



PERSONNEL AND  
READINESS

**UNDER SECRETARY OF DEFENSE**  
4000 DEFENSE PENTAGON  
WASHINGTON, D.C. 20301-4000

JUL 28 2021

The Honorable Jack Reed  
Chairman  
Committee on Armed Services  
United States Senate  
Washington, DC 20510

Dear Mr. Chairman:

The Department's response to House Report 116-453, page 66, accompanying H.R. 7617, the Department of Defense (DoD) Appropriations Bill, 2021, is enclosed.

The report includes details of the Department's ongoing efforts, costs associated with each effort, and an outline for a potential demonstration pilot program at multiple military installations. Building on past food service transformation efforts, DoD is looking across all sectors of the DoD food environment to identify and address barriers to, and opportunities for, modernizing the on-installation food service system. The Department is improving on-base accessibility to healthy food through system-wide improvements such as the Services Buyers' Guides, and through new and improved policies, programs, and initiatives. The DoD is also establishing and solidifying partnerships with industry to learn and apply best practices for improving the food environment. DoD is testing and applying new business models, such as payment methods and delivery systems, to increase the availability, affordability, and acceptability of healthy performance foods.

Thank you for your continued strong support for the health and well-being of our Service members, veterans, and families. I am sending similar letters to the other congressional defense committees.

Sincerely,

A handwritten signature in black ink that reads "Virginia S. Penrod".

Virginia S. Penrod  
Acting

Enclosure:  
As stated

cc:  
The Honorable James M. Inhofe  
Ranking Member



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WASHINGTON, D.C. 20301-4000

JUL 28 2021

The Honorable Adam Smith  
Chairman  
Committee on Armed Services  
U.S. House of Representatives  
Washington, DC 20515

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The Honorable Mike D. Rogers  
Ranking Member



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**UNDER SECRETARY OF DEFENSE**  
4000 DEFENSE PENTAGON  
WASHINGTON, D.C. 20301-4000

The Honorable Jon Tester  
Chairman  
Subcommittee on Defense  
Committee on Appropriations  
United States Senate  
Washington, DC 20510

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As stated

cc:  
The Honorable Richard C. Shelby  
Vice Chairman



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**UNDER SECRETARY OF DEFENSE**  
4000 DEFENSE PENTAGON  
WASHINGTON, D.C. 20301-4000

The Honorable Betty McCollum  
Chair  
Subcommittee on Defense  
Committee on Appropriations  
U.S. House of Representatives  
Washington, DC 20515

JUL 28 2021

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Virginia S. Penrod  
Acting

Enclosure:  
As stated

cc:  
The Honorable Ken Calvert  
Ranking Member

# REPORT TO CONGRESSIONAL DEFENSE COMMITTEES



**House Report 116-453, page 66, accompanying H.R. 7617, the Department of  
Defense Appropriations Bill 2021, “Military Food Transformation Efforts”**

**July 2021**

The estimated cost of this report or study for the Department of  
Defense (DoD) is approximately \$20,000 for the 2021 Fiscal Year.  
This includes \$0 in expenses and \$20,000 in DoD labor.

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## 1.0 Purpose

As requested by House Report 116-453, page 66, accompanying H.R. 7617, the Department of Defense (DoD) Appropriations Act, 2021, this report discusses DoD's ongoing food transformation efforts, including the costs associated with each effort, and a discussion of demonstration pilot programs at multiple military installations.

Specifically, this report includes:

1. An overview of DoD's ongoing efforts and associated costs concerning food transformation intended to improve Service member readiness and optimizing warfighter performance.
2. A description of pilot demonstration programs at multiple military installations.

## 2.0 Background

### 2.1 Overview of the DoD Food Environment.

The DoD identified five major sectors of the food environment during its review of the "ongoing food transformation efforts" across the Department. Concerning the protection of Service members from potentially devastating health consequences, DoD recognizes the importance of food protection and reducing the risk of either unintentional or intentional transmission of foodborne illnesses within its food establishments. The above-referenced five major sectors are:

**2.1.1 Food Acquisition:** Selection, acquisition, storage, and delivery of safe food products from prime vendors to Service members, including the process of revising and designing menus, contract determination, and product selection for nonappropriated fund (NAF) venues that generate their own revenue (e.g., bowling centers and golf courses), and appropriated fund (APF) venues (e.g., dining facilities (DFACs)) that use dollars appropriated by Congress.

**2.1.2 Food Preparation:** Preparation of meals and/or snacks at NAF and APF venues. Includes education and training of food service staff, in addition to customers who purchase and prepare their own food.

**2.1.3 Food Delivery and Access:** Distribution of food across the installation to all food venues and presentation of prepared food to customers. The number of food venues in operation, preparation and distribution time to ensuring safety of food, and cost of food items, among other factors, impact access.

**2.1.4 Nutrition Education:** Education through programs, targeted interventions, wellness campaigns, marketing, and/or personal counseling.



