

July 2009



Army Center of Excellence, Subsistence
U.S. Army Quartermaster Center and School
1201 22nd Street
Fort Lee, Virginia 23801
www.quartermaster.army.mil/aces
DSN 687- 4839 Tel: 804-734-4839

*The Army Center of Excellence, Subsistence 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 ACES.*



Summer Greetings from the Army Food Net!



It's official! Summer is here! As the hot and muggy days approach us fast, let us remind you not to forget your sunscreen, bug spray and water bottles! Also, may you have safe travels to your favorite vacation destinations. **STAY COOL!!**



From the ACES Director

Welcome to the July 2009 issue of the *Army Food Net*. We hope that each and every one of you find some interesting and helpful information in this issue. I would like to say thanks to all our Warfighters who are out there supporting our country and fighting for what we, as a country, stand for...**INDEPENDENCE**. May you please keep them and their families in your thoughts and prayers. Each of you plays a vital role as a member of the Army Food Service Team, and as you go about your daily duties please never forget that at the end of the day it's all about **THE SOLDIER!!**



ACES 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 Army Center of Excellence, Subsistence sustains, maintains, and optimizes available resources to carry out its mission.

From the...

Director of Operations, Army Center of Excellence Subsistence

Food Service Military Occupational Specialty

By David Staples

I have been in the food service business for a day or two; however there are those of you who have been in this profession a lot longer than I have. I want to share from my viewpoint in ACES what the “rumble” in the Ivory Tower is all about. Many of you assigned to Army Commands (ACOMs) and Installation Management Command (IMCOM) food service positions are hearing these same “rumblings”. Don’t mistake these “rumblings” for rumors, as these are things being discussed and acted on even now throughout Army and DOD Senior Leadership.

What is the “Rumble”? The Army transformation and future decisions on how we will fight and win future conflicts is an on going process of evolution. Realignment of combat service support Military Occupational Specialty (MOS) in future force operations are changing and the requirements for how we support combat operations are changing as well. What is driving these changes? Well it depends on who you ask, or what you read, or who is at the helm this week. I’ll just say that while change is a good thing, not all concepts and actions related to change are good. Then again, this is my opinion and while shared by many others, it is just that –“my opinion”.

Changes in the future force are based on future equipment (some under development and some still in concept), from past lessons learned or operational experience, and others just to reduce numbers to pay for other MOS staffing requirements or functions. How do we as the food service professionals fit into this evolution of change? I think that is probably the biggest problem we have today.

While some of you will nod your head in agreement, others will not and wonder if I have lost a brick or two, if you know what I mean. But here goes the “Rumble”: Food service both in peacetime garrison and wartime field operations is under the microscope. Since the start of the “Global War on Terrorism” in

support of both Operation Enduring Freedom (OEF) and Operation Iraqi Freedom (OIF), the non-linear and urban battlefield has drastically changed how our food service operations have supported the combat force. While we supported our units in the early days using individual and group Operational Rations (OPRATs), the advent of the Logistics Civilian Augmentation Program (LOGCAP) changed the skyline. The 24 hour, 7 days a week, 4 meals per day (night chow) LOGCAP operations support the population in theater for food service at the major sustaining bases and does it well- costly, very costly- but well. When I'm talking cost, I'm not just referring to monetary cost even though this is very high; I'm also referring to support MOSs too.

Our current Army food service Modified Tables of Equipment (MTOEs) and personnel Tables of Distribution and Allowances (TDAs) are not aligned to support the vast numbers of civilians (DA/DOD Contractors, AAFES, MWR, ARC, etc) brought into the theater. Now couple that with all the rotations and the time we are out of the dining facility at home station for pre-deployment, deployment, and post-deployment, which can total from 18 to 24 months, depending upon the specific deployment. For IMCOM to support the Installation feeding mission for units/personnel left behind, they must contract out the garrison food service operations, leading us further down the road from how we used to sustain operations. All of this contributes to the "rumble", and it just keeps getting louder.

Now let us look at what our military food service personnel are doing in theater. While most of our food service personnel are performing admirably in Forward Operating Bases (FOBs), Combat Operating Posts (COPs) and Joint Security Stations (JSS) feeding our Soldiers and units daily; we are also supporting an important mission of contract oversight and security for LOGCAP Dining Facility operations. But some of us, like other support MOS personnel, are providing convoy security or other non-MOS related duties. While we at ACES know the job you are doing, it seems the leadership only sees the LOGCAP operations and you hear it everyday, the "rumble" – cooks are not cooking. While we may never fight another war in the manner we are today in OEF/OIF, we are setting standards that are driving the knife to cut, cut, cut our food service force in order to grow the combat forces or pay the bill to add another combat support MOS to the force structure; the latest being to add an Armor Soldier, Ordinance, to the units; and oh yes, the bill payer MOS is food service.

What can we do about it? We need to show viable worth to our senior leadership, we need to step up to the plate and ensure our Commanders and Sergeants Major (SGM) know where to come for viable courses of action (COA) to support their mission. We need to train and support our units when they deploy in all mission scenarios – contingency, disaster relief, or training at local or national training centers. I have seen the cuts in force, I have fought the cuts, I have reviewed the concepts for future sustainment and support operations, while they look good on paper, execution is another story. Commander and Soldier expectations are real, not paper, and I don't think these future concepts or recommended cuts will meet the standard.

Senior Food Service Non-Commissioned Officers (NCOs) (SGMs and MSGs) are filling roles as Command SGMs and 1SGTs more and more and they are the backbone to mentor the next level of technical professionals. While I applaud this change, they must return to the field as soon as possible when their tours are up and take the reigns in grooming our food service personnel. Our Warrant Officer's also play a pivotal role in advising Commander's on COA available to sustain their Soldiers in the fight and mentor our food service professionals – both Officer and NCO. The problem is we are not stepping up to the plate, we have junior Warrants (WO1 and CW2s) filling senior warrant officer positions and we have senior food service warrants filling non-MOS material positions. We have senior warrants that have not deployed one time, while others have deployed 4 and 5 times. The same can be said of the senior enlisted Soldiers. What I am trying to get across is that we must understand our operational support availability and ensure we are providing the best COA to our leadership in supporting the fight. If we do that, and do it well, we will

remain viable and exceed Commander's and Soldier's expectations and silence the "Rumble".

Let me caveat this by stating it is not just the food service MOS under fire but all combat service support MOSs. The total Army force can not grow, that is mandated, so in order to realign the structure of the future force, support MOSs are under fire to pay the bill.

I want to let you know that while this seems bleak there our always champions out there fighting the good fight for all of us. But they need our help, and I know as the professionals you are, you are up to the challenge. So everyday when you get up and put that uniform on (Military or Civilian) and go to work at the end of the day ask yourself what did I do today to support my profession and ultimately the Soldier. When that smile comes to your face knowing you did your best; well, we know our future is in good hands.

Thanks for all you do everyday, as it is not said enough. Stay safe, and Army Strong!

A note from the Army Food Advisor, CW5 Van Zanten...

NCOs and Soldiers interested in becoming a Quartermaster Warrant Officer are invited to find out more about the Warrant Officer Program at <http://www.usarec.army.mil/hq/warrant/>. The Army prerequisites are available at http://www.usarec.army.mil/hq/warrant/WOgeninfo_mos.html and MOS specific prerequisites are available on the USAREC website as well.

Further, there are several information links as well as a sample WO packet. Please go to the USAREC website to find out more. Thank you for your interest in becoming a Quartermaster Warrant Officer in today's Army.

Did You Know!!!

Independence Day is observed in the United States on July 4. On that day in 1776, the Continental Congress adopted the Declaration of Independence. In France, a similar holiday, Bastille Day, occurs on July 14. Several other countries celebrate national independence in July. Canada celebrates July 1 as Canada Day. Independence Day is celebrated in Venezuela on July 5; in Argentina, July 9; in Belgium, July 21; and in Peru, July 28.

ACES Farewells CPT Richard Ramos

As with most things military, change can be expected in personnel assignments. One of those moments occurred with the rotation of CPT Richard Ramos from the ACES Food Defense Programs Office in the Quality Assurance Division to his new assignment in Germany. ACES recently reflected on the substantial contributions that CPT Ramos provided to the Army Food Service Program during his tenure here. He energized communications between agencies, and investigated and published Planning and Protocols for health protection related to food supplies and handling during crisis such as the Avian Flu. He also led the joint work for the critical updates needed for TB Med 530 as it transitions to a Joint Food Code.

His dedication and expertise will be sorely missed. ACES wishes CPT Ramos and his family the best in their new assignment and expects that he will continue to excel in his work of protecting the force.

ACES Welcomes LTC Dianne Helinski

LTC Helinski has a vast background in field nutrition operations and general dietetics. She has served the Army in many positions since 1991. Her assignments include duty as a clinical dietitian (Ft. Lewis), Instructor/Health Promotion Dir (Ft. Lee), Chief of Food Service Operations (Ft. Sam Houston), and Chief of Nutrition Education Branch (Ft. Sam Houston) to name a few. Her return to ACES will focus on proper feeding and nutrition in all aspects of the Army Food Program and provide a link between ACES and the Army Dietitian (COL George Dilly). ACES is pleased to make this announcement and look forward to the continuous improvement in healthy choices and soldier feeding.



