

PART TWO OPERATIONS PLANNING

CHAPTER 4 PREDEPLOYMENT PLANNING

PREDEPLOYMENT PLANNING

Predeployment planning is a critical element for success of the subsistence mission. This process begins with forecasting requirements and the possible pre-positioning of equipment and subsistence in a theater or on-board ships. Shortages or excesses may result if this phase is not accurate.

Theater Activation

Commanders, tactical operations planners, logisticians, and food advisors must determine Class I requirements which will satisfy tactical needs in the predeployment planning process. Mission-specific requirements must be identified early in the process. Remember, when a theater is initially activated or if hostilities break out, all components of the Class I distribution system may not be in place. Units may not have the luxury of choosing which ration they will consume. The operations plan and the approved feeding plan will identify when distribution units and equipment will become operational and when the full family of rations will be available for issue. Establishing Class I support within a theater would normally be sequenced as follows:

- Units deploy with basic load of MREs.
- Class I units arrive, receive, and distribute MREs, the T-Ration and the UGR H&S-Ration.
- Class I units receive and distribute the medical B-Ration and the UGR B-Ration.

- Class I units receive and distribute the UGR A-Ration and perishable components.

Factors

Factors affecting predeployment planning include:

- Environmental stewardship concerns.
- Approved feeding plan for the theater or operation.
- Required subsistence supply levels.
- Supplemental and enhancement items.
- Warming and cooling beverages.
- Substitutions and deletions.
- Class I distribution system.
- Availability of subsistence items in the theater (host-nation support).
- Class I airdrop operations (see Appendix C for development of SOP).

Transportation to and in the theater, fuel, water, ice, waste disposal, and residuals handling must also be considered during this phase. Conditions will range from stable to very mobile, high intensity, and austere. Transportation assets will be severely strained moving personnel and equipment to the theater. Food operations and Class I personnel and subsistence will require priority movement if they are to fulfill their mission. Refrigeration, water, and ice may be limited or not available.

Coordination

Distribution is more than just moving rations through the supply system. Logistical support must be coordinated prior to deployment. Equipment must be mission ready and repair parts must be available. Also, personnel must be properly trained and prepared to fulfill their mission. Coordination should include the availability of personnel, supplies, equipment, and required support such as fuel, water, ice, waste disposal, and disposition of residuals.

UNIT PREPARATION

Units should maintain a current reference library for field operations. FMs and ARs are essential references for establishing and implementing correct operational procedures. Each unit should order required manuals and forms using DA Form 17 (see AR 25-30 for completion and submission instructions). SOPs control the use of field expedients, and provide the "how to" in the absence of precedents.

Required Manuals for Deployments

Each Class I and food service section should maintain a minimum essential reference library that should be on hand when the unit deploys to any field operation. This manual and AR 30-21 should form the core of the library. Recipe cards or printouts which give issue factors must be a part of the deployment package for both Class I and food service personnel.

SOPs

Basic SOPs are required to ensure continuity of operations. Figure 4-1, page 4-3, lists SOPs that will be maintained.

Support Plans

Support plans should describe sources and procedures for ordering required manuals, regulations, and forms.

Security

Procedures for securing subsistence, supplies, funds, and equipment must be established in advance. Include requirements for special items such as concertina wire or locks. Discuss duties of guard personnel patrolling subsistence and supply stocks.

Records and Logs

Class I and food operations personnel should maintain records and logs that reflect unit activities which may impact future missions. Records of training, equipment (maintenance and replacement), ration accounting, personnel supported (feeder unit versus one being subsisted by another), and problems encountered and solutions used should be recorded.

Equipment Status

Do not wait until notified of an operation or deployment to determine the status of your equipment. Order all required replacement parts and equipment as the need is identified. When funds are not available, prepare a list of requirements and maintain completed requisitions ready for immediate submission when the unit is notified of fund availability or impending deployment.

Training

Personnel must be trained to operate effectively within the AFFS. Training should be aimed at the individual's job requirements, level of responsibility, and team building. Training should include a working knowledge of the operation and maintenance of TOE equipment, subsistence requisitioning, receipt and storage of subsistence, accountability, issue and distribution procedures, safe food handling, preparation and serving, environmental stewardship responsibilities, sanitation procedures, and retrograde operations.

