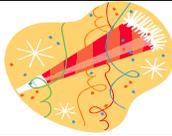




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*The Army Center of Excellence, Subsistence receives direction and guidance from the Army G4 in matters pertaining to worldwide Army Food Service and serves as the executive agent for administration of the Army Food Program.*  
[Click here](#) for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



**Happy New Year from the Army Food Net!**

Welcome to the January 2009 edition of the *Army Food Net*! We at ACES hope that everyone had a wonderful and safe holiday and look forward to the new year. In this edition you will find information and articles that cover all areas of the Army Food Program along with some important personnel announcements. We hope that you find the information both interesting and useful.



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

Greetings Food Service Warriors and Happy New Year! Welcome to the January 2009 issue of the Army Food Net. Last year Food service professionals continued leading the way meeting the needs of war fighters on the battlefield and in garrison.

Congratulations to the United States Culinary Arts Team for winning 13 Gold Medals during the Culinary Olympics in Erfurt, Germany! This year, I encourage the same effort as we ramp up for our 34th Annual Culinary Arts competition at Fort Lee, VA. We expect great support across the Food Service spectrum and may the best Culinarian win. This year we're introducing the Enlisted Aide of the Year competition to find the best of the best of the U.S. Army. Additionally, thanks for the participation and judging for the Philip A. Connelly competition. Congratulation to all of the winners who will receive their award April 4, 2009 in Atlanta, GA. Do hope you enjoy this edition and we ask for your continued feedback.

It goes without saying, "every day is a great day to support the greatest Army on the earth", so thanks for keeping Soldiers First!

### 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

### **End of Year Dining Facility Closeout**

By David P. Staples

“Account Management” is your report card on how well you managed your dining facility all year long – ordering, receiving, inventory, issue, preparation, serving and control of leftovers and waste all play a major role in your meeting end-of-year requirements. The dining facility account management process provides the “Profit or Loss” statement on how well you managed your dining facilities accounts for the fiscal year (FY). This is a major responsibility of all food service leadership to ensure the Government and ultimately “Tax Payer” funds are properly used and accounted for responsibly. Each year the Army Center of Excellence Subsistence (ACES) reviews the Decision Support System (DSS), which is fed by the Army Food Management Information System (AFMIS), to see how well we did in performing this critical task.

The Army Food Program, AR 30-22 states: “The Food Operations Sergeant (FOS) must be constantly aware of the status of the dining facility account.” The objective for the dining facility is to conclude the FY period at a zero or underspent status. Underspent status means dining facility expenses (food cost) is *less than* monthly headcount earnings. The year-to date status is calculated by comparing the total dollar value of all overspent accounting periods to the total dollar value of all underspent accounting periods. If the underspent dollar value exceeds the overspent dollar value, the dining facility account is underspent. If the overspent dollar value exceeds the underspent dollar value, the dining facility account is overspent. A dining facility that does not conclude the FY at zero or underspent may be required to complete a Financial Liability Investigation of Property Loss (FLIPL). The responsible food advisor should monitor the year-to-date dining facility status as part of the quarterly action plan and provide the data to the commander. The responsible food advisor is required to ensure compliance with the following procedures:

- (1) Any dining facility that exceeds the established year-to-date management factor of a plus 3 percent overspent, or an underspent factor of a minus 10 percent will require an analysis and validation by the responsible food advisor. The analysis and validation are to determine the reason(s) the facility has exceeded the established management factors.
- (2) Within 7 business days of the conclusion of the accounting period, the responsible food advisor will

validate the dining facility operational procedures.

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

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

This year the Army spent \$1,351,072,560 from Subsistence Prime Vendors, excluding Operational Rations and earned \$1,388,762,341 meeting as a whole our underspent or zero account balance. However, Army has “48” installations and “30” met the requirement of zero or underspent status and “18” did not met the requirement. Army had two IMCOM-Regions that did not make tolerance as a region, if we used this data to measure account status. Army had a total of \$904,937.54 in reported food condemnation, mostly in the AOR. Also, in the future all Veterinarian Reports for condemnation will be reported in AFMIS. Army had a total of \$460,202 in reported FLIPL. This cost the Army a total of \$2,289,734.54 (Overspent Accounts, FLIPL and Condemnation). With the current funding constraints we must due a better job in controlling and managing these costs, ensuring we are providing the best oversight and prudence of government funds.

The Army Food Operations NCOs, Contract Dining Facility Managers and food service leadership all need to ensure we are following AR 30-22 and DA PAM 30-22, and that our managers are managing their accounts. Accountability is a major piece of our fiscal responsibility in supporting our Food Service operations worldwide in all environments. We must be good stewards of these funds.

So take a good look at your operations, ensure we are following policy, and if you need direction or assistance please contact ACES and we will get you the support and training required.

Keep up the good work, stay safe and remember you are the frontline and provide a positive impact on worldwide Army food service operations and program daily.

Army Strong!

### **From the...**

### **Army Food Advisor's Corner**

#### **How Do I Become a Food Service Warrant Officer?**

By CW5 Jack C. Van Zanten

Becoming a warrant officer in the U.S. Army can lead to a long and satisfying career. The Army continues to seek out its best in various specialties to be accessed into the Army Warrant Officer Corps. Have you ever been in a situation where you saw where you wanted to go but did not know how to get there? The purpose of this article is provide a map on the way to becoming a 922A – Food Service Technician. A good starting place is to access the U.S Army Recruiting Command's Warrant Officer Recruiting Information Site. This can be accomplished by doing a search with the key words or by accessing the link directly at:

<http://www.usarec.army.mil/hq/warrant/WOBanner.html>.

