

JCCoE FoodNet



JCCoE Mission

Joint Culinary Center of Excellence (JCCoE) is one of five Quartermaster school training departments. JCCoE is responsible for the training of Food Service Warriors and performs executive agent functions for the Army G4. It serves as the single point of contact regarding all aspects of the Army Food Program for garrison, field, and contingency operations (CONOPS) feeding. Major mission areas are listed below;

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1. Serves as the Soldier advocate and executive agent for the entire Army Food Program including training and operations for garrison, field, and CONOPS feeding.
2. Develops new feeding concepts for the Army Food Program.
3. Develops standards for menus, nutrition and operational rations.
4. Writes regulations and technical/procedural publications.
5. Implements policies for both active and reserve components.
6. Establishes effective food safety, dining facility design, food service equipment and food service management oversight methods and principles.
7. Represents Army in the joint arena as a voting member in Department of Defense (DOD) Food Program Committees.
8. Evaluates current and proposed food systems; identifies and analyzes deficiencies and shortfalls; and seeks solutions to remedy these deficiencies and shortfalls.
9. Administers Army Food Program competition and recognition programs.
10. Trains enlisted Soldiers in the entire scope of the Army Food Program.

Message from the JCCoE Director

Welcome to the July 2011 issue of the Army FoodNet. I hope that each of you find something interesting and helpful in this edition of the FoodNet.

My thanks go to each and every one of you that supported us during the Quartermaster Symposium. It was great to see all of you and the dialog we shared during the week was outstanding.

I would also like to personally thank all of our Warfighters who are out there supporting our country and fighting for the **FREEDOM** that we all enjoy! 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. I appreciate what you do for our country and the sacrifices you make. Military and Civilian alike, you are what makes us who we are in this great Nation. I am proud to call you all Teammates of the JCCoE.



Message from the Director of Operations

By

Mr. David P. Staples, Director of Operations,
ACES Operations Directorate,
Joint Culinary Center of Excellence



The old maxim of “a rolling stone gathers no moss” is surely true when it comes to our food service profession. The only problem is rolling down the road seems to be taking a lot of skin from about every part of the body. There is so much going on right now that affects the food service mission that is hard to keep score. Let me provide just a few major areas for your knowledge on changes that will affect the way we do business today. While change is constant we must be ready and understand the logic behind these changes. For example, if we never embraced computers where would we be today; if we never thought a phone could do all the things it does today how well connected would we be today. The same goes for food service if we don't change we will be left behind doing things in an old antiquated way.

1. Nutrition. This is the foundation of the Soldier Fueling Initiative (SFI) that has taken legs from Initial Military Training (IMT) to our Permanent Party (PP) dining facilities. Healthier eating and nutritional education are key to changing how we eat and making smart lifestyle changes in our eating habits. The key tenets of the SFI can be applied to our PP dining facilities, but restriction is not the way to go. These are:

- Modification of Army Menu Standards promoting healthier eating
- Standardized menu's, recipes, preparation methods, and portion size
- Nutrition education emphasizing diet, performance, and long-term health
- Identifying healthier/less healthy options to aid in diner selection
- Marketing program to promote nutrition awareness, food choice, and performance and health

How we go about implementing SFI changes can affect more than we bargain for in providing a healthier dining environment for our customers. If we do not offer our Soldiers what they want, they will get it somewhere else and we will see our utilization rates fall, our costs increase and our dining facilities become obsolete.

2. Integrated Project Team (IPT). The JCCoE will partner with HQ DAG4 and IMCOM on a project to look at current Dining Facility operations from end-to-end and develop Courses of Action (COAs) for future operations considering – Design, Menu, Nutrition, Feeding Times, and Mission. How are WE going to do this?

- Team will review current college feeding operations – dining options available (Main Dining, Kiosk Dining, After Hours Dining, etc)
- Will review current Air Force Initiative with Aramark - The Food

Transformation Initiative is designed to improve the quality, variety and availability of food operations for Airmen and their families, moving away from the traditional "dining hall" model to a more Contemporary operation mirroring a college "community commons"

- Review USMC SODEXHO operations and changes in feeding operations – also changing to a food court style feeding operation

- Develop COAs from these reviews on future Army Dining Facility

operations to HQ DAG4 for decision and then implementation of program. These COAs will incorporate the Tenets and nutritional fundamentals of the SFI and DoD/DA Menu Standards

3. Dining facility Operations. IMCOM HQs conducted a Food Service Lean Six-Sigma project on current dining facility operations, utilization, funding, and deployments which will affect how we support our customers today and how we will look in the future.

Message from the Director of Operations cont'd

➤ Utilization Rates and maintaining dining facilities under the DA directed 65% utilization rate. We must be good stewards of the tax payer's dollars and therefore we must review our dining facilities and considering closing and consolidation to be more effective in supporting our customers. We can no longer think of unit owned dining facilities but installation supported dining facilities. Considerations when reviewing dining facilities are: Where are these facilities located? Are they in the optimal location to the customer base? Can a central dining facility support our customers better at the same time reducing costs? We must think more strategically in where current and future dining facilities need to be located and what size building is best to support the customer at the same time reducing costs.

➤ Military 92Gs Food Service personnel. We must ensure our 92Gs are working in the dining facility reducing contract costs of full food service operations. This has been most important during the current war zone deployments. Policy has been developed to provide better coordination between the mission commander and the garrison commander for pre-deployment, deployment and post-deployment support. This coordination will ensure effective operational support during all phases of unit's mission and at the same time ensuring best cost-benefit analysis for funding operational requirements.

➤ Military Construction Army (MCA) dining facility projects. During this project we uncovered a root cause in the utilization rate caused by dining facility location and the size of the facility being built to support the customer base. Our PP dining facilities are built at 70% of the barracks capacity and this leads to dining facilities being built too big for the customer base. Example: If a 1000 man barracks is built then the dining facility would be built to support a headcount of 700 personnel. That means a dining facility to support 800 persons, since we have 3 permanent party standard designs – 500, 800 and 1300. Now take into consideration that the barracks might only be filled to 65% capacity (650) and are dining facility was built based on 1000, we should have only built a facility to support 455 ($650 \times 70\% = 455$) or a 500 man dining facility. If the 800 person dining facility was built to support the 455 customer base we would only be at 56% ($455 / 800 = 56\%$) utilization rate if every person ate in the dining facility. So we must look at the location and the size of the dining facility being built to ensure we have the right size building in the right place to support the customer. So it is vital we work with our installation master planner and JCCoE, ACES Facilities and Equipment Division (FED), in developing our installation feeding plan to better support our mission.

So this is just a few of the major initiatives being worked that will change the landscape of how we operate. This will make us more efficient and provide a better service to our customers and ultimately meet Soldier diners and Commanders expectations.

Let us know of your great initiatives so we can ensure we capture these during our Food Service IPT in development of the future dining facility operation.

I know what you do is vital to the success of the operational mission of your unit; however, you must ensure your leadership knows this and does not take it for granted. To be successful we must stay relevant and be dedicated and fully committed to the food service profession. It is a business and must be treated as such to keep our customers coming back – which ultimately increases our utilization.

Thank you for what you do every day in supporting our Soldiers!
Army Strong!



Message from the Director of Joint Culinary Training

Training Update at the Quartermaster School

By

Mr. Raymond Beu

Director, Joint Culinary Training Directorate

The Joint Culinary Training Directorate continues to evaluate each course to ensure that training is current, relevant, and value added.

We have recently restructured both the Advanced Culinary and Enlisted Aide courses under the InterService Training Review Organization (ITRO) process, and have implemented changes immediately to ensure that the most current information, tactics, techniques, and procedures are being taught. The Food Service Management course is currently under full revision with a future-oriented focus incorporating new concepts, technologies, and best business practices for personnel serving at higher level positions from Division to Theater. We will continue to review every course and every lesson to ensure that the right information is taught at the right time.

We continue to move forward building on the partnership we have with each of the Services, and prepare to train over 7000 Soldiers, Marines, Sailors, and Airmen next year to be food service / culinary specialists properly trained to performed their mission within the operational force. We train how we will fight – side by side.

The Joint Culinary Training Directorate staff continues to review, revise, and restructure training incorporating new concepts, technologies, and best business practices supporting the Army Learning Concept 2015 to ensure that we prepare current and future food service professionals for success.



Message from the Army Food Advisor



By
CW4 Georgene Davis

Culinary Arts

Have you ever stopped to think what the term *Culinary Art really means*? As I travel around the Army I see so many Professionals working hard every day to provide the very best dining experience possible for our diners. Do you notice the word choice I just used? We are food service specialist regardless of rank and experience. We may have gained formal training at the home of the Quartermaster Corp or from supervision and learning experiences associated with our daily work areas. I have had the privilege to see you, the food service specialist, take what is essentially basic and fundamental food service training and create a world class experience for your diners. I would like to commend you for that extra special effort, and energy you bring to their dining experience. Extra effort is really important to the diner, is it not? The complete dining experience starts with the appreciation our diners receive as they approach the dining facility. Their previous visit is what makes them return. As they dine, they encounter the complete dining experience. They complete the experience by eating great cuisine and absorbing the beautiful atmosphere most dining facilities exude resulting in departing the establishment as satisfied customers. You may think of this as what you would expect if you were to go to dinner with your friends or family while you are on vacation, or on leave or simply going off the camp, post, and installation, we call this *Ambience*. *Ambience* is the character or atmosphere of an establishment leading to a complete experience which resonates deep in your mind, your body and your soul... Am I making too much of this? I mean after all, it is just food right?

Dining is a Sensory Experience

I think you will agree with me that the most memorable dining experiences that we recollect most vividly are the ones complete with the *Wow Factor*. They leave you with a deep and satisfied feeling that remains with you, even if you find yourself deployed or in the field environment. The wow factor is what makes you and your food service team as culinary artists! Yes, food is art! We taste first with our eyes, then our nose and then with our palate and tongue. Based on the food itself, we also touch it and hence we use our tactile sense... If we engage our diner in all of their senses we heighten their dining experience, food becomes an experience. So, as you read this short note from my desk to yours, I would like to ask you to reflect on how much you really are an artist. How you portray the food, present the food, arrange the food engages all of our precious client's senses and enhances the experience. The whole team must be involved; just like they are in your home town restaurant; every member of your team is critical and important to providing that special and memorable experience. What if your waiter was rude to you? What if the bathroom was dirty? What if the ice for the salad bar had food products spilled in it? Would you feel good about taking your family or friends to this type of restaurant? Or would you take your business elsewhere? Always know that every member of your dining facility team is important when creating a good experience for your diner. The best steak in the world is not going to taste very good if delivered by a surly member of your hot serving line. *We need to WOW our diners!!*

Message from the Army Food Advisor cont'd

What does it mean to be a Chef?

A Chef is the realm of the popular Food Channel shows and five star restaurants. How does being a *Chef* have anything to do with your facility? It has everything to do with you and your facility because it sets an international and a Department of Defense standard for food service excellence! Notice, I did not say food excellence, I used the term food 'service'. Service really brings the aspect of the complete dining experience to the forefront. We often label the person who is trained, experienced and represents to their superiors, peers, team members and most importantly the diner, as a *Chef*. How do you feel about being called a Chef? I can speak for myself and many other food service professionals I have encountered during my worldwide travel; there is something about being called a chef that makes your chest swell with pride and may even improve your posture. There is an old adage that says, "You are what you eat", what I would like to add by way of an analogy, is that "You are what you say you are". If you say you are a Chef then you are a Chef.

Each day you push yourself and your team to learn, grow and perfect your skills. Collectively you present and represent yourselves as Chefs; ultimately you will be one with varying levels and skills! If you have ever watched The Iron Chef on the popular TV food network channel then you will see world class Chefs battling to present their very best dining experience to some of the top food critics in the world... the margin of winning is razor thin. Equate the same competitiveness you see on television each day where you perform your amazing meal creations! You serve a highly critical yet appreciative diner and you do so with the utmost of skill and determination to provide the very best and complete dining experience!

Pride!