Medical Threat

All deployable personnel, including staff, senior officers, and commanders will receive medical threat briefings prior to deployment. Medical threat

briefings will include insect and rodent hazards and required chlorine residual for potable water. Unit field sanitation teams will coordinate with the FOS to ensure sanitation and hygiene is maintained by unit personnel.

SUPPLY LEVELS

Each Army overseas command has a contingency plan for the WRS under its control. When hostilities begin in a new theater, initial supplies of rations are provided through preplanned supply using the contingency plan and the authorized strength at the appropriate time. The theater commander establishes the requirement for days of subsistence in a theater operation. The Class I manager advises the theater commander on these levels and the ration mix based

on theater capability to receive, store, process, and distribute subsistence and information received from senders and movers. These levels are continually reevaluated to prevent excesses or shortages of Class I supplies anywhere in the theater. Factors that influence the supply levels are shown in Figure 4-2, page 4-4. Commanders must be kept informed of anything that affects subsistence operations. Personnel strength data is used to compute requirements. Under WIMS, each overseas area has been divided into defense subsistence regions with specific contingency plans for converting operations from peacetime to wartime conditions. Overseas elements of DLA and theater commands have worked out wartime procedures for implementing these plans. Different types of strength data and their use are discussed in the following paragraphs.

1. Procedures for establishing and disestablishing field kitchen or Class I sites.
 - Diagram of field kitchen or Class I site.
 - Layout of inside of kitchen shelter and sanitation center.
 - Camouflage procedures.
 - Job responsibilities and schedules for personnel.
 - Operations during blackouts.
 - Operations under NBC conditions (include procedures for decontamination and reclamation of contaminated foods).
 - Headcount, cash collection, and cash turn-in procedures (include samples of completed forms).
 - Strength estimates and strength reporting (include sample of completed forms).
 - Box lunch and operational ration procedures.
 - Night meal procedures.
2. Procedures for requesting, receiving, storing, issuing, and accounting for subsistence (include samples and instructions on completing forms).
3. Sanitation procedures for Class I site or field kitchen, dining areas, storage areas, wash line and mess kit laundry lines, sanitation centers, water trailers.
4. Safety and Security procedures for Class I sites, kitchen, dining area, supplies, subsistence, vehicles, equipment, and cash.
5. Equipment maintenance (include vehicles).
6. Vehicle loading plans and procedures (list necessary equipment needed for mobilization).
7. Contents of basic load for subsistence.
8. Environmental protection requirements for handling of fuels and liquid and solid wastes.
9. Procedures for coordination for inspection and assistance from supporting veterinary and preventive medicine (PVNTMED) units.

Figure 4-1. SOPs that will be maintained

- Order and shipping time from CONUS
- SPOD or APOD space and facilities
- Availability or arrival of theater subsistence distribution activities and equipment in the theater
- Availability of transportation and refrigeration assets
- Location of subordinate commands
- Order and ship time between organizations
- Characteristics of the tactical units
- Type of unit and its mission
- Vulnerability of supply routes
- Susceptibility of facilities to enemy action
- Availability of host nation support and local purchase
- Mobility requirements
- Capability of support units to resupply

Figure 4-2. Factors that influence levels of supply

Authorized Strength

The total strength authorized for the command or theater by the MTOEs and TDAs is the authorized strength which should be used to determine the quantities and types of subsistence that should be available at the start of hostilities. It is also used to determine the quantities and types that should be stocked as WRS or for projects under contingency plans. These figures should be used to compute gross requirements only. Using authorized strength as the sole basis for subsistence supply creates an excess at the level least able to handle it.

Actual Strength

Actual strength gives the number of personnel in the theater, as reflected by SIDPERS. It is used to plan wholesale subsistence supply operations after the theater becomes active. The strength data is used to develop basic requirements for the theater

menu, ration mix, operational rations, and medical food service items.

Supported Strength

Supported strength is reported through subsistence channels to report the number of meals fed and the types of rations used. Under the AFFS, FOS report the number of personnel supported on DA Form 5913 to their supporting RBP every third day. Use of these figures aids in cutting the buildup of excess stocks, especially at the lower levels in the distribution chain.

Stockage Strength

Stockage strength is not a reported strength. It is used as a basis for computing what the stockage should be at any given supply point. This figure is developed using actual strength and subsisted strength and will normally fall between the two figures. Computing stockage on this developed strength allows the supply point to respond rapidly to changing requirements.