**2.1.5 Research & Assessment:** Research, assessment, and evaluation to investigate the impact of food and nutrition interventions and the state of healthy food (nutrient dense foods) availability and nutritional fitness across socio-ecological levels.

## **2.2 DoD Food Service – APF and NAF.**

The Department is applying food, menu, and nutrition requirement standards from Department of Defense Instruction (DoDI) 1338.10, “Department of Defense Food Service Program (DFSP),” and Army Regulation (AR) 40-25, “Nutrition and Menu Standards for Human Performance Optimization,” to all APF DFACs and Operational Rations. AR 40-25 establishes Military Dietary Reference Intakes (MDRIs) and Nutrition Standards for Operational Rations. The above-referenced standards are evidence-based and based on the United States Department of Agriculture (USDA) and Department of Health and Human Services (HHS) “Dietary Guidelines for Americans, 2020-2025.” APF food requirements are implemented to provide the best fuel for Service members to maintain their health, wellbeing, and readiness.

NAF food service facilities, whether operated by the military exchanges or morale, welfare, and recreation (MWR) programs, are Category C MWR business activities according to DoDI 1330.21, “Armed Services Exchange Regulations,” and DoDI 1015.10, “Military Morale, Welfare, and Recreation (MWR) Programs.” They look to industry trends and supply/demand to guide food acquisition and delivery. Therefore, the ability to adjust contracts for NAF facilities is limited. By law, NAF food and beverage (F&B) facilities (e.g., exchanges, MWR restaurants, snack bars, mobile canteens), both branded and non-branded, have the dual mission of providing authorized patrons with articles of merchandise and services and of generating NAF earnings as a source of funding for DoD military MWR Category C activities. Army MWR runs the Joint Services Prime Vendor Program (JSPVP), and is a food purchasing collective among Army MWR; Commander, Navy Installations Command (CNIC); Marine Corps Community Service (MCCS); and Coast Guard. Air Force NAF Prime Vendor program supports Air Force operated NAF Food & Beverage and Childcare operations.

## **2.3 Methods for DoD Food Service Transformation.**

Building on past food service transformation efforts (e.g., Healthy Base Initiative<sup>1</sup>), DoD is working to “modernize the on-installation food service system” by holistically addressing opportunities to provide consistent access to healthy (high quality, nutrient dense) safe food options and empower behavior change for optimal nutritional fitness. The following general method is used across the DoD for food service transformation efforts:

**2.3.1 Assess:** Identify requirements, capabilities, and gaps to transform the food environment for a ready and resilient force through collaboration with experts and leaders across all sectors of the food and nutrition environment.

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<sup>1</sup> HBI was a short-term (2014-2015) demonstration project on 14 installations that tested 27 evidence-based interventions to promote healthful lifestyles, reduce obesity, and reduce tobacco use among Service members and their families.

**2.3.2 Design, Develop, and Implement:** Develop new and improve current policies, business processes, and initiatives to address the specific challenges Service members face in accessing and choosing high quality, nutrient dense (healthy) safe food.

**2.3.3 Evaluate:** Collaborate across DoD to develop the capability for assessing and improving the food and nutrition environment and fitness of Service members, and clarify authority and governance for food and nutrition-related activities to accelerate progress and increase collaborations across DoD and other Federal organizations. Ultimately, the health, well-being, readiness, and performance of our Service members depends on being nutritionally fit.

## **2.4 Governance for DoD Food Transformation.**

No single executive board, governance structure, or coordinating body oversees the entire DoD food ecosystem with the decision-making authority required for the full spectrum of DoD nutrition policy and F&B operations. Stakeholders in the DoD food environment include multiple components within the Office of the Under Secretary of Defense for Personnel and Readiness; the Office of the Under Secretary of Defense for Acquisition and Sustainment; the Office of the Under Secretary of Defense for Research and Engineering; and the Military Departments, which have four distinct executive boards that address components of the food environment.

Courses of action under consideration examine options for establishing a single governance board. Singular, central coordination and the establishment of an oversight body within DoD for fueling/feeding of Service members is key to providing strategic guidance on a Department Nutrition Strategy. Participation within this single entity will be from members belonging to the Joint Subsistence Policy Board, Combat Feeding Research and Engineering Board, DoD Nutrition Committee, and Defense Executive Resale Board.

## **3.0 Focus Area 1: Food Transformation Efforts**

The DoD conducted an assessment across the Military Services to identify “ongoing food transformation efforts” within the DoD food and nutrition environment. Several DoD Components and the Military Services are working to meet the nutritional needs and requests of Service members and their families. This section of the report will outline a broad sample of current food transformation efforts, as well as the impact of coronavirus disease 2019 (COVID-19) and any mitigation strategies.

### **3.1 Transforming Food Acquisition.**

The DoD is updating acquisition strategies, processes, and policies to improve the Military Services’ ability to provide a variety of high quality, safe, nutrient dense food options on base. Changes in this sector are vital for the success of installation-level programs seeking to change individual eating behaviors.