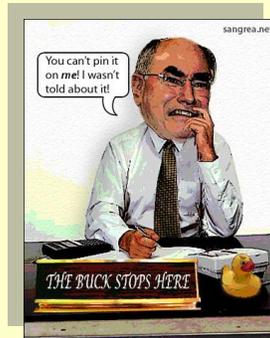
I am very proud of you. I know how tough it is when that alarm clock sounds in the early morning or when you are working late after everyone has gone home to their families; remember each branch of service runs on its stomach. Please know that I am especially proud of you because I view each and every one of you as a *World Class Chef!*



Active Army Subsistence Support for Reserve Component (RC)

By

Mr. Stephen J. Primeau



It is always interesting researching issues that have been on-going for many years. An issue recently occurred concerning proper billing procedures for National Guard rations during their annual training. We discovered from several Active Army installation Food Program Manager's that the procedures differ from installation to installation. We reviewed the guidance provided in AR 30-22, The Army Food Program, Chapter 5 which states that "Bulk subsistence issues to RC units are on a reimbursable basis. The Subsistence Supply Manager (SSM) will establish local Standard Operating Procedures (SOPs) and operational requirements. RC units may also acquire support from their home station prime vendor when training on an Active Army installation."

Several installations interpreted these words to mean that their Subsistence Supply Management Offices (SSMO), formerly Troop Issue Subsistence Activity (TISA) could utilize the Military Personnel, Army (MPA) account to pay for RC units annual training rations. This is not the correct assumption; however, we further discovered that many food service professionals, both Active Army and National Guard, believe that as long as National Guard Soldiers were conducting annual training on an active Army installation then the Active Army was responsible for paying for these rations. We had to ask ourselves why this thought process came about.

During our research, we found an old document dated 2000, titled "Program Budget Decision (PBD) 501", that provided some guidance for the Active Army to withhold some funding each Fiscal Year to offset mutual support for Subsistence-in-Mess (SIM) between the RC and Active Army due to the recent contingency and combat operations. Some professionals interpreted this document as guidance that annual training funds were being withheld from the National Guard to pay for their annual training subsistence expenses. This belief took wings and many installations have been going on the belief that the National Guard rations could be billed against the MPA account when they were training on an active Army installation. Since so many folks interpreted this document to mean different things, we elevated this to Department of the Army (DA) G4 level to get clear guidance on its true meaning. DAG4 was able to provide us clear guidance on this issue and that it does not indicate that annual training is covered by this PBD 501.

We did realize that the language in AR 30-22 could be clearer to read and understand so the updated AR has been clarified in paragraph 5-17. The new language is provided below:

- a. Requests from Services and organizations other than Active Army must be accompanied by a Military Interdepartmental Purchase Request (MIPR) to reimburse MPA for the rations. The MIPR will be processed by the installation finance office to credit the MPA account for the cost of the rations issued to other than Active Army.
- b. Army Policy for SSMO support for the Army Field Feeding System (AFFS) is contained in chapter 4 of AR 30-22.
- c. Bulk subsistence issues to RC units are on a reimbursable basis.
- d. During operations or training on an Active Army installation, mobilized RC units (Title 10) will not be required to reimburse the MPA for rations. The Subsistence Supply Manager (SSM) will establish local SOPs and operational requirements.

Army Center of Excellence Subsistence, Operations Directorate (ACES OD) understands that the summer months are the most active training period that National Guard units train so we provided clearer guidance through an information paper that was disseminated to our active Army installations and National Guard personnel. We wanted to dispel the belief that National Guard units training on active Army installations did not have to pay for their annual training rations/subsistence.

Bottom-line: Active Army MPA funds will not be used to support NG Annual Training on Active Army Installations. NG units conducting annual training on an Active Army Installation are on a reimbursable basis.

What's in a Word: Wholesome

By

CW4 Sean Lonnecker



As food professionals, we're all concerned that the food we provide to our consumers is safe and nutritious. These terms are unambiguous and clearly convey their objectives. However, we also find ourselves using other words to reinforce these goals, words that could lead to confusion depending on who your audience is. One such word is "wholesome", which can have entirely different meanings.

A quick internet search indicates that wholesome means "Conducive to moral or general well-being; conducive to bodily health; healthful."(1) When we're talking about the nutritive value of foods, how they promote general well-being in the body, it's clear that wholesome is synonymous with nutritious. One of the great orators of our time, Winston Churchill said "In the course of my life, I have often had to eat my words, and I must confess that I have always found it a wholesome diet.(2)" Certainly, his definition of "wholesome" was something that was beneficial to his body. How is it, you might ask, could there be another meaning?

Within the U.S. Army Veterinary Corps, those charged with the inspection of food throughout the Department of Defense, "wholesome" has nothing to do with nutrition. Food Inspection Specialists use this word to describe the physical, chemical or microbiological *safety* of a food. In Veterinary dictum, a Triple-Patty Bacon Cheeseburger can be described as "wholesome" when it is properly prepared from safe ingredients. Likewise, a Spinach Quiche can be described as "unwholesome" when something has gone wrong causing it to become unsafe.

Army Regulation 40-657, "Veterinary/Medical Food Safety, Quality Assurance, and Laboratory Service" introduces the word "wholesome" thirty times throughout forty pages. In every case, it is used to describe whether a food is safe or unsafe. Not once is it used to describe nutritive value. DA Pam 30-22 uses the word twice, both to describe food safety. AR 30-22 uses wholesome one time (para 3-57), but uses it to describe food that promotes well-being, nutrition.

AR 40-657 requires that wholesomeness determinations only be made by the responsible medical authority, in most cases this will be Veterinary Food Inspection Soldiers. This limitation only bears weight on the safety of foods. Nutritional wholesomeness determinations can and should be made at every level when considering foods for our Army Dining Facilities.

As military professionals, we must always be sure to communicate as clearly as possible. Keep in mind that Veterinary Food Inspection personnel will always talk about wholesome food to mean free from adulteration, and enjoy that wholesome Triple-Patty Bacon Cheeseburger!

GFEBs and the Cash Turn in Process

By
Mr. Jose A. Millan

One of the most important financial functions we perform in a dining facility is the management of funds. As the General Funds Enterprise Business System (GFEBs) is gradually adopted at all Army installations to manage funds requirements, there will be changes to how installations conduct cash turn-ins. This article will provide you with some insight on how cash turn-ins work under GFEBs. Before we begin, it is important to understand what GFEBs is and provide some background information.

GFEBs will allow for fully integrated end-to-end processing of the Army's General Fund and define the core related business processes. GFEBs is the Army's new web-enabled financial, asset and accounting management system, which will standardize, streamline and share critical data across the active Army, the Army National Guard and the Army Reserve.

GFEBs will subsume over 80 legacy systems including the Standard Finance System (STANFINS), the most widely used standard accounting system for Army Installations, and the Standard Operation and Maintenance Army Research and Development System (SOMARDS).

After deployment, GFEBs will be one of the world's largest government Enterprise Resource Planning (ERP) systems. Now that we have given you a quick overview of what GFEBs does we need to address the difference from the current cash collection process and GFEBs.

Currently under STANFINS, you prepare one Cash Collection Voucher (CCV) at the dining facility and the funds are separated into two categories of funds: Military Personnel, Army (MPA 5570) to support food cost and Operational and Maintenance Army (OMA 8522) to support installation operation cost. The **DSSN** is a four-digit number assigned by treasury to identify a disbursing office.

Under GFEBs, the process is a little different when you prepare a Cash Collection Voucher (CCV). You are submitting two vouchers to support MPA (food cost) and OMA (operation cost) on either an AFMIS generated CCV or manual DD Form 1131. You will then deposit to the local bank and fax data to DFAS. Using the procedures outlined below.

Effective May 16th 2011, DFAS-IN Disbursing Collections , DSSN 5570, (DFAS-INCDSHQS@DFAS.MIL) will no longer accept any packet that does not have a correctly completed deposit log. The electronic deposit log will be used to support deposit transaction. When you have compiled your DT's and completed 1131's you must fill this out before scanning, emailing, or faxing to DFAS-IN. Filling out the form electronically (with the excel form attached) is preferred. To properly fill out a deposit log be sure to include/fill out the:

1. Submitters TL.
2. Fax number/email address you are submitting the packet.
3. Date of deposit log.
4. Name of Dining Facility (including name of installation).

The form, (Figure 1) has been designed so that when you fill the form out electronically, it will NOT allow you to save unless all the required fields (listed above) are complete. If you wish to receive your CCV's upon processing, it is vital that you include a valid email address on the form as well.

Recipes with Unavailable Items and Plate Cost

By
SFC Jeffrey McKinney



Are you one of those Dining Facility Managers (DFM) who accounts for every penny while budgeting the dining facility account, but for some reason your plate cost continues to be inaccurate or exceeds the Basic Daily Food Allowance (BDFA) for a specific meal? You search and search but you can't find where the extra food cost is occurring. There are several reasons which could potentially cause your account to be inaccurate those being: over serving and ration accountability. If certain ingredients (spices, vegetables, meats, etc) are not available, one or hundreds of recipes could be affected.

The initial projected plate cost data is displayed on the Production Schedule and is the result of the Projected Headcount (HC) multiplied the BDFA and compared to the cost of the recipes multiplied by the portions to prepare cost. Once the headcount has been entered the meals can be seen on the Meal Cost Report. The finalized plate cost will be the comparison of the dollar value of the finalized Kitchen Requisition (actual cost of the meal) compared to the earnings for the meal (HC X BDFA).

The Army Foodservice Management Information System (AFMIS) is designed to simplify plate cost; however, for plate cost to be accurate ingredients for specific recipes must be priced correctly. DFMs can access the Extended Recipe Report within AFMIS and view the Armed Forces Recipe Service (TM 10-412) for portion cost of a particular item when planning menus. AFMIS has a set price benchmark for all recipes. Any recipe which exceeds \$2.99 will be listed in the Recipe Cost Exceeds Limit report. When ingredients are substituted for specific recipes pricing will be affected. Managers should be cognizant of any recipe change when creating menus. Managers should pay close attention of any ingredient not available for recipes because this could affect plate cost. Managers must also be aware of the Inventory Adjustment Monetary Account Report (IAMA) located under the Inventory Management Heading within AFMIS. The IAMA report alerts the DFM of any vendor price change with the inventory during a particular accounting period. All price changes for a catalog load will be detailed in the "Price Change Report" in the Catalog Process under the Vendor and Items heading. This report is available to all levels of operation with the exception of the Department of the Army and should be checked weekly by the DFM.

Recipes with unavailable items can be accessed within AFMIS under Recipes heading. All users with the exception of Subsistence Supply Management Office (SSMO), Supply Support Activity (SSA) and SSMO warehouse may access this function. However, the Installation Food Program Manager (FPM) is the only person authorized to make changes to Recipes with Unavailable Items. This function is used to identify items in recipes which need to be replaced, so that dining facilities can order and account the correct items and recipes will have overall cost associated. DFMs should consistently monitor this report to help maintain effective recipe service and manage your item use. Items which are unavailable or have been flagged for deletion will be listed by Federal Supply Classification (FSC) – first four of the National Stock Number (NSN) and then item name within the FSC.

When managers discover Recipes with Unavailable Items the FPM should be immediately consulted. FPMs may choose to make ingredients replacements by accessing Item Replacement located under Recipe heading within the AFMIS. Once Item Replacement has been accessed the TISA Item Identification Number (TIIN) of the ingredient to be replaced is entered, and the user will be prompted to conduct a search of like items. The FPM will then select an item to replace the unavailable ingredient(s).



“In the Bag”
A Successful Grab and Go Concept at Fort McCoy
By
CW4 Ellen M. Magras

At Fort McCoy, Wisconsin, there are great things happening in the world of food service. First, we would like to think that Soldiers have all the dining rights they can possibly have right? Wrong, a tiny bird called a Swallow, is reigning supreme. Yes, that's right! At one dining facility, a family of Swallow has built a home right above the exit doors. Because they are a protected species, so long as they are *nesting*, Soldiers cannot disturb them; therefore, Soldiers have to use another door according to the Environmental Officer. Those birds have lots of power in Wisconsin. Next, lots of great work with positive results is happening in the world of Nutrition. Mr. James Gouker, Food Service Specialist, Quality Assurance Evaluator, is implementing some outstanding tri-fold pamphlets on nutrition information and converting commercial products' nutrition information into the Army Food Management Information System (AFMIS)-more to follow on that story separately. And last but not least, Soldiers are literally “moving right along” with a Grab and Go concept called “In the Bag”.