ACES Welcomes CPT Myra Rairdon

ACES is delighted to welcome CPT Myra Rairdon as our new Environmental Science Officer. She is reporting to ACES from Fort Wainwright, Alaska, where she served as the Chief, Environmental Health for the Installations of Fort Wainwright, Fort Richardson and Fort Greely. She has also served at Camp Zama, Japan and Fort Campbell, Kentucky. Originally from Kentucky, she earned her Masters degree in Public Health at Walden University in Minneapolis. CPT Rairdon and her family are warmly welcomed to Fort Lee, ACES and The Army Food Service Community.



ACES Welcomes SGM Swilley Clark

ACES is delighted to welcome SGM Swilley Clark as our new Philip A. Connelly Program SGM. He is reporting to ACES from The United States Army Sergeants Major Academy, Fort Bliss, Texas. His last assignment was as the G4 SGM, 1st TSC, Fort Bragg, NC. SGM Clark and his family are warmly welcomed to Fort Lee, ACES and The Army Food Service Community.



A Time for Leadership in the Army Food Program

By Mr. Stephen J. Primeau



The Army Food Program is at a crucial time in its long existence. Base Realignment and Closure (BRAC), new construction, personnel movement, and contingency operations deployments are impacting the Army Food Program and installations food service mission.

Installation Management Command (IMCOM) Food Program Managers (FPM) and Army Food Service Senior personnel must step up to the plate in this time of change and provide proactive leadership and guidance. Food program leaders set the standard, change is not someone else's job – it's the *leaders* job! Reviewing and staying on top of change as it impacts installation food service operations requires coordination and proactive management. Keep your food service team and your leadership informed and up to date on how change will impact their individual and installation operations. Challenges include ensuring that upgrades to existing dining facilities and new construction of dining facilities are being managed and tracked at the installation level; ensure facilities subsistence and physical assets are managed correctly to prevent waste. Food Service Leadership should pay particular attention to dining facility account management to ensure funds are properly accounted and within tolerance.

Another significant challenge for IMCOM FPM and Army senior food program leaders is the management, utilization and availability of Army enlisted food service personnel to support garrison dining facility operations. Management of personnel is paramount due to current operational tempo. This tempo has contributed to the increased use of contract food service personnel so that military food service personnel are freed up to perform other Soldier requirements. This allows Commanders to view the food service MOS as a secondary requirement.



Army Values state that, "Army leadership begins with what the leader must BE and that values and attributes shape a leader's character". "Leadership is influencing people-by providing purpose, direction, and motivation-while operating to accomplish the mission or job and improving the organization". Purpose, direction, and motivation are three essential elements that influence people to accomplish the objective. It's important for Army food operations leaders to be able to explain the purpose of maintaining cook proficiency to Commander's. It is critical for food service leaders to train, mentor and lead our younger food service personnel so they want to maintain standards of our unique job specialty and not reenlist to join another Military Occupational Specialty.

FM 6-22, The Army Leadership Manual, states, "Purpose gives people a reason to do things". Food Service leaders should take the time to explain the reason up and down the chain to enforce the need to accomplish the task whenever the time allows.

"Direction is accomplished through positive communication. A leader prioritizes each task, assigns responsibility for completing them and make sure your people understand the accepted standard. A leader figures out how to get the work done right with the available people, time, and other resources; then you communicate that information to your people". People want direction. They want to be given challenging tasks, training in how to accomplish them, and the resources necessary to do them well. Then give them time

to accomplish the job or task well. The Army is attracting a smarter more questioning Soldier so the ability to lead is becoming more challenging. Food service professionals must take the time to adequately instruct the finer details of the basic food service tasks. The Army food service schools are motivated to teach the very basic necessary skills and move the Soldiers on into the main stream Army. The real teaching occurs with the experienced NCO in the units where these new Soldiers are assigned. We must not let the operational tempo hamper us in providing the instruction necessary. We must find ways to motivate and generate real interest in learning our profession.

FM 6-22 states, "Motivation gives the employee the will to do everything they can to accomplish the task. It results in their acting on their own initiative when they see something needs to be done". A basic belief is that to properly motivate people, you have to keep them challenged. If they are bored, you'll have problems. A good leader should understand how to motivate Soldiers and Abraham Maslow's theory of human motivation is a good place to understand what defines steps to motivate people. He classified human needs into five categories that ascend in a definite order. He states that, "Until the more basic needs are adequately fulfilled, a person will not strive to meet higher needs. This hierarchy is composed of: (1) physiological needs, (2) safety and security needs, (3) belonging and love needs, (4) esteem needs, and (5) self-actualization needs" (Human Resource Management, p. 69). Comprehending this theory might help a leader to understand that it would be best to get to know their leaders and employees and their capabilities. This gives a leader the best knowledge to tell how far to push their employees. A leader should always give their subordinate's as much responsibility as they can handle and allow them to do the job without looking over their shoulders. People like to know that they are doing well, so when they succeed, praise them. If they don't reach the objective, recognize them for what they have accomplished and counsel/mentor them on how to do better next time.

People that are recognized and motivated will accomplish any task, even when no one is watching. They tend to work harder, knowing that job satisfaction is rewarding. Leaders must realize that the example they set is at least as important as what they say and how well they manage at work. The Army proudly states that, "The best leaders lead from the front".

General Edward C. Meyer, Former Army Chief of Staff, provides the below quote that leaders might find inspirational. It states, "Just as the diamond requires three properties for its formation-carbon, heat, and pressure - successful leaders require the interaction of three properties - character, knowledge, and application. Like carbon to the diamond, character is the basic quality of the leader. But as carbon alone does not create a diamond; neither can character alone create a leader. The diamond needs heat. Man needs knowledge; study, and preparation. The third property, pressure - acting in conjunction with carbon and heat - forms the diamond. Similarly, one's character attended by knowledge, blooms through application to produce a leader". Food Service professionals face a challenge to lead from the front because it is all too easy to go with the flow and not challenge unit leaders when they want to put our cooks because of personnel shortages in other positions such as: the orderly room, supply room, Commander's driver to name a few. The Army will not do away with the Food Service MOS unless we give them a reason to. There will always be a need to cook in the field and leaders must find a way to continue to train in garrison to enhance the basic cooking skills for the field environment. Our current contingency operations are not the norm for our Army, but we also have food service personnel operating in the forward operating bases performing their mission daily. Leaders must continue to train our cooks to perform in other environments without contract cooks replacing Army cooks.

Character is very important as a leader and/or manager because it allows people to live a consistent and moral life. If leaders incorporate the seven Army values within their own values, they will improve and solidify their true character and be recognized by their superiors and subordinates. These values are Loyalty, Duty, Respect, Selfless-Service, Honor, Integrity, and Personal Courage. By embracing these values and letting them govern your actions, along with your own experiences and developed skills, you'll be prepared to face the tough situations of management to ensure that the food service program will be served properly and continue to thrive.



We must continue to train our middle management so that they are competent and professional to handle the responsibilities of senior management. Our current environment produces many challenges to train responsible management techniques. Leaders should develop programs (OJT) to teach proper cost accounting, inventory controls, menu development, nutrition awareness and people skills. These skills can be hampered when Soldiers are not placed in training opportunities in the garrison environment. These are the skills that will place our managers at the top of their profession and make them marketable for future additional responsibilities. Leaders must establish training routines/programs and provide time to properly counsel Soldiers with expectations of their performance so that they will know exactly what is expected of them. All too often, current operational tempo interferes with making the time to properly counsel Soldiers, which is a key tool for leaders in the development of their Soldier.

Counseling is another important element of leadership. FM 6-22, The Army's Leadership Manual, states, "It allows a leader to develop the employee, improving his well-being, and resolving his problems". Counseling can help clear up misunderstanding that the employee has with their job performance or expectations. It can help improve an employee's motivation and develops teamwork. Counseling is a fundamental responsibility of every leader. All leaders must be coaches, trainers, and teachers. This allows the employee to feel that management cares and will act with compassion during trying or stressful situations.

Culture is an important facet of leadership. Leaders must understand and establish your organizations culture. A good way to think about culture is to view it as the accumulated shared learning of organizational members, covering behavioral, emotional, and cognitive points of their total thought processes. Each military command has a unique culture based on leadership and unit mission. Edgar Schein, a noted civilian author states, "One could argue that the only thing of real importance that leaders do is create and manage culture and that the unique talent of leaders is their ability to understand and work with culture". He even goes on to state that, "to distinguish leadership from management or administration, one can argue that leaders create and change cultures, while managers and administrators live within them".

This ability to influence culture and team building is critical for Installation Food Program Managers and Senior Food Service leaders because of the need to ensure that your food service personnel are working in the dining facilities when not deployed. Use your quarterly Food Service Management Board as a training vehicle and team building event, make your food service team part of the process, it will pay huge dividends and improve the quality of food service on your installation and in every dining facility under your oversight and management.