Like taking a trip, there are things that we need to check before we start our journey. A soldier must meet seven administrative requirements to be eligible to apply for the Warrant Officer Program:

- 1) US Citizen (No Waivers)
- 2) General Technical (GT) score of 110 or higher. (No Waivers)
- 3) High school graduate or have a GED. (No Waivers)
- 4) Secret security clearance. (Interim secret is acceptable to apply)
- 5) Pass the standard 3-event Army Physical Fitness Test (APFT) and meet height /weight standards.
- 6) Pass the appointment physical.
- 7) All applicants must have 12 months or more remaining on their enlistment contract.

If you do not meet all of the prerequisites, don't give up. Good things are worth waiting for! You can contact your education center for information on things such as getting your high school diploma, GED, or study guides to help raise your GT score. It is not unusual for Soldiers to increase their GT scores by ten points or more after they have been in the Army for a few years. If you are struggling with your weight and/or APFT score, seek out someone who is successful in this area and seek their assistance. A Master Fitness Trainer (MFT) in your unit is a good place to start.

Once you get meet the basic prerequisites, it is time to move on to the Warrant Officer Prerequisites for a 922A – Food Service Technician. These are all in addition to the basic prerequisites. They are as follows for Active Component:

- 1) Be SGT (P) or above.
- 2) Have minimum of five most recent years documented experience in MOS 92G or 68M.
- 3) Be fully deployable and meet all physical requirements IAW AR 40-501
- 4) Must submit copies of all NCOERs.
- 5) Have documented (NCOER) a minimum of two years supervising personnel.
- 6) Have a letter of recommendation (LOR) which attests to your technical and tactical competence in MOS 92G or 68M.
- 7) Possess six credit hours of College Level English with a concentration in writing.

A duty description and complete list of the prerequisites for all components can be found at:

<http://www.usarec.army.mil/hq/warrant/prerequ/WO922A.html>. As you can see, this is not a quick process or a “Get Rich Quick Scheme.” It may take years for careful planning, depending where you are at in your career. I recommend that you seek out a 922A Food Service Technician and seek their mentorship to help you grow and guide you in your path to success. There is a particular need for those with culinary skills to enter into the program. This skill needs to be in addition your basic technical and technical skills. We need to have a continual flow of individuals with these skills in the pipeline to replace our senior and experienced personnel as they transition on to other things.

I mentioned earlier that it can be a long and rewarding career. Army Warrant Officers can currently stay in the Army until age 62 or 40 years of warrant service, whichever comes first. If you attain the rank of CW5 your longevity raises now stretch out to 38 years, where they used to cap at 26. Your percentage for retirement also continues to increase past 30 years. Best wishes in your pursuit of joining the ranks of the U.S. Army Warrant Officer Corps. Army Strong!



## ***ACES Bids Farewell to Two of Its Finest- Mr. Richard Harsh & Mr. Michael Damico***

### **A LEGEND LEAVES**

“Back when I joined the Army” is a familiar start to many stories Richard Harsh tells to countless co-workers, peers and soldiers. Everyone listens avidly because they know something good is coming. It is bound to be a story that is funny, questionably true, and something we can relate to.

Richard Harsh joined the Army waaaay back in 1960. He tells the story of how as a young boy who liked to test the waters and break boundaries; he was given the option of joining the Service or suffer worse consequences. He decided joining the Army would be a good thing for him. He knew someone who was into computers and was making fantastic money, at least \$10 an hour. Back then that was good money! Of course, the computers were as big as a room. He went to the recruiting office and told them he wanted to work with computers. They made him take a test. He passed but they didn't have an opening for almost a year. He couldn't wait so he asked if he could have a job working with money. They made him take a test to be a Financial Officer. No problem, he passed that too. But again no jobs were available for awhile. So he thought and said, “Well, I have experience working in a kitchen so how about being a cook? They said, “Great, when can you start?” He said, “Wait a minute, don't I have to take a test?” They said no, jobs are available now. Looking back, maybe he should have thought a little more about being a cook.

He says he has never regretted joining the Army as a cook. He has accomplished so much in his life, more than he ever imagined as a young boy running the streets. He was one of the first to work with contractors running the dining facility. He was the first Army Food Advisor. He is the co-writer of the current DA Prototype for Performance Work Statements for Performance Based Service Acquisitions.

We, as his co-workers, are glad he joined the Army and shared his vast knowledge and wisdom with us. We have been enriched just by knowing him and we have greatly missed him since his retirement, 31 December 2008.

### **FAREWELL TO MR. MIKE DAMICO**

Mike Damico has retired from active Federal service, taking a vast amount of food service experience, knowledge, and ability with him. This experience, knowledge, and ability were honed by 44 years of military and DOD civilian service. After retiring at the rank of Sergeant Major, Mike began the next stage of his career by working successfully in numerous DOD civilian jobs to include DSCP-E account manager for Northern Europe, team chief for the ACES Food Management Assistance Team, regional food program manager for the Installation Management Command-Europe, and food service systems analyst at ACES with a 120-day additional duty as the ACES Executive Officer.

Mike is almost universally known across the entire DOD food program spectrum and has a reputation for attacking problems head on, asking the hard questions, and sticking to a problem relentlessly until it is resolved in the most beneficial way to the Soldier. His most recent projects include providing guidance to regulatory policy and doctrine development, providing technical support to the DOD subsistence prime vendor program, and serving as the Army lead for development of the Common Food Management System.

In his own words, Mike says “My time spent at ACES and other DOD agencies has been very productive and rewarding. I hope that I have contributed in many small ways to the overall success and improvement of the Army Food Program, and those of other individual command food programs where I served. My objective has always been to improve the quality of life of our Soldiers/diners and improve facilities and subsistence items and service, while providing assistance and guidance to our Army...”