Several months ago, the Installation Food Program Manager, Mr. Andy Pisney, and his staff, needed to find a way to expedite Reserve and National Guard Soldiers in-processing the medical portion of their Mobilization training through the Soldier Readiness Center (SRC). While reading a Food Service Magazine, Mr. Pisney encountered an article about the University of Purdue's “On the Go (OTG)” meal plan. Their plan was designed to accommodate students that had limited amounts of time for meals but offers many choices that vary with the season. The student is offered an entrée, 3 side items, and 1 beverage-basically a Pick 5 type-deal and this meal will cost 1 swipe. So Mr. Pisney, a retired CW3 Food Service Warrant, decided to “think outside the bun” and came up with his own spin on this concept. First, he did some costing to ensure the carry-out products and the meal options would meet the budget and the Basic Daily Food Allowance (BDFA). He then put together some great menu choices such as Pita Bread with Hummus and other items the Soldiers would enjoy and put his meal plans together. He transformed the Short Order side of the dining facility supporting this brigade-size unit into a To Go area, and allowed the diners the option to dine-in or carry-out back to the SRC. This concept allows the Soldiers to go shopping in a manner similar to shopping at Wal-Mart with the exception that the Soldiers grab their bags and pay first. The Soldiers get their Identification Cards swiped or cash customers pay accordingly. This concept is only offered for the lunch meal. Here are the steps:

- Step 1:** Grab your Bag (Soldiers then like to Shake It)
- Step 2:** Select an Entrée (hot or cold, 5 options)
- Step 3:** Select 3 Side items
- Step 4:** Select your condiments
- Step 5:** Select your Beverage (hot or cold)
- Step 6:** Dine-In or Carry-Out

This concept is really fast and convenient, menu choices are excellent, nutritious options are available, it meets the Commander's intent, and most importantly, the Soldiers love the idea. Another positive aspect of this program is that it uses 100% recyclable napkins. This product is great for a sustainability initiative and is used throughout the installation thanks to the contractor, Superior Services Inc. The labor costs for this concept is significantly reduced compared to a traditional short order menu and the extended hours allow for maximum Soldier feeding. The leadership at the SRC is pleased with the efforts made by the Installation Food Service Team to expedite the feeding of their staff and the Soldiers, thus ensuring an uninterrupted in-processing session. A win-win for all.

For now, this concept is working and can use a little tweaking here and there; however, in the near future it will go away since the mobilization mission at Fort McCoy is ending this September. Nonetheless, Mr. Pisney thought this was a great concept with applicability for other dining facilities with a designated To Go area and a foundation from which many other facilities can build. Most dining facilities are currently using this area for storage and not as it was designed for. Here at the Joint Culinary Center of Excellence (JCCoE) on Fort Lee, we are trying to *revolutionize* the way we are feeding Soldiers today. We have an Army G4 directive to look at our neighboring colleges and universities and see which dining programs have applicability and benefit to the Army Food Program. This is similar to how the Training with Industry Program works and so far, we have implemented initiatives such as cage-free eggs on Fort Lee as a result of a sustainable initiative at Compass group in Charlotte, NC. This Grab and Go concept is in-line with where the Army Food Program is going.

This article is intended to inform our food service communities and encourage use of this concept in your dining facility if you have a need to implement an expedient manner of feeding Soldiers with a Grab and Go concept or for those dining facilities needing to properly use their existing To Go areas. We are slowly losing our Subsistence In Kind diners to commercial establishments and here we have an opportunity to take an idea being used in good 'ole cheese country Wisconsin and bring it to another level at your location-Thanks University of Purdue. If you would like further information on this concept, please see the attached Power Point Presentation also located on the JCCoE Website, Management Assistance Division, or at the Sustainment Knowledge Network. Mr. Andy Pisney andy.pisney@us.army.mil and his team are available to answer any further questions you may have. I am also available to assist you with consideration of this meal concept at your local dining facility. Ellen.magras@us.army.mil, 804-734-3374.



The Army Food Program's First Cage-Free Sustainable Egg Implementation

By
CW4 Ellen M. Magras



On 22 April 2011, the Fort Lee Installation Food Program became the first-ever installation in the Army Food Program to implement cage-free eggs. The Installation Food Program Manager, Mr. Johnnie Durant, was convinced that switching battery hen eggs for cage-free eggs was the right decision for the Warfighters. The motivation behind the implementation came as a result of a briefing hosted by the Joint Culinary Center of Excellence (JCCoE) on 21 January 2011. Josh Balk, Outreach Director, Humane Society of the United States (HSUS), provided a powerful presentation on humane animal welfare, food safety data, challenges, and legislative mandates that will take effect in California in 2015. This mandate for implementation of cage-free eggs will affect military bases in that region. Mr. Durant attended the briefing and has been relentless in his efforts to add cage-free eggs to his menu and is absolutely excited to provide this product to his diners. His entire staff was fully supportive of the implementation and was ready to see this menu item in their dining facilities. Mr. Durant wanted to do his part on behalf of animal welfare, social responsibility, and always providing only the best for his valued customers. The Fort Lee Food Program has implemented the Soldier Fueling Initiative, Initial Military Training menu standards which have allowed a significant amount of cost avoidance in overall food program management contract costs. The new menu standards eliminated the purchasing costs for Short Order menu items to include cooking oil and decrease purchasing of pastries and indulgent desserts. Elimination of these costs, have allowed Mr. Durant to afford implementation of certified liquid, cage-free eggs. So how did we get here and what exactly is a cage-free egg?

Josh Balk was invited to Fort Lee by CW4 Ellen M. Magras, Chief, Management Assistance Division. CW4 Magras was the 2008-2009 Training with Industry Participant at Compass Group, the world's largest food service company, at its US-based operations in North Carolina. The objective of the program was to find the better business practice with applicability and benefit to the Army Food Program. Sustainability, by far, met the criteria. Since arriving on Fort Lee, CW4 Magras has pushed for the education and future implementation of cage-free eggs and other sustainable initiatives. Her challenge was how to get the information out to not only the JCCoE, but to the food service community worldwide. Mr. Balk and Johnnie Durant both made that challenge a reality. Mr. Balk was instrumental in assisting Compass Group switch to 48 million of its eggs to cage-free eggs in only 105 days, all at neutral cost. He has also maintained communications with CW4 Magras by providing monthly newsletters and other pertinent educational information. Mr. Bob Newton, Purchasing Director at Foodbuy, Compass Group's purchasing arm, also provided full support in seeing this effort to fruition. He was responsible for the implementation of cage-free eggs at Compass Group and is affectionately known as the "Egg Man." CW4 Magras spent time with Mr. Newton while serving at Compass Group and was provided the motivation, resources, and support to bring this sustainable initiative into the Army Food Program.

A cage-free egg is an egg that comes from a hen that is given a better quality of life than a battery hen. Battery hens are each provided living spaces the size of a sheet of paper and lead lives of crowded misery. According to the Humane Society, "The vast majority of egg-laying hens in the United States are confined in battery cages." They are restrained from performing normal hen behaviors such as spreading wings, nesting, perching, and dust bathing, all important behaviors to hen welfare. Unlike battery hens, cage-free hens are provided a better quality of life that entails being able to walk, spread wings, perch, and lay eggs in nests as a natural birthing method. According to the Humane Society, "The vast majority of cage-free hens live on farms that are 3rd party audited by certified programs that mandate perching and dust-bathing areas."

These advantages are very significant to the animals involved.” Although cage-free hens are spared many cruelties experienced by battery-hens, it would be inaccurate to say they do not suffer at all. For example, both systems buy hens from hatcheries that kill the male chicks upon hatching, and both have part of their beaks burned off. However, there is a dramatic difference in food safety. The last fifteen studies over the past five years comparing *Salmonella* in cage and cage-free operations have found higher rates of *Salmonella* in cage facilities. The only two studies ever published (2002) comparing risk at the consumer level both tied **Salmonella** infection to cage egg consumption. A prospective case-control study published in the **American Journal of Epidemiology** found that people who recently ate eggs from caged hens had twice the odds of being sickened by **Salmonella**, and a study in **Epidemiology and Infection** found nearly 5 times lower odds of **Salmonella** poisoning in consumers who chose eggs from free-range hens.

In closing, Mr. Durant and his entire Fort Lee Food Service Team believed converting battery hen eggs to cage-free hen eggs was the right thing to do because their War fighters deserve the best when it comes to food safety and being socially responsible. Mr. Durant was excited as the Food Program Manager to make a change which resulted in providing a higher quality of food service support so that they can make every Soldier, Marine, Airman, and Sailor in every dining facility healthy and happy!

Contributions were provided by Mr. Johnnie Durant, Fort Lee Food Program Manager and Mr. Josh Balk, Humane Society of the United States.



Training By Ms. L'Tanya Y. Williams



Have you ever said, "I'd rather work shorthanded with a trained Soldier I can rely on than have ten Soldiers I have to constantly watch?" If so then you understand the importance and value of good training. We train everyday and we stress the importance of training in the Army. According to BusinessDictionary.com, training is defined as an organized activity aimed at imparting information and/or instructions to improve the recipient's performance or to help him or her attain a required level of knowledge or skill. In many dining facilities across the Army Food Program, training programs are null and void or fictional. The lack of training is obvious when assessing food preparation and service, line set-up and replenishing, sanitation, customer service, other areas of dining facility operations or simple talking to the food service personnel. Many of our Dining Facility Managers do not have an effective or active Training Program nor do they train at the different skill levels. The following link is to the Soldier Training Publication (STP) which is the primary source for the food service Soldier to use in maintaining Military Occupational Specialty (MOS) proficiency. Dining Facility Managers (DFM) should use the STP to plan, conduct and evaluate individual training. (<https://atiatest.train.army.mil/catalog/view/100.ATSC/697A2FC1-1286-4017-899>) When training is conducted effectively, our Warfighters will be able to reap the benefits of a world-class, well-trained Army Dining Facility operation.

Whose responsibility is it to train our Soldiers? Tactics, Techniques, and Procedures For Garrison Food Preparation and Class I Operations Management (FM 10-23-2) states that Commanders are responsible for training, but the Dining Facility Manager is responsible for planning, directing, conducting and supervising the training program. In on the job training (OJT), workers are trained during duty hours. OJT is not only used to train newly assigned personnel but it can also be used to train an experienced worker in a new technique or position. OJT is necessary for Soldiers starting a new job, no matter what their previous jobs have been. The training must be continuous, performance-oriented and contain clear objectives to prepare personnel to do their jobs. The dining facility training program should include MOS proficiency training, common tasks and unit training, and food program regulatory training. Also just as important is keeping individual documentation of the training in order for the trainer and supervisor to be able to monitor the Soldier's progress and overall job skills.

There are many benefits of having a well-developed, consistent training program. Training is fundamental to proper execution of meal production and daily dining facility operations. When Soldiers are properly trained how to prepare a food product, they will feel compelled to now show off that product and proudly say they prepared it. The Dining Facility Manager whenever feasible should promote the preparation of fresh menu items versus using commercial prepared products in order to support basic food preparation training. Training Soldiers in the value of cost and of prevention of food waste will go a long way when managing the dining facility account and teach a valuable lesson on conservation. Soldiers will take basic food service principles taught in their dining facilities to their respective homes and to other duty assignments. When feasible, cross training should always be conducted in order to ensure the Soldiers are well-rounded in all aspects of food service and the Dining Facility Manager can have the flexibility to manage his operation without undue stress of an inexperienced staff. The JCCoE website offers a wealth of useful tools that the manager can refer to enhance their training program. http://www.quartermaster.army.mil/jccoe/publications/career_links.html

A Dining Facility Manager is only as smart as his food service personnel. This statement serves as motivation to ensure we have the most knowledgeable, flexible, and well prepared food service staff. Today, DFMs are challenged daily with personnel shortages, high OPTEMPO, and budget cuts. However, training can occur every day if we make it our way of business and we value the potential gain. Food Program Managers, Food Advisors and DFMs let's work on getting our Soldiers trained in accordance with regulatory requirements and be proud of the work we do. Decisions you make everyday managing your operations affect the lives of many Soldiers desiring a delicious and wholesome meal. Training can and will make the difference!

Inventory Management By MSG Dewayne Johnson



A common trend observed on Food Management Assistance Team (FMAT) missions is excess inventory, which leads to an increase in Days of Supply (DOS). Improper management of inventory may also lead to an imbalance in the account status. Ideally, the Dining Facility Manager (DFM) should only order enough subsistence until the next vendor delivery date. Due to varying order lead times and fluctuating headcounts, this is not always possible. The task of maintaining the right amount of inventory and ensuring regulatory compliance is always challenging. With effort, proper training and management, it can be attained.