Food Service leaders must impact the functionality of the building's that are being constructed on their installations. They need to provide input during the design phase. This is the time to ensure that all the knowledge available of food service doctrine should be incorporated into the design so that cooks are enticed to perform in a more conducive environment. Installation managers/leaders should actively seek to get current doctrine from the Army Center of Excellence, Subsistence (ACES) for design review and implementation. Additionally, Installation Food Program Managers must take the time to forecast and budget for décor well in advance. It is a little too late to request décor for a new facility as it is ready to go into operation. Project forward!

Another constant in the Army is the need for change. Food Service leaders must provide effective leadership by understanding the influence of change and adapt to the Army's changing environment. Leaders can understand the influences of change by having a more definitive understanding of how a changing environment is influencing decisions. This was aptly described by Kurt Lewin's Change theory. According to Lewin, the three stages of change within an organization are Unfreezing, Cognitive Restructuring, and Refreezing. Unfreezing or creating motivation that effects change refers to creating willingness for the individuals to realize that the same old method is not working and that there is a need to change and it must challenge their goals and ideals. Cognitive Restructuring refers to making people realize that their environment is suffering a real crisis and change has to occur. An example of this was the Army's plan to transform itself through the BRAC process and current contingency operations. This has generated tremendous angst within the members of Army but leadership is showing that their goals and ideals must change to improve their situation or to change habits. Another author, Warren Bennis, states that, "exemplary leaders recognize that "habit is a great deadener. To break out of the day-to-dayness of things is very difficult... it's not just observing aimlessly. It isn't just reading 60 newspapers a day. It's observing and realizing that if the observations are accurate, not to act on them would be almost a sin" (Strategic Management: Concepts and Cases, P. 20). Army members are now realizing that change is needed to cope with the BRAC environment and the current OPTEMPO. The final step in the change theory is refreezing, which refers to the necessity for the new behavior and set of cognitions to be reinforced, to produce once again a sense of achievement and standards.



Our changing environment means that our Food Service leaders must emphasize the requirement for food service personnel to work in their military occupational specialty whenever they are in the garrison environment. This point must be compelling because of the potential loss of job skills and technical proficiency. Food Service leaders must stress the important of maintaining our skills through training and command emphasis. Training is an important point that must occur to achieve quality personnel and finished products. Military and civilian experts recognize that training is a process whereby people acquire capabilities to aid in the achievement of organizational goals. Leaders must realize that job performance, training, and employee learning must be integrated to be effective. In the military, our skills are derived from hands-on training. To actively incorporate our skills, they must be focused and synchronized through routine. These skills must be developed through teamwork building concepts. Whenever possible, Food Service leaders must ensure that our subordinates are encouraged to maintain and improve upon their basic skills through every possible method.

Our Food Service Leaders must understand the Army's strategic vision and develop a plan to integrate the food service requirements within this vision. It helps to have a good understanding of what a strategic vision should mean to us. One author, Arthur Thompson states, "A strategic vision reflects management's aspirations for the organization and its business, providing a panoramic view of 'where we are going' and giving specifics about its future business plans." The military does this very often and provides exacting information on our strategic vision concepts within FM 6-22. We are constantly studying how we conduct operations, seeking ways to improve, and adapting to a constantly changing environment. This proved true with the current military operation in Iraq. The Army was fighting a war that was different from any type of conflict from before. We changed our thinking and adapted to the environment and this produced successful results. The same must be said about the Army Food Service program. Leaders have to adapt and recognize that contracting on the battlefield and in the garrison is proving to be a challenging obstacle to keeping our food service personnel trained and up-to-date with the skills necessary to operate a quality food service establishment. BRAC is causing an opportunity for Food Service Leaders to influence

and improve operations in the design and construction of the environments that the future of Food Service operates. It is time to exhibit the characteristics of an exceptional leader and demonstrate the will to lead our Food Service Program into an exciting future by influencing any and all factors that we can. Leaders lead from the front!

References

Headquarters, Department of the Army. (2006). FM 6-22, Army Leadership, Washington: Department of Defense.

Mathis, R. L. & Jackson, J. H. (2003). Human Resource Management, (10th ed.), Mason, Oh: Thomson-South-Western.

Schein, E. C. (1997). Organizational Culture and Leadership, (2nd ed.), San Francisco, CA: Jossey-Boss.

Thompson Jr., A. A. & Strickland III, A. J. (2003). Strategic Management: Concepts and Cases, (13th ed.), New York: McGraw-Hill.

Responsibilities of the Food Program Manager **By Mr. Ronald Bellamy**

The Food Program Manager is the senior food analyst (military or civilian) to the installation commander and is responsible for the food program on the installation. The duties and responsibilities of a Food Program Manager are very important and critical to the food service arena. The installation commander will designate a food program manager to supervise the installation's assigned, tenant and satellite APF food service activities. The food program manager has many regulatory requirements that they are expected to follow such as: AR 30-22, The Army Food Program, DA Pamphlet 30-22 Operating Procedures for the Army Food Program, FM 10-23, Basic Doctrine for Army Field Feeding and Class I Operations Management, FM 10-23-1, The Commander's Guide to Food Service Operations, FM 10-23-2, Tactics, Techniques, and Procedures for Garrison Food Preparation and Class I Operations Management and TB MED 530, Technical Bulletin Occupational and Environment Health Food Sanitation just to name a few.

Functions of the Food Program Manager include the following:

MANAGEMENT

Manage Food Program Office

Assist and Advise Dining Facility managers and Commanders

Conduct Food Service Management Board meeting

Dining Facility/Equipment/Expendable Supply Budgeting

Prepare Food Service Management Plan

Ensure Relief from Loss is accomplished as required

Develop Contingency Plans for Food Service

Coordinate and provide Assistance to all food service personnel

ACCOUNTS/REVIEW

Ensure Cash Counts and Dining Facility Reviews are conducted with assistance from Tactical Advisory Staff

Conduct Annual Usage and Consolidation Review

Ensure a Uniform system for Dining Facility Evaluation with assistance from Tactical Advisory Staff

Coordinate Personnel Recognition Programs
Monitor Dining Facility Accounts and Determine Installation Account Status
Ensure Action Plans are completed and on time with assistance from Tactical Advisory Staff
Ensure Semi-Annual Close out Inventories are conducted
Conduct Mid-Year Financial Reviews
Review Operational Ration Controls

POLICY

Establish Procedures to prevent use of subsistence in support of social functions
Authorize Inventory level Policy Deviations (when justified)
Establish measures to prevent wrongful sale of rations
Write and Enforce local policies
Establish an Installation Policy for subsisting additional personnel
Determine/Document Menu Standard Deviations

CONTRACTS

Assist in the Development of Food Service Contract Documents
Perform and Monitor Performance Assurance Functions for Contracts
Review and Provide Input to the writing of the Contractor Performance Work Statement
Assist in the Development of the Performance Assessment Plan

PROGRAMS

Ensure Nutrition Program and Principles are applied
Administer the Installation Food Recovery Program
Implement an Energy Conservation Program
Ensure Food Safety and Defense Programs are developed, monitored and executed
Ensure Food Protection, Food Safety and Sanitation Programs are Developed, Monitored and Maintained

The Food Program Manager must direct and manage the Installation Food Service Program to ensure that maximum results are achieved at the least cost to the Government.

Going Green:

“Army green” might take on an additional meaning over the next several years. More people are paying attention to environmental concerns and programs are being enacted to address these issues. Check out the memorandum below from the Defense Logistics Agency on buying green products and look for some green-themed articles in future issues of the *Army Food Net*.



DEFENSE LOGISTICS AGENCY
HEADQUARTERS
8725 JOHN J. KINGMAN ROAD
FORT BELVOIR, VIRGINIA 22060-6221

IN REPLY
REFER TO J-33

APR 24 2009

MEMORANDUM FOR COMMANDERS, DEFENSE SUPPLY CENTERS
COMMANDER, DEFENSE LOGISTICS INFORMATION SERVICE

SUBJECT: Goals and Guidance for Environmental Products

The Defense Logistics Agency (DLA) Strategic Plan for Fiscal Years (FY) 2007-2013 includes a goal to increase DLA's offering of "green" products by 25 percent through the end of FY 2011. DLA has already exceeded this goal and now we must consider additional opportunities in the growing "green" marketplace to determine goals for FY 2010 through 2013. Determining these goals will require close coordination across all stakeholders.

In order for us to determine ambitious – yet realistic – goals, we need each supply chain to review your "green" product plan, review the criteria for procuring these products, and communicate with customers to identify additional potential "green" product candidates. As DLA identifies a new "green" product alternative, a new National Stock Number (NSN) will be established for that product after the Military Service concurs and submits a documented requirement for that "green" product in the form of a Supply Support Request. It should be noted that a "green" product NSN and its "non-green" counterpart may coexist in the Federal Cataloging System under separate NSN designations. Each supply chain should also review its sales data for product demand so that we can make item activity one of the criteria in the review process.