- The Military Departments and the Defense Logistics Agency (DLA) continue to collaborate to develop consistent and robust food purchasing guides for each Military Service to enable greater purchasing power and food quality consistency among DFACs. Each of the Service buyer's guides utilize the DoD menu standards, which reflect contemporary nutrition requirements, including the Dietary Guidelines for Americans, developed by the USDA and HHS.
- Through the JSPVP, the Military Departments combine the purchasing power of NAF food service activities to eliminate the need to compete individually for food requirements, which reduces food costs, increases food quality, food safety, and supports healthier menus.

### **3.1.1 DLA**

- DLA procures APF food items based upon the requirements established by the Military Services. To promote standardization of food specifications, and to improve food quality assurance and food safety, each Military Service is expected to update its respective buyer's guide. These buyer's guides are expected to utilize the DoD menu standards, which reflect updated nutrition requirements, as well as USDA and Food and Drug Administration standards. The buyer's guides are utilized for foods purchased with APFs. The Military Services continue to work on updating their buyer's guides as well as other initiatives. Both military and commercial food service operations are placing greater emphasis on acquiring healthier F&B options. The consolidated Service buyer's guide is a customer-focused product that assists the Services in maintaining high standards of quality and service, while maintaining fiscal responsibility. The Services can use the guide to maximize product utility across menus, and identify storage and distribution requirements to maintain quality of food products.
- Each Service is actively working to enhance the types and quality of foods it procures to serve in its DFACs to optimize nutritional fitness and readiness and performance by adding more whole grains, fresh produce, special diet options (e.g., kosher, gluten-free, vegan, or vegetarian), and more healthful recipes.
- DLA Troop Support issues a variety of contracts to support the present and future APF food service needs of the Military Services. These contracts may provide several sourcing options, including local sourcing of food. For example, locally grown produce is being tracked on DLA contracts to promote the purchase and consumption of fresh fruits and vegetables.

### **3.1.2 Army**

- The Army is assisting with updating Department of Defense Manual (DoDM) 1338.10, "DoD Food Service Program (DFSP)," menu standards. Significant enhancements to the DoD food and menu standards for Military Performance Optimization "menu standards" were submitted to update DoDM 1338.10. The updates to the DoD "menu standards" drive catalog and menu changes, and

subsequent acquisition practices in the APF food programs. DLA and the Military Services are required to acquire better products and remove unsuitable items. The Services' menu designs are to incorporate and emphasize the presentation of the specific items that nourish and support the performance of the Services' personnel. The rationale embedded in the DoD "menu standards" document provides clarity to the intent and facilitates the incorporation of the appropriate guidelines.

- The Army's Joint Culinary Center of Excellence (JCCoE) participates with other Services' leads in the updating of baseline standards for acquiring food and ingredients used in the DoD Military Services APF food programs. The Army buyer's guide is predominately used by food program managers (FPMs) to inform their selection decisions from Prime Vendor catalogs. Both military and commercial food service operations are placing greater emphasis on acquiring more healthful F&B options. A secondary audience includes vendors and manufacturers from the commercial food industry who offer products to the DoD to ensure their products and services will meet DoD standards for nutrition, safety and quality.
  - As its mission, the Food Management Assistance Team's will review current food program operations at the installation level to ensure the objectives of the Army Food Program are being achieved.
  - The Quality Assurance Division, in addition to its staff, has a dietitian who provides quality assurance in the Army Food Service Program for both garrison and field operations by providing policy and technical assistance on functions pertaining to items of subsistence, Basic Daily Food Allowance (BDFA), menus, recipes, nutrition, food protection, environmental issues, and Army Field Feeding.
  - Installation Food Service Management Boards (FSMB) are conducted quarterly or more frequently if needed. The FSMB provide an interchange of information between food service personnel, the food service management staff, and the Prime Vendor suppliers. These boards provide an opportunity to discuss things with all stakeholders on the installation. The dietitian, installation FPM, and subsistence supply manager are required voting members.
- The Army Commitment to Improving Overall Nutrition (ACTION) Forum is the Sergeant Major of the Army's initiative to provide command emphasis to food service stakeholders across the globe. ACTION strives to increase options through acquisition for healthier food in the barracks, DFACs, shoppettes and commissaries – which means some APF and some NAF venues.

### **3.1.3 Air Force**

- The Department of the Air Force (DAF) updates its Service-specific buyer's guide through a working group (WG) with nutrition and food service experts and DLA representatives. DLA uses each Service's buyer's guide to form a Consolidated Services' buyer's guide, which maintains Service-specific requirements. The DAF makes continuous updates to the DAF buyer's guide based on new products tests

and/or requests by Airmen. The DAF incurred the following costs associated with food acquisition:

- Annual cost to the Air Force Military Personnel (MILPERS) appropriation (APF/3500) on more healthful options has marginally increased the Subsistence-in-Kind operating budget to ~\$257M per year. The DAF programs \$2.5M annually for Basic Allowance for Subsistence Type II in future years to facilitate Food 2.0 conversion. Actual expense is year of execution will be dependent on the number of DFACs closed for renovation and number of Essential Station Messing (ESM) assigned:

### **3.1.4 Navy**

- The Naval Supply Systems Command (NAVSUP) dietitian continues to work with the DLA Prime Vendor Program to ensure the most healthful products and ingredients are incorporated into the Navy buyer's guide afloat and ashore installations. The CNIC dietitian continues to coordinate and support Navy MWR entities for the most healthy products and ingredients. The ongoing development and implementation of a Navy buyer's guide is intended to act as a training tool and guide for ingredients to be used by Food Service Personnel throughout the industry, Navy, and DoD. It serves as a guide for ingredients sourced from the DLA Prime Vendor Program to industry due to its' specific nutrition and quality standards which align with Dietary Guidelines For Americans and North American Meat Institute descriptions. This effort has slowed due to COVID-19, but will be implemented in October 2021
- The United States Navy (USN) CNIC MWR activities use the JSPVP for 80 percent or more of their purchases. The Child and Youth Program (CYP) purchases from the same program at the 100 percent level. CNIC MWR strategically uses all of the resources available through the JSPVP contract holders, as well as their affiliates. Distributor contract holders are required to provide support to their MWR customers with respect to culinary and nutritional research and support. The USN CNIC and NAVSUP dietitians continue to work with these Prime Vendors to ensure the healthiest products and ingredients are incorporated into the Navy buyer's guide. The *JSPVP Monthly Descending Dollars Velocity Reports* can track the top 100 items purchased and allows purchaser to track the purchase of designated items over a monthly and annual basis.

### **3.1.5 Marine Corps**

- The United States Marine Corps (USMC) MCCA and Exchange Food Services Activities fully participate in the JSPVP and leverage available healthy recipes. The USMC MCCA partners with Orion Foods for healthful concepts and recipes, which result in many new restaurant concessionaire contracts that feature more healthful menus than in the past.

- The USMC APF Food Service Directorate/Performance Dietitian is launching the first USMC buyer's guide in Fiscal Year (FY) 2021 to ensure cleaner labels and higher nutrient density from DLA Subsistence Prime Vendor contracts through DLA. Participation in the joint Services effort on updating the DoD menu standards has led to significant partnerships between the food service communities and the nutrition resources/community in accordance with DoDI 1338.10.

### **3.2 Transforming Food Preparation.**

The DoD, through the Armed Forces Recipes Services (AFRS) and Go for Green Initiative® (G4G®), continues to improve recipes. Likewise, AFRS and G4G® continue to modernize equipment and food service training to help food establishments meet nutrition standards, satisfy customers, incorporate new food service equipment, and improve eating behaviors.

#### **3.2.1 Army**

- The Army's JCCoE is an essential partner in the goal setting, review, and needs assessments for the standardized recipes used by all the Services. The AFRS has been undergoing extensive revisions over a number of years. By the end of the first quarter (Q1) 2021, the AFRS update has created 1,115 new recipes and revised/archived 1,376 existing recipes for the DoD. Transmittal and incorporation of this work into the Automated Food Management Information System are under review. With this cumulative work, G4G® coding has changed the recipe inventory to 38 percent green coded (most healthful) recipes, yellow (moderate benefits) remained at 40 percent (but better than they were), and under 18 percent remain as red coded choices (not health promoting). These updated and/or new recipes are essential to support the standardized menus developed by each of the Services. The recipes have been under significant revision to update ingredients, preparation methods, and food safety practices, and provide a much greater array of global sensory experiences. With the ever-increasing pace of food service and new production technology, there are a growing variety of pre-made products on the market; these are not necessarily nutritionally equivalent to the AFRS freshly prepared items. When commercially prepared items are used, a local recipe must be developed to capture the correct nutrition profile. FPMs are highly encouraged to use the AFRS recipes as "fresh is best." FPMs do have the discretion to use commercially prepared pre-made products that fit the menu intent and meet the nutrition standards.
- JCCoE develops model menus for use both widely within the global Army Food Program and for targeted employment at the training locations. The enterprise-wide menu, under development for deployment outside of the training installations, provides the foundation for meeting the goals within G4G® - Army Implementation Guide, yet promotes many opportunities for managers to make choices that meet their specific populations' interests. This supports programs that provide appealing and more nutritious food choices to support more healthful eating habits and improve diner satisfaction. The Soldier Fueling Initiative Menu is a focused menu for large

scale applications within the U.S. Army Training and Doctrine Command footprint: it introduces diners to an array of healthful and interesting food selections during Service Members' foundational military training.

- In support of the Army's Food Service Modernization plan, legacy food preparation equipment is being replaced with modernized and healthier cooking equipment as it becomes obsolete or breaks. An example is the replacement of deep-fat fryers with air-fryers.

