



DEPARTMENT OF THE ARMY
U. S. ARMY QUARTERMASTER SCHOOL
JOINT CULINARY CENTER OF EXCELLENCE
1630 BYRD AVENUE BUILDING 4200
FORT LEE, VIRGINIA 23801-1601

REPLY TO
ATTENTION OF

ATSM-CES-QA

02 April 2011

MEMORANDUM FOR RECORD

SUBJECT: Minutes of the Joint Services Operational Rations Forum – Integrated Process Team (JSORF-IPT) Meeting 1-2 February 2011

1. Purpose: To summarize the decisions and discussions of issues at the 1-2 February 2011 meeting of the JSORF
2. Attendees: See enclosure for information regarding the seventy-four (74) in attendance.
3. Summary of discussion for Day One:

a. The Joint Services Operational Rations Forum (JSORF) was held on 1-2 February 2011 at the Holiday Inn Petersburg North/Fort Lee, Colonial Heights, VA. The meeting was brought to order by Mr. Alphonzo “Rick” Byrd, Joint Culinary Center of Excellence (JCCoE), Operations Directorate, (OD), Chief, Quality Assurance Division. Mr. Byrd welcomed the Services and partner agencies back for the FY2011 JSORF and to the Virginia area. Everyone was asked to go through the administrative desk to ensure that all information on the Attendees List was correct as it will be used as an official document for future JSORF invites and means of communication.

b. Mr. Byrd then introduced COL Robert Harney, Assistant Commandant of the Quartermaster School to the forum as our guest speaker for the Opening Remarks. COL Harney thanked the JSORF members for a job well done and asked for their continued support in bringing the best rations forward to our Warfighters in Afghanistan, Iraq and other areas of concern. He challenged each of us to be steward’s of taxpayers’ dollars as we move to improvements in packaging to lighten the load, use of commercial items bringing more taste of home to the battlefield, and any other improvements within the family of rations to improve morale in every foxhole, ship or plane. COL Harney asked that everyone take advantage and enjoy our Southern hospitality, fine cuisine and lovely surroundings.

c. Ms. Donna Burke, United States Department of Agriculture, (USDA) Market Services addressed the forum with the first informational presentation titled, “Quality Assurance Reviews and Assessments”.

(1) Ms. Burke stated that this inspection was done at source locations where retort is put into specialized Meal, Ready-To-Eat (MRE) and Group Ration packaging. Ms. Burke gave an overview of the MRE Retort Pouch lots failing and reason for lot failures. Her historical perspective of observations and results for the last year of MRE 24 thru MRE 30 table showed lots failing for packaging integrity had been consistent for the last three MRE cycles but showed

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a decrease in lots failing for all other reasons. Reasons for lot failures were Pouch Integrity with the largest piece of the pie chart due to holes, cuts, tears and open seals. Results for percent of Lots failing were presented for Components (Non-Retorted) of Individual and Group rations offered by 14 different Contractors. Rate ranged from 0 to 11.3%, with majority being from product repair ability that mostly did not affect serviceability of the item.

(2) Ms. Burke stated that the overall percentage of Lot failures for Polymeric Trays has been at 10% for the last three years with a bump up in 2009 due to drained weight failures. This year both retort and bakery items were at 10.4%. Ms. Burke informed the forum that for the first time in twelve years there has been no packaging lot failures for Polymeric Trays in 2010. She stated it is because of the new technology of the Burl-Seal at the top of tray seams that is making the difference.

d. Ms. Julie Smith, Combat Rations Team, Natick, started the Individual Ration update with a brief on Assault/Special Purpose Improvement projects and asked the Voting members for approvals on Field test results for Meal, Cold Weather (MCW) and Modular Operational Ration Enhancement (MORE) – Hot Weather.

(1) MCW field evaluation testing was done at Northern Warfare Training Center, Black Rapids, AK, 17-29 March 2010. Approximately 72 Warfighters were given three MCWs each day. The training consisted of Search and Rescue, Land Navigation and Down Hill Ski drills with an average temperature of 0° Fahrenheit. Four new test menus/25 new components with 2 new soups were tested to increase variety and nutritional adequacy.

(2) Ms. Smith discussed difficulties they had in 2010 with sourcing of soups because of the sodium levels. They now have available commercial soups with 35% less sodium than the current control soups. She was very excited about the response of the Warfighters on the low sodium soups that rated 7.8 -7.9. The control soups were not tested due to non-availability. She also addressed concerns on the need for more variety of fruit items (dried fruit).

(3) Mr. Jim Lecollier of DLA Troop Support addressed concerns of the MCW because of the many components that are difficult to obtain and vendors are having a difficult time meeting specifications for products thus preventing a huge problem when it comes time for substitutions and always asking for waivers when this happens. Mr. Staples addressed concerns about so many substitutions and being able to track which lots are being affected. Ms. Smith stated that they work with the services and keep everyone informed on any substitutions being made and are always aggressively seeking alternate suppliers for those items, i.e., dried fruits, dessert bars and other items of concern. NATICK does not want to delete these items from the menu because they are needed for nutritional value and variety and therefore are substantial for the complete

meal. Ms. Smith stated that they are always seeking competitor vendors because competition is good and that would increase vendor's quality control.

(4) Ms. Smith recommended 12 new items in and 3 old items out. New items included Breakfast Skillet Pasta with Cream Sauce; Chicken and Asparagus; Low Sodium Beef and Chicken Flavored Noodle Soups; Freeze Dried Strawberries & Bananas; Hazelnut Hot Cocoa; Beverage Base with Fiber and Vitamin D; Filled French Toast; Cornbread; Raisin Nut Mix with Chocolate Disks; Trans Fat Free Fudge Brownie; Spicy Cheese and Vegetable Spread; and Granola with Bananas. Recommended old items out included Scrambled Eggs, Western Style (from one meal only); Beef Stroganoff; and regular sodium soups. All recommendations for MCW were approved.

(5) Ms. Smith wanted JSORF to be informed on testing of a Flameless Ration Heater (FRH) with the Hot Beverage Bag (HBB) in MCW/LRP. Hot water was readily available at the test location resulting in 61% of FRHs and 62% of HBBs not being used. But when asked the question regarding having both, 72% indicated they would like to have a FRH and HBB in every meal when issued the MCW/LRP. No recommendation was being considered at this time, Natick will continue to evaluate.