Please provide us with your recommended FY 2010 through 2013 goals within 90 days of the date of this memorandum.

Point of contact for this action is Ms. Jean Wiley, 703-767-1639, DSN 427, or email: Jean.Wiley@dla.mil. Thank you for your continuing support for this important environmental initiative.

A handwritten signature in black ink, appearing to read "M. Scott", written over a white background.

MICHAEL SCOTT
Executive Director
Materiel Policy, Process & Assessment

Is the Army Ready for Trayless Dining?

By Mr Andrew Pisney

As food service personnel we see the following scenario played out in the dining facility every day. The diner goes through the headcount station, picks up a dining tray, and proceeds to gather all the components for their meal: a dining plate and bowl from the main or short order line; one or two bowls from the salad and soup bar; a dessert plate or bowl; and three or four glasses filled with soda, juice, milk or coffee. It seems like a lot of dinnerware and food is being used and it is. Only problem with this scenario is that a lot of the food the diners take never gets consumed and ends up in the trash.

In an effort to reduce diner plate waste, college cafeterias have focused on a simple solution: they are getting rid of their dining trays, or as they are calling it, going trayless. The rationale behind going trayless is simple: without a dining tray, the diner cannot carry two plates, three bowls and four glasses at the same time. In effect, the diner takes less food and therefore wastes less.

Going trayless started about two years ago within college foodservice and is quickly spreading to many campuses across the country. Studies conducted by many of the college cafeterias that went trayless indicate that diner plate waste is reduced anywhere from 25% to 50% per diner. Instead of loading up their dining trays and sampling a bit of each food, diners took less food and ate more of what they took. The diners did this because if they wanted more to eat than they could initially carry to the table, they had to make a conscious decision to get up and go back to the serving area to get it. Most diners won't do that.

Colleges have also found out that going trayless had other important benefits. Since diners took less food, cooks didn't have to prepare as much and the overall food cost for the cafeteria was lowered. Also, since the cafeterias were not using dining trays anymore, the dishwashers did not have to wash them. Think of all the energy, chemicals, water and labor saved. These savings add up to big bucks for a single dining facility over the course of a year.

Going trayless to cut down on food waste seems like a simple solution but what are the drawbacks? The main drawback experienced in the cafeterias was in the form of customer dissatisfaction. Diners didn't like juggling plates, bowls and glasses and making multiple trips back to the serving areas and then when diners did go back to the serving areas and get additional dinnerware, the diners often left the extra plates, bowls and glasses on the dining tables when they left. Trayless cafeterias also reported more messes were created in the dining rooms and in the drop off points by the dishwashing room.

How did these cafeterias overcome these issues? On the customer dissatisfaction issue, campuses report that the key in going trayless is to communicate and educate your diners well before actually making the transition. Let the diners know the reasons and benefits for going trayless and provide regular feedback to the diners on how much food, energy, water and chemicals the facility is saving. Some cafeterias also conducted several test days without using trays just to get the diners a taste of what was to come before they actually removed the trays for good. Other operational ideas also included creating several silverware pickup stations in the dining room areas and putting extra attendants in the dining rooms during the meals to keep the extra mess cleaned up.

How will the trayless trend affect Army dining facility operations? It's hard to tell at this point. One would expect that any dining facility trying to go trayless would get a lot of negative feedback because it is a

significant change to how our diners eat now. I would suggest that any installation or dining facility considering going trayless do a lot of careful planning to get installation leadership approval first and then do a lot of up-front communication and education with the diners before the implementation.

Heads Up from Facilities and Equipment Division.....

1. This message is for units that use the Food Sanitation Center Model 2 (FSC-2), LIN S33399, NSN 7360-01-496-2112. Each FSC-2 is issued with three (3) sinks with safety warning labels on the front of the sinks. Each FSC-2 also has three (3) white plastic Heat shields, sink front; Two (2) white plastic heat shields, sink coupler; and One (1) white plastic heat shield, sink edge.
2. Summary of Problem. Some units have reported their FSC-2 warning labels and plastic heat shields are melting as shown in the pictures below.



Melted sink front heat shields



Melted sink coupler



Melted warning labels on front of sink

3. Correction Procedures – The FSC2 manufacturer has redesigned its plastic heat shields and sinks label locations to eliminate the problem. Users of the FSC2 are encouraged to replace sink labels and plastic heat shields under a warranty offer from the FSC-2 manufacturer, which is good until December 2010. To do this, follow the steps below:

a. There is no need to remove old labels from the sink for return to the manufacturer. Refer to Work Package 0068, Components of End Item List, in Technical Manual (TM) 10-7360-211-13&P; Operator's, Unit, and Direct Support Maintenance Manual Including Repair Parts and Special Tools List for FSC and FSC-2, dtd 3 August 2006. Identify the following components from Work Package 0068:

Component Description	Quantity
Heat Shield, Sink Front	3
Heat Shield, Sink Coupler	2
Heat Shield, Sink Edge	1

b. Ship the above components along with your name and return shipping address to:

Global Defense Engineering
 28712 Glebe Road,
 Easton, Maryland 21601
 POC: Deb Hill, Materials Supervisor
 PH: 410-820-9140 x435
 FAX:410-822-7907
 E-mail:dhill@globalgroup.us.com.

c. Upon their receipt of your old heat shields, Global will ship you new heat shields and new sink labels with label application instructions.

d. Place the new heat shields with your FSC-2 and apply the new sink labels to all sinks in accordance with the label application instructions. If possible remove the old labels before applying the old ones. If not, clean the old labels and/or the surface with soap and water and allow it to dry before applying the new labels.

POC for this action is Wardell Carey @ 804-734-3450 DSN 687 – 3450. Email carey.wardell@us.army.mil.

Subsistence Prime Vendor (SPV) Catalog Consolidation

By Stephen J. Primeau

Defense Supply Center Philadelphia (DSCP) and the services have initiated a program to streamline the subsistence prime vendor (SPV) catalogs supporting our food service program. This initiative was proposed by DSCP as a lean six sigma process during a Joint Subsistence Policy Board (JSPB) meeting. All services concurred with the concept as long as the services had representatives involved in the process. This initiative is intended to support Soldiers by ensuring that installation dining concerns, Army menu standards, and Army subsistence product buying guidelines are addressed. A leaner catalog is expected to provide less management overview, reduce the risk of errors and greater volume buying by the services and DSCP, which should improve the cost outlook and fill rate.

DSCP and the services agreed to begin the catalog consolidation with a small prime vendor to establish a Standard Operating Procedures (SOP) to ensure a process that incorporates DSCP interaction, Services input and SPV cooperation. It was determined that DSCP would conduct the initial review of the catalog and identify the slow or non moving products that could be considered for removal. DSCP would provide these results to all the members participating in the catalog consolidation for consideration for deletion.

The pilot site chosen for the initial process was Shamrock Denver. It was determined that this prime vendor only supported two services (Army and Air Force) and would present a good opportunity to establish and coordinate the standards to follow. DSCP coordinated the catalog consolidation meeting to ensure that each service Headquarters (HQ) (Army and Air Force), Installation Management Command (IMCOM) region, Army installation and Air Force base representatives and supporting SPV were invited to attend this process. This initial review proved to be very successful. The catalog for this area was reduced by 33.5 percent without unduly constraining supporting units. The catalog began the process with about 1462 line items and finished the consolidation process with about 971 items. The initial review identified 200 slow moving items and 291 additional items were discovered for deletion by participating members. Every participant had the opportunity to provide input and actively shared in the spirit of cooperation and compromise that improved the process. The process was established with the understanding that none of the services would feel any undue pressure to delete or change items that they had a strong opinion or need to keep. This process proved that through cooperation and compromise each customer could be satisfied.

There were a few unexpected, positive takeaways from this process. Products that did not meet the Berry Amendment compliancy were identified and removed, competing items for JWOD were corrected, and many suggestions of items identified with better price, size and function were provided by both services. Additionally, future additions/deletions were discussed and the procedures for this process will be identified within the SOP that DSCP will provide for the catalog consolidation review.

DCSP provided the results from this pilot test process to the members of the JSPB on 11 March 2009. All services confirmed the success of this program and agreed to continue the program in accordance with the established SOP that DSCP will provide and services will review/approve.

Future catalog consolidation reviews present a great opportunity for installations to participate and train personnel in this process. It is strongly recommended that DSCP account managers, SPV representatives, ACES, IMCOM Regional personnel, Army installation food program managers, Food

Advisors, Food Operations Managers and veterinary personnel all attend and actively participate in this process.

AUDITS – Pain or Pleasure?

By Debbie Cates

Hello. My name is SFC John Doe. I work in the Army's best dining facility as a Contracting Officer's Representative (COR). I am a 92G and I have 15 years of experience in food service. I am one of the Army's finest cooks and I am proud of my work, knowledge and skills. And I am mad!

I was told by my boss, the Contracting Officer (KO), that I had to attend an up-coming food audit that Defense Supply Center, Philadelphia (DSCP) was going to host. I do not see the need to waste my time in attending a meeting that I feel will not be beneficial to me or the Army. I have more important things to do. I am too busy!