### **3.2.2 Air Force**

- First launching in 2010, the DAF Food Transformation Initiative (FTI) began, pilot testing the concept at six Air Force bases. Using the findings tested under FTI the DAF developed Food 2.0 which is now operational at 27 bases, providing business and industry quality F&B delivery systems for Airmen and Guardians. Food 2.0 increases overall customer satisfaction when compared to traditional DFACs. Traditional APF dining facility operations use a 28-day menu cycle changing quarterly and adding new recipes, in addition to popular items from Food 2.0 locations. Food 2.0 style of service also gives customers "finish in front" service stations, technology advancements, and large, robust self-serve "grab and go" meal and snack options to reduce long food lines. Under Food 2.0, the United States Air Force (USAF) incorporates menus, recipes, serving standards, and innovative technology, modernizing operations through interested business partners, including Sodexo and Aramark. The Sodexo and Aramark menus mirror concepts used in major business, industry, and college and university feeding systems.
- COVID-19 Impacts: The DAF implemented deviations to the standards referenced above at the start of the COVID-19 pandemic when APF DFACs suspended dine-in service. All DFACs are now operational except for some customer self-service areas such as fruit, yogurt, salad, and hot/cold self-serve food bars. The DAF continues to reassess Health Protection Condition levels to determine when food operations can safely allow patrons to utilize these popular customer options.

### **3.2.3 Navy**

- Navy Standard Core Menu updates are developed and instituted annually to ensure the latest nutritional and G4G® standards are enforced. Menu development begins in March and is implemented in October for each of the three major categories of ships (carriers, submarines, and surface ships) for a specific period of menu production. This process has remained on pace through COVID-19 and takes into account the latest developments in food nutrition and acceptability rates from the Fleets to achieve the optimal results for deployed and home ported Sailors. Additionally, food safety and handler training remains an ongoing Navy focus with many courses shifting to virtual training as a result of COVID-19.
- Standard Core Menus are updated in October, at which time deployed and homeported units will implement new menus. This capability is available on a daily basis

and provides a demonstration of the nutritious meals prepared and provided by culinary specialists across the Navy

- The Navy Preventive Medicine Department provides trainings for food handlers, and food managers at all commands to improve food safety.
- The CNIC dietitian annually reviews cycle menus to ensure compliance with DoD nutrition standards to include healthier grains, fresh fruits, vegetables, and reduced sodium. Recipe card and ingredient suggestions are submitted to NAVSUP for testing and implementation into future menus.
- CNIC leads the Healthy Attributes and Nutritional Benefits Initiative for the Child Development Center (CDC)/CYP Cycle Menu Initiative. Locally sourced products are used where available. Menus and recipes are 100 percent compliant with the USDA Child and Adult Care Food Program national standards for meal patterns. Under these standards, meals and snacks served include a greater variety of vegetables and fruit, more whole grains, and less sugar and saturated fat. Allergen information is provided for each recipe. A fruit or vegetable is served at every meal. CNIC-managed cycle menus for CDC facilities in the continental United States (CONUS) serve more than 11M healthful meals annually. Locally sourced products are used where available.

### **3.2.4 Marine Corps**

- The USMC MCCA fully participate in the JSPVP and leverage available healthful recipes. MCCA contracts with Orion Foods for support to provide Marines with more healthful restaurant concepts and recipes at many direct run and non-branded restaurants. Also, through targeted business development, MCCA has launched new concessionaire partnerships with concepts that feature more healthful menus than in the past.
- MCCA plans to launch a 25 percent healthful menu requirement in 2022 / 2023 for all NAF snack bars and clubs. New NAF restaurant inventory management technology is being implemented in 2021 – 2022 and will provide recipe nutritional analysis. Expected implementation cost of the program is \$450,000, which includes updated menu boards, menus and marketing materials.
- The USMC CONUS Regional Garrison Food Service (RGFS) Program adjusted food preparation in response to the COVID-19 impact beginning in March 2020. Adoption of Emergency Health Protective measures was incorporated into the USMC food service contract for deployment based on regional and local community emergency protocols. With the purpose of quickly adjusting food services by installation, the USMC initiated contract actions, menu enhancements, mask updates, and social distancing guidelines to ensure food preparation remained safe and accessible. CONUS APF garrison mess halls remained open to Marines at all 48 locations throughout FY 2020 and FY 2021. Limited time offer meals, which were originally reduced due to COVID-19, were slowly brought back as mess hall operations



increased and continued through a combination of full food service and increased take away meals. Food preparation remained substantial to meet needs and USMC nutritional efforts for all Marine patrons. FY 2020 associated costs for these efforts \$3,038,166.00. Estimated FY 2021 costs are \$2.4M.

### **3.3 Transforming Food Delivery and Access.**

The DoD is applying lessons learned from previous food service transformation efforts, to change how food is delivered and help Service members more easily access high quality, safe, nutrient dense (healthy) foods.

#### **3.3.1 Food Insecurity**

Food security is defined as access by all people at all times to sufficient food and nutrition for a healthy and productive life. Within a DoD context, insufficient access to sufficient food and proper nutrition can negatively impact the ability of Service members to execute mission essential tasks and maintain mission readiness. Food insecurity impacts resilience. Improper nutrition can delay recovery from injury and illness, increase susceptibility to various infections, and predispose Service members to multiple chronic diseases. Nutrition can also act as a “pre-habilitation” driver for mental health and cognitive function. Studies demonstrate a link between a healthful diet and better mental function.