(6) The question was proposed to JSORF in regards to if the Services still wanted the MCW white packaging or can we go to all tan packaging due to the lead time for white packaging of 12 weeks. Mr. Staples stated it should not make a difference, but would ask the Food Techs for their input, with that Ms Smith stated that Natick would formally coordinate with Services on changes to package color and any other related issues.

(7) Ms. Smith briefed that procurement documents for the MORE- High Altitude/Cold Weather had been transitioned to DLA Troop Support, and that they had received numerous request of purchase for the Navy Seals, Special Operations Command and Infantry Brigades in Afghanistan. This past year they worked with Military Nutrition Division at USARIEM on Warfighter's nutrient needs during hot weather, from that input three new prototype packs were developed. Ms. Smith briefed the results and asked for recommendation approvals for the MORE-Hot Weather Field Evaluation that took place on Fort Benning, GA, 13-17 July 2010. Approximately 55 Warfighter's were tested in an average temperature environment of 90° Fahrenheit during a Pre-Ranger Course. Two years ago an evaluation test was done at the same location using just the First Strike Ration and it was determined that due to the vigorous exercise along with the hot weather, the Warfighter were not consuming enough calories. Therefore we saw this as a great opportunity to test the Warfighters consuming one MORE-Hot Weather daily along with the 2010 First Strike Ration.

(8) There were three new test prototypes: Pack 1- Chocolate Pudding, Caffeinated, Dried Cranberries; Energy Gel, Mixed Berry; Filled Pretzels, Cheddar; and Beverage, Carbonated Electrolyte- Grape and Orange; which received a rating of 6.9. Pack 2 - First Strike Bar, Chocolate (regular size); Zapplesauce; Energy Gel, Lemon Lime; Smokehouse Almonds; Stay Alert Gum, Peppermint; and Beverage, Carbonated Electrolyte-Lime and Fruit Punch; which received a rating of 7.4. Pack 3 - First Strike Bar, Mocha (mini size); Zapplesauce, Cinnamon; Energy Gel, Orange; Fruit Nut Mix Type III; Corn Nuggets; and Beverage, Carbonated Electrolyte, Grape and Fruit Punch; which received a rating of 6.8. All three packs received the DOD Nutrition Committee endorsement in November 2010. Ms. Smith requested approval of all three MORE – Hot Weather Packs. Recommendations were approved.

(9) Ms. Smith made a request to the Services to determine requirements (quantities for procurement) of the MORE – High Altitude/Cold Weather and MORE – Hot Weather. The Services with the Army, Ms. Beverly Hamlette taking the lead, has a suspense date of 1 August 2011 to provide the information.

(10) Ms. Smith ended her brief by giving an update on the First Strike Ration (FSR). She informed the JSORF that they had obtained Office of the Surgeon General, Chief Dietitian of the Army's approval for the nutritional content of the 9 new FSR menus. Procurement documents had been transitioned to DLA Troop Support. DLA Troop Support invoked option for 100K FSR. Ms. Smith stated that they will continue support to the transition of 6.2/6.3 developmental components, conduct ongoing market survey for new components and initiate coordination for a FY12 field evaluation.

e. Mr. Bob Trottier, Natick, Meal Ready-to-Eat Field Test results and Recommendations. Mr. Trottier briefed in the absence of Ms. Jeanette Kennedy, due to an illness. Mr. Trottier asked for the voting member's approval on the following, MRE Field Test Results and Recommendations, and Hot Beverage Bag Usage Results and Recommendations.

(1) The MRE field Evaluation was held in Camp Wilson, CA, 15-17 September 2010, with the Mojave Viper Support Detachment. Approximately 100 Warfighters participated in the field test and were provided three MREs per day. Eight test menus with 34 new items were tested. MRE XXXIII (2013 date of pack) recommendations were for new more acceptable items IN and the lowest acceptable items OUT, with the Menu Design staying the same. New Items included: Beef Patty, Jalapeno Pepper Jack; Taco Filling; (with a rating ranging from 7.2 to 6.9); Pound Cake, Chocolate with Chocolate Filling; Snack Bread, White Wheat; Cookie, Oatmeal Chocolate Chunk; Almonds, Barbecue Flavor; Hard Candy, Fruit Flavor; Dairy Shake, Trans Fat Free; Lemon Iced Tea; Ketchup and Mustard (to add variety). Old items out included: Beef Pot Roast with Vegetables, Sloppy Joe Filling and Cornbread Stuffing (with a rating ranging from 6.7 to 4.8).

(2) Mr. Trottier briefed the JSORF on field test usage results for the Hot Beverage Bag. The results were from field testing that covered over a four year span which indicated that usage had been fewer than 20% during the entire testing period. Each MRE contains a Hot Beverage Bag, with the Hourglass packaging duplicating the Hot Beverage Bag function in 8 menus. Mr. Trottier's recommendation is to remove the Hot Beverage Bag from 8 menus that contain the hourglass package, MRE XXXII, (2012 date of pack), with a savings of over \$360,000/per year and Natick will continue to monitor usage. All recommendations presented by Mr. Trottier were approved by JSORF.

f. Ms. Tina Howard, Combat Rations Team, Natick presented to JSORF an informational brief on Optimizing Meal, Ready-to-Eat (MRE) Component Acceptability with packaging. Ms. Howard stated that this was part of the Continuous Product Improvement project and the field testing was held in conjunction with the MRE Field Test in Camp Wilson, CA. There were approximately 60 Marines from the Mojave Viper Support Detachment that participated in the field test. The question was does packaging influence acceptability? Are candy items preferred in commercial packaging rather than military packaging, or does it really matter. To perform the test Ms. Howard stated that they used three different packages for Candy. One package was the original military trilaminate pouch that read "Pan coated disks, peanut butter"; the second package was the military trilaminate pouch that read, "Reese's Pieces (Pan coated disks, peanut butter); the third package was the commercial package that read "Reese's Pieces Peanut Butter". The results indicated that candy items are preferred in commercial packaging rather than military packaging. Ms. Howard stated that due to the results of the field test it may be appropriate to choose commercial packaging in some instances. The Combat Rations Team will continue to examine the impact on various components and of brand names.