Tonnage and Cube

Tonnage and cube figures are important in planning transportation and storage requirements. These figures are high because of the constant demand for three meals a day. The tonnage and cube figures for the MRE can be computed with a high degree of accuracy since the weight and volume of the case is always the same. When the T-ration, B-ration, or the UGR is employed, tonnage and cube figures will vary depending on the food items used. Data is also affected by the use of enhancements. Class I managers should be aware that tonnage and cube figures will be greatly affected based on the total ration mix selected for the theater menu. Table 4-1, page 4-5, shows UGR A-Ration planning factors and Table 4-2, page 4-5, shows the UGR A-Ration refrigeration requirements for perishable storage.

Field Operations

Subsistence forecasts for field operations are based on projected strengths, ration mix, supporting TISA stockage, and the TISA order and ship time. Class I

managers, accountable Class I officers, food advisors, and logistical planners must continue to work the menu cycle, SOP, and CSS overlays with in-process reviews. These reviews cover any problems units or supply activities may be experiencing from their support of the operation.

Scheduling

Units must deploy with no less than three days of rations as a unit basic load. After arrival in

theater, the request to delivery time is a minimum of 36-48 hours. The theater subsistence distribution activity and the RBPs must establish delivery schedules, based on tactical requirements (for example, transfer under conditions of darkness). In addition, the RBPs must establish delivery or pickup schedules for each unit supported. The schedules must be flexible and adaptable to terrain and changes in tactical situations within the theater.

Table 4-1. UGR A-Ration Planning Factors

COMPOSITION OF A-RATION	PERCENT OF TOTAL WEIGHT	POUNDS			
		PER MAN	PER 100 MEN	PER 1,000 MEN	PER 8,000 MEN
Average weight including packing	100	3.27	327.0	3,270	26,160
Nonperishable	67	2.19	219.0	2,190	17,527
Perishable	33	1.08	108.0	1,080	8,633
Chill	70	.76	75.6	756	6,043
Freeze	15	.16	16.2	162	1,295
Ventilated	15	.16	16.2	162	1,295

NOTE: These figures do not include ice.

Table 4-2. UGR A-Ration Refrigerated Storage Requirements

TYPE	PERCENT BY TYPE	GROSS CUBIC FEET			
		PER MAN	PER 100 MEN	PER 1,000 MEN	PER 8,000 MEN
Chill	75	.135	13.5	135	1,080
Freeze	25	.045	4.5	45	360
TOTAL	100	.180	18.0	180	1,440

NOTE: Gross cube figured at 50 percent over Net weight.

FIELD MENU

Completion of a Standard Army Field Menu and implementation of the UGR will establish a single required menu for all operations and theaters. Currently a theater level menu for each ration type must be established as soon as the rations arrive in the theater. Units do not order specific menus for delivery on any given day. The menu must support the tactical and logistical requirements of the operation. Supplemental, enhancement, and warming and cooling beverage items must be included in the feeding plan and subsequent menus.

Daily Ration Mix

The daily ration mix is the type of ration to be served for each meal (breakfast, lunch, and dinner). This mix must be considered when conducting predeployment Class I and food service planning. The use of this mix must be flexible enough to permit the commander to make necessary changes to meet the METT-T.

The type of ration used will determine the weight and space used to transport the subsistence. The most accurate estimates of tonnage and cube figures for A-, B-, and T-Rations or MREs are in FSC C8900-SL. Estimated weight, size, and cube figures for T-Rations, MREs, UGR A-, B-, and H&S-Rations are shown in Table 4-3.

Forecasts

FOSs must know how many soldiers are going to subsist with their units. When FOSs prepare for a field mission involving units from other installations, commanders must ensure that the letter of instruction requires participating units to inform operation planners of troop strength and arrival and departure dates. This information is used to forecast requirements to the TISA, the MMC, and the Class I supply points. It is also used to establish contracts for items to be supplied by vendors.