- The Department has assembled a diverse group of stakeholders, to include offices within the Office of the Secretary of Defense and the Military Services, that is currently conducting a holistic review of military families’ challenges with food insecurity. The goal of this effort is to connect families to helpful resources and better understand food insecurity challenges within the DoD, to include National Guard and Reserves.

#### **3.3.2 Military Community and Family Policy (MC&FP)**

- Within DoD, MC&FP provides overarching policy for NAF F&B operations to include MWR snack bars, club operations, and branded restaurants, and exchange food programs. Since NAF food venues are self-funded, market-driven activities and respond to prevailing national consumer preferences, they provide multiple alternative food choices to Service members. DoD policies provide wide latitude for the Services to adapt NAF food service operations for inclusion in Service-level initiatives for military installation healthy eating options

#### **3.3.3 Army**

- As part of the overall commitment with a focus on healthful eating, Installation Management Command (IMCOM) G-9’s NAF Army MWR F&B operations have expanded the healthful eating options available at all MWR F&B locations with IMCOM Regulation 215-1-1, dated May 31, 2018, requiring 25 percent Healthful Menus meeting a minimal nutritional requirement for entrees of 500 calories or less with less than 40 percent calories from total fat and less than 10 percent calories from

saturated fat with additional requirements for other menu items. To further support this regulation, MWR F&B Operations have implemented digital menu boards with a healthful items identifier and calorie counts for the entire menu, with nutritional information available.

- Additional efforts or pilots to increase access to healthier eating options from Army MWR include the BE STRONG “Healthy Only” Grab-n-Go, which can be added to nontraditional MWR locations with an existing point of sale system the ability to provide healthy nutritious F&B options that are also quick and convenient. As well as the BE STRONG “Healthy Food Truck,” which is a healthful only food truck being piloted at Fort Sill, Oklahoma that allows for only healthful food to be prepared and served in diverse locations and events on the Garrison where food is currently unavailable or inaccessible.

### 3.3.4 Air Force

- The DAF continues to expand its Campus Dining System (CDS) for active duty permanently assigned USAF and United States Space Force (USSF) authorized ESM customers. CDS is now operational with expansion only limited by additional APF requirements. As of May 2021, CDS is operational at 43 APF and 46 NAF F&B operations across 27 DAF installations. USAF is also implementing CDS concept at six non-Food 2.0 locations. The DAF anticipates implementing CDS DAF-wide by FY 2024. To access CDS, USAF and USSF utilize the military Common Access Card (CAC) as it is the agreed DoD standard for validating APF meal entitlements. Each Service uses the universal CAC to provide a host of DoD support under one program, eliminating the need for additional service labor, oversight, and systems to manage and maintain multiple cards. The DAF maintains its own universally approved back office and front of the house Point of Sale system to validate CAC essential station messing meals, bill back for centrally managed appropriations, and track authorized items and detailed metrics for consumer preferences. Because the CAC is common to all Services, the DAF can provide the same entitlements to all branches of Service, and Air Force Reserve or Air National Guard members. If another Service chooses to participate in the Air Force CDS, it must fund all requirements of inclusion. In addition, to improve management the program, the DAF system tracks authorized sales and the dollar amount at the time of transaction. USAF and USSF are the only Services using à la carte style dining in both their APF and NAF F&B operations, allowing them to fully leverage a centrally maintained, common technology architecture. This provides maximum flexibility for Airmen and Guardians to use their entitlement at NAF activities as the DAF only tracks the entitlement, not a set dollar limitation. Otherwise, if the DAF used a commercial declining balance card, the DAF would need to control, manage and reload the card on a monthly basis.
- COVID-19 Impacts: Due to COVID-19, the DAF closed down many self-serve and fresh food bars temporarily. As a result, take away service increased dramatically along with costs associated with carry out containers required to offer these services. In addition, the DAF has spent millions of dollars on food safety requirements (e.g.,

masks, hand sanitizers, markers for social distancing). Between FY 2020-FY 2021-to-date, the DAF has spent \$4.2M on COVID-19 measures to include restriction of movement (ROM) initiatives requiring traveling personnel on mission to sequester and quarantine.