g. Mr. Peter Sherman, Packaging Integration Team, Natick, Hydrogen-Free Ration Heaters (HRH). Mr. Sherman brief the JSORF on making the decision to adopt the new HRH for prepositioned ship requirements at \$0.07 minimum cost premium or roughly \$118K/yr above cost of current overwrapped Flameless Ration Heater (FRH) (Option A), or maintaining status quo (over wrapping FRH as need) at no additional cost over current prepositioned buys. (Option B). Also his recommendation was to remove the Sealed Ration Heater (SRH) from further consideration because of failure to meet required objectives. Mr Sherman also briefed the background information on each heater and gave a summary of the technical and operational capabilities, along with survey ratings and cost. Mr. Sherman stated that testing of the new ration heaters were efforts in response by previous JSORF for the need to eliminate the issues associated with the FRHs flammable Mg-Fe mixture and heater reaction by-product. JSORF expressed desire to see further improvements to the two candidate heaters – HRH and the SRH. The HRH met all requirements and will cost a fraction more than the current FRH but received an acceptability rating of 3.9 of 7. The current FRH met all requirements except the Flameless requirement with the lowest cost and receiving the highest rating of 5.6 of 7. After careful

consideration the JSORF accepted "Option B" due to future uncertainty with prepositioned ships, plus cost/weight/cube penalties with alternative heater. The recommendation to remove the SRH from further consideration was also approved.

h. Dr. Jo Ann Ratto, Advance Material Engineering Team, Natick, provided the JSORF an informational brief on the validation study of Nanocomposite Packaging for the MRE. Dr. Ratto stated that there was a great need for this type of packaging due the significant burden to the Army's operational, environmental & logistical requirements that stem from base camps solid waste. Deployed base camps produce solid waste at a range of 4 to 8.5lbs/per person/per day and enhancements of the MRE and the UGR have resulted in an increase in food related waste. Based on procurement of 144 million MREs, approximately 67,000 tons or ration related waste was generated costing an average collection and disposal fee of over \$50.00/ton, with cost expected to escalate. Dr. Ratto stated that her objective was to research and develop a cost effective environmentally friendly Nanocomposite food packaging system that will improve barrier, mechanical and thermal properties of polymeric packaging materials, reduce packaging waste by down-gauging films and eliminating excessive materials, enhance compatibility with advanced processes and meet the operational and performance requirements of the MRE. In order to demonstrate and validate this packaging technology a full scale production run of the Nanocomposite packaging was conducted. Non-retort and retort pouches were made at Packall, Canada and meal bags were produced at Cadillac Products, and food production, packaging and assembly was conducted at Ameriqua. Dr. Ratto brought samples of the Nanocomposite retort and non-retort packaging for the JSORF to observe. She stated that the clear film on the retort packaging was a plus due to being able to see what you are about to eat before eating it and the appearance looked more appealing. As the audience viewed the packaging Dr. Ratto discussed some of the major performance objectives of both packaging and system as a whole. After a one year microbial validation the ph and yeast and mold population was successful along with a one year Hexanal (secondary oxidation product of fats and has been successfully used as a marker to track lipid oxidation in food) analysis, that also proved successful, the penne samples did not show an increase in hexanal and presented insignificant differences in headspace analysis. Water activity and content are not changing significantly with storage time/temperature. Insect infestation studies of the meal bag and retort pouch are complete and are comparable to existing packaging. Transportation studies from Ameriqua (Evansville, IN) to Fort Richardson in the winter and from Ameriqua to Fort Bliss in the summer have been executed. After random inspections by the U.S. Army Veterinary Service, Nano non-retort inspections revealed no critical damage in the pretzel pouches but the retort pouches showed comparable failures rates between the Nanocomposite pouches and the control package. Air drop trials showed amount of defects compared to existing packaging. Field Test of 100 Soldiers showed that the packaging was acceptable, easy to open and also heated the food adequately in comparison to control packaging. Long term storage study is in progress and will continue current studies and analysis. A complete draft Final Report will be prepared for the Environmental Security Technology

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Certification Program (ESTCP) around December 2011. Dr. Ratto suggested the possibility to modify existing specification to include non-foil MRE food pouches and will brief the JSORF next year for adoption of the new specification. JCCoE will add this topic to JSORF 2012 agenda.

i. Dr. Jo Ann Ratto, Advance Materials Engineering Team, Natick presented to the JSORF her second informational brief on Secondary Packaging Environmental Alternatives for the Military. Dr. Ratto stated the environmental problem of solid waste generation by the Army was being addressed for the development of novel lightweight fiberboard containers due to the amount of solid fiberboard packaging waste generated per MRE case. The MRE case is 2.31 lb and based on the procurement of 3.4 million cases, approximately 4,000 tons of MRE packaging waste is generated every year. Expected benefits of the Multi-Functional Secondary Packaging would decrease overall packaging waste and create a viable means of disposal for military rations and offer superior protection during transport, storage and operational use. Improve overall sustainability and remove harmful/hazardous chemicals for secondary packaging. This would facilitate a weight reduction of 1.5-2.5 million pounds per year and a potential total cost savings of \$1.5 million per year for the MRE shipping containers. The containers could be used for all DOD sites or facilities. The return on investments would be a 20-30% savings and the time for payback would be in approximately 6-8 years. Dr. Ratto stated the current status of the program was that the proposal was submitted for DOD environmental Security Technology Certification Program (ESTCP), it was denied funding in FY11 due to limited budget. The opportunity to reapply in March 2011 and the ESTCP review committee has requested that an informational brief be presented to JSORF. Natick will prepare a memorandum for endorsement by the Services to present to the ESTCP review committee by 31 March 2011. Mr. Bob Trotter has the lead on this suspense.

j. Ms. Julie Smith, Combat Rations Team, Natick presented "Ration Nutrition: Then and Now". Ms. Smith was presenting in the absence of Ms. Holly McClung, US Army Research Institute of Environmental Medicine (USARIEM). Ms. Smith stated that the Combat Rations Team and USARIEM work closely together on ration sustainment programs to provide more Warfighter Tested and Warfighter Approved items. USARIEM conducts research on nutritional issues affecting the Warfighter, and supports the Surgeon General's responsibilities as the Department of Defense executive agent for nutrition. Evaluates new rations and examines the interactions between nutrition, performance and the environment. Their core capabilities are Military Operational Nutrition, Dietary Supplements and the Ration Sustainment Program. The purpose of the brief was to show the need for chemical analysis because of accuracy. Ms. Smith stated there is an invested interest in having accurate data that is futile to menu planning and ongoing research and development of food items. The question is often asked, what the nutritional value of that item is" this question can be answered accurately with the use of Chemical analysis. Chemical analysis is costly but the cost surely out weights the disadvantage

of not having accurate data. Ms. Smith showed the forum a chart that provided the comparison of what manufacturers are reporting as nutritional value as compared to the accurate chemical analysis of the item. It showed that manufacturers in some cases are not providing the most accurate data and seems to be plus up or minus the average nutritional content of items to fit a need. On an average cumulative time of 2006-2009 it showed that trans-fat values for instance had a 55% lower content value than reported through chemical analysis in the same products. Ms. Smith stated that the use of chemical analysis is the standard and that is where they want to go for ongoing research and development, therefore being able to plan future ration menus to meet both nutrition & size requirements, assist in vitamin R&D projects provide accurate field study consumption data analysis and ensure manufacturer compliance with NLEA.