Well, I attended the first day of the audit. I showed up at 0730 and of course they didn't start until 0800. The DSCP representative introduced himself and started giving the rules:

1. The Prime Vendor Food Audit Program covers all food classes within a prime Vendor's catalog (meat, poultry, seafood, and processed products) and functions as a quality assurance process check for DSCP and Department of Defense (DOD) customers to ensure the Warfighters are receiving products of an optimum quality level as required by contract. The audit objectives focus on the following:

- a. Prime Vendors adherence to contract requirements.
- b. The quality level of the materials supplied is at a satisfactory quality level and in accordance with Contract, Stock Number, and Code of Federal Regulations requirements.
- c. There is no product misrepresentation or substitution.
- d. The items are serviceable for intended use.

2. DSCP will host the audit but representatives from United States Department of Agriculture (USDA) and United States Department of Commerce (USDC) will inspect the products that DSCP pulled the previous day and evaluate them, making sure the product meets DOD criteria. Does it meet Grade A? Are the weights and counts correct? Does the description fit the product?

3. All products will be rated using colors. **Green** means it is good to go. **Yellow** means some work has to be done which usually involves cataloging. **Blue** means the Government does not want this product either because of workmanship or it is the wrong product. **Red** means there is something seriously wrong with this product and no one should use it.

4. Four categories of products will be evaluated: seafood, processed fruits and vegetables, poultry, and beef. Each category has to achieve a rate of 85% or above in order to pass. This rate is determined per

category by taking the total number of green and yellow rated items and dividing it by the total number of items evaluated in that category. If any of the categories rate less than 85%, then a re-audit will be conducted within 6 months. All products rated less than green will have to be corrected in 30 days or less. DSCP will do a follow-on action to make sure corrections have been done.

After hearing the rules, I began to think there was something to this audit. Maybe it is a good thing that Subsistence Prime Vendors (SPVs) are being watched by DSCP. Maybe this wasn't going to be a waste of my time. But I was still skeptical. I needed to see this audit in action to judge for myself.

I met the Army's representative from the Army Center of Excellence, Subsistence (ACES) at Fort Lee, VA. I thought to myself, if she was here at the audit, why did I have to come? She wanted me to sit close to her so that I could share my knowledge with her. Yeah, right!

The guy from USDC started looking at seafood. He was looking at shrimp, whole, raw, peeled and deveined, frozen, US Grade A equivalent, tail-off, 26-30/pound, 3 pound container, 12 containers per case, to be exact. It looked great in the case until it was opened up. What he found shocked me. The product had signs of dehydration, throat pieces, pieces of veins and thermal abuse. It was not Grade A equivalent. The USDC representative showed how the workmanship of the product was very poor and the substandard packaging allowed the product to lose its moisture and be exposed to freezing temperatures. The Army was ordering this product and it was not meeting the Army's criteria! DSCP rated this product **RED** and informed the SPV the rest of the product in the warehouse needed to be checked and removed. This product would not be allowed to be ordered by the Army until all old products had been removed and all actions corrected.

So where was this Army criteria? I asked the ACES representative and she showed me her copy. She then informed me I could get my own copy off of ACES' web site: www.quartermaster.army.mil/aces and also in DA Pamphlet 30-22, although ACES plans to remove this from the DA Pam to allow for faster updating as required. WOW! I didn't know that! ACES is a pretty informative place to work. She was also asking me how much product we used, did the customers like it, and was it easy to work with. She really wanted my input!

In all, we looked at 20 seafood items. There were several items that did not meet the Berry Amendment specifications. I thought to myself, "What is a Berry Amendment?" The ACES representative informed me all about the Berry Amendment. Congress mandated that the Armed Services use American product to support American businesses. Did you know the Armed Services have to buy seafood caught by an American vessel and processed in an approved American plant? USDC publishes semi-annually the USDC Participants List for Firms, Facilities and Products. Hey, ACES really does know their stuff.

By the time we finished looking at the seafood products, it was lunch time. It was a very informative morning. I didn't know all that stuff about seafood. I talked with experts and now I feel more informed and I could also share my knowledge.

After lunch, the USDA processed fruits and vegetable representative starting checking out apples, canned, peeled, sliced, US Grade A or C, Number 10 can, 6 pound drained weight. The can looked pretty good but after he took out the product he found the product showed slight changes in color and sizes. The worst thing was the product was underweight by 4 ounces. The product was rated **YELLOW** for workmanship, so we could at least continue to purchase the item. The SPV was informed of the corrective action to take and then on to the next product. Again 20 items were evaluated and rated.

By the end of the day, I realized I did not know as much as I thought I did. I was learning quite a lot from the representatives from DSCP, USDA, USDC, suppliers, other customers and from ACES (who has the Army's best interest in hand). I was really looking forward to the next day.

On Day Two, I was early so I could network with the suppliers and the other customers. I was impressed to see quite a few poultry suppliers there such as Tyson, Perdue, and Hormel. These suppliers provided necessary background on their products. It was very interesting. I learned quite a bit.

The USDA poultry representative began evaluating product. It was Chicken, whole, raw, frozen, without giblets, marinated, rotisserie ready, 58 ounce average, 12 in a case. The chicken was rated **BLUE** because the representative found 3 feathers exceeding ½ inch, severe discoloration, and some exposed flesh. It did not meet US Grade A. It could not be sold to the military, but if customers other than DOD wanted less than Grade A product then the SPV could sell it to them.



Pictured is Mr. Gib Forrester, USDA Representative.

The last food category to be evaluated was beef. The USDA beef representative evaluated 20 products and all were rated either **GREEN** or **YELLOW** (cataloging issues).

Overall, the SPV had ratings of 85% percent for seafood, 90% for processed fruits and vegetables, 95% for poultry, and 100% for beef.

After attending this audit I realized all the valuable information I obtained. As a COR, I feel better equipped to go into the contracted dining facility and monitor and assess the performance of the contractor. I am confident I can better assist the KO in making sure the contractor meets or exceeds the Army's standards and today's Warfighter will get a wholesome, quality meal in the Army's dining facilities.

What I learned was this. Audits are probably the best training I have received in a long time. I actually saw what kinds of products are being received in our dining facilities from the Subsistence Prime Vendor's truck. I learned more of what the Subsistence Prime Vendor is supposed to do "behind the scenes" to ensure we get the right products. I met some very informative people and I know where I can find answers to my future questions. Did I mention how ACES is a very informative organization?

FOSTERING INTERAGENCY RELATIONSHIPS

By Ms. Cara Vartuli-Dusablon

Many agencies are constantly striving to improve relationships with their sister organizations. The Army Center of Excellence, Subsistence (ACES) and the Defense Contract Management Agency (DCMA) are of no exception. Both agencies have been taking an active role in closing the communication gap during the past twelve months by exchanging information, training opportunities and other areas for overall improvement in food service contracting.

With the majority of food service operations contracted in the Middle Eastern Theater and DCMA tasked as the executor for monitoring the contractor's performance, a need for subject matter experts in the field was identified. DCMA looked to ACES to assist them in improving their current training regime for Quality Assurance Representatives (QAR) and Contracting Officers (KO) deploying.

The partnership began with basic email traffic. DCMA had general food service questions and ACES provided the requested support. The relationship grew as ACES looked for Army 92G soldiers to be utilized to their full potential in contracted dining facilities. They were on ground and available to offer DCMA their assistance and expertise in the dining facility and Army food service wanted to make DCMA aware of the resource at their fingertips. We are continuing to foster this relationship and work as a team in evaluating food service contract performance under Logistics Civilian Augmentation Program (LOGCAP) contracts. Two DCMA representatives have attended the Food Service Contract Management Course and two ACES representatives have attended the DCMA Basic Contingency Operations Training (BCOT).

Currently these two agencies are taking their relationship to the next level. ACES is working closely with DCMA in the development of an eight hour hands on training day to take place at Ft Lee on a cyclical basis. Several planning sessions have taken place over the course of the last six months in an effort to create this specialized training day. The training will include basic food safety and sanitation instruction, utilization of TB MED 530 and the DCMA food service specific checklist for satisfactory contract performance. The planning team determined that the best course of action for an effective training result would include the development of practical exercises and a tour of a working dining facility to provide students with a firsthand look at Army dining facility operations.

ACES contacted the Ft Lee Food Program Manager, Mr. Johnnie Durant, to utilize the onsite resource of an Army dining facility in Action. Mr. Durant and his team are excited to be involved in this cutting edge interagency training. The Dining Facility Manager will be leading the class on a one hour tour through the dining facility. A thirty minute question and answer session will take place following the tour.

This pilot one day course will go live on August 20th, 2009. Both agencies are extremely excited about this partnership and what it means to the level of food service the Soldier is receiving while deployed. As the level of expertise on the ground advances so does overall customer satisfaction. Hooah!