Table 4-3. Weight, size, and cube figures for T-Rations, MREs, UGR A-, B-, and H&S-Rations

<p>T-RATIONS</p>	<p>Module Size = 18 servings</p> <p>Module Weight</p> <p>Pallet Size 24 modules per pallet (432 servings)</p>	<p>23.75" long 13.00" wide 8.75" high</p> <p>35 lb (average)</p> <p>Each pallet measures 40" by 48" by 39" Each empty pallet weighs 30 lb T-Ration weight per pallet = 840 lb Total weight per pallet = 870 lb (840 + 30) Each pallet equals 28 cu ft Weight per cu ft is 16.07 lb</p>
<p>MREs</p>	<p>Box size = 12 servings</p> <p>Box Weight</p> <p>Pallet Size 48 boxes per pallet (576 servings)</p>	<p>19.01" long 12.8" wide 5.9" high</p> <p>21 lb</p> <p>Each pallet measures 40" by 48" by 40" and weighs 30 lb empty MRE weight per pallet = 1,008 lb Total weight per pallet = 1,038 lb (1008 + 30) Each pallet equals 46.61 cu ft Weight per cu ft is 22.27 lb</p>

Table 4-3. Weight, size, and cube figures for T-Rations, MREs, UGR A-, B-, and H&S-Rations (continued)

UGRs		
A-Ration Breakfast	Pallet range	Pounds 430-790
	Approx average weight of pallet	545
	Approx average weight of box	21.3
	Estimated max weight of pallet	790
	Approx max weight of box	31.5
A-Ration Lunch/Dinner	Pallet range	Pounds 730-1010
	Approx average weight of pallet	855
	Approx average weight of box	34.2
	Estimated max weight of pallet	1010
	Approx max weight of box	40.6
B-Ration Breakfast	Pallet range	Pounds 470-785
	Approx average weight of pallet	603
	Approx average weight of box	32.7
	Estimated max weight of pallet	785
	Approx max weight of box	31.3
B-Ration Lunch/Dinner	Pallet range	Pounds 780-1160
	Approx average weight of pallet	809
	Approx average weight of box	32.3
	Estimated max weight of pallet	1160
	Approx max weight of box	46.9
H&S Breakfast	Pallet range	Pounds 645-980
	Approx average weight of pallet	763
	Approx average weight of box	30.3
	Estimated max weight of pallet	980
	Approx max weight of box	39.4
H&S Lunch/Dinner	Pallet range	Pounds 930-1260
	Approx average weight of pallet	1138
	Approx average weight of box	46.0
	Estimated max weight of pallet	1280
	Approx max weight of box	51.9
<i>NOTE: Data is based on field test data.</i>		

Basis of Issue

Present-for-duty strength and remote feeding site requirements are the basis for meal requests. Using these figures, the FOS computes the amount of each type of meal, supplements, enhancements, warming and cooling beverages, and condiments required to subsist the soldiers. Complete guidance for medical field feeding is in FM 8-505. Other factors must be used when planning a field mission. These include—

- Experience from past exercises.
- Additional requirements due to the area feeding concept or task organization.
- Tactical posture of the unit.
- Duration of the exercise.
- Weather conditions.
- Availability of field kitchen equipment.

CLASS I DISTRIBUTION AND ACCOUNTING SYSTEM

When organizations participate in operations that exceed battalion size, several levels of supply activities may be established to support unit field kitchens with Class I supplies. They are the RBP FSB, MSB, DMMC, SMO, DS and GS supply units, COSCOM and TA theater subsistence distribution activity.

Field Operations

For operations supported by a MACOM-designated TISA that does not provide direct support to the operation, the designated accountable Class I officer must provide the TISA with subsistence requirements, the field menu, and required delivery dates. Also, he must have supplies shipped to the requestor's address, if other than the TISA. The designated exercise Class I officer at the highest level of supply is also responsible for submitting the required personnel data (present-for-duty strength by service component and meals sold for cash) to the supporting TISA.

Accountability

Ration accountability is the same for both wartime and peacetime. Specific procedures are in AR 30-21. The Class I officer, food advisor, and FOS have

equally critical roles. They must ensure that the right amount of the right types of rations are ordered for the operation. Exercise planners must coordinate correct nomenclatures and units of issue (if applicable) with the TISA before using a preprinted DA Form 3294-R. The DA Form 3294-R will be prepared in a minimum of three copies. Originators will retain copy number 3 and forward copies 1 and 2 to the next level of supply. Planners also determine if manual or automated systems will be used to request rations from the field kitchen level through the COSCOM or TAMMC.