I would argue with Mike by saying he has contributed in many great ways to the overall success of the Army Food Program. His departure will leave a huge whole to fill. Among his many other accomplishments, however, he has done a great job of training and mentoring those younger than him, so that he has helped to partially fill this hole his retirement will make.

As his co-workers, we are glad he joined the Army and shared his vast knowledge and wisdom with us. We have been enriched just by knowing him and we have greatly missed him since his retirement, 31 December 2008.

## *ACES WELCOMES*



**Mr. Fred Jackson ACES XO,  
C, Special Programs**



**Mr. Raymond Arnold, Sr  
ACES, CSPD**



**Mr. Stephen Primeau  
ACES, CSPD**

Fred Jackson: Wife Gail and five daughters. He serves as ACES Executive Officer and Chief of Special Programs. Mr. Jackson’s active duty military service encompassed a myriad of assignments and accomplishments concluding as Food Service Advisor, U.S. Army Training and Doctrine Command (TRADOC). His assignments include one tour in Panama, two tours in Germany totaling ten years including a deployment to Operations Desert Shield and Desert Storm, one tour in Hawaii, and a variety of duty stations in the US. During his career, he was selected as the Senior Enlisted Advisor to the Commander, and

first Sergeant Major of the 414<sup>th</sup> Base Support Battalion, Hanau, Germany in 1992. His active duty career ended in Feb 2002. His military awards include the Legion of Merit, Bronze star medal, Meritorious Service Medal (3 olc), Army Commendation Medal (4 olc), Army Achievement Medal (2 olc) National Defense Medal, w/first award, Southwest Asia Medal with three Battle stars, Humanitarian Service Medal, the Saudi Arabia, and Kuwait Liberation medal. He is also a recipient of the Order of Saint Martin.

Mr. Jackson holds a Bachelors Degree in Business Administration with a minor in Management from Wayland Baptist University, Plainview, TX Hawaii Campus, and a Masters in Business Administration from Regis University, Denver, Co. In addition to the career progression schools attended, he is also a graduate of Class 46, United States Army Sergeants Major Academy, Fort Bliss, Texas.

Raymond Arnold: Wife Brenda, daughter Laquana, son Raymond Jr. Raymond serves as a Food Service Specialist with the Army Center of Excellence, Subsistence (ACES) assigned to the Concepts, Systems and Policy Division (CSPD). He is responsible for maintaining and updating the Army Food Program policies and procedures. Raymond served with distinction in the United States Army for 30 years as a Food Service professional culminating as the ACES Sergeant Major. Some of his previous assignments were G-4 Sergeant Major and Division Food Service Sergeant Major, Schofield Barracks, Hawaii; Directorate of Training Sergeant Major, Fort Lee, Virginia; Food Management Assistance Team Sergeant Major, Fort Lee, Virginia; Philip A. Connelly Sergeant Major, Fort Lee, Virginia.

Raymond Arnold holds an Associate Degree in Food Service Management from Central Texas College and is currently pursuing a Bachelors Degree in Hospitality Management from Ashford University. Raymond's military education includes Graduate, United States Army Sergeants Majors Academy (USASMA), First Sergeants Course, Battle Staff Course, Advanced and Basic Noncommissioned Officer Course; Food Service Contracting Management Course.

Stephen J. Primeau, Spouse: Sol Mi, Married 23 years, sons, Rodolphe and Michael, assigned to the Concepts, Systems, and Policy Division, Army Center of Excellence, Subsistence, as a Food Service Systems Analyst in Sept 08. Served 24 years on active duty Army; Mr. Primeau retired in 2007 as a Master Sergeant. He worked for two years as the military sales manager for food manufacturer, Cuisine Solutions.

His civilian education include; Graduate School at the University of Oklahoma with a Master of Human Relation degree and University of Maryland University College with a Bachelor of Science-Management Studies degree. His military education include; Food Service Management Course, Advanced Non-Commissioned Officer Course, Instructors Training Course, Basic Non-Commissioned Officer Course and Basic Cook School.



### **ARMY WORLDWIDE FOOD SERVICE WORKSHOP DALLAS, TEXAS 2008**

The 11th Army Worldwide Food Service Workshop sponsored by the Army Center of Excellence, Subsistence was held on November 19<sup>th</sup> in Dallas, Texas in conjunction with the Defense Supply Center Philadelphia Subsistence Customer Conference and Food Show. Attendees traveled from as far away as Iraq to participate in this workshop.

The event kicked off Thursday morning with a general session opened in true Texas style and moved forward into breakouts that included everything from Policy and Doctrine to Reserve Component Trends and Analysis. Some of the most popular workshops were Army Food Service Contracting, Field Feeding and Equipment, Dining Facility Design, and Policy and Doctrine updates. This year's new workshops, Lessons Learned in OIF and upcoming initiatives for future Dining Facility Operations based on new concepts for hospital food service operations were well received. A big thank you goes out to our guest speakers, BG Jesse Cross, Quartermaster General, COL George Dilly, MEDCOM and CW4 Ellen Magras, 3<sup>rd</sup> Infantry Division, WO1 Daniel Barker and MSG Calvin Carter, CJTF- 101<sup>st</sup>.

Professional development sessions for the Warrant Officer Corps and the Non-Commissioned Officer Corps provided an opportunity for a much needed exchange of information regarding the future of Army Food Service. The Army Food Advisor, CW5 Jack Van Zanten and the ACES SGM, L'Tanya Williams lead the sessions respectively.

Excellent feedback was provided through attendee surveys. ACES uses the surveys to improve the agenda and workshop style from year to year. Expect some exciting changes at our next event.

All the slide presentations from this year's event were posted to the ACES website and can be downloaded at [www.quartermaster.army.mil/aces](http://www.quartermaster.army.mil/aces).