k. LTC Christine Edwards, Army Medical Command Center & School, Operational Rations Directions to the Warfighter. LTC Edwards started her brief with a proposed problem statement for the JSORF: "Information on Nutrition content and best use of Operational Rations not available." She asked the forum for help with figuring out how to work on this problem. We give them what they need and we tell them what they need but we do not have manuals or doctrine to tell them how to do it. LTC Edwards discussed the following: 1) Nutrition requirements are available in doctrine; however, the information on "how" to meet the nutrition requirements is unavailable. Multiple websites contain bits and pieces of information, yet there currently is no good source of consolidated information available on how to meet requirements. Information posted on websites is difficult to interpret and conflicting in content; 2) Performance Fueling includes the critical nutrient timing topic of "When" being as important as "What" is consumed. There are many phases of performance fueling. An example of one phase (post-mission): specific amounts of carbohydrate and protein, the "what," combines with the "When" being within 30-45 minutes of mission completion for maximal muscle energy storage/replacement and repair/growth of muscle fibers. The second and third order effects, on the Warfighter, who does not refuel within the "When" window is: fatigue (due to lack of stored energy), muscle failure, lack of focus (due to carbohydrate depletion), and loss of muscle mass/strength (as protein is not available when needed for repair). The consequence of not refueling in the "when" window is detrimental to the next mission and ultimately affects the Warfighter's mission readiness. 3) Operational rations include a wide range of rations available in field feeding from Meals, Ready- to-Eat (MRE) to Unitized Group Rations – A (UGR-A). Current rations for the most part are not configured with performance fueling in mind; menus are designed to meet nutrition requirements for a generic day and environment. The First Strike Ration (FSR) a newer ration and the new Modular Operational Ration Enhancement (MORE) were developed to be eaten on the move and may better facilitate performance fueling. The need to develop materials/tools/applications targeted to the operational ration users (Warfighters), food service officers, and leaders was discussed. Ration packaging was also discussed as the most basic tool to address this problem. LTC Edwards also talked about Lessons Learned – Warfighters using MRE's for a long period of time showed weight loss and weight gain and this

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was DOD wide. She feels this is because of lack of resourceful information on the use of the ration to increase performance. She stated there is a need to put more information like this into doctrine but thinks that because doctrine is not often updated it would not keep up with the changes within the Operational Ration Program. Question was asked what doctrine was she referring to, ARs, ATTPs, Urban Warfare Doctrine or Nutritional Doctrine? Mr. Staples brought up a discussion about the Soldier Refueling Program and the Go for Green, which tells the Warfighter how to eat like an Athlete, Train like a Pro and Perform like a Champion. He stated that this is all the changes being made in TRADOC and the information is being put into doctrine, what they need and how they should go about to accomplish this. He mentioned that AR 40-25 even though it is old and no one looks at it, might be a good place to start but it must be blessed off by all Services from Top-Down. LTC Edwards thought this was a great idea but a lot of players will be needed to make this happen. Mr. Turner, DLA suggested bringing LTC Edwards to the Joint Subsistence Policy Board Committee and have her present this problem. Mr. Staples agreed stating that getting all the right people in the same room to discuss the right thing to do and making awareness of problem. LTC Edwards stated that is the reason she was presenting this topic today to validate that there is a problem and that all the people that needed to validate this was in the room this morning. LTC Edwards also gave the forum her Course of Action to accomplish hitting her three targets. Consolidating Fueling information on Human Performance Resource Center Website, by use of The MILBOOK, which will have Current, Ration Nutrition Information; Ration Status; Environment Nutrition Recommendations and Operational Ration Recommendations. The Warfighter Operational Ration User Forum, which would include Warfighters, Food Service Warrant Officers, Leaders, Dietitians and others, and continuing with Sustainment Forums, applications specifically designed to support the Food Service Warrant Officer. The decision made by the Services was to provide a consensus on putting together a working group and come up with a solution to the stated problem. MEDCOM (LTC Edwards) and JCCoE (Mr. Byrd) have the lead on initiating a working committee for this issue with of suspense date of 1 June 2011.

1. The JSORF broke for lunch followed by the Operational Ration Food Sampling of items that were being considered for new menus. Items presented for sampling were as follows: **Meal Ready-to-Eat (MRE)**; Beef Patty, Jalapeno Pepper Jack, Beef Taco Filling, White Wheat Snack Bread, Starch Jellies with Vitamin C, BBQ Almonds, Jolly Ranchers, Chocolate Filled Chocolate Pound Cake, Oatmeal Chocolate Chunk Cookie, Chocolate & Vanilla Dairy Shake- Fat Free, Lemon Iced Tea, Ketchup, Mustard. **MCW/LRP**; Breakfast Skillet, Pasta with Cream Sauce-Chicken & Asparagus, Low Sodium Beef & Chicken Flavored Soup with Noodles, Freeze-dried Bananas with Strawberries. **Unitized Group Ration-Heat & Serve**; Creamed Ground Beef, Meatballs & Pasta, Thai Chicken Curry, Sweet Potato Praline Cake, Carrot and Gingerbread Cake. All items were well presented and with high acceptability ratings.

m. Mr. Jim Lecollier, Defense Logistics Agency Troop Support (DLA Troop Support) started the afternoon session with an Acquisition Report of Individual Rations. Mr. Lecollier gave the final report for MRE XXX with Ameriquel totaling \$93,339,999.00, SOPAKCO, \$73,863,749.00 and Wornick, \$72,898,749.00. The new contract for MRE XXXI is due to be in place by October 2011. Solicitation includes best value trade-off source selection procedures, base year with four one-year options, firm fixed price with EPA and other requirements which include, Surge and Sustainment Plan, Higher level Quality Assurance Plan and Food Defense Plan. Mr. Lecollier stated that the past performance test as been waived and DLA Troop Support does not expect anyone that did not have previous experience to solicit, he also stated that if all offers pass, lowest price gets the award. Mr. Streibich corrected him by stating that it was the "best value" that gets the award not the lowest cost even though cost play a role especially when all offers pass. Mr. Lecollier also briefed the solicitation and acquisition details for the MRE Bakery, Beverage Bases, Wet Pack Fruit and Spreads.

