOSSARY OF ACRONYMS

Abbreviations

ACES

Army Center of Excellence, Subsistence

AFMIS

Army Food Management Information System

AR

Army Regulation

BDFA

Basic Daily Food Allowance

CFD

Combat Feeding Directorate

CFREP

Combat Feeding Research and Engineering Program

COE

Corps of Engineers

CONOPS

Contingency operations

CONUS

Continental United States

CSPD

Concepts, Systems, and Policy Division

DA

Department of Army

DA Pam

Department of Army Pamphlet

DCS

Deputy chief of Staff

DLA

Defense Logistics Agency

DOD

Department of Defense

DOO

Director of Operations

DLA-Troop Support

Defense Logistics Agency Troop Support

FAR

Federal Acquisition Regulation

FED

Facilities and Equipment Division

FMAT

Food Management Assistance Team

FPL

Federal Procurement List

FPM

Food Program Manager

FSMB

Food Service Management Board

HCP

Health and Comfort Packs

JCCoE

Joint Culinary Center of Excellence

JCTC

Joint Culinary Training Center

JSORF

Joint Symposium Operational Rations Forum

JSPB

Joint Subsistence Policy Board

JWOD

Javits-Wagner-O'Day/Ability One

LSN

Local stock number

MAD

Management Assistance Division

MIF

Master item file

MILCON

Military construction

MOS

Military occupational specialty

MRE

Meal, ready to eat

NAMP

North America Meat Processors

NAPA

National allowance pricing agreement

NCO

Non Commissioned Officer

NSC

Natick Soldier Center

OCONUS

Outside continental United States

OD

Operations Directorate

OTSG

Office of the Surgeon General

PHC

US Army Public Health Command

POS

Point of sale

QMS

Quartermaster School

QMG

Quartermaster General

QUAD

Quality Assurance Division

R&DA

Research & Development Associates

SGM

Sergeant Major

SMMO

Subsistence Supply Management Office

SPD

Special Programs Directorate

SPV

Subsistence prime vendor

STORES

Subsistence Total Ordering and Receipt Electronic System

UGR

Unitized group ration

UGR-A

Unitized group ration- A

UGR-H&S

Unitized group ration- heat and serve

USDA

United States Department of Agriculture

USDC

United States Department of Commerce

GLOSSARY OF TERMS

Army Food Program Governed primarily by Army Regulation 30-22, it is the complete representation of appropriated fund Army food service encompassing garrison feeding, field feeding and subsistence supply for both active and reserve components. It does not include non-appropriated fund (military clubs and Post Exchange facilities), military academies or fixed medical treatment facilities.

Basic Daily Food Allowance A monetary allowance given to Army dining facilities to feed Soldiers a daily ration. It is based upon regional indexed costs for certain commodity food items. A dining facility gets a portion of the BDFA from the Army for each meal served. This money is used to balance the dining facility account purchases.

Berry Amendment A Federal law that requires, among other things, that food purchased for the U.S. military must be grown, reprocessed, reused, or produced in the United States. Also, known as 10 U.S.C. Ch.148, Sec. 2533a, Requirement to Buy Certain Articles from American Sources; Exceptions.

Catalog A selection of food products available for purchase. When the term is used pertaining to the Army Food Program, it can refer to either: (1) the SPV's entire product catalog (also referred to as being "in the vendor's house"), (2) those items stocked by a SPV that are listed as available for purchase on the government contract, or (3) available for ordering on the installation's subsistence catalog through the Army's automated food ordering system. In order to be purchased by the Army through the prime vendor system, an item must first be on all three of these.

Comparison Cutting An organized competition between two or more similar items to determine the best overall value for inclusion into the Army Food Program.

Contingency Operations A military operation that is either designated by the Secretary of Defense as a contingency operation or becomes a contingency operation as a matter of law. It is a military operation that either is designated by the Secretary of Defense as an operation in which members of the Armed Forces are or may become involved in military actions, operations, or hostilities against an enemy of the United States or against an opposing force or is created by definition of law.

DoD Components DoD organizations: Army, Navy, Air Force, or Marine Corps that constitutes a joint force.

Executive Agent A term used to indicate a delegation of authority by the Secretary of Defense to a subordinate to act on the Secretary's behalf. An agreement between equals does not create an executive agent. For example, a

Service cannot become a Department of Defense executive agent for a particular matter with simply the agreement of the other Services; such authority must be delegated by the Secretary of Defense.

Field Feeding Soldier feeding that is conducted away from a garrison dining facility using field kitchen methods and equipment to prepare and serve operational rations in a field environment.

Culinary Management NCO A food service sergeant or civilian equivalent managing an Army dining facility.

Installation Food Program Manager The senior food analyst (military or civilian) and advisor to the installation commander. Responsible to the installation commander for the overall food mission on the installation.

Food Service Management Board A mechanism that provides an interchange of information between food service personnel, the food service management staff, and prime vendor suppliers regarding expected subsistence requirements. FSMBs are conducted at the installation level at least quarterly.

Garrison Feeding Those food service functions that are done to support the feeding of Soldiers located on a base or area. It involves the preparation and serving of individual line items (versus packaged operational rations) purchased from commercial SPV sources.

Hedonics The scientific measurement of the sensory appeal of a product. In a controlled test, it may be used to confidently forecast the potential acceptability of a product.

Joint Indicates activities, operations, organizations, etc., in which elements of two or more Military Departments (Services) participate.

Military Sealift Command A major command of the US Navy, and the US Transportation Command's component command responsible for designated common-user sealift transportation services to deploy, employ, sustain, and redeploy US forces on a global basis.

National Allowance Pricing Agreement (NAPA) An agreement between DLA-Troop Support and a food manufacturer. The manufacturer offers a discount allowance on products purchased by military installations for appropriated funded troop feeding.

Operational Rations Broad name given to several types of pre-packaged food items used for field feeding. These rations are either shelf stable, or they have shelf stable and perishable components. They are prepared and served using Army field kitchens.

Philip A. Connelly Awards Program Army wide recognition program that recognizes and awards exceptional performance in Army garrison and field feeding operations.

Prime Vendor A contracting process that provides commercial products to regionally grouped federal customers from commercial distributors using electronic commerce. Customers typically receive materiel through the vendor's commercial distribution system.

Product Demonstration A manufacturer's demonstration of a product, usually done at an installation's FSMB for the purpose of evaluating a new product, resolving a product quality complaint, or providing training on a product currently being purchased by the installation.