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*The Joint Culinary Center of Excellence(JCCoE) receives direction and guidance from the Army G4 in matters pertaining to worldwide Army Food Service and serves as the executive agent for administration of the Army Food Program. [Click here](#) for more information on JCCoE.*

**Winter Greetings from the Army Food Net!**

Welcome to the January 2010 edition of the *Army Food Net*! We at JCCoE hope that everyone had a wonderful and safe holiday. It is now time to ring in a new decade! In this edition you will find information and articles that cover all areas of the Army Food Program along with a few important farewells. We hope that you find the information both interesting and useful.



**From the JCCoE Director, LTC Robert L. Barnes, Jr**

Happy New Year Food Service Warriors and welcome to this issue of the Army Food Net. Last year continued to be challenging within our warzones and at home. This year, I encourage all of you to persevere in maintaining the pure fabric of our existence of providing exceptional food service to our nation’s Warfighter. We are committed to providing pertinent information within each issue. This is only achieved through your perpetual feedback, because we exist to support you. Lastly, thanks for keeping Soldiers First! Feed the Force!

## JCCoE Mission

**Assist in preparing the Quartermaster Corps for the conduct of its logistics support mission through effective and efficient leadership, training, and directorship of the Army Food Program.**

**Train soldiers, civilians, and members of other services/countries in Army subsistence and food service for wartime, garrison, and field training, hands-on training, training as we fight and training to standard.**

**Develop Army subsistence and food service concepts, doctrine, systems, force structure, and material requirements in wartime, garrison, and field training to include sustaining combat ready forces operating in both a joint and a combined environment to meet worldwide commitments.**

**Ensure the Joint Culinary Center of Excellence sustains, maintains, and optimizes available resources to carry out its mission.**

### From the...

#### Director of Operations, ACES Operations Directorate, Joint Culinary Center of Excellence



Where Are We?

By David P. Staples



I have written several articles this past year for the Army Food Net on our food service program concerning Budget, Management, End of Year Closeout, and Dining Facility Headcount Operations- just to name a few; but I'm constantly reminded in light of all things hitting our windows daily that we must assess "Where Are We?" both in our personal and professional paths. We all do at one time or another ponder "where are we?" and "where do I go from here?" This is a new year, our Holiday Season has departed. We are still energized with the spirit of seeing our families and friends and sharing that gift of Love and Happiness that touches our hearts and minds. But where are we on our path as we march through life? I would like to share with you some thoughts I have for this coming year as I see where we are."



I, like you, have a full belly from Turkey, Ham, Potatoes, Stuffing, cookies, cakes and every kind of holiday candy you can imagine, and that is a good thing. Had to let the belt out another notch so I could breathe, but hey, "t 'was the Season to be jolly"! But now it is time to go back to work, not forgetting this joyous time we shared, but to embrace it to make a difference both for myself (personal) and the Army Food Program (professional). The Army Food Program, your career path profession as well as mine, is supporting an Army in total transformation at a time of high conflict and contingency operations, so time is a critical factor in planning and determining where we are and where we are going to be in the future.

*Where Are We?* We are at a critical crossroad in our food service operations and mission. We are challenged by a host of outside factors that will always be a part of our job now and in the future. There is no change in our main requirement to feed Soldiers, whether it is in CONUS or OCONUS dining facilities or in Forward Operating Bases (FOBs) or Combat Operating Posts (COPs) or whatever these forward areas will be called in the future. Feeding the force is our calling and our mission. We must ensure we are taking care of our Soldiers and their families, as well as our own. We all understand that we only get one chance to make the right choices and decisions and these have consequences. Understand that leadership and courage to ask



the right questions and stay the course are imperative in making the right choice and decision in supporting our Soldiers, their families and ours.

As I see it, we control our destiny and must be proactive in supporting all these missions. We must understand our objective in supporting our Units with the best food service; utilizing all the tools and expertise we have available. Common operating levels of service, nutrition, automation, garrison and field feeding equipment, buildings, education/training and menu standards all will be changing in the future to better support you and provide you with the tools to better support your units and ultimately the Soldier diners.

So “where are we?” We are at the cusp (point of the intersection or crossroads) of support of feeding operations and our food service profession as a whole. I believe we are in good shape, both personally and professionally, in supporting food service personnel and program, with a system capable of supporting any operational mission in any environment. You, food service professionals, are the backbone of the force; you must plan your time for personal growth, care of family and development of your professional skills to meet the changes in the future. You are the key to our success and ensuring you and your family are supported is our most important duty and responsibility. Without you there is no capability; without you knowing your family is safe and provided for you cannot function to your full potential. We must ensure as leaders and as fellow Soldiers to ask the right questions, seek assistance if required, and make the difference in their lives as well as our own.



So while our bellies are full, reflect on the great Holiday Season that has past, remember the Soldiers and their families that are separated by our current missions, and look forward to how as a Team we can continue to grow and support our food program and feeding mission and develop our personal and professional skills so we know “where we are” and “where we are going”.

Army Strong!

### **Farewell from the Army Food Advisor....**

By CW5 Jack C. Van Zanten

Fellow Food Service Professionals, I have had the distinct honor of serving as The Army Food Advisor for the past almost three years. I will be leaving this position to assume the duties of the Quartermaster Regimental Warrant Officer on 8 February 2010. CW4 Georgene Davis will be the next Army Food Advisor. I ask that you support her as she assumes her new role. My new office will be just across the street so I will still be in close proximity to the Joint Culinary Center of Excellence (JCCoE). I will also be able to stay abreast of 922A Quartermaster Warrant Officer issues.