Thank you to all the members of the Army Food Service community for making this year's workshop a true success. For additional information regarding the Army Worldwide Food Service Workshop please contact Ms. Cara Vartuli-Dusablon at 804-734-4842, [Cara.vartulidusablon@us.army.mil](mailto:Cara.vartulidusablon@us.army.mil) or Ms. Brittany Lawson at 804-734-4839, [Brittany.lawson@us.army.mil](mailto:Brittany.lawson@us.army.mil).

### **Healthier Dining Options for Deployed Soldiers**

Few people would deny that Americans in general are getting progressively heavier. According to the U.S. Center for Disease Control, 66.3% of American adults are overweight and 32% are obese (defined as being more than 20% over their ideal body weight).

Unfortunately, this same trend has begun to spill over into the Army, particularly among Soldiers returning from Operation Enduring Freedom (OEF) and Operation Iraqi Freedom (OIF). There are many possible and probable causes for this, which we are not going to discuss in this article, but it seems apparent that we have become a victim of our own success in providing quality meals to Soldiers worldwide. Food service support to Soldiers is continually getting better, to the point that we now do it so well we must reconsider what we are doing and how we are doing it. We must also ensure that healthy eating choices are prominently included in the definition of “better”.

At the request of the Army Central Command (ARCENT), personnel from the Army Center of Excellence, Subsistence travelled to Kuwait in June 2008 to conduct a catalog scrub and menu revision for the Department of the Army 28-Day CONOPS Menu. The intent of the ARCENT Commander was clear: Maximum consistency of menu and service across the Area of Responsibility (AOR) and an increase in healthier dining options.

To fulfill this intent, ACES did several things. First, we looked at the construction of the menu to ensure that there was a healthier entrée choice at each meal period. If the two entrées were fried or if one was fried and the other had a heavy sauce, we adjusted the menu to move one of the items and replace it with a baked item. In addition, we increased or decreased the number of times certain items were served within the 28 Days, such as BBQ Brisket (decrease) and baked chicken or fish (increase). Other menu changes included replacing cream based soups with broth based soups at some meals and removing the butter and sauces from vegetables and noodles and putting them on the side for those who wanted them.

Next, we worked with the food advisors and subsistence prime vendors from each subordinate AOR to remove slow moving and unwanted items and to get all of them using the same products to support the menu, unless there was a compelling reason for variation.

Finally, in response to decisions by the voting members of the ARCENT Food Service Management Board, made up of the commands Food Service Professionals from MNF-I/MNC-I; CJTF-101 Afghanistan; Kuwait, and Qatar coupled with Dietitians, Veterinarian, and DSCP personnel, we added new healthier menu items to increase the number of healthy dining choices, including turkey bacon, chicken sausage, vegetable lasagna, and turkey meatloaf.

In the future, menu changes will be made in accordance with healthy dining concepts and principles balanced with costs, operational efficiency, and the desires of the diner. ACES will continue to work with ARCENT to continually provide better food service support to Soldiers.

## Importance of Inventory Controls in a Food Establishment



“Hey Sarge, Do I count this case of cereal as one case or 54 individual boxes? “

This scenario or one similar has been played out in Army dining facilities many times over the years and depending on how this case was counted has caused many inventory problems in Army dining facilities. Many dining facility managers have wondered why inventory control procedures receive so much attention throughout the Food Service chain of command. Food Operations Sergeants know that it is required by regulatory policy and guidance; but what are some of the reasons that it has moved to the forefront of the food service industry, both in the military and civilian sector in recent years.

More often in today’s Army good business practices from the civilian industry are being accepted and utilized by the Army because it makes good business sense. Why should the Army spend tax payers (our own) money to research and develop programs when the civilian industry are doing the same? We can pick and choose their best practices and adjust, if needed, to fit within the frame work of the military requirements and adjust our policy accordingly. One of the more critical business practices that occur in both the Army and civilian food service industry is the need to manage inventory so that your operating dollars are not tied up needlessly on subsistence sitting on shelves or in the freezer for long periods of time.

Civilian industry relies on current inventory management because of the bottom line-profit. It is important for there industry to track prime cost on a regular basis, as it includes the two most controllable costs - labor and cost of goods sold (Inventory). The Army relies on current inventory management to ensure that your dining facility account is being managed within regulatory policy guidelines.

The food service industry was using monthly inventory or labor tracking systems but in recent time periods more operations have evolved toward a weekly or bi-weekly inventory standard because with infrequent tracking of prime cost they found those months will have gone past before it's recognized that costs may have exceeded their established benchmarks. There's no way to go back and correct them at that point, so it represents a permanently lost profit opportunity. For example, maybe the costs of some raw products have increased and driven up food costs. If you wait for months to find out, then you've lost the opportunity to either adjust menu prices or find less expensive substitute products. Perhaps some new employees haven't been properly trained and aren't following the proper portion control. Perhaps your food and beverage manager hasn't been efficiently scheduling employees. Waiting a month or longer to find out that labor costs are 40% instead of 30% means your costs have been higher than necessary. Or perhaps an employee has been stealing some food product out of your walk-in on a regular basis. Waiting months to calculate cost of goods sold (Inventory) to finally learn it is out of kilter can mean you let thousands of dollars walk out the back door (literally).