- Projected DAF Costs Associated with Food Delivery and Access:
  - **FY 2021 requirement – \$253.5M** (includes contract and operational cost); President's Budget for food service in FY 2021 is \$203.62M
    - Legacy food service contracts – \$107.7M
    - Food 2.0 food service contract cost – \$84M
    - Food operational cost – \$60M
    - Campus-style dining (non-Food 2.0) Pilot/Test – \$1.8M
  - **FY 2022 projected total food requirement – \$259M**
    - Legacy food service contracts – \$99.2M
    - Food 2.0 food service contract cost – \$97M
    - Food operational cost – \$59.7M
    - Campus-style dining at non-food 2.0 bases – \$7.5M unfunded; implement at 5-6 bases a year
    - Approximate cost – \$3.1M of \$7.5M per year required (5 years to implement across the DAF)

### 3.3.5 Navy

- Navy Food Service, in conjunction with Fleet partners, has developed a Naval Contingency Feeding model. Naval Contingency Feeding is an agile process utilizing Navy Contingency Menus designed to plan, prepare, and feed battle-ready meals to Sailors, Marines, and Mission Partners. This new concept provides operational Commanders a streamlined, push logistics capable subsistence feeding and resupply capability responsive to changing mission demands. Multiple exercises and demonstrations are planned to test the Naval Contingency Feeding and subsistence push logistics capability
- The Navy continues to explore options to provide meals on the installation for those unable to access the dining facility. Three mobile cafeterias (food trucks) are currently in use to reach outlying base areas without convenient access to DFACs.
- As a result of COVID-19 restrictions and social distancing, the Navy has experienced an increase in the number of meals prepared for take away, while reducing traditional dine-in meals. CNIC is tracking the cost variance of providing consumable supplies vs. contract labor as a result this fluctuation.
- Navy CNIC F&B service has developed eight 'fast casual' internally developed restaurant brands that mirror the most popular foodservice industry brands. Fast

casual brands focus on high quality menu items cooked to order with “Better for You” nutritional benefits. All CNIC internal brands use standardized recipes with full nutritional analytics, and use the JSPVP system with lock-down order guides. CNIC has opened 30 internal brand outlets and has several more locations committed for future development as conditions permit.

### **3.3.6 Marine Corps**

- MCCA and Exchange Food Service Activities are innovating to expand deployment of unmanned micro-marts and pop-up restaurants to provide healthy and nutritious foods when and where it is convenient for Marines. Industry partnerships may be leveraged as well. Third party delivery, autonomous vehicle, bicycle, and golf cart delivery systems are moving towards pilot. Costs for development and execution of the pilot are estimated to be approximately \$75,000.
- Initially, COVID-19 impacted USMC installation commanders’ ability to provide fresh meal options to active duty personnel, dependents, and the civilian workforce. Restaurants, quick serve, and mobile food options were shutdown to limit community spread. However, by fall 2020, the installations implemented procedures to operate within a persistent pandemic environment and started reopening facilities. As of April 27, 2021, NAF restaurants were operating at 73 percent, clubs at 75 percent, and fast food at 78 percent. The limited operating capacities have reduced revenue, which also limits our ability to retain our workforce. The USMC has submitted a COVID-19 funding request to offset operating losses until the return to normal health protection conditions.
- The USMC CONUS RGFS Program Contractor utilized its purchasing reach back capability to solve product shortage issues resulting from COVID-19, purchasing disposable paper/plastic supplies to support dine-in and take-out contingency feeding plans developed as a result of the COVID-19 pandemic. These efforts greatly enhanced food access and delivery across the enterprise. In coordination with USMC installation commanders and in response to limitations or ROM meals for Marines and recruits, adjustments were made for those patrons in precautionary COVID-19 quarantine status. The USMC extended meal periods to allow for increased physical distancing, modified self-serve menus to eliminate common mess hall touchpoints, and offered take-away only meals to reduce the potential spread of COVID-19 among the USMC population. The RGFS Program did not suffer loss of operations during FY 2020/FY 2021 period. Estimated associated costs for FY 2021 are \$2.4M

### **3.4 Transforming Nutrition Education.**

The DoD continues to develop, revise, implement, and evaluate nutrition education programs across the military community to empower individuals to make healthful choices. The DoD is also exploring ways to align better nutrition standards among NAF and APF venues.

### **3.4.1 Under Secretary of Defense for Personnel and Readiness**

- In 2009, the DoD Human Performance Optimization (HPO) Health Sciences Concept of Operations established a DoD Human Performance Resource Center that would function to translate and disseminate timely, accurate, scientifically-based HPO information to commanders, warfighters, medical personnel, and researchers. This is hosted by the Consortium for Health and Military Performance (CHAMP) at the Uniformed Services University of the Health Sciences (USUHS) and was approved by the DoD Force Health Protection Council on December 10, 2009. CHAMP provides nutrition education seminars on a regular basis to those who make requests. The website HPRC-online.org currently provides extensive nutrition education and also hosts the G4G® website where recipes, training, and the like can be found.
- The Under Secretary of Defense for Personnel and Readiness established Operation Supplement Safety (OPSS) as a program of the CHAMP at the USUHS in accordance with the September 4, 2012 Assistant Secretary of Defense for Health Affairs (ASD(HA)) memorandum, "DoD Nutrition Committee." OPSS provides a mandatory dietary supplement education module, which is required for all Service members and those who provide non-clinical care (health promotion specialists, fitness leaders, athletic trainers, strength and conditioning specialists), as well as health care personnel, including DoD military, civilian, and contract providers. OPSS also makes recommendations on the safety and efficacy of dietary supplements, and advice on activities related to dietary supplements and other self-care products, including adverse events, surveillance, provider education, and military and community consumer education.
- G4G® is a grassroots initiative that became a joint Services initiative to improve the F&B offerings at Air Force DFACs. It has grown into a solid program with eight program elements that need to be fulfilled for full implementation. The program requirements include menu coding goals, food placement, promotion of Green-coded items, standard G4G® Food Cards, printed materials, a marketing plan, standardized initial and ongoing staff training, and other defined items. A fidelity assessment is now being used to assess how well the program has been implemented so outcomes can be monitored. All G4G® materials are on the CHAMP hprc-online.org website.