I would like to take this opportunity to express my appreciation to all of you for what you do for our Soldiers all over the globe. No other MOS touches each and every Soldier, on a daily basis, no matter where they may be serving. Even with the extensive use of Logistics Civil Augmentation Program (LOGCAP), our food service professionals still play a vital and important role in our food service operations. You are the honest broker in the system that ensures not only that the US Government is getting what it is paying for, but also that our Warfighters are getting the standards of service, sanitation, and nutrition they deserve. We are still a nation at war and the food service community fully understands and appreciates the challenges associated with prosecuting a non-linear, asynchronous fight while simultaneously transforming and modernizing equipment, unit formations, structures and training. We will continue to face new challenges as we ramp up our forces and operations in Afghanistan while, at the same time, we begin to wind things down in Iraq.

We continue to be in a state of flux as the Army continues to transform and re-align itself. To survive in today's environment one must be open to change and be willing to move out of their comfort zone and adapt to the changes going on around us. There is an excellent short book on change called "Who Moved My Cheese?" by Spencer Johnson, M.D. If you have not read it, I highly recommend it. If you have, and it has been a while, you may want to read it again. Our food service equipment and manning are in a transitional period as well. We are in the process of determining the needs of what type of equipment we will need in the year 2015 and beyond. The MKT has been around for well over 30 years now and Natick is in the planning stages for its replacement, the Battlefield Kitchen. To make this transition successful we will need input from senior seasoned food service professionals in the field to ensure that we get the right piece of equipment with the capabilities that we need. We will also need units that are willing to field test the equipment once it has been developed. It is essential to have critical thinkers involved to make sure that we are getting the right equipment for the right job.

I would also like to take this opportunity to encourage all of you to continue supporting our food service special programs, both the culinary arts competition and the Philip A. Connelly Award Program. Participation in the culinary arts completion has been good; however it has been a challenge to get units to participate in the Connelly Program due to the high OPTEMPO and length of time required to compete. Since 9/11 we have had 92Gs working out of their MOS for extended periods of time. The Connelly competition, be it field or garrison competition, is an excellent tool to give Soldiers the opportunity to see what "right" looks like. If done properly, it causes us to dig into the Army Regulations, DA Pamphlets and Field Manuals to ensure that our operations are being set up and operated in accordance with published standards. I have been a DA Level evaluator for the past three years. It is surprising to me to see how many Soldiers and junior NCOs struggle to answer questions that should be basic food service knowledge. Some dining facilities have become too reliant on pre-prepared products and our 92Gs no longer have the skills or knowledge of how to prepare recipes from raw ingredients. We have a definite training gap that can only be overcome through reinforced repetitious training. Our junior NCOs today are tomorrow's senior NCOs and warrant officers. We must ensure that they have the knowledge and experience to be competent leaders and technicians. If 92G is going to remain a viable MOS we must be able to show that our Soldiers are proficient in their required skill sets. We must seek out opportunities that will provide realistic training, whether it is in a garrison or field environment. If our Soldiers are not challenged they won't grow. To serve our nation, our Army, and our Soldiers is a tremendous opportunity and responsibility. I ask that you continue to think and lead your Soldiers through the challenges you encounter. I look forward to seeing you on the high ground and representing the Quartermaster Warrant Officer Corps. Army Strong!

#### **From the Desk of the Army Food Program's Nutrition Advisor....**



### **Strengthening the Soldier's Nutritional Armor**

Last summer, the Army Medical Specialist Corps and the Quartermaster Corps collaborated to create a new position at the Joint Culinary Center of Excellence that would strengthen the partnership of food service and nutrition experts. This new position, Nutrition Advisor to the Army Food Program, is in direct support of President Obama's FY2011 Budget and Performance Plan outlined in an Office of Management and Budget memorandum dated June 2009. This memo stated that this "Administration cares about the health of its employees and strongly supports wellness programs at Federal agencies." It also stated that "enhancing cafeteria and vending machines offerings to promote fruits, vegetables, and heart healthy choices" is a component of wellness for which to plan and budget.

The Army Food Program is committed to providing great tasting food that optimizes cognitive and physical performance. Here are a few projects we are currently working on to meet that commitment:

- Researching facility design concepts that facilitate the use of fresh ingredients (as opposed to frozen, canned, or highly processed). MEDCOM is using a “Making it Fresh” concept that incorporates many of the design concepts we envision.
- Updating the Menu Standards in AR 30-22, The Army Food Program. The Menu Standards are practical guidelines for dining facility managers to ensure compliance with Nutrition Standards that are outlined in AR 40-25, Nutrition Standards and Education.
- Developing a color-coded system that helps Soldiers identify high, moderate and low performance enhancing foods offered on the serving line in military dining facilities. The medical community implemented the Go for Green system in 2007 which will be used as the foundation of a new and improved system that we hope to roll out Army-wide by FY2011. The new system will have consistent standards and the ability to analyze recipes locally for nutritional value. It will also take into account the value of healthy fats, such as Omega 3s, and promote products that are rich in healthy fats. An educational component will also be part of the package for both diners and food service workers.
- Increased offering of Omega 3 rich foods on the serving line. Recent research has correlated low Omega 3 intake with increased risk for depression, suicide ideation, Alzheimer’s disease, attention deficit hyperactivity disorder (ADHD), bipolar disorder, eczema, high blood pressure, lupus, migraine headaches, multiple sclerosis, obesity, osteoarthritis, osteoporosis, breast cancer, and rheumatoid arthritis. Military health care professionals are looking at Omega 3s as potential nutritional armor to protect our Soldiers from extensive damages due to traumatic brain injury as well as post traumatic stress disorder (PTSD). Recipes may be enhanced by including the following: ground flaxseeds, walnuts, soybeans, broccoli, cabbage, cauliflower, cold water fish (wild-caught salmon, tuna, and halibut), cage-free/flax fed poultry and egg products, and DHA enhanced or fortified products. We are looking at ways of adding these to the catalogue in the least expensive way possible.



- Improve and coordinate 65C/68M involvement in Garrison DFACs by developing clear and objective responsibilities and functions of the Installation Menu Board Dietitian and include them in both AR 40-25 and AR 30-22. Currently, there are no specific guidelines and therefore participation varies across installations which yield inconsistency of nutrition programs. Once these clear and objective responsibilities and functions are identified, dietitians will receive training on their roles as Installation Menu Board Dietitians during the Graduate Program for Nutrition/ US Military Dietetic Internship Consortium. 68Ms will receive the same training during AIT at the AMEDDC&S. The Nutrition Advisor hosted the first quarterly working group for Installation Menu Board Dietitians in December 2009. Through these quarterly working groups, dietitians will receive monthly nutrition topics to provide at their menu boards, discuss any new products that are being introduced to regional catalogues in respect to their nutritional impact on Soldiers, and discuss any challenges/successes experienced at their locations. This should streamline researching products for nutritional value to

provide the Food Program Managers with comprehensively researched recommendations. The Nutrition Advisor will review Installation Menu Board minutes and address nutritional concerns at this meeting.

As Food Service Professionals, we are on the front line of providing the nutritional armor our Soldiers require in maintaining a healthy life style. We want to provide great looking, great tasting, great for you foods to encourage Soldiers to eat performance enhancing foods more frequently than they choose the low performance foods. This is a New Year and the beginning of a new decade. Let's start ours by making a New Year's resolution to get healthy and make our menus and recipes using higher fiber, higher omega 3 fatty acid, lower sodium, and fresher ingredients. Smart management decisions contribute greatly to a healthier and more productive Soldier. Here's to 2010!

If you have any suggestions or comments, please email [Dianne.helinski@us.army.mil](mailto:Dianne.helinski@us.army.mil) or call me at 804-734-3304.



### *FAREWELL TO DEBBIE CATES*

After 38 years, 3 months, and 10 days, Deborah (Debbie) Cates will retire as of 2 January 2010.

Mrs. Cates began her illustrious career with the Army on 20 September 1971 at the US Army Maintenance Management Center, Lexington Blue Grass Army Depot in Lexington, Kentucky as a Clerk Typist, GS-02.

In February 1977 she moved to Virginia and started working for the US Army Logistics Command. On 18 September 1977 she started working for the US Army Troop Support Agency (TSA) as a Secretary, GS-05. TSA changed its name to the Army Center of Excellence, Subsistence in 1989 and Mrs. Cates moved from the secretarial field to the Program Analyst field as an intern, GS-07 to her present grade of GS-12. Mrs. Cates was one of the forerunners of implementing the Subsistence Prime Vendor program at Army installations worldwide. In 2002 she began teaching the Food Service Contract Management Course for Contracting Officers Representative class.

Mrs. Cates has served as TSA's Cash Manager, Civilian Welfare Fund Representative, ACES Information Assurance Security Officer and Information Management Officer.

After retirement, Mrs. Cates plans on working in the yard with her husband Jay Cates. She has a son, Chris, a step-daughter Tracey and two step-grandchildren to help keep her busy.



## Food Service Doctrine Update

Here is the latest on what is happening with our food service FMs:

1. **ATTP 4-41, Army Field Feeding and Class I Operations.** This manual has been completed and is in its final review at the Combined Army Doctrine Directorate. It is currently posted on the JCCoE website. This manual will replace FM 10-23.
2. **GSTM 4-41.11, Dining Facility Operations.** The DRAFT of this manual is done! It is currently posted on the JCCoE website for your review. We are currently in the process of writing **GSTM 4-41.12, Food Program Operations.** These two manuals will replace FM 10-23-2.

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## Composting and Climate Change

Every Sunday evening at 7 p.m., I have a date with one of my favorite TV shows- CBS's 60 minutes. I like this show because it is more of an informative show than an entertainment one and education is preferred. On this past Sunday's show, there was a segment on climate change. The program showed the President of the Maldives islands, Mr. Mohammed Nasheed, conducting a meeting *underwater*. Yes this was an interesting thing to see and to the extreme, but nonetheless, a reality for what can happen to this beautiful string of low-lying islands in the Indian Ocean if global warming continues. Here are a few facts about the Maldives: First, there is no place on these islands that is higher than seven feet, 10 inches above sea level. Second, the population is currently at 400,000 and steady increasing. Third, the biggest problem for this desirable location on earth is that as global warming increases, so will the water level. Now I understand why the meeting was held underwater. To confirm the seriousness of the future of the Maldives islands, even tour operators are telling their visitors to "Come to the Maldives while you can, while they're still here."