According to AR 30-22, The Army Food Program, Paragraph 3-24 Inventory Management “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 six-day average period. The dollar value of earnings will be determined by using the previous month’s average daily earnings multiplied by six.” Refer to example below of inventory objective calculation:

➤ Last Month’s Earnings	\$100,000
➤ Divide by Last Month’s	
➤ # of Operational Days	27
➤ Equals Average Daily Earnings	\$3,704.00
➤ Times Target Days of Inventory	6
➤ Equals Inventory Objective	\$22,224.00

A surplus means you have excess inventory on-hand. The inventory objective is the amount of inventory the DFM and his team should strive to attain. The DOS is determined by taking your last months ending inventory and subtracting it from the above calculated inventory objective. Although the DFM is ultimately responsible for inventory management, it is a collaborative effort. The Brigade Food Advisor and Senior Food Operations Management NCO must provide proper oversight and training. The Food Program Manager is responsible for the installation inventory levels and therefore must be engaged and prepared to provide assistance. At the dining facility level, the Ration Control NCO and Administration NCO are the catalyst in providing the DFM current and accurate inventory information. Refer to below example of DOS calculation:

➤ Last Month’s Ending Inventory	\$31,000.00
➤ Minus Inventory Objective Value	<u>\$22,224.00</u>
➤ Equals Surplus Inventory Value	\$8,776.00

These dollars can be better utilized

Proper inventory management begins with knowing exactly what subsistence is on-hand. The DFM must ensure the following inventories are conducted as necessary and as accurately as possible: weekly, monthly, semi-annual, and year-end. The monthly inventories for the months of April and September must be verified by a disinterested individual, which is coordinated by the Installation Commander. Any deviations between physical and balance-on-hand (BOH) must be immediately resolved. If this difference in what is on hand and what is in AFMIS is not corrected this will lead to an imbalance in the account status. When ordering rations, the DFM must use the menu (cyclic menu is preferred) and only order the rations needed to accommodate the next three days of meals. The DFM must also consider par levels of staple items such as ketchup, french fries and any known increase in headcount that may affect order amounts. The subsistence prime vendor in most CONUS areas delivers food three times a week. This frequency of delivery allows the DFM an opportunity to only order the required amount of subsistence, receive fresh food, and limit the amount of warehousing needed for proper ration storage.

Ration and Administrative Responsibilities

The Ration Control NCO is a critical member of inventory management. The DFM must ensure a food service person with an appropriate amount of knowledge and training is assigned to this area of dining facility operations. The Ration NCO must pay attention to container sizes and costs, especially when receiving new items. An oversight can cause the Ration NCO to input incorrect data into the Army Food Management Information System (AFMIS), for example, 100 cans of tomato paste instead of 10 #10 cans of tomato paste. The Ration Control NCO must also pay attention to slow-moving and soon-to-expire items and inform the DFM to add them to the menu and/or discontinue use once depleted. When subsistence is received at the dining facility, the ration receiving personnel must use the actual AFMIS order invoice to verify quantity, quality, price and not the delivery driver's invoice. For example, if 100 servings of Swiss steak at \$2.00 per pound were ordered (AFMIS) for an upcoming meal and you receive (SPV) 100 servings of grilled Tenderloin steaks at a cost of \$4.00 per pound due to this item being not-in-stock (NIS) with the SPV, your account will be negatively charged \$200.00 followed by a menu change. All administrative and ration personnel must be aware of what was ordered and how to compare the AFMIS generated invoice to the SPV invoice to ensure all items are delivered. Using the AFMIS order invoice is what you require for the upcoming menus and may not be what the Subsistence Prime Vendor delivered so there could be overage or shortages in what is required to support menus. Ration personnel are also responsible for ensuring proper storage and rotation of subsistence. The administrative personnel must ensure all recipes are accurate. If a recipe calls for a product with an incorrect amount or is missing an ingredient or the national stock number (NSN) is wrong, it will affect price and the DFM will not get a true recipe cost. If the dining facility has several menus with unavailable items, the Food Program Manager (FPM) should be notified immediately. All NSNs on recipe cards should be updated immediately when a catalog change occurs, as this will reduce administrative workload and ensure true recipe costs. Proper inventory management affects the financial status of a dining facility on an accounting period, semi-annual and year-end basis. Earnings and expenditures evolve around dining facility subsistence.

Surplus Inventory

Excess inventory requires more and unnecessary management. Excess inventory takes up space, can lead to waste or spoilage if not used right away, and becomes a potential for theft. The DFM should maintain a separate manual inventory of all field residual rations. Residual rations are not charged to the dining facility account; however, if unintentionally input into the AFMIS, the inventory will be affected. For this reason, the DFM must ensure excess field rations are segregated and marked accordingly to indicate excess (X). Also, Food Advisors and DFMs must always remain cognizant of how training can affect the inventory surplus. For example, if several subordinate units assigned to the Battalion that is supported by your dining facility are conducting extensive training for a particular month, the headcount will be significantly reduced. It may be necessary to use data from a previous month to attain an accurate inventory surplus once all personnel are available for subsisting in this particular facility. If the DFM encounters surplus inventory, the following steps will assist in reducing this inventory. In the approved not yet published (GTSM 4-41.11, page 2-4):

- 1-establish a static menu and create order templates
- 2-mark all food items, cans and boxes with the date received from the vendor. Check the dates in the ration storage area frequently to see if the food items are being used within the recommended six-day inventory objective period
- 3-integrate surplus food items into the menu
- 4-review recipes and food item usage and cut back on order quantities if over estimating the amount needed or being used

Dining Facility to Dining Facility Transfers

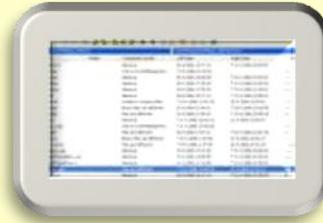
A dining facility to dining facility transfer is an excellent way to reduce inventory when a facility has a significant amount of excess inventory and another facility on the same installation is within or under its inventory objective. Transfers should not be used regularly, but as needed. AFMIS is a user-friendly system that makes this process simple; however, DFMs must communicate with other DFMs in order to take advantage of this opportunity.

As stewards of government subsistence, equipment and funds we must ensure proper inventory management is conducted. This practice is in keeping with the highest standards of food service operations and in the best interest of our diners and the overall Army Food Program. FMAT, can and will provide training and assistance as needed. Our ultimate goal is to ensure proper procedures and regulatory compliance is maintained. Food service regulations provide guidance and procedures to ensure management has a template. At the end of the day, we encourage all DFMs and their staff to take ownership of their inventory and continue to provide quality food service business management, customer service, and wholesome meals to the communities they serve.

Master Item File Maintenance (MIF)

By

Mr. Raymond Hosey



Food Service Professionals, the goal of this article is to raise awareness and place greater emphasis on the maintenance of the Army Food Management Information System (AFMIS) Master Item File (MIF). Moreover, it is an attempt to drill down further to magnify the importance of proper MIF maintenance.

It is incumbent upon the Food Program Manager, Subsistence Supply Manager, and dining facility managers to take a proactive approach to maintaining the MIF. Far too many times, the MIF is left dangling in cyber space. New items are constantly being added, however older information is not being removed. This document then becomes very cumbersome and entirely too large. The prime vendor struggles to provide a more consolidated, more refined prime vendor catalog for all. Recommend food service professionals review/update this document at least on a semi-annual basis. Even better, the Food Program Manager should establish a policy that before adding a new item to the MIF a similar item (if applicable) should be removed.

Identify what items you want to keep, and what items you want to remove from the MIF. This helps to create efficiency for all persons responsible for ordering and reviewing this document. Just think how much time you would save when creating an order by not having to go through nine different selections of ground beef or ten different selections of cut-up chicken... you get the point. Individuals who have been on the other side of this equation would definitely appreciate a streamlined master item file. It will also aid dining facility managers in their inventory control, menu preparation, costing and ordering functions.

This process is far too easy to be forgotten, therefore set aside time to thoroughly review/update the MIF. An opportune time may be during the quarterly Installation Food Service Management Board meetings. Identify items that are not being utilized, also what item(s) are being recommend for removal. Ensure all stakeholders are involved in the process; having everyone involved helps to preclude any misunderstanding after the fact. There should be a standard that guides decisions to remove an item from the catalog. Guidance on adding items to your MIF are outlined in AR 30-22, paragraph 3-18 and DA PAM 30-22, paragraph 3-12. Decisions should focus on providing the best possible products to the Soldier/customer at the best possible price.

Consideration should be given to keeping a primary and secondary product available for purchase. Just in case the prime vendor is out of stock on your first option, you still have a viable second option. Bottom line, if it is not on the MIF, dining facility managers will not be able to purchase. Each installation has a different mission, so your MIF will reflect the specific requirement of the customers at your facility.

History of Military Nutrition in the United States (1775 to Present)

By
Mr. Frank Mottin

The first formal institution for military nutrition was created in 1917, when the Surgeon General's office established a Food Division for "safeguarding the nutritional interests of the Army". Currently, the US Army's nutrition research is presided over by the DoD Combat Feeding and Research Program (CFREP), providing a research, technology and engineering base for all combat feeding systems. The Army is the executive agent for the Combat Research and Engineering Board (CFREB; formerly known as the Nutrition Research and Engineering Board). Chaired by the office of the Director, Defense Research and Engineering, the CFREB includes representatives from Army, Navy, Air Force, Marine Corps and the Defense Logistics Agency.

The Military Nutrition Division at the US Army Research Institute of Environmental Medicine (USARIEM) has been at the forefront of Military Nutrition Research since 1986, and addresses physical, physiological and nutritional requirements of modern military personnel.

Eras

1775-1917

In 1775, the Continental Congress stipulated that all enlisted persons of the Continental Army should receive peas, beans, or vegetables and one pint of milk per man in addition to their provision of meat and bread. However, during this time nutritional needs of the Soldier was merely based on past experience and common sense. Practical challenges were seasonal food shortages and ineffective delivery systems. The recognition of the need to include fresh foods in the military diet could not continue to be avoided as many Soldiers had suffered illnesses due to the lack of nutritional foods. As food preservation techniques had not been perfected at that time (late 18th century), perishables were rarely delivered in edible condition to soldiers in the field. Without fresh fruits and vegetables, many Soldiers suffered death or illness by such diseases as scurvy. As a result, the overall health and morale of American Soldiers suffered.

Aware of the situation, General George Washington wrote a letter to Congress suggesting new personnel be hired to correct issues in the Commissary Department. Congress then directed the Board of War to supply sauerkraut, vegetables, vinegar, beer and cider to troops. One must still keep in mind that during this time Soldiers had to prepare their own individual meals without the benefit of having utensils or a means of any type of sanitation measures.

A few decades later, in response to a 12,000 franc award offered by Napoleon Bonaparte for the creation of a method to preserve food for armies on the move, Nicholas Appert developed a method to preserve food in airtight bottles. Samples of Appert's preserved foods were sent to sea with Napoleon's men and the food remained fresh for several months. Ten years later, Pierre Durand, a British merchant, patented a similar method using tin-coated canisters, and by 1813, the British Army and Navy were supplied with food preserved in tins. This laid the ground work in the creation of rations in bottles and tin cans which were used by US. Soldiers during World War I (1914-1918).

In 1861, the Army of Virginia published "Directions for Cooking by Troops in Camp and Hospital", an Army camp cooking manual, the content of which was written by Florence Nightingale. The recipes emphasized meat and milk (for protein) and whole grains, fruits and vegetables (for carbohydrates). Florence Nightingale's intent was to hire on Soldiers that will be able to cook for their fellow Soldiers in a garrison or in a war/field environment. Also in 1861, John Ordranax's, "Hints on the Preservation of Health in the Armies" was published containing the first known dietary guidelines for Soldiers, identifying priorities of an effective military diet. This diet was more focused on providing vegetables, fresh fruits and dairy products opposed to having a large intake of meat products.