Civilian food service personnel established that weekly or bi-weekly cost reporting will change the attitudes and behavior of their kitchen staff, as it creates awareness of the importance of controlling food and beverage costs and lets employees know they are being held accountable. If there is a problem, you will know about it quickly and can respond accordingly. Army and civilian experts all agree that a good inventory system will give accurate, up to date information on your actual food cost. Management must

know what it is costing to put out a product and have a system that will help discover problems that might be preventing you from reaching your budgeted profitability (Account status). They agree that conducting weekly inventories gives them the best possible solution to accurate cost accounting. They believe that weekly inventories serve several purposes. 1. A check up on the proper storage, rotation, cleaning procedures and food preparation by the kitchen staff. 2. An accurate figure that allows you to make adjustments to your ordering par levels. 3. Training of the staff to conduct an inventory as well as learn to pay attention to detail on preparation levels, stock rotation and cleanliness.

Army Food Service Leadership personnel recognize the same principles that our civilian counterparts use as a good basis of operations. We don't track labor cost within the military (with the exception of full food service contracted dining facilities) and we don't have to worry about the profit margin but we are required to be at zero or minus percent of our account status at the end of the fiscal year.

The Army observed these institutional business practices and adapted so of them to fit own needs. They have outlined these requirements for Inventory Management in AR 30-22, The Army Food Program, 10 May 2005, paragraph 3-24.

a. **Inventory criteria.** Dining facility inventory level will be maintained using the following criteria:

(1) The total dollar value of the monthly inventory (perishable and semi perishable) will not exceed the total dollar value of dining facility earnings for a 6-day average period. The dollar value of earnings will be determined by using the previous months average daily earnings multiplied by six. If the dining facility was closed for an extended period, use the average daily earnings for last month that the facility was open.

(2) The Food Program Manager (FPM) will authorize in writing all adjustments to the inventory level policy.

b. **Monthly inventory.** The Food Operations Sergeant (FOS) or a designated representative operating a full-time ARCS account will conduct a physical inventory of all on hand subsistence on the last day of each accounting month. When a dining facility is scheduled for closing prior to the end of the accounting month (such as for a break in training cycle or an extended holiday period), the end of the month inventory will be conducted on the last operational day.

c. **Semiannual inventory.** The FOS will conduct a semiannual inventory on the last days of March and September. Additionally, the installation commander will designate an individual to verify the inventory process at each operational dining facility. The designated individual will verify the physical count and mathematical accuracy of the inventory. The designated individual must be present during the inventory process and is responsible to verify the quantity of items recorded on the inventory record as being on hand.

In most cases, military managers are using the civilian standard of weekly inventories because it gives them the most current data for menu planning, ordering rations and accountability. They actually adhere to the same purposes for inventory controls that their civilian counterparts use. Food operations Sergeant do monitor proper storage principles, they monitor proper stock rotation practices, they enforce exacting cleaning and sanitation procedures as prescribed within Technical Bulletin (TB) Med 530 and food preparation by the kitchen staff is constantly being monitored and supervised by our sergeants.

Another purpose that the civilian sector has established for inventory controls is the notion of par levels for stockage of subsistence. Par levels are simply the level of each item of your inventory that you need on hand to make it to your next delivery. You don't have to use formulas to set par levels, you use your experience in purchasing and knowledge of food recipes to know how much you will go through and use these factors to set your minimum levels. Managers can use their weekly inventories to adjust there par levels and use these two pieces of information to accurately adjust their purchase orders.

The third civilian purpose pertains to the training of the staff to conduct an inventory as well as learn to pay attention to detail on preparation levels, stock rotation and cleanliness. The military clearly has this purpose covered because we are constantly training and mentoring our soldiers within our job specialty.

The official (written) purpose straight out of AR 30-22 of the monthly inventory is to assist in (1)

Rotating stocks thus reducing spoilage, deterioration, or mismanagement of subsistence. (2) Requisitioning only those items required to meet menu requirements. (3) Identifying items that should be integrated into the menu or deleted from the inventory. (4) Determining the dining facility financial status on an accounting period, semiannual, and year-end basis. Additionally, all subsistence on hand in the dining facility will be inventoried at the end of the month. The inventory will be taken after the ingredients for the dinner meal have been pulled. The only items that are excluded from the physical on-hand inventory are operational rations (meals, ready to eat (MRE) and residual unitized group rations (UGR)), open containers (except sensitive and high dollar items) for kitchen use, commercial box lunches, leftovers, and any residual items of subsistence returned to garrison.

Managers know that the objective of routine menu planning is to form a basis for food buying and production. All food operation management personnel must continually analyze cost, storage, and labor factors to determine the most effective method of purchasing and preparing food. The cost per yield, available personnel, market cost at varying times of the year, and monetary status of the dining facility account will determine which items to purchase.

In an article written by Andrew Pisney, *Reducing Your Dining Facility Surplus Inventory*, Food Net dated 10/2008, he listed several reasons why managers don't want surplus inventories on hand in our dining facilities. (1) We want the freshest foods for our Soldiers. Food stored for long periods of time deteriorate in quality, spoil or expire. Food thrown away is wasted money. (2) Food service personnel use more food when they have more of it. If there are 10 cases of onion rings in the freezer, they are more inclined to over prepare since they don't have to worry about running out. Think about it like your tube of toothpaste. When you get a new tube, you generally use more at the beginning than you do when you get to the end of the tube. (3) Surplus inventory takes up more storage space and uses more labor hours to inventory, rotate, and maintain on a daily basis. Think of all the extra refrigerators, freezers, and storage buildings we have behind our dining facilities. Do we really need them? (4) Surplus inventory invites pilferage. Will you miss a bottle a bottle or case of something when you have 20 already?

Of course, managers know that they are required to safeguard subsistence because AR 30-22, The Army Food Program, covers this requirement. It states, "Subsistence will be safeguarded during receipt, storage, issue, preparation, and serving. Prevention of unauthorized diversion of Government subsistence will be included in the installation crime prevention program in accordance with AR 190-13, paragraph 2-2, and the physical security programs per AR 190-16, paragraph 1-4, and AR 190-51, chapter 3. Misuse, waste, or mismanagement actions pertaining to subsistence will be cause for investigation and appropriate action as deemed necessary by the installation commander."