What is the connection between the Maldives and Greenland? They are both experiencing global warming at an alarming rate. The biggest glacier in Greenland, the Ilulissat, is steady breaking off mountain-sized icebergs into the ocean at twice the rate it did 10 years ago, thus contributing to a rise in sea levels. According to an article published at cbsnews.com, "How quickly the icebergs are breaking off the glacier and how fast they float out to sea and melt will determine how quickly sea levels rise across the planet. This isn't theory; this is a real consequence of climate change."

As the Army Food Program, we must look at how our business practices affect climate change, and as needed/and or applicable, develop policies that would favorably lessen the effects of global warming on the environment. One sustainable initiative of notable mention was discovered while on a Food Management Assistance Team (FMAT) visit to Ft. Lewis, WA in October 2009 called Food Waste Composting. This best

practice was developed as a result of inefficiencies observed when it came to food waste. Pre-consumer organic food waste was being sent to municipal landfills rather than being recycled, it was not segregated by dining facilities and the commissary, and the value of food waste as topsoil amendment was not captured. Ft. Lewis implemented a segregation system for use in the garrison dining facilities, hospital and commissary and provided training to the staff. The segregated waste was then incorporated into an existing garrison composting program and compost was increased for construction projects and daily grounds maintenance. Ft. Lewis reported an annual cost savings of \$99.8k per year by reducing the cost to transport and dump 780 tons per year of pre-consumer food waste and by reducing the cost by using compost for construction projects and grounds maintenance.

Prior to Ft. Lewis implementing the Food Waste Composting program, they were hauling 780 tons of waste to the landfill for disposal which meant more trucks on the roadways and more methane gas produced at the landfill by all the waste. This effort reduced the use of valuable landfill space and the release of thousands of tons of toxic emissions. “Motor vehicles are responsible for almost one quarter of annual US emissions of carbon dioxide (CO<sub>2</sub>), the primary global-warming gas.” Another significant impact was the reduction in travel required to move the waste to a local composting facility rather than 60 miles to a landfill. By implementing this composting program, the installation has not only saved thousands of dollars but they have positively affected climate change. This environmentally friendly sustainable practice is one worthy of sharing and that other installations should attempt to emulate. But it does not stop there. The installation is now pursuing post consumer food waste composting generated at all of its food service establishments. This effort has been spurred by the breakthroughs in compostable service ware.

I observed another interesting waste to composting partnership while watching another favorite television show- Dirty Jobs. This show had a special segment called *Brown to Green* and it shared several circumstances in which items in a “brown” state (i.e. waste) was converted into a “green” (reusable) state. In 1887, Grand Hotel, a summer retreat for vacationers was opened on Mackinac Island, Michigan. Today more than 1 million people visit Mackinac Island per year but only have 600 year-round residents. This historic hotel is only accessible by ferry or plane and has more than 500 horses because motorized vehicles are prohibited. The Grand Hotel prepares approximately 4,000 meals daily so you can imagine the amount of food waste. The relationship you may ask? All the food waste gets mixed in with the 500 plus horse manure and turned into compost which is then reused on the island. Mackinac Island is also famous for their flowers and flower bulbs so there is no shortage of composting use and the impact is obvious. Due to their ongoing efforts and reputation for planet conservation “Grand Hotel is certified as a Green Lodging Michigan Leader by the Michigan Department of Energy, Labor and Economic Growth.” As part of their green initiative, they have developed a “Green Team” constantly looking for new and creative ways to benefit the planet.

These are two great examples on why the Army Food Service community should look at its current food operations and consider implementing policy and change for the good of the order. I would like to take this opportunity to encourage each installation to work closely with their food service advisory and management personnel, other food establishments on the installation and their respective Department of Public Works (DPW) and start talking about what can be done. Just imagine if all installations were able to implement a program such as the one at Ft. Lewis saving almost \$100,000 dollars a year; that cost savings would be tremendous. Ft. Lewis has welcomed other installations to contact them for further information and sharing on their success story. Here is the point of contact and we look forward to capturing other success stories while either on the Food Management Assistance Team (FMAT) visits or as the opportunity arises. Mr. Ken Smith, CW4 R, [ken.smith1@us.army.mil](mailto:ken.smith1@us.army.mil), Public Works, Environmental Division, Ft. Lewis, WA 253-966-3275. You can also contact me at CW4 Ellen M. Magras, [Ellen.magras@conus.army.mil](mailto:Ellen.magras@conus.army.mil), 804-734-3374, Chief, Management Assistance Division.

Composting is important because every time we peel a carrot or scrape away certain leftovers, we are

limiting organic matter from impacting on climate change. By composting food waste then reusing it in agriculture or in our own back-yard gardens we are increasing the amount of carbon stored in soil. Food waste contains a lot of nutrients that when composted, provides nutrient-rich soils and reduces fertilizers and pesticides which can enter our waterways and further complicate and affect our seafood. Most households discard used coffee grounds every day not knowing that it is a valuable soil amendment and compost ingredient. Egg shells are also a good source of soil nutrient but take longer to decompose. Have you ever wondered what happens to road kill such as deer? They get buried in a pile of sawdust, allowed to decompose, and then composted into mulch. Hopefully you have learned something today by reading this article and you are encouraged to take action. Please feel free to contact me or others for further discussion and information sharing. Together, we can make a difference.