Berry Amendment Information

By SGM James Lee

The Berry Amendment was originally passed by Congress in 1941 to promote the purchase of certain U.S. goods. The Amendment was included in subsequent defense appropriations act until it was made permanent in Fiscal Year 1994 by section 8005 of Public Law 103-139. It was subsequently codified as [10 U.S.C. 2533a](#) in 2002 by section 832 of Public Law 107-107. On October 17, 2006, the President signed the National Defense Authorization Act for Fiscal Year 2007. Under section 842 of this Act, the restrictions relating to specialty metals were deleted from 10 U.S.C. 2533a and placed in 10 U.S.C. 2533b. These FAQs have been revised by deleting specialty metals from this discussion of the Berry Amendment. As of November 16, 2006, the law restricts any funding appropriated or otherwise available to DoD from being used to buy the following end items, components, or materials unless they are wholly of US origin: An article or item of food; clothing; tents, tarpaulins, or covers; cotton and other natural fiber products; woven silk or woven silk blends; spun silk yarn for cartridge cloth; synthetic fabric or coated synthetic fabric (including all textile fibers and yarns that are for use in such fabrics); canvas products, or wool (whether in the form of fiber or yarn or contained in fabrics, materials, or manufactured articles); or any item of individual equipment (Federal Supply Class 8465) manufactured from or containing such fibers, yarns, fabrics, or materials; and hand or measuring tools.

The Berry Amendment provides a number of exceptions provided by the law. When using any of the exceptions, the contracting officer must ensure that the appropriate determination or documentation is in the contract file and the normally required DFARS clauses are omitted from the solicitation and contract. The exceptions established in [DFARS 225.7002-2](#), are summarized below.

1. A waiver (Domestic Non-Availability Determination (DNAD)) to the Berry Amendment may be granted if the Secretary concerned determines that items grown, reprocessed, reused, or produced in the United States cannot be acquired as and when needed in a satisfactory quality and sufficient quantity at U.S. market prices (does not apply to acquisitions of hand or measuring tools).
 - Documentation required for a waiver:
 - An analysis of alternatives that would not require a domestic non-availability determination; and
 - A written certification by the requiring activity, with specificity, why such alternatives are unacceptable
 - Who can make Domestic Non-Availability Determinations?
 - The Under Secretary of Defense (Acquisition, Technology and Logistics).
 - The Secretary of the Army.
 - The Secretary of the Navy.
 - The Secretary of the Air Force.
2. The Berry Amendment does not apply to acquisitions of items specifically for commissary resale.
3. The Berry Amendment does not apply to acquisitions of foods (Other than fish, shellfish, or seafood) that have been manufactured or processed in the United States, regardless of where the foods (and any component if applicable) were grown or produced.

Currently the Berry Amendment provides an exception to policy to request food items that are seasonal that cannot be provided during off season. The Food Program Manager (FPM) must request In Accordance With

(IAW) DA Pam 30-22 Para 3-12 PG. 13-15 for any seasonal items that the prime vendor cannot provide. The FPM should work along with the Prime Vendor to determine if the prime vendors can provide the seasonal fruit during the off season.

Currently pineapples and yeast are the only two exceptions to policy that are pending with Defense Supply Center Philadelphia (DSCP). DSCP must work these exceptions through the Department of Agriculture. Additional information can be found on the following website:

http://www.acq.osd.mil/dpap/cpic/ic/berry_amendment_faq.html

<http://www.fas.org/sgp/crs/natsec/RL31236.pdf>

***New Dining Facility Cash Collection Voucher
Turn-In Procedures Announced
By Mr. Andrew Pisney***

The Defense Finance & Accounting Service-Indianapolis (DFAS-IN) recently coordinated with ACES on new changes to how dining facility cash collection vouchers (CCVs) are turned in. DFAS-IN is responsible for collecting CCVs for all the dining facilities located in CONUS, Alaska and Hawaii.

Although most current dining facility CCV turn-in procedures remained the same, changes included a new fax number and email address as well as the addition of a log sheet. The following new procedures are now in effect:

1. The dining facility generates the CCV (DD Form 1131). A Deposit Ticket (SF 215) is filled out and the cash is taken to a designated financial institution. The financial institution will take the cash, sign the deposit ticket, and take a copy of it. Remember that the deposit ticket should not have any overstrikes or mark outs on it.
2. The CCV, Deposit Ticket and a new form called a **Deposit Ticket Log** should then be sent to DFAS-IN. These forms can either be faxed to 317-275-0327 or scanned and emailed to the following address: dfas-incdshqs@dfas.mil. A blank copy and example of a filled out Deposit Ticket Log has been distributed to all Installation Food Program Managers already. Remember to fax or email the turn-in documents no later than 3-5 days from the date of the deposit ticket so DFAS-IN can match it up with the cash that was already turned in.
3. DFAS-IN will process the turn-in and email the processed CCV to the email address contained on the Deposit Ticket Log. The dining facility should then use the D.O. Collection Voucher Number contained on the processed CCV to close out the CCV in AFMIS.

The only exception to the procedures outlined above is for installations that are currently having their dining facilities turn their CCV and Deposit Tickets into a central finance office for processing into a financial database called SRD-1. In this instance, the CCV and Deposit Ticket would not need to be sent to DFAS-IN by the finance person since they are entering them into SRD-1. The central finance person should then be receiving the processed CCV and providing a copy to each submitting dining facility.

Brain Foods

The September 15th, 2008 issue of Restaurants and Institutions contained a short article listing the top 10 brain foods. The information for this list was released by Lindora Medical Clinics and contained foods that it says can “improve memory, cognitive ability, mental alertness and overall academic performance. The list of food items is as follows:

1. Eggs
2. Oatmeal
3. Berries
4. Vegetables
5. Lentils
6. Wild Salmon and Tuna
7. Liver and Lean Beef
8. Nuts
9. Yogurt
10. Water

It's just PERSONAL! ***By Pricilla Dolloff-Crane***

True for every adult, the total calories required for maintenance of weight and health is an individual number that depends on the size, confirmation, age, gender, genes for basic metabolism, stress, health and activity levels. Garrison or field Soldiers who are constantly on the go, walking or running, squatting, lifting, carrying weights and negotiating over uneven terrain, working in high or low temperatures, or in high altitudes are going to burn far more calories than the Soldier who sits, strolls, and rides through most of their day.

In the less-active situations, the food program planning calls for three meals that provide approximately 2200 - 3000 calories per day per person. Some few individuals will need more, most will need fewer calories. In the more stressful, extreme environments and the challenging field and deployment situations, the program planning kicks it up to providing 3600-4500 calories per day. If individuals don't expend that many calories, they need to eat less of what is offered.

Variety in the types of foods, awareness of portion sizes and care in how the foods are prepared, and timing across the day will help Soldiers get the most benefit and the most enjoyment from their foods and beverages. No one food or drink does it all; just like members in a unit, each food element has jobs and tasks and limits on what can be done.

The distribution of the caloric intake should be approximately 45-65% (half or more) as carbohydrates. Yes, carbs are VERY good; especially if they are complex starches, preferably whole grain and just a limited

amount from the simple sugars. Fats in menu planning comprise about 30% of the calories; mono- and poly-unsaturated fats are the much preferred types. New found emphasis is being placed on getting plenty of omega-3 fatty acids because of their protective effects on the brain and spine. Trans fats are to be avoided as completely as possible, and the intake of saturated fats are very limited in a healthy eating pattern. Cholesterol intake can easily exceed the recommended daily limits; individuals should be mindful of the concentrated sources such as eggs, liver and shellfish. Most diners are not aware that only 10-20% of the calories are required as protein, although the typical diner actually consumes a much larger share of their daily calories as meat, eggs, dairy and vegetable proteins. The extra protein intake rarely goes to be used as more muscle; it's just more energy intake that turns to body fat if not used for immediate energy expenditure, muscle repair and immune functions.

The military targets for vitamins and minerals are predominately in line with the recommendations published by Health and Human Services, the USDA and FDA for the Reference Daily Intake of most healthy adults. And like the rest of the US, the military community needs to up their actual intake from FOODS of fiber, calcium, vitamin D, folate, potassium, iron and greatly reduce the intake of sodium (salt). Fresh is Best; half the 10 inch or smaller plate should be filled by fruits and vegetables, a quarter of the plate whole grain starches, and a quarter of the plate lean proteins. The preferred beverage in the dining facility should be low-fat or skim milk, and food program managers should offer a lactose free calcium rich beverage.

We calculate that in normal, temperate environments there is about 10 cups of fluid loss per day that needs to be replaced. In simply dry or hot sweaty environments or during sustained periods of heavy workout there is a tremendous increase in fluid loss. Water intake needs to keep up with that loss, but also be aware that forced water intake can lead to depletion of minerals and water intoxication; this can be as dangerous as dehydration. Be smart, be mindful, be careful.

The goal: Informed consumers, smart leaders, responsible food programs and moderation in all things. The outcome: productive, healthy, responsive and satisfied Soldiers.

Balance is beautiful.