NOTE: *The following is the billing methodology for charging other service components when they obtain bulk subsistence from a TISA and when they take part in Army training exercises. (Other service components are US Marine Corps, US Navy, US Air Force, US Marine Corps Reserves, US Navy Reserves, and Air National Guard). When other service components obtain bulk subsistence from a TISA, they will be supported on a charge sale basis and not reported on DA Form 2969-R. Other service component unit(s) participating in an Army exercise and operating a field kitchen requiring bulk issues from a TISA will provide a fund cite prior to training for charge sale purposes. When bulk items are drawn from a Class I point, a copy of the receipt/issue documents for other service components will be forwarded to the supporting TISA for costing and billing directly to other service component. The TISA will not report their issues nor their present-for-duty strength on the DA Form 2969-R. In those instances when other service components take part in Army joint training exercises as individuals or as a unit that will not operate a field kitchen but are supported by an Army field kitchen, the members will be reported on a DA Form 5913-R. Their present for duty strength will be reported on the DA Form 2969-R to determine the average field ration cost. The above members will be fed on a common service basis. Exceptions to policy must be approved on a case-by-case basis by HQDA (DALO-TST).*

Push System

A Push System is used to initially fill the supply pipeline during conflict. During limited duration or high-intensity conflict, the Push System may be used exclusively without conversion to the Pull System. Under a Push System, the MMC and/or the planning cell determine the type and quantities of rations to be shipped to each Class I supply point. Types and quantities of rations ordered and shipped under the Push System are based on anticipated troop strength, unit locations, type of operation, and feeding capabilities. A Push System ensures that rations are available in the operations area. However, a sufficient quantity of the type rations desired may not be in the right supply point to support units and units have limited control over the type of rations sent to them.

Pull System

AFFS policies and procedures are based on a Pull System. A Pull System has the lowest user element (field kitchen) placing a demand on the Class I supply system which is processed through the supply system. Then subsistence is sent forward to satisfy the request from the field kitchen. A Pull System provides tighter control of available subsistence, while being responsive to the user. The Pull System, however, may require longer lead times for ordering.

Distribution Variances

The actual Class I distribution system may differ from one unit's mission or deployment to another. Other factors to consider include Class I supply point locations, issue schedules, method of distribution (unit or item pile), and Class I issue times (day or night). Specifics of the Class I distribution system for predeployment planning are also available from various unit documents. These include the—

- CSS annex of the operations order or operations plan.
- CSS overlay prepared by logistics planners from the G4, S4 and DISCOM or COSCOM, and TAACOM.

- Operations letter of instruction or directive.
- External support plans prepared by the DISCOM or COSCOM.
- Unit SOPs.

OTHER PLANNING REQUIREMENTS

Additional factors to be included in operations planning are environmental protection, water, fuel, ice, waste disposal, subsistence inspections and residuals (leftover usable food items). The following are areas requiring specific attention.

Location

Site selection and grid coordinates for the water, fuel, ice, trash, and RBPs points require attention. Fuel, water, and ice should be located near the Class I point to expedite resupply of supported units.

Disposal

Disposition of residuals also must be an integral part of the deployment planning process. Knowing the disposition instructions of unissued usable food items is especially crucial in overseas deployments. Residuals which can or cannot be turned in to the supply point must be identified and specific disposition plans established. In addition, guidance for trash disposal must be provided to participants. See Chapter 7 for residual handling and reporting instructions. Chapter 12 provides trash management details.

Ice

The planning factor for potable ice is based on six pounds per soldier per day in a temperate climate and 11 pounds per soldier per day in an arid climate. Food advisors can adjust figures to suit the exercise or deployment based on actual unit demands.

Bottled Water

Bottled water must be funded for by the requesting unit. Class I units may distribute bottled water.

PREDEPLOYMENT PLANNING CHECKLIST

All of the planning information discussed in this chapter is available in most units. Often it does not get into the hands of the operator who needs it.

Figure 4-3 provides deployment guidelines to ensure that all areas have been considered during predeployment activities.