(1) DLA Troop Support purchased 30,000 case minimum of Humanitarian Daily Ration on 4 April 2010 with a delivery date of 15 June 2010. Defense Security Cooperating Agency is now managing CONUS inventory at Albany, GA.

(2) The First Strike Ration (FSR) acquisition was awarded 3 September 2010 with SOPACKO Packaging, max of 100,000 cases ordered, due to unforeseen demand in Afghanistan Theatre and CONUS Special Operations an additional 125,000 cases were ordered beyond the max. Future acquisition for the FSR has a planned solicitation issue date of April 2011 with 150,000 case min and 290,000 case max, max dollar value with surge was \$162,610.887.92.

(3) The Tailored Operational Training Meal (TOTM) has menu changes every year based on MRE contents and specific National Guard requests. Sales as of 24 January 2010 totaled \$16,325,022.00 after 10 years into the program. Sales for FY10 alone were \$2,675,483.00. The new acquisition strategy will include and anticipated new award in March 2011 with an indefinite Quantity contract.

(4) The MCW/LRP acquisition was awarded 19 August 2010 to the Wornick Company. The MCW min was 19,008 with a max of 34,016, the LRP min was 5,760, with a max of 15,500, and delivery was due in December 2010. Mr. Lecollier stated that the MCW/LRP are no longer a War Reserve item and there are zero on hand with a due in of 19,008 for MCW and 6,912 for LRP.

(5) The Health & Comfort Pack was briefed that solicitation closed on 3 August 2011 and is currently in negotiations, with delivery date being within 30 days of award. For the Health and Comfort Pack, Product Demonstration Model's and past performance will be an evaluation factor.

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(6) The Food Packet, Survival, Abandon Ship which is used primarily by the U.S. Navy, acquisition was awarded 12 November 2010 to New View Oklahoma, with 56,000 pz ordered to be delivered by 14 February 2011. Food Packet, Survival, General Purpose Acquisition was awarded 2 September 2010 also to New View Oklahoma, which Mr, Lecollier stated was formally named Oklahoma League for the Blind. Food Packet, Survival Aircraft, Life Raft all deliveries were complete and a supply study will be conducted during the end of February 2011 to determine new requirements.

(7) Mr. Lecollier also briefed acquisitions status for the Religious Meals, Brick water and Pouch water, stating that Pouch water had revised military packaging with the Center spout pouch being the new addition and that DLA Troop Support was behind because of providing the three different kinds they need the Services to provide a demand. He stated that not knowing requirements directly affected the acquisition not being awarded which forced them to buy commercial water. Mr. Byrd had comments for the Food Advisors that all 89 NSNs get looked at as Class I, so he asked them to dig deep and take a look at Aviation components, because business about Pouch Water, Brick Water and the requirements that the Army needs to give them as to how much we are going to use is directly related to what they want to load on the aircraft. The AOR is saying we can't get the Air Craft Survival so they are using FSR as the new Survival Ration. If this is the trend then we need to stop buying Aircraft, Life Raft and up the numbers on FSR. Mr. Byrd asked the Food Advisors to get back to JCCoE with feedback on this subject.

n. Mr. Gregg Gildea, Food Service Equipment Team, Natick, changed the direction of the forum from field food to field equipment, thus briefing the forum on the Army Field Feeding Systems and the FY10 Improvements, FY11/12/13 Planned Accomplishments. Mr. Gildea stated that his main mission was to provide the right food service equipment to Army Combatant Commanders giving them the organic capability to feed themselves in a modular/maneuver combat environment, training or other assignment. His key challenges/technology was the lack of available resource, forward feeding, improved mobility, safe storage and delivery of subsistence and effective sanitation.

(1) Mr. Gildea ensured the forum that Natick is working with the Schools and Food Techs to ensure adequate training is provided for use of equipment through Technical Manuals, Provisions and Documents. Current Projects were discussed which included, Modular Appliances for Field Feeding; Containerized Kitchen (CK2) Modernization; Mobile Kitchen Trailer (MKT) RESET Program; Assault Kitchen (AK) Enhancement (UGR-A Capability); Containerized Ice Making System (CIMS); Integrated Thermal Control Unit (ITCU); and Multi-Temperature Refrigerator Container System (MTRCS)-Status.

(2) Mr. Gildea discussed the Modular Appliance Concept for Field Feeding, the Army's current appliances are based on open flame burners that have been in the field since 1960 and are

inefficient and introduce excessive heat, combustion products and noise into the kitchen environment. Modular Appliances have potential to update the AK, MKT, CK, and future field kitchens with more efficient and effective appliances that are interchangeable along with the drawer modules.

(3) Mr. Gildea stated that there is a current need for feeding capabilities in smaller VSO sites and sustainment operation bases and he feels that the modular appliance concept will address this issue. Mr. Staples addressed his concerns with having to purchase separate components to meet the requirements of the number of sites being broken down and not having everything you need to complete the feeding mission adequately. He stated that a good plan would be a system, not just components, that have the versatility to break down into 4 or 5 smaller systems with sanitation capabilities. Food Techs in the forum stated that the need is now and Commanders want flexibility now, therefore the Module Concept is the way to go until future improvements are made. During FY 11/12 the plan is to complete mock-up of future kitchen, update appliance specifications, initiate and complete fabrication of functional prototype, perform operation testing and finalize technical data by FY13.

(4) Mr. Gildea briefed the purpose for the CK2 modernization was to improve the working environment and effectiveness of the CK through ECP and the Reset Program and align development efforts with the Battlefield Kitchen (BK), the future Kitchen for the field. The payoff being reduced heat stress for food service workers, by removing the current air conditioner and installing ECU ducts. Incorporating a cook side and a sanitation side on the CK and with all future kitchens having the same modular appliances this will reduce cost and the complexity of field feeding.

(5) Assault Kitchen Enhancement will include the addition of the M-59 Field Range which will provide the ability to prepare a limited line of A- rations. The future plans are to conduct test and evaluation of LOE 1 configuration and LOE 2 components and add any approved configurations to AK production.

(6) Mr. Gildea continued his brief with the purposes and payoffs of the Containerized Ice Making System, which will provide the Warfighter with ice for their drinking water in arid environments, supporting a 600 person or larger base camp to include the Warfighter on patrol, and the Integrated Thermal Control Unit (ITCU), which will give the Food Personnel the ability to regulate the operating temperatures of field kitchen appliances.