2009 Partner Day
--Bridging the Gaps - Learning What it Takes to Do Business--
By: Rick Byrd

Many representatives of various commercial food companies visited Fort Lee, Virginia to experience how service members are fed in the field and to understand the challenges of food operations in both a garrison and field feeding environment. The Army Center of Excellence, Subsistence (ACES) served as host for the annual ACES Partnership Day. The purpose now focuses beyond sales and marketing of food products to identification of operational issues that exist in a products relationship to the equipment that results in successful food service operations.

Company representatives receive a briefing on the new Sustainment Center of Excellence (SCoE) HQ. CW5 Jeffie Moore conducts the briefing.



Participants included industry members whose products have demonstrated potential for Army Field Feeding or companies that would like to learn the approach to “Doing Business in the Army Food Program”. ACES is the Executive Agency for the Army Field Feeding Program and hosts this event periodically to help the food industry help us.

Airborne drops and Slingload discussions surprises many that did not think that the Army may “drop” its food



The one and a half day event was filled with briefings in both garrison and field operations, and one-on-one consultations with subject matter experts in all areas of the Army Food Program. Upon arrival to Ft. Lee, participants received a welcome from Director of the Army Center of Excellence, Subsistence, LTC Robert Barnes, Jr. and The Army Food Advisor, CW5 Jack Van Zanten. The group spent the Day interfacing in hands-on activity and being briefed by every facet of the Army Food Program.

Initial briefings were provided by the Quality Assurance Division and the Facilities & Equipment Division. It is a tradition of the partnership event to look at details of one other Quartermaster function. This year, Mr. Santiago, Director of Airborne and Field Services, gave an overview of this major Quartermaster activity. Mr. Rick Byrd of the Quality Assurance Division, ACES served as the contact for the event.



To emphasize the BRAC and the spirit of Joint Service Operations, the group visited the Marine Corp Field Training Site for a hands-on briefing of the Mobile Tray Ration Heating System.

The USMC Field Food Service staff provided a “wow” in a “How-TO” briefing and the audience responded “Ooh-Rah”

At the ACES Field Operations Training Branch, participants were given an orientation to food operations on the battlefield. Equipment briefings included the Containerized Kitchen (CK), the Mobile Kitchen Trailer (MKT), and the Kitchen Company Level Field Feeding (K-CLIFF). Participants were also given the opportunity to examine the modern Food Sanitation

Center. ACES anticipates that the industry will present products that will improve field feeding from both taste and efficiency.



Attendees receive training on Army Field Food Service Equipment used to feed Soldiers.

From the field operations, a transition to garrison food service was made when the participants visited the ACES training facilities and toured the small quantity baking and cooking laboratories where Soldiers and Marines receive their initial training in cooking techniques and procedures. Participants also had an opportunity to visit with the Advanced Culinary Skills training department. The Partnership Forum continued with a briefing on the Army's Philip A. Connelly Awards Program and Concepts, Systems and Policy Division.



Lunchtime proves to have been a signature event as the attendees dine on the products used in operational rations.

***Beautiful Plate for Better Health and Performance;
Pleasure your Senses, Please your Heart
By Pricilla Dolloff-Crane***

Now that we are well beyond the New Year's best of intentions, it might be a good time for us to take stock of how we are doing in taking care of ourselves, our loved ones, and our diners' well being.

Remember that moderation (and variety) in all things is the cornerstone of a successful diet – and a diet is simply a pattern of food choices, repeated over time. The word diet is not necessarily restricted calories and un-happy, un-appealing deprivation. The Diet can be a glorious combination of greatly satisfying aromas, colors, shapes, textures, temperatures and flavors. **How** we eat what we eat is as important as any other consideration. If we rush and fail to savor, we are left un-satisfied because we have not registered our experience. It takes about 20 minutes after swallowing for the mind to tell the hand, mouth and stomach "I'm good now, you can stop". Mindful eating – it is a very good practice, and requires all the senses.

So think back to your last meal – what did that plate look like? How big was the empty plate itself.....how

much food does it take to fill the space? What colors did you see? Should we simply start with a smaller plate in order to trick ourselves into smaller portions, better visuals?

Are you starving? Have some soup...it will cut those hunger pangs more quickly, allowing you to eat more mindfully. Start with a salad before the main meal, and a bit of whole grain bread with a touch of spread. The combination of quickly and slowly absorbed carbohydrates will give you a better sense of satisfaction at the meal's end.

And eat salad again at the end if we are going to sit around and share time at the table....there are no rules that say once only on salads and vegetables, just good judgment that says go light on the salt, dressing and other fats.

Half of your main plate should be deeply colored hot and fresh vegetables and easy to eat cut-up fruit. Want more hot veggies? Just do it, especially if they are fresh or frozen lower salt versions. Back to the plate - Another quarter of coverage should be the starch, preferably slowly digested whole grains such as brown rice, whole grain pasta, or legumes such as black beans and black-eyed peas, or even baked sweet potato complete with skin. Think "better color, better benefits". And in that bit of space left on the plate, the last quarter can be your savory entrée high in protein – nice and lean, a bit of fat trimmed off and left uneaten, or even better, an entrée blend based on complementary plant proteins and a touch of meat. Fried anything is not good for heart, arteries or digestive system – treat those choices as a rare special occasion. We know that Meals aren't made of just solid foods – we need and want our beverage. So look to dairy first when in the dining facility or at home; it is the best for protein, easily absorbed calcium and potassium. Lactose is a problem for a good number of our folks, so look to milks that have been treated to break those natural sugars down or consider soy milks fortified with both calcium and Vitamin D. But do go dairy/dairy-like instead of the sodas and sports drinks. Results: Better teeth, better bones, better muscle contractions and heart health all around.

Can you delay having dessert? Maybe even until tomorrow? If you are going to have it at all, try eating that moderate portion an hour or two after the meal, so that you have time to first feel what you've already eaten. Try a warm beverage first when you have a small break for the treat time; with the warm beverage, it will be more satisfying and less is more when it comes to desserts. As much as we do love our sweets, we don't need to have it as pastry and ice cream – it could be a fruit salad, or a slightly sweetened yogurt, or maybe a mixture of nuts - but all carefully measured and put away out of sight before we start munching.

Do you want a bite of something between meals? How easy can it be when there are some nice cold cereals that provide just the right size and form to eat out of hand instead of a bag of chips? Eat more guilt free with fewer calories, better carbohydrates, more vitamins, minerals and fiber if you picked right. Remember to read the labels and look for options with good folic acid levels....so good, so flavorful, so fun.

Don't you love having energy, feeling good, looking better? If you can't get out for the 2 mile run, can you find 6 – 9 daily opportunities to walk across the parking lot, climb the stairs, carry the groceries or the toddler, weed a garden, circle the mall briskly on foot? Every bit helps. And knowing our heart is happy too is just frosting on the cake! Eat small and often, emphasize highly colored, crunchy fresh foods and don't say "never" just "later" when it comes to managing the treats...Engage the mind, slim the waist, protect the heart...We can do it!

DINING FACILITY FOCUS: REDUCING FOOD WASTE

BY ANDREW PISNEY

Defining the Problem

Food waste happens everywhere food is stored, prepared or served. It can be at home, at a restaurant, or at an Army dining facility. Food waste is a problem because it adds up to a lot of lost money and if we only think of the cost of the food itself that was discarded, we don't get the big picture either. One must also consider the tremendous amounts of energy used to grow the food, transport it, store it and ultimately bury it in the landfill.

One only has to search "food waste" on the Internet to find several articles and studies that estimate approximately 25% to 30% of all edible food produced in the United States is wasted and never consumed. That adds up to about 90 billion pounds of food thrown away each year. Contributing to this total is our Army dining facility operations.

When you consider the 400 dining facilities that the Army operates purchased over \$3.5 billion dollars worth of subsistence last fiscal year, you can easily see why reducing food waste in the dining facility requires the continual attention of every manager.

French Fries

To understand the practical scope and challenge of the food waste problem within the Army Food Program, let's use French fries as an example since they are a popular food usually served for the lunch and dinner meals.

Dining facility personnel usually cook French fries in small batches throughout the serving period to give their diners fresh, hot fries and to keep the amount left over to a minimum since fries don't keep well meal to meal. Even though French fries are progressively cooked, there usually are a few servings left over that have to be thrown away after each meal. What is the potential cost of this food waste?

The cost of French fries is approximately \$.28 per serving and for our example let's figure each of the Army's 400 operational dining facilities will have two servings of fries left over at the end of each lunch and dinner meal. The math looks like this: \$.28 (cost of one serving) times 2 (meals each day) times 400 (dining facilities) equals \$448.00 worth of potential French fry food waste each day. This amount doesn't seem like much since we are talking Army-wide, but let's look at this in the context of one year. That would be \$163,520.00 dollars worth of food the Army potentially bought, stored, cooked and threw away and this is with just one of the hundreds of food items made available in each dining facility on a daily basis.

Focusing on Reducing

Is it a realistic goal to eliminate food waste in Army dining facilities? No, not really. Dining facility managers will never be able to guess with 100% accuracy how many diners they will feed and what foods the diners will select to eat for each meal. Dining facilities are expected to provide a variety of food choices so there always will be foods not selected during any given meal. To keep dining facility food waste to a minimum though, managers should focus their staffs on practicing the principles discussed below.