After the Civil War, the 1892 ration was developed, providing for fresh meat, fish and vegetables. Although advances had been made in food processing, preservation, storage and refrigeration techniques, food often spoiled over long distances or in warm climates, as these techniques had not been perfected. During the Spanish –American War, many Soldiers suffered serious illness such as diarrhea, dysentery and typhoid in many cases resulting in death due to rotten or fermented food. Also in 1892, Captain Charles Woodruff conducted the first military nutrition survey, and earned the title "foremost student of the diet of the American Soldier". Through his research, he observed gradual improvement in the quality of Army rations and noted the need for further research and development to ensure the continuation of this trend. While rations continued to improve, broad distribution of perishable foods did not occur until World War I, when technological advances such as adding the Reserve Individual Ration consisting of 1lb of canned meat (mainly corned beef) 2 8oz tins of hard bread, 2.4oz of sugar, 1.1oz ground coffee and 0.6oz of salt. The Trench Ration (for 25 Personnel) contained canned meats (corned beef, roast beef, salmon or sardines), canned hard bread, salt, sugar, soluble coffee, solidified alcohol and cigarettes. The Emergency Ration consisted of three 3oz cakes of a beef powder mixture, cooked wheat and three 1oz chocolate bars. These rations made it possible to supply camps with fresh meats, chocolates, bread and beverages. These rations were very high in Iron and all came in bulk cans making it difficult to transport, however were considered nutritionally adequate. While overseas, American Soldiers consumed the generally adequate Pershing garrison rations, which lacked dairy and vegetable product. Problems such as these were overcome later (between the 1970s and early 1980s) with the development of the "New Army Ration" (Meal, Ready to Eat (MRE)) which was derived from the "Reserve Ration".



1917-present

With the first World War ending in 1917 and the Second World War soon to follow as well as several more Wars that took place during the time Era of 1917 to 1986 there were many lessons learned and the research and development of Nutritional foods that kept and still keep our Soldiers Healthy has never stopped.

In 1986, the U.S. Army retook the lead in basic and applied nutrition science, presided over by the Department of Defense Combat Feeding and Research Program (CFREP), and providing a research, technology and engineering base for combat feeding systems. These systems contained a larger variation of such items as “B Rations”, (Dehydrated Foods) MRE pouch packages and allowed for an occasional “A Ration during time of conflict”. Mostly all of the above rations were supplemented with vegetables and salad items as well as a pouch type of bread. Since then, the Military Nutrition Division at the U.S. Army Research Institute of Environmental Medicine (USARIEM) has been at the forefront of physical, physiological, and nutritional requirements research to address the needs of modern military personnel. The Military Nutrition Division, in collaboration with the Pennington Biomedical Research Center, has made several scientific advances in understanding the energy and nutritional requirements of healthy individuals performing in extreme environments, addressed comprehensive menu modification and intervention programs for Soldiers. These scientific advances allowed the development of more Nutritious meals in the MRE ration family which would also enhance performance and increase the moral of the War-fighter. This alliance has also allowed for investigation of performance-enhancing ration components (PERCs), improving human performance by at least 15% and leading to development such as the HOOAH! Energy bar and the ERGO (Energy Rich Glucose Optimized) energy drink.

During the 1990s, several nutrition studies were conducted, including studies on nutritional influences on immune function, nutritional interventions and susceptibility to disease during high-stress training, and the role of energy balance in disease resistance. The latter study directly led to changes in food allowances for U.S. Army Ranger Training and other high-intensity programs.

Through modern research, ration and hydration requirements have been defined for Soldiers and personnel working in high altitudes and extreme temperatures. Working alongside scientists at the Pennington Biological Research Center, scientists of the Military Nutrition Division at USARIEM continue to improve ration technologies, address nutrition concerns, establish new programs for Soldier weight management and otherwise optimize War-fighter performance through military nutrition research.

Current and future initiatives will provide the technology to continually improve the MRE so that it provides the War-fighter with sustained energy, mental alertness and eat on the move capability. The DOD Combat Feeding Program works daily to uncover new solutions and capabilities that leverage revolutionary technologies and provide fully integrated systems supporting U.S. military objectives.



Meal Ready to Eat (MRE XI 2005)

Cooking for Real' Goes Green
By
Mr. Keith Desbois (TRADOC)



FORT LEE, Va. - Sunny Anderson, host of Food Network's "Cooking for Real" show, visited here and Fort Bragg, N.C. to show America that behind every great Soldier is a good meal. These visits also allowed her to look back on her time in the military, celebrate those in uniform and show why food is often the glue that holds military families together.

Through this special, Anderson, a former U.S. Air Force broadcast journalist, wanted to highlight that food preparation in the military is not "slinging hash." With her production crew in tow, she undertook a whirlwind tour to see how military food service professionals are trained.

She began her personal and patriotic journey at the Joint Culinary Center of Excellence here May 16-17. Her goal was to showcase the great work of the multi-service culinary instructors and students.

At JCCoE on the first day, Anderson observed advanced culinary students being tested on a three-course practical exam. The class the students were participating in is an intense hands-on program designed to improve the overall skills of an experienced cook. The 25 service members, who represented all branches of the military, had 2.5 hours to complete their meal before being judged by the instructors.

She gave words of encouragement to the students as they chopped, sliced and diced their way through the test. As each student finished, their creation was displayed for grading. The instructors sampled the dishes and also provided scores for presentation. Anderson eagerly grabbed a fork and tasted the assignments, commenting on the quality of the cuisine and lending some professional critique. All the students passed their exam, not letting the added presence of a Food Network chef distract them from their mission.

"They knew they had to focus on their practical exam, so the film crew was the least of their concerns. They are professionals," Master Chief Petty Officer Justin L. Reed, noncommissioned officer in charge, Advanced Culinary Skills Training Course, said. "It was a great experience and I'm glad that Sunny got to see that the military creates fine cuisine and that we have actual chefs."

After the taste test, she was given a tour of the entire school. It is now the home of four of the five branches of services' basic food training programs and conducts all branches' advanced training programs.

The final day started early as Anderson arrived at the Field Branch training site, where Soldiers were learning the bread and butter of their jobs - cooking for service members in a deployed environment. Advanced Individual Training students were readying the mobile and combat kitchen trailers to cook breakfast as part of their familiarization training.

Anderson talked with Soldiers and posed for pictures throughout the morning as her cameramen moved between the trailers filming the Soldiers in action and conducting interviews. Once the breakfast of bacon, eggs, biscuits and gravy was ready to be served, she took her place in line to sample the field rations.

After eating a healthy portion of the "chow," she noted that it was completely different than when she was in the military years ago. Anderson said the quality of the field rations and the preparation of them had really improved.

The final stop for the crew in the development of this special provided a history lesson on food service in the military. Narrating the tour, Luther Hanson, curator, U.S. Army Quartermaster Museum, provided an in-depth presentation of rations throughout the history of the Army.

He took them through displays containing hardtack (a simple flour cracker) and whiskey rations, and explained the modern Meal; Ready-to-Eat while old Army training films on how to eat the “new Type C ration” played on a monitor in the background. The film crew spent a couple of hours taking in the wealth of information displayed in the various exhibits.

Finishing up the day’s filming, members of the crew commented on their visit and how their experience differed from their perception of military food.

“Everyone on the crew was thoroughly impressed with the level of dedication and learning at Fort Lee,” Matthew G. Kells, producer Concentric Entertainment, said. “It is amazing to think that the basics of food service, the rigors of cooking in the field and the intricacies of fine dining can be taught with a consistent level of excellence and be part of the same program.”

The special will air July 2 at 10 a.m. and again July 4 at 6 p.m. on the Food Network channel. Check the Food Network’s website, <http://www.foodnetwork.com/cooking-for-real/index.html>, for updates on the show.



Food Safety and Sanitation

By
MSG Walter Moore



The Army Food Program is constantly facing challenges that have an intense impact on the dining facility's capability to remain totally in compliance with requirements. Some of those enduring challenges include personnel shortages, deployments, employee turn-over, lack of training, restrained budgets, and diner preferences. Commercial food establishments are affected by some of these same challenges and their diner population is on a much broader scale. A culmination of these challenges can lead to food safety and sanitation deficiencies. Dining Facility Managers (DFMs) must manage the food safety and sanitation aspect of their respective operations in order to minimize potential problems. In addition to daily cleaning and sanitizing procedures, Technical Bulletin Medical (TB MED 530), Occupational and Environmental Health Food Sanitation, outlines the responsibilities and duties of leaders and food service personnel to ensure proper sanitation measures are taken at all levels. An effective Food Safety and Sanitation Program is critical to ensure prevention of food borne illness, cross-contamination, and overall high standards of cleanliness.

Customers and employees are at great risks for injuries and illnesses that occur in any type of food service establishment. As food service personnel, we should have a profound interest in creating and maintaining a safe establishment for customers and employees at all times. Food service operations produce large quantities of food in short periods of time; however, if safety procedures are not followed, food can become an adversary to many. One case of food poisoning is enough to destroy a dining facility reputation. In January 2011, President Obama signed a bill giving the Federal Food and Drug Administration the authority to impose new rules to prevent contamination and allow the agency to order the recall of tainted foods. It also allows the agency to create food tracking systems to pinpoint the source. According to the Centers for Disease Control (CDC), annually, known pathogens have caused 20% illnesses, 44% hospitalizations and 44% of deaths. Unspecified agents have also affected individuals regarding food borne illnesses.

Sanitation plays a major role in the food service industry today; the impact can be crucial to the point of life threatening. Food sanitation and hygiene is a well maintained and designed environment where conditions and practices are put in place to preserve and promote health. The practices that we uphold and enforce on a daily basis will determine the level of sanitation measures and food safety concerns taken into consideration by employees. It is important to understand what food safety and hygiene means. The quality of food has been a concern that has always been held in high regards. In the past few decades, food sanitation and hygiene has been a growing concern among the public because we are now better educated and aware of the dangers of eating contaminated foods.

When on the subject of food sanitation and hygiene, being clean and safe, from the supplier to the time when the food reaches the table of the customer is important. This process involves how the raw products were grown, raised and manufactured. How the product is stored, transported, prepared and served is also taken into consideration. Washing your hands and preventing cross contamination may seem like simple things; however, is very important pertaining to the food service industry. It is not easy to maintain the highest levels of sanitation and hygiene throughout the entire process, but once it's at our level, we must make every effort to maintain the standard of our policies and regulations.

Our present standard of living allows us to take many things for granted. When eating at dining facilities we assume that the food served is safe to eat and properly cooked. We also assume that the personnel preparing it have taken every precaution necessary to prevent any sanitation issues. Although expectations vary for different places, generally we consume what is presented. The majority of us do not stop and ponder if the proper procedures have been put in place to ensure sanitation measures and food safety was considered. Over the past few years, many procedures and standards have been developed to help keep the quality of our food at a high standard.

The Hazard Analysis & Critical Control Points (HACCP) is a management system in which food safety is addressed through the analysis and control of biological, chemical, and physical hazards from raw material production, procurement and handling, to manufacturing, distribution and consumption of the finished product. The program has seven principles: Analyze hazard, Identify critical control points, Establish critical limits for each control point, Establish critical control point monitoring requirements, Establish corrective actions to be taken when monitoring shows that a critical limit has not been met, Establish procedures to verify the system is working properly and Establish effective recordkeeping to document the HACCP system. Each principle is paramount in preventing food illnesses and unsafe sanitary practices.

In the past decade, illnesses have taken a downward trend. Regulatory and industry efforts to improve food safety have raised the standards of sanitation and food handling. Investments have also been made towards better detection, education and control efforts. Local food safety advertisements are aired on government sponsored television channels, posters and paraphernalia are placed in food establishments and classes are given to inform individuals of the importance of sanitation and safe food practices. It is important to research and decide upon methods that would appeal to consumers in reference to food safety.

As you can see food safety and sanitation is vital in today's society. Due to the effects it can have on people on a daily basis, it deserves the utmost attention by manufacturers and handlers at all levels.



The Griddle 101 Series: Electric Griddles and Griddle Performance

Part 2 of 4

By

Mr. Ronald Bellamy, Management Assistance Division

Electric Griddles

The secret to electric griddles is the heating elements. The heating elements are attached to the bottom of the griddle plate and in some cases embedded into it. Depending on the pattern of the elements, the heating temperature can be uniform and even across the entire plate. There are new technologies such as the induction griddles that are highlighting temperature uniformity as the desired performance parameter. Modern griddles employ solid-state thermostats that have thermocouples embedded within the griddle plate to control the temperature of the cooking surface. A thermocouple is a junction between two different metals that produces a [voltage](#) related to a [temperature](#) difference. Thermocouples are a widely used type of [temperature sensor](#) for measurement and control and can be used to convert heat into electricity. They are capable of measuring a wide range of temperatures. ("[Thermocouple temperature sensors](#)". <http://www.temperatures.com/tcs.html>).