Understanding the purpose of an objective will make it easier for a manager to achieve the requirements within regulatory guidelines but they should also understand that they are not alone in the process of inventory management or account status. The whole chain of command has a responsibility to assess and assist in this process. AR 30-22, paragraph 3-19 (4), stipulates the unit or organization commanders responsibility, Commanders enforce measures to conserve, safeguard, and account for all subsistence supplies purchased, issued, prepared, and served. AR30-22, paragraph 3-12, lists many specific duties of the food program manager and other food advisory personnel that pertain to the assistance that they can provide to help managers with inventory controls and account status. Some of the duties that are pertinent in this discussion are: (1) Directing and managing the installation food service program to ensure that maximum results are achieved at the least cost to the Government (2) Monitoring all dining facility accounts to ensure that they remain within authorized standards and that required reviews are conducted and ensuring that all dining facilities operate under the regulatory requirements. (3) Determining the financial status of the installation food program at the conclusion of the Fiscal Year. The total value of the installation's dining facilities overspent accounts must be equal to or less than the total value of underspent accounts. (4) Coordinating with and providing assistance to all food service personnel assigned to or operating at the installation. Managers should not hesitate to use any and all resources that are available to

them through the installation food program manager.

It is vitally important for the Installation Food Program Manager to understand the dining facilities missions and to take an active part in assisting the managers in inventory management. As stated above, the Food Program Manager (FPM) will authorize in writing all adjustments to the inventory level policy. This part of the regulation gives the FPM the authority to use prior historical data or future commitments to adapt the inventory levels of dining facilities when the six days of supply does not make sense. An example might be, at a reserve or training dining facility when headcount for the previous month was 10,000 thousand for the month and units are mobilized or de-mobilized and they know that the headcount numbers will change drastically. Understanding the mission would allow the FPM to authorized a variation to the standard and allow dining facilities managers more flexibility in inventory requirements.

In summary, maintaining proper inventory control is an integral part of a successful operation. By implementing an efficient and cost-effective inventory control system, you can minimize food costs, reduce labor requirements, spoilage, waste and mismanagement thereby increasing your ability to manage your account status.

Managers must implement and use an inventory system. There are many inventory systems available to choose from and the installation food program manager can assist you in selecting the best method or system within his program standards. If all food program personnel work together than the system can be modified and implemented to fit your particular operation. An inventory system will give you accurate, up to date information on your actual food cost. You must know what it is costing you to put out your product and have a system that will help you discover problems that might be preventing you from reaching your budgeted account status. An inventory system should be user friendly and not be cumbersome to use. Again, these systems are there to assist you in managing your business not to take up all of your time.

#### References:

Department of the Army, Army Regulation 30-22, dated 10 May 2005

Department of the Army, Army Center of Excellence, Subsistence, Food Net Article, Reducing Your Dining Facility Surplus Inventory, dated 01/2008.

An internet article: Prime time: knowing the prime cost formula can keep your restaurant on track by Randy White, CEO. 10 Oct 2008

#### **News Story from Afghanistan**

Monday morning, 27 October 2008, we were traveling by helicopter to visit soldiers. Forty minutes into the trip we engaged in a battle with the Taliban. Our air to ground battle lasted 30+ minutes. The gunners on our bird were able to kill 4 enemy Soldiers.

As the air to ground battle slowed we were stuck by ground to air fire and ultimately shot down. After crash landing, myself and the nine other passengers managed to escape the wreckage and achieve cover. We managed to hold off the rapidly approaching enemy with our individual weapons and a helicopter that was traveling with us. Our ground to ground combat lasted 20 minutes but felt like a lifetime.

As our ground battle continued, air support arrived, held off the enemy, landed, and we were ultimately

rescued and taken out of harm's way.

I would like you to send this out to all of our 92G War fighters to let them know that tomorrow is not promised to anyone. This is a true testament that Prayers go up and GOD answers by sending them back down. We all never stopped believing and we know that GOD landed the crashed helicopter. Through his Grace and Mercy we were returned back to safety with only minor injuries.

We are not alone on the Battlefield-GOD Bless!!

Michael A. Dixon

CJTF-101

CJ4 Food Service SGM

Afghanistan

### **Nutrition Initiatives for Army Food Service - Making It Fresh, Keeping You Healthier and Happier**

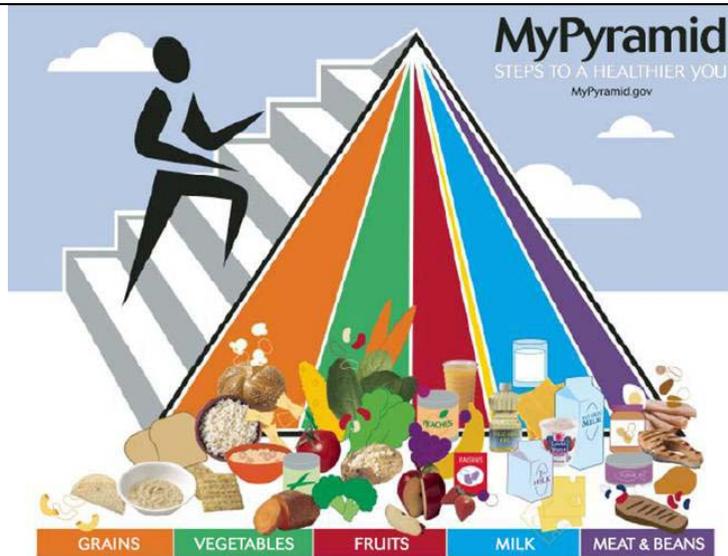
The Army Center of Excellence, Subsistence is borrowing some of the great ideas from the Making It Fresh Nutrition Initiative proposed by the Army Medical Command. The initiative provides a total concept of food service operation from menu design and food preparation to diner information and education to equipment layout and building changes. The concept promises great tasting, very appealing food made from fresh or less processed ingredients to assure diners of superb nutrition while enjoying a variety of meal options. As proposed, the Making It Fresh Concept is a turn-key operation which includes standardized menus and recipes. Menus have been developed by MEDCOM for 12 distinctive food stations, with great emphasis on bringing the final food preparation to the front of the service area, allowing diners to see "fresh ingredients, fresh preparation". The innovative menus are developed to meet DOD Nutrition standards. The genesis of the idea tracks back to the Army Chief Dietitian in the Office of the Surgeon General (OTSG), specifically for application in hospital/ military health clinic settings. However, the marketing campaign associated with the change in medical feeding resulted in widespread interest and elevated command expectations for changes in all garrison food service operations.