Determining Diner Preference

Two of the manager's primary menu planning tasks are to determine how many portions of each food item their cooks will prepare for each meal and ordering the rations. Whether or not the manager was successful is often evident after the first meal rush. If one entrée runs out after the first 30 minutes of serving, it's time to readjust those planning numbers.

The amount of each food item prepared should be determined based upon the historical popularity of that food item in relation to the other foods items being served. For example, if grilled steak and roast pork were the two main entrees, it can be expected that approximately 70% of the diners will select the steak and about 30% will select the pork. That doesn't mean we shouldn't run steak and pork on the same menu since obviously the steak is more popular than the pork. What it does mean is that the manager should be projecting the correct diner preference on each entrée so that all the diners will get the same choices throughout the meal period without running out or having a lot of leftovers at the end of the meal.

Ration orders should be based upon meal requirements after taking into consideration what rations the dining facility already has in storage. Since managers have to order all foods by the case (except for spices), there is always some food items in storage that are not programmed for immediate production. Incorporating these foods into the meal plan reduces the dining facility inventory level and prevents these foods from expiring and being thrown away.

Short Order & Main Line Production Estimates

Managers should track the percentage of diners that select the main and short order serving lines by meal to get a good idea of how many servings to prepare for each service line. For instance, if during the dinner meal the dining facility served a total of 500 diners and 400 of the diners selected the main serving line, the manager would then be able to figure the next time that same meal was run that approximately 80% of the diners will select the main serving line. The manager then can then program 80% of the headcount projection on the main serving line and use their production estimates to determine how many servings of each main line food item to prepare.

First In, First Out, First to Expire

In addition to checking rations for identity and condition during deliveries, ration personnel should also check for product expiration dates if applicable. For those food items that don't normally have expiration dates (i.e. vegetables and fruits), the date received should be annotated on the box or can. Dating assists in the rotation of food items in storage using first in, first out which reduces the amount of rations that end up as waste due to rotting or shelf-life expiration. The first in, first out, first to expire rotation method is used on all food products except for fresh bread. Diners should always be given the freshest bread available as it is received by the dining facility. Managers should ensure they are not over ordering bread quantities. Older bread should be used for other products such as croutons, puddings, or French toast.

Food Preparation

Food preparation is a key area to focus on to prevent food waste. Foods that hit the trash can before leaving the kitchen or foods that leave the kitchen looking bad never gets eaten. Managers should ensure their cooks use the following procedures:

1. Follow the recipe cards. Recipe cards provide detailed instructions on how to prepare food products that look and taste great. Eye appeal is half the battle to get a diner to take a food item on the serving line.

Food Preparation – Continued

1. Cut fruits and vegetables properly. Trim only the stems or inedible portions of foods such as strawberries, tomatoes, green peppers, onions, cucumbers, carrots, lettuce, cabbage and celery. Remember, haste makes waste when paring fruits and vegetables. Slow down when cutting and use the entire edible portion instead of throwing some of it into the trash can.

2. Scrape containers. Ensure that you always use the entire product that is in the container. For instance, use a rubber spatula to remove products such as tomato paste completely from the can and when transferring food products from cooking to serving pans.

3. Use the meat slicer to slice uniformly and evenly. Before slicing cooked pork, poultry or beef, allow the meat to rest and firm up 15 to 30 minutes; this will keep the meat from falling apart and losing servings on the line. Select your dial setting, slice and weigh one portion to ensure you have the proper serving.

Progressive Cookery

Progressive cookery is a primary method used to provide fresh, hot items throughout the meal-serving period. In progressive cookery, food is cooked in batches at staggered times like the French fries mentioned before. You maintain a continuous cooking operation up to and through the serving period. Using progressive cookery also reduces food waste since it cuts down on the amount of food prepared before the meal thereby reducing the amount of food left over at the conclusion of the meal if the dining facility fed less than was projected.

Progressively cook all the breakfast food items such as the bacon, sausage, ham, cream beef, hash browns, grits, oatmeal, farina, pancakes, waffles and French toast. For lunch and dinner, progressively cook all the short order food items and food items such as the starches, vegetables and meat items that can be deep fried or grilled.

Serving

The serving line can generate a lot of food waste if the servers don't know what they are doing. Managers should brief servers on using the right serving utensils and serving the right portions. Both are listed on the recipe card for each food item being served.

Progressive Replenishment

In addition to progressive cookery, managers should use progressive replenishment to reduce food waste. Progressive replenishment is just like progressive cookery in that the cooks put food out in batches in amounts that are not excessive. For example, replenishing the cold bar with a full 6-inch line pan of canned fruit with 30 minutes left in the serving period will most likely ensure that most of this fruit ends up in the trash can. Managers should ensure the cooks only put out the quantities that will most likely be eaten. Techniques managers can use to progressive replenish include:

1. Determine the correct starting pans for each type of food item. For example, starting with a full 6-inch line pan of jalapenos is too much. This food item could probably be served from a 2-inch 1/3 pan depending upon expected headcount.

2. Cut back on the starting and replenishing quantities if you know the diners won't be taking them. Going back to the first bullet, only put out 1/3 bag of the jalapeños in that pan if that is basically what the diners will eat during a given meal.

3. Monitor the headcount continuously throughout the serving period. Know the meal projections and if the dining facility is hitting the meal projection halfway through the meal, slow down cooking and how much you put out for replenishment.

4. Watch those cold bars and self-served food items closely! Cooks can save most of the hot food items as leftovers but not a lot of the cold foods and self-served items. A lot of these food items left over at the end of the meal end up in the dumpster.

5. Do not bring food to the serving line and dump it in an empty or almost-empty serving pan. Instead, take the serving pan to the kitchen and replace it with a fresh pan of items. Add the food remaining in the pan taken from the serving line to the new supply before bringing it from the kitchen (old over new but never new over old). Do not do this if the food is baked in the pan from which it is served (for example, turkey pot pie, macaroni and cheese, and baked beans).

6. Be sure each new pan of food you bring to the serving line is as appetizing and attractive as the first (garnish throughout serving and replenishment).

Annotating Run-Out Times

Managers can gather valuable data on how well they planned their menus and prevent future food waste by having the cooks annotate food item run-out times on the production schedule. For instance, if the two main line entrees are lasagna and baked chicken for the dinner meal and the lasagna runs out at 1800 with an hour of the meal period left and the chicken lasts the entire meal period, the manager can use this information the next time this meal comes up on the menu rotation to plan more lasagna servings and less chicken servings.

Leftovers

Discarding leftover foods that can be kept from meal to meal contributes to food waste. Technical Bulletin (TB) MED 530 provides the official guidance on what foods may be retained as leftovers; however good common sense rules too. With a few exceptions, foods which may be retained as leftovers must be held at safe temperatures and protected from diner contamination prior to, during and after the meal period.

TB MED 530 classifies anything prepared for service at a meal, but not served, as a leftover at the end of the meal. Generally, foods which can be retained as leftovers are foods which are:

- a. Held at safe temperatures.
- b. Protected from contamination (either by a sneeze guard or individual wrapped).
- c. Served by a food service employee.

Any potentially hazardous food (PHF) which does not meet these three requirements cannot be held as a leftover. Also, foods that can never be held as leftovers even if they meet the three requirements above include:

- a. Foods that have been creamed or received extensive handling or preparation (hashes, gravies, stuffing, dressings, and creamed meats).
- b. Raw or partially cooked PHFs.
- c. Any food from an insulated food container (IFC) and not consumed.
- d. Dining facility cooks and dining facility attendants should always ask their supervisors prior to discarding foods at the end of the meal period if they have a question on what foods may be retained as leftovers.

Document Use on the Production Schedule and Kitchen Requisition

At the end of each meal the lead cook should accurately document all food items prepared, leftover and discarded on the production schedule and the quantities and types of foods used on the kitchen requisition. These two documents provide a historical snapshot of what happened at each meal and form the basis for future meal planning.

Tray Drop Area

Managers should periodically take a trip to the tray drop area during the meal serving period and assess how much and what food items are being left on the trays or plates. Food left on trays or plates can indicate whether unacceptable preparation methods were used or the food itself was just not a quality product. If you see an uneaten food item on a tray or plate, ask that diner if there was something wrong with their meal. Their answer may indicate that they may have been full or there was something they didn't like about that product. Managers will never fully understand a diner's preference if they don't take the time to talk to them.

In summary, when focusing on reducing food waste, managers should remember that a little food waste at each meal can add up to big money over the course of the fiscal year. The dining facility account will be a big winner in the fight to reduce food waste as well as the diners that eat in the dining facility on a daily basis. All dining facility personnel must do their part if the Army is to reduce the amount of food it wastes on an annual basis.

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 ACES and the entire Army Food Program is available on the ACES website at [http:// www.quartermaster.army.mil/aces/](http://www.quartermaster.army.mil/aces/). Archived issues of "Army Food Net" are on the website as well.