### **Account Status Tolerance Factors**

By  
Stephen J. Primeau

It appears that many food service professionals are confusing the *month to month* dining facility account status tolerance percentages with the year-end account status requirements. Many Food Program Managers (FPM) and Food Advisors have made comments that a Financial Liability Investigation of Property Loss (FLIPL) was not required at the end of the fiscal year (FY) because the dining facility account was within the plus three (3) percent or minus ten percent tolerance factor. This thought process is not correct.

Per AR 30-22 paragraph 3-33b, each dining facility is required to end the fiscal year at zero or underspent. According to DA Pam 30-22, paragraph 3-45 *f*, the responsible FPM or food advisor is required to ensure compliance with the following procedures:

(1) Any dining facility that exceeds the established year-to-date management factor of a plus 3 percent overspent or an underspent factor of a minus 10 percent will require an analysis and validation by the responsible FPM or food advisor. The analysis and validation are to determine the reason(s) the facility has exceeded the established management factors.

(2) Within 7 business days of the conclusion of the accounting period, the responsible food advisor will validate the dining facility operational procedures.

(3) A record of remedial actions to be taken by the Food Operation Sergeant (FOS) will be developed by the FOS and the responsible food advisor and attached to the DA Form 7455. The purpose of this measure is not punitive, but to ensure that the dining facility can operate with maximum flexibility while remaining within prescribed monetary standards.

(4) The responsible food advisor will continue to monitor the dining facility operation until the year-to-date dining facility status is at an underspent status.

This management factor is used strictly for *month to month management* of the dining facility account during the course of the fiscal year.

The newly updated (not yet released) DA Pam 30-22 provides the following basic questions as a guide and should be utilized by FPMs and food advisors to construct an official analysis and validation checklist. These questions cover most of the areas that would affect the account status but FPMs and food

advisors are encouraged to develop their own checklist with whatever data will assist them in reviewing a dining facility account and developing a good working plan to get an account that is out of tolerance back onto a path of success.

The analysis and validation checklist should be maintained on file with the dining facility manager, food advisor and FPM as documentation that corrective action has been initiated to help the dining facility get back on track with fiscal responsibility.

Here is a copy of the data provided within the updated DA Pam 30-22:

1. Is the dining facility utilizing a cyclic menu?
2. Does the menu offer a variety of low and high cost food items?
3. Are menus planned within BDFA guidelines?
4. Are estimated headcount numbers realistic with numbers actually served?
5. Is the dining facility utilizing progressive cookery techniques?
6. Are catalogs being reviewed weekly and most advantageous priced food items being utilized?
7. Is there an appropriate mix of menu items being used on the production schedule?  
Commercially pre-prepared versus in-house.
8. Are cooks following standardized recipes and measurements?
9. Are dining facility SOPs established to control food portions?
10. Are leftovers or discards excessive?
11. Is portion control being utilized during service?
12. Are proper headcount procedures in effect? Are all personnel paying for meals consumed?
13. Are ration personnel using proper receiving procedures?
14. Are rations being entered properly into AFMIS?
15. Are rations being rotated properly?
16. Are there excess rations on hand? Is the dining facility monitoring their inventory objective?
17. Are kitchen requisitions accurate? Are Kitchen requisitions entered into AFMIS in a timely manner?
18. Are field residuals impacting (negatively or positively) on ration accountability or account status?
19. Are operational reviews being conducted? Do they indicate any discrepancies in operations?
20. Validate Monthly Earnings and Expenditure Record (AFMIS) for accuracy.
21. Validate that all purchases and issues are current?
22. Validate the Monthly Inventory Report (AFMIS) for accuracy.

The plus 3 percent or minus ten percent tolerance factor does not apply to the requirement of being zero or minus at the end of the fiscal year. This means that any dining facility that is not at zero or minus account status failed to meet the requirement and therefore must do a FLIPL for losses over \$500.00 or more, so the only grace managers have is to be below this \$500.00 threshold. The regulation requires any installation that is not at a zero or minus at the end of the fiscal year to do a FLIPL or for contractor managed dining facilities a Contract Officer Letter of Determination is used. Installations that have FLIPLs that exceed \$4000.00, must forward a copy through Installation Management Command (IMCOM) to JCCoE Army Center of Excellence, Subsistence (ACES) and Department of the Army G4. The FLIPL process is under a time constraint and must be initiated within 15 calendar days following the date of the discovery of the loss.

## **Subsisting ROTC Cadets and Other Non-profit Organizations**

By Raymond Arnold

This article is designed to explain the Army guidance for subsisting Senior Reserve Officers' Corps (SROTC), Junior Reserve Officers' Corps (JROTC) cadets, and other non-profit organizations on Active and Reserve Component Army installations. The revised AR 30-22, which is scheduled for release later this FY, will update policy for meals furnished to ROTC personnel and other non-profit organizations.