The Elements of Electric Griddles:

Thermocouple Temperature

As a rule, electric griddles are generally more efficient than gas griddles, but typically incur higher energy costs than their gas burning cousins. Below are some examples of electric griddle technology:

- **Standard Elements:** the basic electric griddle uses heating elements that are either attached to the bottom of the griddle plate or embedded into it. The location of heating elements has a direct affect on surface temperatures and temperature uniformity. Some manufacturers use loop elements located near the perimeter of the griddle to reclaim the area where temperatures usually drop off due to radiant heat loss from the sides of the griddle plate.



- **Insulation:** to help reduce the loss of standby convective heat, many high-end griddles are fitted with insulation along the bottom of the griddle. The Food Service Technology Center reports the inclusion of this insulation can reduce heat loss up to 25% or more.
- **Infrared Heat Panels:** infrared heat panels are far superior to standard heating elements when it comes to heat distribution. With infrared panels, electricity runs back and forth through a ceramic wound type filament block. This back and forth motion causes the block to heat evenly, thus allowing the cooking surface to be heated uniformly.
- **Induction:** this type of griddle uses an induction coil located below the griddle plate creating a magnetic field that induces a current in the griddle plate. As a result, the current heats up the plate with little energy loss from the coil to the plate and the griddle temperature can be controlled by adjusting the current in the coil.

Griddle Performance

The American Society for Testing and Materials (ASTM) parameters for the performance of griddles sites energy use, efficiency, and surface temperature uniformity and production capacity. Other factors include ergonomics, ease of cleaning and quality of construction.



Input Rating: according to the FSTC input rating is the performance characteristic usually included in product literature. It is the maximum rate at which a griddle draws energy, expressed in kBtu/h or kW. Energy input rates range from 20-180 kBtu/h for gas griddles and 4-36 kW for electric griddles.

Plate/Surface Temperature Uniformity: plate or surface temperature uniformity is the ability to maintain the desired temperature across the entire surface of the griddle, elevating hot and cold spots that the operator must work around. In general, temperatures drop off along the perimeter, due to radiant losses from the sides and burner/element positioning. The type and placement of burners or elements, the thermostat and control, and the thickness of the griddle plate affect temperature uniformity. The thicker the plate the more evenly the heat will be distributed, however, thicker plates cost more and has a slower response.

Energy Consumption (Preheating): a study conducted by FSTC stated the energy required to preheat a griddle is a function of the size of the griddle plate and its heat-up efficiency. In a Pacific Gas and Electric Company Department of Research and Development study, it was found that preheated energy consumption represents less than 15% of the daily energy consumption for a griddle that was turned on twice over an 8 hour operating period.

Idle Energy Consumption: idle energy consumption is a function of the thermostat set point and the effective resistance of the griddle to heat loss. Monitoring the usage of griddles in commercial kitchens has demonstrated that griddles spend a significant portion of their on time in idle mode and that the rate of idle energy consumed has a significant impact on total daily energy consumption. (Pacific Gas and Electric Company Department of Research and Development study)

Cooking Energy Rate and Efficiency: FSTC states, cooking energy rate is the rate at which a griddle consumes energy while it cooks a load of food product. Cooking energy efficiency is the ratio of energy added to the food and total energy supplied to the appliance during cooking. The formula is as follows:

Cooking efficiency=food/appliance x 100%. (FSTC).

The ASTM defines cooking rates and efficiencies for commercial applications as follows:

Heavy-load	8 hamburger patties/foot of the griddle width (300 mm)
Medium-load	4 hamburger patties/foot of the griddle width (300 mm)
Light-load	4 hamburger patties/load

Production Capacity: this is the amount of food that can be cooked on a griddle in a given time. In most cases this number is reported as the amount of pounds of frozen hamburger patties that can be cooked per hour.

Recovery Time: the time it takes a griddle to come back up to operating temperature (350°F or 175°C) after the previous load has been cooked. Slow recovery time greatly reduces the production capacity and cooking-energy efficiency of a griddle. It should be noted that energy input rate, efficiency, control strategy and the thickness of the griddle plate are factors that directly affect recovery times. Recovery time can range from as little as less than one minute to well over seven minutes.

Part 3 will focus on energy performance, ventilation.

Food Service Leadership 101

By
SGM Reginald Uzzell



As leaders in the Food Service Specialist world, we have to get back to the basics of quality Army leadership upon which we experienced within the traditional Army. Today's Food Service Soldiers are entitled to outstanding leadership and the Non-Commissioned Officer Creed says "We will provide that leadership." Deep into ten years of war, Soldiers in today's Army are doing a magnificent job for our nation in support of the Global War on Terror. Soldiers and leaders are accomplishing incredible tasks and missions on a daily basis around the world. We have modulated the bulk of our forces to meet the growing needs of an ever changing enemy and threat. Now we as food service professionals have to get back to basics and train personnel to perform their jobs as food service providers.

All Senior Army Food Service Leaders need to take more responsibility for our profession by teaching, coaching and mentoring Food Service Personnel. We know that getting back to the basics will be a challenge because we have lost so much in ten years of war. We have to be ready and willing to deal with the current and future challenges our Army will face anywhere in the world. Leaders will have to take back their roles in leading tomorrow's Food Service Personnel to be successful in the Army's Food Service Program.

Leaders need to bring their personal experiences and background into training to lend credibility to our profession.

Leading Soldiers in all facets of food service should be our number one priority whether, in garrison dining facility operations, field exercises and concurrent training efforts. We must ensure that our approach to food service training is professional and as realistic as the unit mission essential task list (METL) demands.

While traveling with the Food Management Assistance Team, I have observed that there is a constant need for leadership within our installation dining facilities. Young Food Service Personnel want and need guidance to be true food service professionals. They seem hungry and are willing to gain knowledge, both technical and tactical, and want to apply their experience to perform their functions in the food service arena. Leadership must step up and provide the knowledge and guidance to help bridge the gap with our young Soldiers and start our Food Service Personnel down the correct path to progression.

Food Service Leadership 101 is basically teaching or mentoring young Soldiers as we were taught. We as Leaders, have to get the Soldiers performing at the first skill (10) level-Cooking. Then, we have to get our young NCOs performing at the shift Leader (20) level and upward toward the First Cook Level with ultimate training in all aspects of food service management. These three steps have to be accomplished before you can move on to the management (40 & 50) levels of food service management. Leaders must be engaged to provide the necessary guidance so that their personnel can master all levels of training to be ready for the upper management requirements that include personnel management, dining facility operation, administration, inventory controls and account status management with the ultimate goal of being called a Dining Facility Manager.

Simultaneously, Leaders have to manage and mold personnel careers, education, Soldier skill training, physical fitness and unit requirements, so that Soldiers are ready to make a difference in future Army battlefields. Again, we as leaders must step up our training to the food service world. Leaders have to be part of the planning process during unit missions and assess their personnel for the type of training needed. Leaders have to ensure that Soldiers are conducting realistic and relevant food service requirements during field exercises with a plan to accomplish the mission. Stop taking short cuts by not making Food Service Personnel perform their food service missions by thinking that you are helping them; not conducting realistic training fosters weaknesses in our skills and is a detriment to our Soldiers and us as Leaders.

Additionally, Leadership is all about taking care of our personnel, so institute and promote a Recognition Program. Keep our Military Occupational Specialty (MOS) relevant and bring back our Cook of the Quarter and Cook of the Year Boards. Encourage participation in our Philip A. Connelly Award Competition and Culinary Arts Programs. We have to show and excel in our profession and we can only do this by making our food service professionals try for and be the best in our profession.

Leaders within the Food Service Program know our MOS and we have to be the promoters and recruiters of our profession. We have to continue to use and train the personnel that the Army has accepted into our MOS; we have to guide and educate them in our profession to support our Army and its way of life. All Soldiers want to be a part of something big and the Army's Food Service Program is a profession worthy of belonging to.

New and Improved Joint Service Recipe Committee

By
Ms. Priscilla Dolloff-Crane

The jointly used TM 10-412 Armed Forces Recipe Service, the back bone of food production in the military dining facilities, is about to get more than a facelift.



The Joint Service Recipe Committee, with membership from the Air Force, Army, Navy, Marine, Coast Guard, Public Health Command, and the Department of Defense (DoD) Combat Feeding, US Army Natick Soldier Research, Development and Engineering Center (Natick RDEC) are rolling up their respective sleeves to move the recipe database into the 21st Century. In sorting, expanding, revising and even archiving some of the recipes, the refreshed files will incorporate traditional, global and novel flavors, ingredients, techniques and equipment to better fit the military feeding programs. Additionally, the files will be reformatted to heighten sensory appeal while moderating fats, sugar and sodium, improving preparation techniques and achieving nutritional balance to better align with the DoD Menu Standards, which themselves are derived from the national Dietary Guidelines for American, 2010.

One of the near term tasks is to solicit recommended changes and local recipes from every Service in order to create a robust file that serves the globally dispersed forces. If it was worth the management effort to develop a local recipe, it will be worth consideration for use elsewhere. So, brush the dust off your good ideas and be prepared to share the bounty.



One of the known changes in the ultimate files will be the identification of the Recipes. The local recipes may have been assigned any "open" recipe number; and different installations may have used the same code for very different products. Natick RDEC, as the assigned lead investigator for the recipe development, testing and formatting will also act as the bookkeeper for assigning the recipe name and the associated recipe number. Navy continues to serve as the publication manager, and the new and/or improved files will be incrementally released to permit on-going adoption while the entire Recipe Service is updated.

Please look for the invitation to contribute your recommendations to filling the gaps, correcting the errors, and providing our diners a great meal. Your Army POC for the JSRC is Priscilla Dolloff-Crane, Joint Culinary Center of Excellence Quality Assurance Division, Quartermaster School, Fort Lee Virginia. Email: priscilla.dolloffcrane@us.army.mil



Good Eating, Good Health. It's our future.

Move over Food Pyramid, “Choose My Plate” Has Arrived!

By

Ms. Renita Frazier, Registered Dietitian

The Food Pyramid which has been in existence for more than 18 years is no more! On 2 June 2011, the United States Department of Agriculture (USDA) released the new food icon called “Choose My Plate.” Based on the *2010 Dietary Guidelines for Americans*, the Choose My Plate icon reflects nutrition based guidance in a helpful and practical way that makes it easy for children and adults to follow. The plate is a familiar meal time symbol and Choose My Plate prompts consumers to build a healthy plate with balanced portions from the food groups. Choose my Plate also supports the recently adopted Department of Defense (DoD) Menu Standards which includes offering leaner proteins, whole grains, dark green leafy salads, 100% juices, and lower fat dairy products. All Army dining facilities will follow the DoD Menu Standards when the updated DA PAM 30-22, Operating Procedures for the Army Food Program is published later this year.



Use the following 10 Tips to build a Great plate!

1. **Balance calories.** Find out how many calories you need for a day as a first step in managing your weight. Go to www.ChooseMyPlate.gov to find your calorie level.
2. **Enjoy your food, but eat less.** Take the time to fully enjoy your food as you eat it. Eating too fast or when your attention is elsewhere may lead to eating too many calories. Pay attention to hunger and fullness cues before, during, and after meals. Use them to recognize when to eat and when you've had enough.
3. **Avoid oversized portions.** Use a smaller plate, bowl, and glass. Portion out foods before you eat. When eating out, choose a smaller size option, share a dish, or take home part of your meal.
4. **Foods to eat more often.** Eat more vegetables, fruits, whole grains, and fat-free or 1% milk and dairy products. These foods have the nutrients you need for health—including potassium, calcium, vitamin D, and fiber. Make them the basis for meals and snacks.



Make half your plate fruits and vegetables. Choose red, orange, and dark-green vegetables like tomatoes, sweet potatoes, and broccoli, along with other vegetables for your meals. Add fruit to meals as part of main or side dishes or as dessert.



1. **Switch to fat-free or low-fat (1%) milk.** They have the same amount of calcium and other essential nutrients as whole milk, but fewer calories and less saturated fat.
2. **Make half your grains whole grains.** To eat more whole grains, substitute a whole-grain product for a refined product—such as eating whole-wheat bread instead of white bread or brown rice instead of white rice.
3. **Foods to eat less often.** Cut back on foods high in solid fats, added sugars, and salt. They include cakes, cookies, ice cream, candies, sweetened drinks, pizza, and fatty meats like ribs, sausages, bacon, and hot dogs. Use these foods as occasional treats, not every day foods.
4. **Compare sodium in foods.** Use the Nutrition Facts label to choose lower sodium versions of foods like soup, bread, and frozen meals. Select canned foods labeled “low sodium,” “reduced sodium,” or no salt added.
5. **Drink water instead of sugary drinks.** Cut calories by drinking water or unsweetened beverages.