Our commanders want to do better in delivering "better for you" foods in order to improve Soldier's overall fitness, health, recovery from injury or illness, and ability to handle stress. At the same time, our leaders know that foods must be satisfying and appealing in order to keep up the diner's voluntary participation in the food service operations. The trick is not so hard, but it does mean that good menu planning is needed to keep the traits of fun, flavorful, interesting and good for you in balance and available at each meal. Small portions of indulgent selections such as gravies, deep fat fried foods, richly creamed and sauced starches and vegetables, desserts, smoothies, milkshakes and energy drinks etc, may be fine, in moderation, if diners

*know* what that term “moderation” means when they are selecting what, when and how often, and how much. What does a balanced plate look like? Start off by using a moderate size empty plate – it fills up faster, providing visual satisfaction. Is there a visual guide for the diner and for the food service staff? See how much space should be used by each component. Did you know that the entrée should cover only one quarter of the plate? Vibrantly colored vegetables cover one half, complementary starches one quarter, and beautiful side salads and cut up fruit should get much more attention in the presentation. Make your own model from the day’s menu or if you need help, there are commercial options you can purchase to visualize the balance:



Advanced further by Army Chief Dietitian COL George Dilly’s ongoing efforts, Colonel (retired) Maria Worley spearheaded an initiative to greatly improve healthier menu options, select preparation methods, limit the availability of “less optimal” foods, and spotlight the nutritional value of those menu items in medical food service operations. This MEDCOM program is designed to feed Soldiers, Staff and patients delicious, healthy meals that enhance cognitive and physical performance. The program includes providing nutrition education to create informed and selective consumers. To transfer this “work in progress” concept to the larger Army Food Service Program for the Soldier-Athlete would require significant changes to how we plan and provide meal support. We need better automated databases accessible at Army headquarters level supporting menu design with reliable and accurate incorporation of full nutritive information. We need to integrate facility design, equipment, product selection, and labor which support producing “better for you” selections. We need to manage timing and flow of the operations to improve access and enjoyment of meals. We need revisions in management approaches to menu content, information sharing and work load planning. And, definitely not last in importance, we must have a much more robust ability to educate diners and communicate the risks and benefits of specific selections.



The MEDCOM initiative was broadly marketed to key leaders throughout select Army installations, and interest grew dramatically. Why not look for similar benefits to be available to the Soldiers dining in the garrison dining facilities? The crossover of some of these ideas from medical care to everyday eating habits has the potential to transform some of the short and long term goals of the Army Food Program.

GRAINS Make half your grains whole	VEGETABLES Vary your veggies	FRUITS Focus on fruits	MILK Get your calcium-rich foods	MEAT & BEANS Go lean with protein
<p>Eat at least 3 oz. of whole-grain cereals, breads, crackers, rice, or pasta every day</p> <p>1 oz. is about 1 slice of bread, about 1 cup of breakfast cereal, or 1/2 cup of cooked rice, cereal, or pasta</p>	<p>Eat more dark-green veggies like broccoli, spinach, and other dark leafy greens</p> <p>Eat more orange vegetables like carrots and sweetpotatoes</p> <p>Eat more dry beans and peas like pinto beans, kidney beans, and lentils</p>	<p>Eat a variety of fruit</p> <p>Choose fresh, frozen, canned, or dried fruit</p> <p>Go easy on fruit juices</p>	<p>Go low-fat or fat-free when you choose milk, yogurt, and other milk products</p> <p>If you don't or can't consume milk, choose lactose-free products or other calcium sources such as fortified foods and beverages</p>	<p>Choose low-fat or lean meats and poultry</p> <p>Bake it, broil it, or grill it</p> <p>Vary your protein routine – choose more fish, beans, peas, nuts, and seeds</p>
For a 2,000-calorie diet, you need the amounts below from each food group. To find the amounts that are right for you, go to <a href="http://MyPyramid.gov">MyPyramid.gov</a> .				
Eat 6 oz. every day	Eat 2½ cups every day	Eat 2 cups every day	Get 3 cups every day; for kids aged 2 to 8, it's 2	Eat 5½ oz. every day

The Initiative remains under development in the medical food service arena, and limited prototypes have not yet matured sufficiently in order to confidently transfer lessons learned to the larger Army food Service community. But there are early steps that are prudent to incorporate into our dining facility operations *now*. Our diners can access “better choices and better for you” with just a few adjustments in our management

approach to the daily task of feeding hundreds or thousands of diners each day.

There are some concerns as we develop better for you opportunities. Too much restriction and control can be detrimental to keeping our diners coming back.