(7) Mr. Gildea ended his brief with status of the Multi-Tempered Refrigeration Container System (MTRCS), which received a full material release, 29 July 2010.

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o. Mr. Gary Walker, DLA Troop Support gave the last brief for the day on Quality Audits and Food Defense Updates. Mr. Walker gave the forum an overview of Quality Systems Plans (QSP), Quality Systems Compliance Audits, Product Acceptability and Food Defense Plan Compliance Ratings for MRE assemblers, and entrée, and component producers. He stated that contractors and sub-contractors must have a Quality Systems Plan in place and are required for ration components under Higher-Level Contract Quality requirements. Mr. Walker stated that this is the first year that they have only had one Lot Failure on the MRE. He stated that there could have been more but were caught at the plant through their QSP and correct in house before coming to them for acceptance. A Food Defense Plan is required from all contractors, suppliers and assemblers and Mr. Walker stated that the contractors are doing an outstanding job with this. All plans are audited by DLA Troop Support and over a five year period audits performed have shown a great improvement. Audits are performed once a year with a follow-up conducted within 90 days thereafter on non-compliant items. If the item fails the second time a Special Audit is performed and maybe with a closing plan.

p. CW4 Davis, JCCoE, Army Food Advisor, took this opportunity to explain the JCCoE Award Program, which will consist of a competition where the troops on the ground can have a say in what type of equipment they need and give input on what they currently have to prepare subsistence in the field.

q. The Action Items list was reviewed and accepted by the forum. Mr. Byrd thanked everyone for their efforts today and adjourned the meeting until 0800 hrs the next morning.

4. Summary of discussion for Day Two:

a. LTC Johnson, Director, JCCoE, presented the Opening Remarks for Day Two by thanking everyone for their combined efforts yesterday and charging the same for today. He told the forum that if there is anything that JCCoE could do for them to continue the support, do not hesitate to let us know.

b. LTC Mark Bohannon, Defense Logistics Agency, Combat Rations Network (CORANET), started day two of JSORF with an Overview and History of CORANET. He stated the objective was to focused on improving the DLAs ability to meet operational rations requirements now and in the future. The program includes all of the manufacturing technology related to the production and distribution of combat rations, Individual and Group. The CORANET approach is a "community of practice" engaging academic and industrial research partners with the diverse collection of government agencies and programs that oversee and administer the development, production and distribution of military rations. LTC Bohannon discussed the CORANET workshops that are held two times a year with the focus on updating ongoing project status, explore new technologies and presents the opportunity to network with research partners and

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Government representatives. It was discussed how ideals for CORANET research were identified and topics developed. Once developed The Joint Surgeon General will review all proposed STP projects and determine if the project is within the scope of CORANET, has a clear path to implementation, and has measurable benefits to DLA and the Services. LTC Bohannon gave the forum a snapshot of continuing projects for 2011 which included, First Strike Ration Eggs, Vitamin Encapsulation, Antioxidant Infusion, MRE Packaging, Extended Shelf-Life Eggs, Improved Thermal Processing, Retortable Food Tubes, and Time Temperature Indicator Data Analysis. Complete Projects for 2011 included; Technology Transition Ultrasonic Sealing, Oxygen Absorbing Material, Knurled Seal Heat Bar, Wet Pack Fruit Quality Improvement, Improving Insulated Beverage Dispensers and Manufacturability Sealed Ration Heaters. The brief was concluded with a Success Story on the Ultrasonic Sealing (that was completed in 2011) of MRE pouches. The project involved Ohio State University, SOPACKO and others, the new sealing method reduced contamination and loss from heat in pouches. Because of this new method the reject rate was dropped from 5.6% to 1.2% and increased throughout from 32 to 45 pouches per minute, this was a potential savings of \$474K per year.

c. CW5 Biddle, Public Health Command (PHC), presented an information brief on the transition of Veterinary Services Command (VETCOM) to the PHC. One specific note of the transition involved PCS for CW3 Warren. This may alter the process for the conduct of ration audits.

d. CW3 William Warren, VETCOM, Ration Assembly Operation Food Defense briefed the forum on the capabilities of the VETCOM Food Defense Team and what they can provide to the Services. He stated that their team is dedicated, with extensive training and expertise, ready to support now. The team has the capability to assess the Food Defense Program and facilities to include mitigation, monitoring, and follow-up programs and could also assist Ration Facility Managers and Army Veterinary Inspectors with program improvements, current trends and threats as they relate to food in and around the assembly plant and training opportunities and training materials. CW3, Warren's question was does DLA Troop Support the desire to have a joint assessment of all MRE assembly operations, (or VETCOM only); a joint assessment of one MRE assembly operation, (or VETCOM only) or make no decision and disregard using the VETCOM Food Defense Team at this time. It was decided that CW3 Warren would discuss this with Mr. Harry Streibich, Chief, DLA Troop Support and this topic will be added to the JSORF 2012 agenda.

e. Ms. Meg Aylward, Combat Rations Team, Natick, Unitized Group Ration - Heat & Serve (UGR-H&S), Field Test Results & Recommendations FY13. Ms. Aylward briefed the JSORF on results of the UGR-H&S field test and asked for their approval of her recommendations.

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(1) The field test was conducted at Camp Wilson, Twenty-Nine Palms, CA with the Mojave Viper Support Detachment on 29 September 2010, with approximately 200 Marines during a five day period. Using a Hedonic rating scale of 1 thru 9, with 1 being dislike extremely and 9 being like extremely the following items were tested, Breakfast: Creamed Ground Beef, Breakfast Skillet, Pork Sausage w/ Gravy, and Grits were all Boil-in-Bag (BIB) items. These items were tested against the current items in the UGR-H&S to see if the BIB items were more acceptable. The Creamed Ground Beef scored 7.0 against the current Poly Tray item that scored a 5.7, Grits scored the same 6.3 with cook prepared grits, but was not compared to the current individual package instant grits, and the Egg Breakfast Skillet scored a 6.8, (there was no current item to compare).

(2) Ms. Aylward asked the voting members to consider adding BIB into the UGR-H&S based on increased acceptability in some cases, ease of preparation, increased surge capability (less polymeric tray items to procure) and reduced overall module weight. The recommendation for Dinner entrees tested were two more acceptable items in, which included Thai Chicken Curry (7.2) and Meatballs & Pasta (6.6); and two less acceptable items out, Golden BBQ Turkey Riblet (6.4) and Chicken Stir Fry (6.0). Both items were also having producibility issues. To increase menu variety and provide nutritional adequacy, Ms. Aylward recommended the following Bakery items be added to the UGR H&S, Sweet Potato Praline Cake, Carrot Cake and Gingerbread.