MISSION

- Obtain or determine your unit's mission.
- Obtain or determine geographical location of unit and climatic/environmental factors impacting on mission accomplishment.
- Determine projected length of mission.
- Evaluate logistic support plan and CSS annex to the OPLAN or OPORD.
 - What headquarters is directing the deployment?
 - Are supporting units specified?
 - When does the external support begin?
 - What support will the unit receive?
 - Is there a deployment contingency plan?
 - Are food operations personnel and equipment included in the deployment plan? Do they travel with the unit? Who supports if food operations personnel and equipment are not included in the initial deployment?
 - Is there an internal logistical support plan or Class I portion of the combat support annex?
 - Should the basic load of days of supply (DOS) of Class I be issued to the individual soldier prior to deployment?
 - Will the basic load be consumed during the operation?
 - Have the supply source and operational dates for Class I been identified?
 - Are lead times for ration/supply requests established?
 - Have the locations of the RBPs been provided to the user?
 - Has the method of Class I distribution been established?
 - Has the flow of requisitions and Class I been described to using units?
 - Have Class I requirements been supplied to the supporting organization?
 - Have supply and service locations (Class I, water, fuel and landfill) been identified and provided to the user?
 - Is a trash removal plan established?
 - Are units trained in trash removal/disposition procedures?
 - Is a subsistence retrograde plan established?
 - Are veterinary personnel available for subsistence support requirements?
 - If there are host nation support facilities, do they meet United States sanitation guidelines? Refer to TB MED 530.
 - If a project code or fund cite is required for the host-nation support, has it been established?

Figure 4-3. Deployment guidelines for Class I and food service

PERSONNEL

- Evaluate mission requirements to determine personnel needs.
- Determine status of personnel, experience, training, capabilities.
- Evaluate projected work load to determine KP and detail support requirements.
- Determine tours of duty for food operations and Class I personnel.
- Determine training requirements, to include familiarization with unit/local SOPs, environmental standards in the area of operations.
- Are personnel trained in accountability procedures?
- Have cash meal payment and/or field meal reimbursement procedures been implemented?
- Review medical threat briefing with particular attention to potable water supply, chlorine residual. Foodborne illnesses of local populations and sanitary quality of local food supply.

EQUIPMENT

- Review TOE and hand receipts for equipment to determine shortages.
- Evaluate status of equipment on hand to determine maintenance requirements.
- Evaluate workload and mission to determine supplemental equipment and storage needs.
- Evaluate on-hand spare parts and order shortages.
- Evaluate projected ration mix to determine refrigeration and ice requirements.
- Evaluate type and number of vehicles to determine packing and loading plans.
- Evaluate maintenance support to determine resupply of equipment and spare parts in the field.
- Review load plans for accuracy.

SUPPLIES

- Evaluate projected workload and mission to determine requirements for all disposable and expendable supplies. Determine required stock levels. Prepare load list for required items.
- Evaluate serving procedures (permanent versus disposable) to determine supply needs.
- Project fuel consumption to determine needs.
- Forecast daily potable water consumption to determine water needs.
- Evaluate mission support to determine resupply procedures for fuel, water and disposables.

SUBSISTENCE

- Determine ration accounting methods. Procure appropriate forms and establish procedures.
- Evaluate categories of diners to determine correct accounting procedures, particularly foreign national (if applicable).
- Evaluate procedure required to establish an account with the supporting TISA/RBP.
- Determine feeding plan, ration mix/ theater menu/ type of rations needed.
 - Is the menu and ration cycle established?
 - Has the menu been published and distributed?

Figure 4-3. Deployment guidelines for Class I and food service (continued)

- Have enhancements (fresh fruit, salad and cereal) and mandatory issues of milk and bread been requested and programmed?
- Have warming and cooling beverages been considered, ordered and funded?
- Determine number of personnel to subsist. Establish amounts of rations to request.
- Evaluate issue and request cycle from supply activity to determine timely submission of ration requests, reports and forms.
- Determine daily need for ice to be requested. Is there a need for potable ice? Who, when, where and how?
- Evaluate food storage procedures to determine security needs.
- Review inventory management procedures to reduce/control waste, loss and excessive residuals.
- Are all participants aware of the importance of reporting accurate present-for-duty strength data so that reimbursement can be affected in a timely manner?

MISCELLANEOUS

- Check publications (book set and references) and forms needed for deployment.
- Determine local waste disposal procedures and locations.
- Coordinate plans for site selection and layout of field kitchen.
- Coordinate with supported units. Determine feeding level requirements, and the need for remote site feeding.
- Determine field kitchen meal serving periods.
- Establish deployment teams for sending the KCLFF forward to deployed units.
- Review equipment operations, safety and sanitation requirements with your team.
- Identify any site-specific environmental issues.

Figure 4-3. Deployment guidelines for Class I and food service (continued)