Accounting procedures for cadets while in a training status such as ROTC Advanced and Basic Camp, marksmanship training, participating in official military ceremonies, and cadet professional development training (CPDT) with an active Army unit on active Army installations will be fed on a "common service basis". The headcount for JROTC and SROTC cadets will be entered into the Army Food Service Management Information System (AFMIS) under the category of ROTC. Cadre, instructors and other personnel will pay for their meals individually and will be charged the standard meal rate. When not in a training status, such as a tour of the museum, observing the annual Joint Culinary Arts Competition, or any other un-official activity or training on the installation, the discounted meal rate (per annual meal rate message) will be applied to all cadets. Reimbursement for meals will be accomplished by a cashier's check, cash, or money order to the supporting Appropriated Dining Facility (APF).

The following procedures will be accomplished to account for meals on an Army National Guard (ARNG) or US Army Reserve (USAR) Installation. Meals furnished to JROTC and SROTC cadets while in a training status on an ARNG or USAR installations will reimburse the supporting installation by a Military Interdepartmental Purchase Request (MIPR). The discounted meal rate (per annual meal rate message) will be charged for all cadets. Cadre, instructors and other personnel will pay for their meals individually and will be charged the standard meal rate.

When Operational Rations (MREs) are provided by an active Army Subsistence Supply Management Office (SSMO) to cadets, they will be charged against the MPA account. Cadre, instructors and other personnel will pay for their meals individually and will be charged the standard meal rate. When the support is provided from the ARNG or USAR SSMO the requesting organization would provide the APC P400 and FSN 012120.

JROTC and SROTC support when not in a training status will provide reimbursement for meals. This will be accomplished by a cashier's check, cash or money order to the supporting Appropriated Dining Facility (APF) when consuming a meal. Members of organized nonprofit youth groups sponsored at the national or local level such as Boy/Girl Scouts, Civil Air Support organizations will pay the discounted meal rate (per annual meal rate message) when training on an Active Army, ARNG, or USAR installations. Reimbursement will be accomplished by a cashier's check, cash or money order to the supporting Appropriated Dining Facility (APF).

## **The Fast Cook Oven...Don't Call It A Microwave**

by Ryan Mebane

Fact, in most Army dining facilities today, there are usually no more than two microwave ovens in the entire facility: one in the kitchen or one on the short order side, and just recently one on the carryout side. Army dining facility personnel do not carry the same affection toward the microwave oven (or microwave cooking) as they do toward say the steam kettle, the combi-oven, or their beloved tilt-grill ("I can cook a whole meal in one tilt-grill"). Microwave ovens in an Army dining facility are considered one of the

necessary evils of the dining facility. They are just there to be used occasionally and because they are on the equipment schedule. The microwave is truly an outcast in an Army dining facility.

Enter the new, reinvented, rethought, state of the art microwave...or is it? Yes, the microwave oven as we know it has gone under the knife and re-emerged a very different piece of food service equipment. Gone are the days of over cooking, under cooking, outside hot/inside frozen, these new microwave ovens turn out foods that, in most cases, are comparable to (or better than) traditional cooking methods, but in less time and in less space. However, it is the cooking time factor and cooking methods that makes the new generation of microwave ovens so versatile and so much different from their predecessors. Today there are microwave ovens that add convection heat, some use forced hot air, some provide radiant heat from the bottom, and some even have all three cooking methods working together with microwaves for super speed, increased efficiency, and great finishing...interested yet, continue.

Some of the more advanced microwave ovens employ catalytic converters. Microwave ovens equipped with catalytic converters do not emit exhaust thus they do not require exhaust hoods. In addition, with the catalytic converter, water and gas hookups are not required, all you need is a 220V outlet and you are in business. Like their predecessors, the new age microwave oven can go just about anywhere. Actually, it is not fair to call this new generation of microwave oven a microwave; in fact, its new industry name is fast-cook oven. This was done to help distinguish the still available (and useful) traditional microwave oven from its new contemporary sibling. According to industry professionals, fast-cook ovens differ from traditional microwaves in that users categorize them as kitchen equipment, whereas microwaves often found their way out to wait stations in the dining room and carry out areas. It is important for dining facility managers to know that these new fast-cook ovens are actually ovens, but they can serve in both the front and back of the dining facility.

Some commercial examples of just how versatile (and fast) the new fast-cook oven is. At a movie theater chain in California, pizzas are flying out of a new fast-cook oven, going directly from freezer to oven to customer in a little more than two and a half minutes. A midscale steak house replaced three broiler chefs and three broilers with six fast-cook ovens. The chef put worktables in where the broilers had been and the kitchen is now more spacious and much cooler. In short, with the fast-cook oven, Soldiers can be feed a wide range of foods that can be prepared in minutes...even seconds...Hooah!

Energy, Food Safety, and other considerations

The motivator for commercial users of course is profitability, but the aspects that are attractive to both Army food service and commercial food service are speed and energy costs. The energy required to operate these new fast-cookers is well below that of traditional convection ovens and combi-ovens according to Jeff Hessel, B.S.E. Marketing and contributing editor to Foodservice Equipment Reports (FER). As noted by the Army Center of Excellence, Subsistence (ACES) Facilities and Equipment Division, for many Army dining facilities, the size of a piece of food service equipment (FSE) is a major concern. The footprint of the fast-cook oven would be very important, too. In order for dining facility managers to maximize the versatility of these units, operators will need to be able to put them on a standard back counter or small equipment table.