(3) All recommended menu items were approved but in reference to the use of the BIB, Ms Aylward was asked by the Services to coordinate with DLA Troop Support and the Marine Corps to identify the effects of additional BIB versus poly trays and forward findings. A decision will be made at that time. Ms. Aylward's recommendation was to add the BIB Breakfast Skillet to replace the current BIB regular eggs regardless of findings. This recommendation was approved.

f. Ms. Sue Harrington, Combat Rations Team, Natick, Unitized Group Ration-A (UGR-A) Update. Ms Harrington briefed the forum on results and recommendations for the UGR-A FY12 menus that had been prior approved by the IPT. The IPT met on 31 January 2011 at the JCCoE conference room to go over results from the UGR-A Field Test that was held at Fort Carson, CO, on 24-31 August 2010. The field test included approximately 200 Soldiers from the 2nd Brigade Combat Team, 4th Infantry Division. Over 300 UGR-A items were submitted and evaluated by Natick, with 59 new items selected for field testing. Ms. Harrington stated that the field test went very well and thanked the 2nd Brigade Combat Team for their participation. All menu items were rated using a Hedonic Scale of 1 thru 9 with 9 being extremely liked. The following recommendations were submitted by the IPT:

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(1) The use of a frozen lower cholesterol egg to be used in 3 out of 7 breakfast menus. Ms. Harrington briefed that we are now using a regular Boil-in-Bag dehydrated egg in all UGR-A menus, but during testing the frozen lower cholesterol egg rated just as well. This change will be significant to working towards a healthier menu item for the Warfighter. Recommendations for new more acceptable Breakfast items IN and less acceptable items OUT are as follows, Menu #1, remove Ranchero Beef Steak and Sausage & Egg Quesadilla and add Meat Lovers Enchiladas and French Toast Taquitos; Menu #3, remove the French Toast and add Sausage & Egg Pita Pocket; Menu #4, remove Beef Taquitos and add Steak, Egg & Cheese Taquitos; and Menu #6, remove Chorizo Breakfast Wrap and add Sweet & Spicy Hand Roll. The following Breakfast items were added to promote variety; Cinnamon Monkey Bites, Apple Danish/Honey Bun/Whole Wheat Danish variety pack, Cinnamon Coffee Cake-Low Fat, Hazelnut and French Vanilla Coffee Creamers (use in dinner also). Ms. Harrington stated that rating scale for Dinner items did very well with highest being Pork Loin w/ Tuscan Seasoning and Macaroni and Cheese w/ Andouille Sausage being the highest with a 7.5 rating. Recommendations for dinner included; remove Chicken Teriyaki and add Beef Provencal, split the Chicken Cordon Bleu Meal with Tuscan Pork Loin, remove Chinese Beef and add Pepper Beef, (this is a split menu with General Tso's Chicken w/ Vegetables that will remain), remove Tomatillo Pork/Poblano Corn Chowder and add Jambalaya split with Beef Brisket, add Andouille Macaroni & Cheese to the Meat Loaf menu as a split option and delete the Beef Brisket/Pork BBQ menu. The Hot Dog and Hamburger Menu will be considered for the UGR-A Short Order once testing is complete. Ms. Harrington also told the forum that feedback from the field is to change the Turkey Breast Cutlet and provide a sliceable turkey breast similar to the Prime Rib. Natick and the Army will work with Industry to provide this item. Also the future for the UGR-A is to go from the current sixteen menus to fourteen. Additional dinner items that were recommended to be added for variety include, Broccoli & Cheese Casserole, Roasted Red Potatoes, Ooey Gooey Chocolate Bar, Cookies & Cream Cake, S'mores Cake, Whoopie Pie, Red Velvet Cake, Variety pack Sugar-Free Beverages and Teas, Diced Jalapenos (use in Breakfast also), Apple Jelly & Peanut Butter and Blackberry Jam & Peanut Butter. All IPT recommendations were approved.

(2) Ms. Harrington continued to brief the forum on "Right Sizing of the Unitized Group Ration-B (UGR-B). Ms. Harrington stated that the Marine Corps had articulated a concern of the substantial build-up of excess UGR-B components after each meal. The approach to this issue would be to schedule a visit to 29 Palms in March 2011, with the Marine's West Coast Food Management Team to analyze build-up of excess components and determine components for downsizing. Results and recommendations will be presented to the Marine Corps and the UGR-B™ Assembly Contract Requirements (ACR) will be updated and transitioned to DLA Troop Support. The totally right sized UGR-B will provide the Marine Corps with a logistically optimized module, substantially reducing both cost and solid waste generated. The downsizing will not compromise the nutritional adequacy or acceptance of the UGR-B™. This topic will be added to the JSORF 2012 agenda.

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g. Mr. Joel McCassie, Packaging Integration Team, Natick, Hot Beverage Box. Mr. McCassie presented a Decision brief to the JSORF on the use of the Hot Beverage Box. The recommendation was to include optimized Hot Beverage Box as a component of the UGR-E™ (initially in Breakfast menus), and include in procurement documentation option to procure bulk multipack Hot Beverage Boxes to support MRE, and MCW utilization. If approved, development of procurement documents for transition to DLA Troop Support during 4th QTR FY11. Mr. McCassie stated that 36 Hot Beverage Bags were evaluated during the Field Test in Fort Greely, AK. In an average temperature of 0°F, the item was well accepted and received positive feedback on heating concept and capability. Additional samples have been provided to the 4th Ranger Training Battalion at Fort Benning, GA and the Marine Corps Warfighting Lab, Quantico, VA. The purpose of the Optimized Hot Beverage Box was to develop a disposable self-heating package that provides an instant hot water dispensing capability to support small group forces operating remotely. The box heats one gallon of water from 40°F to 150°F in 30 minutes and maintains at 140°F for 2 hours. Mr. McCassie presented the box to the forum for a demonstration of set-up; there were concerns from the Services of incorporating the Hot Beverage Box into the meals without adequate train up of proper usage and set-up. Recommendations were approved with a due out to the Services to provide DLA Troop Support procurement quantity requirements of the Hot Beverage Box™ for training purposes. Mr. Byrd has the lead with a Suspense Date of 31 March 2011. Mr. McCassie furthered his brief with information on Field Test results and considerations on the forward path for the 100% Bio-based Cutlery. The plan is to conduct cost comparison of the current 50% to 100% bio-based dining packets, conduct additional focused studies with the UGR-A type items with more whole muscle meats to see effect of performance and investigate potential to reduce noise from the 100% bio-based outer packaging. Development of the 100% bio-based Danimer 21708 PLA UGR™ dining packets is the results of ongoing cooperative efforts by Natick, DLA Troop Support, and LOC Industries/Signature Works Division to “Green the Government.”