(Tips reprinted from USDA Dietary Guideline Tip Sheet #1, available from www.ChooseMyPlate.gov)



So, how can you showcase Choose My Plate in your dining facility? Well, you can display a model plate with the main entrée, and side items for the day. For example, Baked Chicken, whole grain rice, green beans, fruit cup, and low fat milk. The possibilities are endless! The visual impact of the plate filled with delicious food that provides a wealth of healthful nutrients is one way to educate diners to think about what goes on their plate! Another way to encourage War fighters to include more nutrient rich foods on their plate is putting vegetables and starch sides on the serving line first and serving the entrée (meat) portions last. Additionally, honoring War fighters request for additional servings of vegetables is another way to promote building a healthy plate.

For more information on Choose My Plate and to download print materials go to www.ChooseMyPlate.gov.

Future Plans for the Unitized Group Ration-A Option, By Ms. Beverly Hamlette

The UGR-A™ is designed to simplify and streamline the process of providing high quality group meals to the Warfighter in a field environment by integrating components of many quick-prepared and/or ready-to-use, fresh-like commercial products. The UGR-A is the only military operational ration that contains frozen food components thus requiring refrigerated/frozen storage and a field kitchen for preparation. It is the most highly accepted ration in the UGR™ family, constituting up to 80% of a Warfighter's daily subsistence. This ration has seven breakfast and sixteen lunch/dinner menus at present.

Even with the overall acceptance of the UGR-A™ program, the Army diner continues to desire variety and improvement. Change is inevitable and comments from the Diner in the field have deemed that more variety is a must, with more meat options and mixed menu items with alternatives. A growing number of diners joining the military ranks with the desire to have less pork, an alternate protein choice is in great demand when planning menus. With these considerations in mind, the Army Food Program is testing a "Split Selection" of a Short Order menu in addition to the mainline selections already available.

Current UGR-A™ menus provide meals without consideration towards Mainline or Short order choices. Soldiers did not always like the single choice offered by the menu being served, nor did they like the idea of only one choice of a short order type menu, (e.g., Chicken Nuggets, Hot Dogs, or Hamburgers). With the incorporation of Split Option menus, variety was increased but the short order need was not addressed. Because Soldiers want and expect variety in menu options, we are currently providing "A"-Ration items to enhance the menu choices, providing both mainline and short order options in a field/deployed environment.



Soldiers Field testing new UGR-A Food items at Fort Carson, CO

To finalize a deployable short order line that fits the UGR-A concept, the JCCoE collaborated with the Natick Combat Feeding Directorate to develop a concept called "UGR-A Short Order", an expansion of full short order menus. The UGR-A Short Order Concept is currently undergoing test at Fort Carson, CO, Fort Stewart, GA, Fort Bragg, NC and Fort Irwin, CA. The test program began on 1 February 2011 and has a planned end date of 31 August 2011. The Defense Logistics Agency Troop Support Group Rations contract and acquisition staff determined that a six-month trial of this concept would be adequate. Initial focus will be on the composition of the module selection, contract assembly, cook friendliness, and Soldier acceptance.

During the concept testing, data collection will target Food Service Specialist's and/or any unit personnel responsible for menu ordering, and preparation. The

Food Operations Sergeant will give a general reception of the items from their perspective, and be asked to report the date of meal, Soldiers present, amounts ordered, eaten, and waste of Short Order test items and existing "mainline" menu items in order to determine appropriate proportions. Additional acceptability data will be collected from a sample of Soldiers at a predetermined mealtime in order to validate that the



test items are well received. This data will be collected using surveys similar to those used during field testing, with ratings made on a 9-point hedonic scale (“dislike extremely” to “like extremely”). Food Advisors will provide collected data on DA Form 7590, Quality Feedback Report as a part of the Unit After Action Review.

Products for the test were selected based on preliminary trials conducted with foodservice Soldiers that prepared and consumed the products. The current test will include two Breakfast and five Lunch/Dinner menus. The “Center of the Plate” items chosen for the test period are as follows:

Item	Objective
Breakfast Burritos	Best handheld offering/ 3 varieties
Chicken Sausage	Vice pork breakfast meal
Philly Steak Hoagie	Vice pork/poultry
Italian Sausage Sub	Vice beef/poultry
Victory Wings of Fire	Vice beef/pork
Stromboli w/Pepperoni	Best near pizza
Beef Enchiladas	Vice pork/poultry

After data from the UGR-A™ Short Order concept testing are collected and analyzed, a UGR-A™ Integrated Product Team (IPT) will determine the future direction of the menus. If recommended, the components and menus (Table I) along with the requirements (Table II) will be finalized and transitioned to DLA Troop Support for acquisition.

The Army believes this is the next step in improving even the best regarded field feeding ration program providing, the *"right menu items for supporting Warfighter's"*. The Point of Contact is Ms. Beverly Hamlette, Army Field Feeding Specialist, beverly.hamlette@us.army.mil, (804) 734-4584 or DSN 687

The Griddle 101 Series: Gas Griddles
Part 1 of a 4 part series
By
Mr. Ryan Mebane Facilities

Let's Talk Griddles

Daily griddles are used in dining facilities (DFAC) throughout the Army starting with the first omelet of the day during breakfast to the last hamburger order at dinner. The griddle is the Ironman of the DFAC and is the crown jewel of the serving line. Griddles can be used for almost everything from crisping and browning (hash brown potatoes, bacon), searing (hamburgers, chicken, steaks), and warming or toasting (bread and buns). The great thing about griddles is that they are simple in design and come in a wide range of performance characteristics. Due to Army food preparation being standardized, most Army foodservice personnel are not aware of the wide range of griddles that are available to them. Knowing the differences between griddles will allow DFAC managers (DFM) and Food Program Managers (FPM) to choose the right griddle for their DFAC.



With everyone, even the Army going “Green” and being LEED (Leadership in Energy and Environmental Design) certified, increases in electric and gas rates has made more commercial kitchen operators aware that griddles with higher energy efficiency deliver high cooking performance and capacity. Higher energy efficiency is something Army dining facility managers (DFM) and food program managers (FPM) should consider when replacing their food service equipment (FSE). According to the Food Service Technology Center (FSTC) two factors are currently driving energy efficient griddle designs. Factor One: the commercial food service industry has stimulated research on energy efficient griddles because they recognize the possibility of increasing profits by specifying better equipment. Factor Two: American Society for Testing and Materials (ASTM) standard test methods developed by FSTC have allowed testing facilities to produce griddle energy performance data that can be compared between labs. These two factors allow manufactures and purchasers to calculate the cost of operating specific griddle models and technologies. FYI: griddle type and construction has a direct effect on the energy performance of the griddle that you chose for your DFAC.

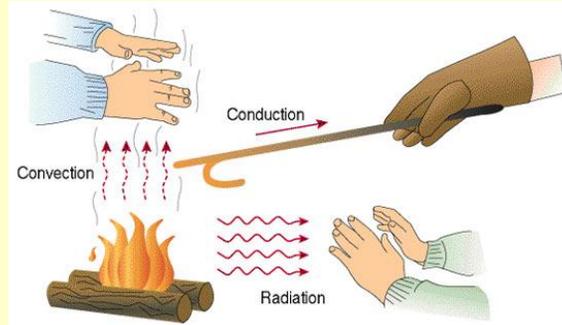
Griddle This: Design and Construction

As all cooks know, griddles come in all sizes, power ratings, heating methods, plate construction, and control strategy. The basics of all griddles is cooking is done through contact with a heated metal plate that has splashguards attached to the sides and rear and a shallow trough to guide grease and scraps in to a holding tray. Heating of the plates is done by either gas burners or electric elements, and controls are generally located on the front of the griddle. The low flat design of a griddle allows manufactures to offer them in a wide range of configurations. For instance, the average griddle can be configured to be a freestanding floor model, for countertop use, or be mated with a range top.

In most standard design, Army DFACs the cooking surfaces of the griddles is 48 inches left to right and 30” forward to aft, with an average depth of 12 inches. The average plate design of griddles used in Army DFACs is ¾ to 1 inch thick. Energy ratings are typically gas with a total gas input of 120,000 BTU/HR.

How Does it Do That...Cook I Mean?

Heat transfer is the magic that makes griddles do what they do. Heat is transferred to the food by direct contact with the heat plate. This type of heat transfer is known as conduction. The results of this cooking style are crisping, browning, searing, and toasting. Griddle temperatures range from 200° to 450° Fahrenheit (95° to 230° Celsius), depending on the food that is being cooked. A drawback to griddle cooking is the long per-heat time required for the plate to reach its optimal cooking temperature. It is not uncommon to see DFAC cooks turn on their griddles at the beginning of the day and let them idle at cooking temperature between meals. In some cases, cooks may turn off sections of the griddle during slow periods to reduce idle energy consumption.



Heating Methods

All griddles no matter the manufacturer or the type can be purchased in both gas and electric models. Naturally, each fuel source requires different strategies for applying heat to the griddle including open flame atmospheric burners, infrared burners and heat pipe technology for gas and standard elements and induction heating for electric griddles. Griddle usage from one food service operation to another (i.e. commercial, military, college, mission), naturally impacts the energy efficiency and consumption of the griddle.

Whether your dining faculty uses gas or electric griddles, both types are less efficient under part-load operation due to the increased effect that the heat loss from the cooking surface has on the appliance's efficiency. In addition, gas griddles lose even more due to the part-load efficiency penalty that is typical of gas burners. Another energy robber of the gas griddle especially is stand-by and or idle modes. Griddles spend a significant amount of time in either mode and when in these modes the energy efficiency of gas griddles drops due to the short duty cycle of the burners.

Gas Griddles

FYI: According to the North American Association of Food Equipment Manufacturers (NAFAM), gas griddles account for nearly 75% of the griddles on the market.

There are three categories of gas griddles: low, standard and high-efficiency. Standard and low-efficiency griddles are designed with atmospheric or as is commonly known "blue-flame" burners. These blue-flames are typically located directly below the griddle plate. As for the high-efficiency gas griddles, they employ new state-of-the-art gas technologies such as infrared (IR) burners, heat pipes and thermal fluids or steam.

The main difference separating standard and low-efficiency griddles is the design of the temperature controls and the location of temperature sensing devices on the griddle. Low-efficiency models routinely use modulating thermostats and position the thermostat bulbs underneath the griddle plate, where they are secured by angle iron or metal clips. The problem that is caused by the angle iron or metal clips is, heat from the burners interferes with the bulb's ability to detect plate temperatures, which results in false readings known as "lazy" thermostat response.

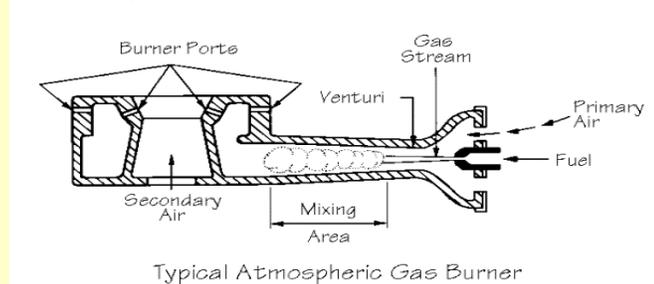
Standard-efficiency designs generally use what is known as snap-action style thermostats. With snap-action thermostats, the bulbs are secured in a groove along the underside of the griddle plate or the bulb can be embedded within the griddle plate itself. This securing method creates more contact between the sensing bulb and the griddle plate allowing for better temperature detection and response.

High-efficiency gas griddle designs use solid-state controls with a thermocouple embedded within the griddle plate.

Gas Griddle Technologies Explained

Here is a snapshot of what is available in the gas griddle market.

- **Atmospheric Burners:** gas burners that use the natural process of gas escaping from the orifice to entrain primary-air; the burner removes the need for a mechanical blower.



- **Infrared Burners:** The infrared burner works by focusing the flame of a standard gas burner onto a ceramic tile that has thousands of microscopic holes in it and the burner itself is inside this assembly (but it is not visible without taking the assembly apart). This converts the heat of the flame into infrared energy, the same energy you feel from the sun on a cold day. This heat is much higher and more persistent than a standard grill can produce.