Food safety is the number one concern in an Army dining facility and the fast-cook oven can enhance food safety, as well. With their fast cooking times, dining facility managers can hold their cold foods, even frozen, rather than cooking them and holding them hot, and according to Hessel "health departments love that. Moreover, as for quality, *a la minute* beats hot holding every time".

As with any new technology, some cautions and concerns come with it. Foodservice Equipment Reports (FER) recommends that new users custom program the cooking cycles to their specific menu items and that

their kitchen personnel stick to the food specifications. Keep in mind that these fast-cook ovens can fully cook a quarter chicken in two minutes and 25 seconds, and what can cook fast can burn fast. With the fast-cook ovens, seconds become vitally important. As with any piece of food service equipment, be it new or old, make sure that the appropriate staff members are properly trained so that they can prepare menu items consistently and with the push of a button, the way the oven has been programmed to perform.

It is noted in the Foodservice Equipment Reports that servicing is a major consideration as well. Because the fast-cook ovens are so new, there is no conclusive data or track record on them yet. As with any piece of equipment that is being purchased, make sure that when you are choosing a model that you ask about the service support, parts availability, and check the warranties. Other capabilities to consider are the heat options in addition to microwave cooking. For instance, flexible cooking operation could be important to you, and some ovens allow you to operate in microwave mode or convection mode only. What is most attractive about these units is that they are truly user friendly, plug-and-play. Plug it in, pop in a menu item and push the button to start its preprogrammed cooking cycle. Moreover, what is fascinating about the fast-cook ovens is that there are no restrictions or limitation on the types of cookware that can be used in them. These days most microwave-assisted units can even handle metal.

Note: this article was written for information purposes only and is not intended to direct Army food service personnel to purchase or replace current equipment with the equipment discussed in this article.

## **Moving Toward a More Sustainable Army Food Program**

Sustainability is a concept that is having a major impact on the commercial food service industry. Manufacturers, colleges and universities, food service distribution and food service management companies, and government agencies are talking about “sustainability” and what they are doing to promote it within their operations and business practices. As part of the overall food service industry, where does sustainability fit into the Army Food Program? What exactly does sustainability mean? Should we be using sustainable practices? How do we know if we are being sustainable? If we aren’t, how can we start? Why should we even care?

In an attempt to answer these questions, we should probably start with a definition of the word “sustainable” or “sustainability”. In the most basic sense of the word, sustainability is the “ability to maintain balance of a certain process or state in any system” (Wikipedia). It is typically used today in an environmental or ecological sense. In this context, it can be defined as the “ability of an ecosystem to maintain ecological processes, functions, biodiversity, and productivity into the future” (Wikipedia).

This certainly is not a workable definition for our discussion. The problem is that sustainability is a complex term that can be applied to any ecosystem on earth (e.g. oceans, forests, wetlands) and can be included in human endeavors such as agriculture, architecture, and energy production. Furthermore, there is no universally accepted definition and words like sustainable, sustainability, sustainable development, and sustainable practices are often used interchangeably. Sustainability has been regarded as both an important but unfocused concept like “liberty” or “justice” and as a feel-good buzzword with little meaning or substance. How can such a nebulous and vague term have such an impact on society?

For our discussion of sustainability and the Army Food Program, we will use the most widely accepted definition of sustainability/sustainable development provided by the World Commission on Environment and Development: “to meet the needs of the present without compromising the ability of future generations to meet their own needs” (<http://www.un-documents.net/wced-ocf.htm>).

To live sustainably, the Earth’s resources must be used at a rate at which they can be replenished, however scientists tell us that as a whole human beings are not living sustainably...we are instead using resources faster than they can be replenished. Sustainable practices, developments, and concepts are those actions taken and decisions made to attempt to reverse this trend.

More important than the technical definition of sustainability is an understanding of how sustainability affects the Army Food Program and grasping the how and why of operating in more sustainable ways. Let’s start with the why:

You don’t have to be certified tree hugger or a carbon credit speculator to see the value of sustainability. In fact, many aspects of sustainability merely involve using better business practices and have multiple benefits. I see three major categories of reasons why the Army Food Program should attempt to operate in more sustainable ways:

*Environmental reasons.* Regardless of whether you are still a skeptic or whether you believe man-made global warming/climate change, it should be obvious that from an environmental sense using less energy is preferable to using more. Changing ambient temperature requires the use of energy, energy that must be transferred from another source or form, often by the use of pollution creating power plants. Business practices that lead to increased vehicle traffic use more gasoline and create more exhaust pollution. Trash must be transferred and disposed, requiring additional vehicle traffic and landfill space. Certain cleaning and operating supplies can be harmful to the environment. Sustainable business practices that reduce energy usage and trash generation and use less damaging cleaning and operating supplies will reduce negative impacts on the environment.

*Social reasons.* As society places a greater emphasis on sustainability, it will be expected that the Army will follow suit or perhaps even take a leading role. Sustainable operational practices will help maintain the Army in a positive light. In addition, since we try to loosely model our garrison dining facility operations after college and university food service operations, it merely follows that as they place greater emphasis on sustainability we would do the same. Since we target the same demographic (18-24 years old, first time away from home), sustainable practices will be increasingly important to them and therefore to us.