h. Mr. Harry Streibich, Chief Operations Rations, DLA Troop Support gave an acquisition update on the Unitized Group Rations. Mr. Streibich stated that for the UGR-H&S there had been a plus up to accommodate the surge but totals were back down to normal stockage at Tracey Depot. The UGR-E program was currently being expanded to four Breakfast menus and eight Lunch/Dinner menus. The theater Menu Board will determine latest requirements and component procurements will be initiated as necessary. Type I heater modules will be used until completed then Type II heater modules will go in. Mr. Streibich also discussed some of the new items in the UGR-E, which included Pork Carnitas, Chicken Pot Pie Filling, Pulled Pork, Beef Snacks, Roasted Almonds and Pudding. The UGR-H&S Poly Traypack bakery contract was awarded to Sterling Foods with a 2 year option and a Base Minimum Quantity of 223,085 and Maximum Quantity of 594,892. During the Poly Tray production test for 2010 the following items made production, Vegetarian Chili, Rib Shaped Turkey Patty and Oatmeal, Apple Cinnamon. Bakery items included Golden Harvest Cake w/ White Icing, Vanilla Cake w/

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Strawberry Icing and Chocolate Cake w/ Cherry Fruit Topping. The UGR-A Program is currently in Option Period 3 with assemblers, Ameriquel, Labatt and Wornick. Option 3 will run from 1 Oct 2010 thru 30 Sep 2012. The UGR-A audit will be held February 8-10, 2011, items selected will derive from the UGR-A 11 Table II's. A final report will be posted NLT May 2011. UGR-A Short Order Menus which consist of 2 Breakfast and 5 Dinner menus are currently in a 6 month field test at Fort Carson, CO. and Fort Stewart, GA. Menus will be ordered as an alternate option to the UGR-A. Results from test will be briefed at the next JSORF. Mr. Streibich concluded his brief with a Group Ration Procurement Update, Entrée Tray Pack issued Oct 09, award, Feb 11; Commercial Components and Dehydrated Entrees issued Mar 10, award Feb 11; UGR-A issue Mar 11, award Jun 12.

i. CW3 William Warren, VETCOM, provided the JSORF an update on the recent UGR-H&S audit that was conducted at Defense Logistics Agency Distribution, San Joaquin, CA. CW3 Warren stated that the audit was conducted because the Marines had expressed concerns over substitutions in the UGR H&S that they had not been made aware of by DLA Troop Support. The previous VETCOM Operational Rations Chief had recognized the necessity for an audit and other government agencies had identified shortfalls in the way we currently do business. CW3 Warren followed with concerns that were noted during the audit. The process for commercial item approval, substitutions being made without concurrences with the Services, Inspection Test Dates / Product Shelf-Life extensions, current Assembly Contract Requirements (ACRs), periodic product audits at the Depot and alerting inspectors and customers of ACR changes. CW3 Warren recommended to the JSORF to conduct annual audits of the UGR H&S to rectify these issues and others that may occur. JSORF agreed that there is a need for a product audit of the UGR-H&S. Mr. Turner, DLA, asked that before a date and location had been proposed give him an opportunity to obtain additional information and feedback from his people on the issues that were discussed at the previous audit. VETCOM and DLA Troop Support will get with Mr. Turner to give him the required information, at that time a location and date will be set for the next audit.

j. Mr. Rick Byrd, Chief, Quality Assurance Division, JCCoE, briefed on the topic, "The Visibility and Consumption of the UGR-H&S". During this brief, Mr. Byrd discussed reasons and primary problems associated with the UGR H&S consumption diminishing tremendously. Mr. Byrd also briefed the JSORF on methods to attack this problem and increase the demand. All participants were very concerned with the lack of usage of this ration by the Army. Mr. Byrd feels that Commanders are not using this ration for the purpose it was designed for, thus leaving the Food Service Specialist untrained on this ration and the unit in a poor readiness posture. This brought on much discussion within the forum, because this is a major concern among other government agencies and everyone agreed to working diligently toward a fix. Mr. Byrd stated that through marketing, ACES QUAD will collaborate to develop methods to increase demand, and asked that Natick support on menu development and DLA support for inventory

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management. Mr. Byrd informed the JSORF that JCCoE had initiated action to the Army G4 on discussion regarding operating policy that promotes product consumption. This will be an ongoing project and will be added to the JSORF 2012 agenda.

k. The Services were given an opportunity to address any issues and give responses at this time.

(1) Mr. Archie Turner, DLA - no issues, Thanks for the invite and the meeting was very informative.

(2) Mr. John McNulty, Army – no issues, Thanks to JCCoE for hosting another well executed JSORF.

(3) LTC Robert McHargue, Navy – a look ahead for nutrition requirements are to increase seafood and continue to look for variety to produce more options, i.e. Salmon. LTC McHargue asked Natick to work on the texture of MRE components.

(4) Mr. Charles Ervin, Air Force – no issues, Thanks for the invite and enjoyed the new location.

(5) Mr. Charles Girard, Marine Corps – no issues, informed the forum that the contract had been awarded for the Expeditionary Field Kitchen (EFK), which has a similar CK designed, giving the Marines more capabilities to do a mix type of rations. A New contract that will manage Marine Corps Dining Facilities should be awarded this week and they are very excited about this. Mr. Girard stated that he enjoyed the new location.

l. The Action Items list was reviewed and accepted by the forum. The JSORF was then adjourned by Mr. Rick Byrd, thanking everyone for their attendance and hard work and continued support. Task listing and minutes would be provided to all participants.

5. A listing of JSORF Action Items is attached.

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6. The POC for this memorandum is Mrs. Beverly Hamlette, (804) 734-4584, or
Beverly.hamlette@us.army.mil.



ROSSIE D. JOHNSON
LTC, LG
Director, Joint Culinary
Center of Excellence

2 Encls

1. JSORF Attendees Listing
2. JSORF Action Items