We want to avoid the situation where Soldiers race out of formation, and gravitate to retail fast food operations where the french fries may be available but the fresh fruit is not. Without educational information, and guides to what right looks like, most young adults have not learned to make better decisions for life-long eating habits. But if feeling harassed at meals in Basic Entry training, Soldiers may have learned to avoid the DFAC, and thus miss out on the wonderful variety and great options being provided over time. Ultimately, poorer eating habits means Soldiers are less well prepared for the battlefield stressors, less alert, less agile, less able to rebound after injury or illness. We have a vested interest in making a difference in their choices NOW.

Some of the Nutrition Initiative measures include reducing the number of fried food selections for quick service while increasing freshly made sandwiches with lots of great, colorful fresh toppings. FRESH IS GOOD! And cooks need to cook. Using fresher ingredients means fewer unhealthy attributes (salt, saturated or trans fats, cholesterol) providing great aromas, taste and texture. Fresher prep means the delicate vitamins, wonderful flavor, and interesting textures in the fresh product are still there in the plated product. We want to encourage low fat milk or calcium fortified dairy substitutes - where else to get the calcium, vitamin D, nearly perfect protein, and well absorbed carbohydrates? Low fat dairy should be the first visible, easily accessed choice for beverages, by placement, signage, and advice and perhaps by hampering too-easy access to soda. These types of changes can be implemented with a concomitant information campaign to the diner. Diner preferences are still *very* important considerations. We want to guide their choices and to do so we need signage that easily and quickly conveys “smart choice” or “go slow”. Those tools are available.

Food Service Managers can use a STOPLIGHT system of green, amber, and red codes to assign a Nutritional Value rating to menu selections. Print out the code sheets (below), cut up and use the cards to label options on the serving line. Diners use these labels and signs to quickly determine what to select - is this item good, so-so, or detrimental to their well being. “Go Green” emphasizes selecting mostly the Green rated choices, supplemented by some Yellow options, and minimizing the amount and frequency of the items rated Red. The analysis behind the current ratings is accomplished by Army Dietitians based on the selections’ fat profile and benefits or dangers to long term health. Some tweaking of the rating system has been proposed – as we said it is a “work in progress” – to accommodate some higher fat items such as nuts and cold water fish which deliver a terrific nutritional “bang for the buck (Calories)”.

**High  
Performance Foods**

- Premium fuel for the Soldier Athlete
  - Fresh and flavorful
  - Nutrient dense
- *Go for **Green**: Choose frequently*

**High  
Performance Foods**

- Premium fuel for the Soldier Athlete
  - Fresh and flavorful
  - Nutrient dense
- *Go for **Green**: Choose frequently*

**High  
Performance Foods**

- Premium fuel for the Soldier Athlete
  - Fresh and flavorful
  - Nutrient dense
- *Go for **Green**: Choose frequently*

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  - Nutrient dense
- *Go for **Green**: Choose frequently*

**Moderate  
Performance Foods**

- Higher in calories
- Lower in vitamins and minerals
- Use Caution: Select less frequently

**Moderate  
Performance Foods**

- Higher in calories
- Lower in vitamins and minerals
- Use Caution: Select less frequently

**Moderate  
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- Higher in calories
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- Lower in vitamins and minerals
- Use Caution: Select less frequently

**Moderate  
Performance Foods**

- Higher in calories
- Lower in vitamins and minerals
- Use Caution: Select less frequently

**Moderate  
Performance Foods**

- Higher in calories
- Lower in vitamins and minerals
- Use Caution: Select less frequently

### **Performance Limiting Foods**

- Highest in calories
- Lowest in vitamins and minerals
  - May hinder performance
  - Warning: Limit intake

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- Highest in calories
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As always, your suggestions and concerns are welcomed. ACES will continue to provide you with changes as they become available and the tools required in supporting this nutritional initiative. Stay tuned. Stay Healthy and Safe.

Remember - It's a New Year – so add another resolution – Make it Fresh!

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### **Training with Industry (TWI); Professional Development for Captains**

The opportunity for training with a civilian corporation is available to all branch qualified Captains. There is the standard application and selection process, which is relatively simple. The benefits of this program are tremendous and are well worth the effort. I was fortunate to be selected for the TWI program; assigned to a food distribution company.

Aside from the initial benefit of wearing civilian attire for a year, I was able to gain full access to the internal and external operations of this first-class organization. My focus was the Operations Department, where Quality Control & Quality Assurance (QA/QC) efforts determined the effectiveness and efficiency of the organization. My military experience as a Distribution Company Commander provided me a knowledge base, which directly contributed to my success.

Benefits to the Captain: TWI taught me (Hazardous Analysis Critical Control Point (HACCP) principles, benefits of direct-shipment (verses third party), contingency support in the event of national emergencies, military-prime vendor relations and third-party quality audit preparation procedures.

Joint Sharing: After learning the scope of the operation, I was able to provide the Operations Department assistance from a military perspective. For routine and unannounced third-party inspections, I helped develop structured, comprehensive SOPs based on my experience from Supply Excellence Competitions and Command Inspections. The key to success was and is sound communication, knowing the standards and assigning specified tasks. The corporation was receptive to the information provided to them, and uniform standards were established for all corporate warehouses.

The level of professionalism, the reception and guidance provided to me was phenomenal. I became a contributing member of their team. The professional growth and development I experienced was enormous and an experience I would not trade. Note: You just have to get used to being called “Captain (and your first name)” for a year.

There are other opportunities for TWI service, contact your branch manger or visit the Human Resource Command website @ [www.hrc.army.mil](http://www.hrc.army.mil). It is important to note that you will complete a nominative assignment at the conclusion of TWI and you will inherit a 3-year Active Duty Service Obligation (ADSO). The experience and exposure is well worth it!

**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* can also be found on the website.**