*Financial reasons.* Many of the environmental benefits of sustainable business practices also make financial sense. For example, reducing food waste is not only better for the environment; it reduces food costs, which helps a dining facility maintain account status. Reducing energy and water usage represent a cost avoidance to the installation. Reusing items for some other purpose eliminates the need for purchasing additional items. The Army is already embracing sustainability. Here are several examples of how the Army is moving toward more sustainable operations:

a. The Defense Logistics Agency Strategic Plan for Fiscal Years (FY) 2007-2013 includes a goal to increase DLA’s offering of “green” products by 25% through the end of FY 11. As a major customer of DLA, the Army will begin to purchase more green products simply as a result of changes in the supply system. At the end of this article there is a list of NSNs and LSNs for green items used in food service operations. Switching to these items is an easy first step in improving sustainability.

b. On January 12<sup>th</sup>, 2009 the Army received its first six “neighborhood electrical vehicles” (NEVs), with plans to purchase 4000 of them by FY12. These vehicles are street legal in nearly all 50 states on roads with speed limits of 35 MPH or less and can travel about 30 miles on one charge. The NEVs will replace part of the Army’s fleet of nearly 68,000 non-tactical vehicles and will reduce the Army’s fuel consumption by almost 2 million gallons per year.

c. Most every (if not all) Army installations have an active recycling program. This is an important part

of sustainability that has been around so long that it is often overlooked.

d. In FY07, 78% of Army Military Construction projects were designed to meet the US Green Building Council's new construction certification standards.

e. The Joint Culinary Center of Excellence is working with the Defense Supply Center Philadelphia and the other Services through the Joint Subsistence Policy Board to determine the feasibility of promoting the use of Certified Humane Cage Free Eggs through the Subsistence Prime Vendor program.

f. The Army even has its own website dedicated to sustainability and sustainable operations: <http://www.sustainability.army.mil/>.

Here are several examples of how the food service industry is embracing sustainability. Not all of these would be feasible in Army DFACs and inclusion of these ideas does not equate to an endorsement of any. The goal is to merely identify potential sustainable practices and products for your consideration and possible adoption.

a. Food waste reduction (generating less food waste) and diversion (diverting food waste from a landfill to more environmentally friendly options such as donation or composting). It is estimated that 4 to 10 percent of all food purchased ends up as pre-consumer waste. The focus should therefore be on reduction first and diversion second, since reducing the amount of food waste generated is cleaner and more cost effective than properly disposing of it. One way to do this is through the use of Food Waste Audits, which involve identifying and analyzing food waste, both pre- and post- consumer, to determine the volume and types of food being wasted. This will hopefully lead to ways to reduce food waste both in the front and in the back of the house.

b. Composting can reduce waste, cut waste handling fees, and potentially help local growers. Many composting systems recommend only composting vegetable trimmings and to avoid meat and dairy items and also table scraps to keep out unwanted food and non-food items such as straws. Other composting systems can take everything, to include table scraps, bones, and compostable ware all at once.

c. Compostable take-out containers and cups are becoming more popular. There is also a company that makes compostable gloves for use in the kitchen.

d. Bottled water, a prime target for environmentalists, is slowly being replaced by stylish refillable water containers. In addition, at least one company offers a compostable plastic water bottle that will completely break down in as little as 60 days and another is marketing its plastic water bottles as using 50% less plastic than the competition. \*Note: Bottled water is not authorized for purchase using Military Personnel, Army appropriated subsistence funds per AR 30-22.

e. Eco-Clamshells, made out of sturdy melamine and plastic, are washable, microwavable, and reusable alternatives to Styrofoam take-out containers.

f. Trayless dining is a growing trend in college and university food service settings. Although customer dissatisfaction is a key challenge, studies have shown that going trayless can reduce food waste by as much as 25%, since diners no longer have trays to conveniently stack excess food on. In addition, going trayless reduces the amount of water and chemicals used in the dining facility by eliminating the need to wash trays.

g. Buying local is another growing trend. This concept not only reduces the amount of fuel used to haul produce across the country, it also provides a financial benefit to the local community.

h. At salad bars or other self-serve options, using smaller serving vessels and refilling them more frequently, or starting with larger vessels at the beginning of the meal period and refilling progressively smaller containers as the crowd thins.

i. Using employee recognition options to reward those employees who identify sources of food waste reduction in the dining facility or who don't take shortcuts in established waste reduction methods.

j. Avoiding pre-heating all food service equipment just because it is time to start cooking. Instead, carefully determining which pieces of equipment should be turned on (and off) and at what time so that they do not run longer than necessary.

k. Ensuring proper maintenance is performed on food service equipment and installing low-wattage

lighting and low-flow plumbing fixtures.

1. Installing tanks to allow for the purchase of bulk cooking oil, thereby reducing food costs and packaging.

The following website contains many more ideas and much more information on sustainable food service operations and ways to run a more sustainable operation: <http://www.sustainablefoodservice.com/>.

Some Army Food Service Operations have already begun to adopt sustainable practices. We hope that you will consider adopting some of your own and that you will share your experiences with us at the Joint Culinary Center of Excellence.

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**We hope that you find the information contained in *Army Food Net* both interesting and useful. Your comments and suggestions are always welcome. Additional information regarding JCCoE and the entire Army Food Program is available on the JCCoE website at <http://www.quartermaster.army.mil/jccoe>**

**Archived issues of *Army Food Net* can also be found on the website.**