- **Pulse Combustion:** This essentially a series of controlled explosions, approximately 40 to 60 times a second. The fuel and air mixture is delivered to the combustion chamber via a forced-draft blower. Once in the combustion chamber a spark plug or glow coil ignites the fuel and air mixture. Once the combustion chamber reaches its operational temperature, the process becomes self-perpetuating and the ignition device goes into stand-by mode. The primary advantage of pulse combustion is that it allows the use of a compact, highly efficient heat exchanger to deliver heat to the griddle plate. Due to the high cost of this type of heating technology, pulse combustion has not been very well received by the commercial food service industry, thus this technology is still considered experimental.
- **Heat Pipe:** This technology consist of enclosed tubes that connect the heat source to the griddle plate. The tubes are filled with a working fluid that vaporizes at the heat-source end and condenses at the end connected to the griddle plate. The advantage of this technology is it evenly distributes heat across the entire griddle plate, thus giving cooks a good uniform temperature surface.

Part 2 will focus on electric griddles and griddle performance

FACILITIES AND EQUIPMENT DIVISION

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WE ARE PROUD TO INTRODUCE TO YOU THE FIVE MEMBERS THAT MAKE UP THE FACILITIES AND EQUIPMENT DIVISION. THESE PROFESSIONALS ARE AVAILABLE TO YOU AT ANYTIME WHEN YOU HAVE QUESTIONS OR CONCERNS REGARDING FOOD SERVICE EQUIPMENT AND DINING FACILITIES (I.E. CAPACITY, RENOVATIONS, NEW CONSTRUCTION STANDARD DESIGNS, EQUIPMENT, PROCUREMENT, ETC.). ALL OF THE MEMBERS OF FED TRAVEL WORLDWIDE IN SUPPORT OF THE ARMY'S FOOD SERVICE PROGRAM.



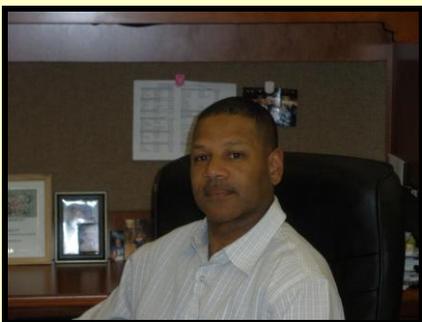
MR. GOLDIE BAILEY, DIVISION CHIEF. HAS RESPONSIBILITY FOR PLANNING, COORDINATING, AND SUPERVISING THE PROGRAMMING OF DINING FACILITIES AND TROOP ISSUE SUBSISTENCE ACTIVITY (TISA) MODERNIZATION, CONSTRUCTION AND DESIGN. MR. BAILEY ALSO SERVES AS THE ARMY REPRESENTATIVE ON THE DOD FOOD SERVICE/11SA FACILITIES AND EQUIPMENT PROCESS ACTION TEAM (PAT), AND CHAIRMAN, DA FACILITIES STANDARDIZATION SUB-COMMITTEE. HE IS THE LEAD ACES CONSULTANT ON FACILITY DESIGN, TECHNIQUES AND METHODS,

CONSTRUCTION, SPECIFICATIONS, CONTRACTOR QUALITY ASSURANCE PROGRAM, LIFE SAFETY CODE PRINCIPLES AND DIOD DESIGN/CONSTRUCTION CRITERIA WORLDWIDE. MR. BAILEY ALSO PROVIDES ASSISTANCE AND GUIDANCE TO MAJOR COMMANDS AND INSTALLATIONS IN THE DEVELOPMENT OF FOOD SERVICE MANAGEMENT PLANS FOR DINING FACILITIES AND TISAS WORLDWIDE.



MR. WARDELL CAREY, EQUIPMENT SPECIALIST. HAS THE RESPONSIBILITY OF MONITORING GARRISON AND FIELD FEEDING EQUIPMENT FOR CONDITION AND REPLACEMENT. HE ASSESSES DINING FACILITIES INFRASTRUCTURE, AND FUNCTIONAL LAYOUT. ALSO PERFORMS TRANSITION ASSISTANCE TRAINING, PRE-ACCEPTANCE INSPECTIONS FOR MCA PROJECTS. MR. CAREY IS THE ARMY'S JOINT TECHNICAL STAFF REPRESENTATIVE FOR

THE DOD COMBAT FEEDING RESEARCH & ENGINEERING PROGRAM (CFREP) RESPONSIBLE FOR MONITORING & SUBMITTING JOINT SERVICE NEED (JSN) REQUIREMENTS FOR FIELD FEEDING EQUIPMENT.



MR. RODERICK PIGGOTT, FOOD SERVICE SYSTEMS ANALYST. PROVIDES LOGISTICAL AND ANALYTICAL DATA TO INSTALLATION FOOD PROGRAM MANAGERS AS IT RELATES TO THE ARMY FOOD SERVICE PROGRAM, FOOD SERVICE EQUIPMENT, MCA DINING FACILITY PROJECTS AND REVIEWS FOOD SERVICE MODERNIZATION PLANS. MR. PIGGOTT ALSO EVALUATES AND REVIEWS REVISIONS OF POLICIES AND DOCTRINAL CONCEPTS AND RECOMMENDS

CORRECTIVE ACTION TO DA AS NECESSARY. ADDITIONAL DUTIES INCLUDE VERIFYING LAYOUT DRAWINGS FOR ACCURACY AND CONFORMANCE TO SPECIFICATIONS. HE ALSO SERVES ON AD HOC STUDY TEAMS WORKING WITH FUNCTIONAL AND TECHNICAL PERSONNEL IN EVALUATING AND DEVELOPING DOCTRINE CONCEPTS AND TECHNIQUES TO ARRIVE AT AN INTEGRATED BODY OF FOOD SERVICE AND DOCTRINE COMPATIBLE WITH REQUIREMENTS FOR FOOD SERVICE EQUIPMENT, FACILITIES AND FIELD FEEDING IN SUPPORT OF ARMY FORCES IN CURRENT AND FUTURE OPERATIONS. MR. PIGGOTT TRAVELS WITH THE FMAT.



MR. RYAN MEBANE, FOOD SERVICE SYSTEMS ANALYST. PROVIDES LOGISTICAL AND ANALYTICAL DATA TO INSTALLATION FOOD PROGRAM MANAGERS AS IT RELATES TO THE ARMY FOOD SERVICE PROGRAM, FOOD SERVICE EQUIPMENT, MCA DINING FACILITY PROJECTS AND REVIEWS FOOD SERVICE MODERNIZATION PLANS. HE ALSO ANALYZES EXISTING PROCEDURES USED IN FOOD SERVICE OPERATIONS, DETERMINES SHORTCOMINGS AND PROVIDES RECOMMENDATIONS

ON HOW BEST CORRECT AND OVERCOME THEM. ADDITIONAL DUTIES INCLUDE DEVELOPING AND MAINTAINING EQUIPMENT SCHEDULES FOR NEW STANDARD DESIGN DINING FACILITIES AND ACTIVELY SEEKING NEW STATE-OF-THE-ART EQUIPMENT TO BE PLACED INTO DINING FACILITIES TO INCLUDE DÉCOR ITEMS. HE ALSO RESEARCHES AND SUBMITS INFORMATIVE ARTICLES TO THE FOOD NET ON NEW AND CURRENT FOOD SERVICE EQUIPMENT TRENDS. MR. MEBANE TRAVELS WITH THE FMAT.



MRS. KATHY HARTFIELD, ADMINISTRATION COORDINATOR. SERVES AS THE CORRESPONDENCE CONTROL MANAGER FOR ALL FIVE OPERATIONAL DIVISIONS OF ARMY CENTER OF EXCELLENCE, SUBSISTENCE (ACES). SHE ALSO RECEIVES AND CONTROLS INCOMING CORRESPONDENCE, PUBLICATIONS, REGULATIONS AND DIRECTIVES AS WELL AS ENSURES DIVISIONS FILES ARE MAINTAINED PROPERLY AND PROVIDES TECHNICAL ASSISTANCE TO DIVISION

AND TEAM PERSONNEL.

JCCoE introduces a new member to our family



MSG Walter Moore Senior Food Operations Management NCO



Master Sergeant Moore was born in Greenwood, Mississippi. He is a graduate of Amanda Elzy High School Class of 1983. He enlisted into the Army in April of 1986 as a Food Service Specialist. He is currently serving as the Senior Food Operations Management NCO for the Management Assistance Division at the Joint Culinary Center of Excellence.

MSG Moore is a graduate of the Warrior Leaders Course, Advanced Leaders Course, Senior Leaders Course, Basic Instructors Course, Food Service Management Course, Contract Officer Representative Course, Equal Opportunity Leaders Course, Battle Staff Course, Support Operations Course, Logistics Management Development Course, Combat Lifesavers Course and Safeguard Unit Commanders Course.

MSG Moore obtained an Associate's Degree in General Studies from Central Texas College in 2006. He is currently pursuing a Bachelor's Degree in Hospitality Management from American Military University. MSG Moore is ServSafe certified.

MSG Moore's past assignments include: 8/43rd ADA, Ft. Bliss, TX; 8/43rd ADA, Giebelstadt, Germany; 2/12 Infantry Ft. Carson, CO; 304th Signal, Camp Colbern, Korea; 2/7 Infantry, Ft. Stewart, GA; 64th Replacement, Frankfurt, Germany; 123rd Signal, Ft. Stewart, GA; 532 MI, Camp Humphrey, Korea; 703rd CSB, Ft. Stewart, GA; 4th BDE, Ft. Stewart, GA; Headquarters and Headquarters Company Special Troops Battalion, Ft. Stewart, GA.

Awards and decorations include: Bronze Star Medal (1st Award), Meritorious Service Medal (4th Award), Army Commendation Medal (5th Award), Army Achievement Medal (11th Award), Army Good Conduct Medal (8th Award), National Defense Service Medal (2nd Award), Korean Defense Service Medal (1st Award), Southwest Asia Medal (1st Award), Iraq Campaign Medal-Combat Service (3rd Award), Global War on Terrorism Expeditionary Medal (1st Award), Global War on Terrorism Service Medal (1st Award), NCO Professional Development Ribbon (3rd Award), Army Service Ribbon (1st Award), Overseas Service Ribbon (5th Award) Certificate of Appreciation (11th Award), Combat Action Badge (1st Award).

MSG Moore has 25 years of service and plans to retire when the time is right. He has been married to Valerie Moore for the past 25 years; he has 2 children Sheldon Tate and Ebony Moore.

Cooking Tips from our very own JCCoE Chefs

It is summer time, and time to get grilling if you haven't already. What is the difference between Grilling and Barbecue??? We like to say that anything that has a red color or a red sauce is barbecue, but it's important to define barbecue from grilling. Both involve cooking with fire, barbecue is normally foods that are cooked slowly over low indirect heat and flavored with wood smoke. Whereas grilling is a hot and quick method that uses high direct heat. Now you know!

One favorite item to grill is asparagus.

1 pound fresh asparagus

4 tablespoons olive oil

1 teaspoon kosher salt (use salt according to taste)

Trim off the tough bottom of the spear by grasping each end and bending it gently until it snaps at its natural point of tenderness-usually two-thirds of the way down the spear. If the spear is less than 6 inches long, chances are it has already been trimmed for you. Alternatively, you can cut the ends off with a knife.

Coat each spear with olive oil by placing clean, dry spears in a resealable plastic bag, pour in the oil, and massage spears to coat each one. Sprinkle with salt and massage again. Leave the asparagus in the bag until ready to cook.

Place on the cooking grate crosswise so it won't fall through. Grill for 10 to 15 minutes (depending on the size and thickness of the stalks), turning occasionally to expose all sides to the heat. Asparagus should begin to brown in spots (indicating that its natural sugars are caramelizing) but should not be allowed to char.

Remove from grill and serve immediately-eating spears with your fingers enhances the experience.

If you have perfected this, add some sugar to the bag with the asparagus prior to grilling, it provides a great treat on that hot summer day.

Check out our Facebook site at www.facebook.com/army.culinary

Upcoming Events

American Culinary Federation	22-26 July 2011
JCCoE Partnership Day	26 July 2011
SCOE Organization Day	1 September 2011
Labor Day Holiday	4 September 2011
SMA Best Warrior Competition	2-8 October 2011