### **3.4.2 DLA**

Each Service provides nutrition education for its culinary personnel and food service managers on the composition of the Service buyer's guide as it references the Dietary Guidelines for Americans, the DoD menu standards, military regulations, and the G4G® standards.

### **3.4.3 Army**

- G4G® Army Soldier nutrition standards are provided as part of current training. All CONUS Army Forces Command DFACs have completed training enabling them to implement the G4G® Army nutrition standards. All locations outside the continental United States (OCONUS) are scheduled for training during Q2 and Q3 of FY 2021.

Follow on training to reinforce nutrition standards will be provided in late Q3 and Q4 of FY 2021. All training is delivered in a virtual format due to COVID-19 restrictions/training guidance. The Human Performance Resources by CHAMP/USUHS website is utilized as the military's resource for fitness, wellness, and nutrition. G4G® provides training on nutrition standards, coding items in the G4G® program, and recipes, as well as innovative menu ideas.

- The Management Assistance Division is responsible for providing assistance to installation commanders, Army Sustainment Command and Army Field Support Brigade FPMs, and installation FPMs to improve the overall quality and efficiency of the Army Food Program, and to improve the quality of life for the Warfighter in garrison and while deployed.
- Culinary Outpost Connection: The electronic quarterly newsletter for Army food professionals regularly includes articles with a focus on nutrition, menu design, and food preparation.
- Advisory emails are intermittently sent to the Army food professionals for food safety information and options for improved nutrition through better food choices.
- JCCoE provides instruction to the Basic and Advanced Warrant Officer Culinary Specialty classes. The topics include the purpose and design of the BDFA; the relationship of that funding to appropriate selection of ingredients and foods, menu designs and food environments' impacts on diners' food choice; and the subsequent effect on diner interest/selections and level of participation. All of these topics influence health, performance and force readiness.

#### **3.4.4 Air Force**

- The G4G® program helps customers make smart choices by labelling high-performance foods and providing new recipes APF and NAF F&B operations can utilize. DFACs identify healthy menu items sold by highlighting menu options under the G4G® program, educating Service members on the nutritional composition of menu items. The DAF is developing a report that shows the percentage of healthy items sold in April 2021. This data will be informative in the MILPERS budgetary process; however, it is important to note, nutrition education does not use MILPERS dollars.
- The Group Lifestyle Balance (GLB) is a 1-year program approved by the Centers for Disease Control and Prevention's Diabetes Prevention Program that provides a supportive environment incorporating individual appointments and group classes to support healthy, sustained change. The goals of the GLB are to achieve and maintain a 7 percent weight loss, while safely and progressively increase to 150 minutes per week of moderately intense physical activity. In class, participants learn about healthier eating and increasing their physical activity. Data evaluation is proving GLB prevents/delays diabetes among beneficiaries. This effort is currently available

at 13 installations, supported by 19 contract full time equivalent health educators, and registered dietitians

- The Better Body, Better Life program helps individuals lose and maintain weight and enjoy an overall healthy lifestyle. It includes general information on nutrition, physical activity, and behavioral issues dealing with weight and lifestyle issues. This program is a hands-on workshop and offers group support, cooking demonstrations, exercise sessions, commissary tours, individual fitness plans, meal planning, and optional Bod Pod testing based on local availability.
- The Health and Readiness Optimization (HeRO) program improves performance and readiness with a focus on policy environment and ecological approaches, health communication, and community collaboration strategies to address nutritional fitness, dietary supplement safety, sleep optimization, physical activity, and tobacco prevention of initiation. HeRO utilizes the Air Force HeRO Report, which is a report card tool that aggregates data from the Periodic Health Assessment and Fitness Management Program for modifiable behaviors that are risk factors for absenteeism. The report can be filtered to the installation-level, unit-level, Air Force Specialty Code, and can be sorted by grade, gender, and component (active/guard/reserve).
- The Lifestyle and Performance Medicine program formally chartered the Air Force Medical Readiness Agency WG. Efforts focus on evidence-based approaches to prevent, treat, and reverse chronic disease by focusing on six core principles: a whole-food, plant-predominant diet; regular physical activity; adequate, restorative sleep; stress management; avoidance of risky substances; and social connectedness.
- Nutrition Environment Improvements (via the Military Nutrition Environment Assessment Tool (mNEAT)) assess and improve the military food environment through measuring food policy, food availability, behavioral design-choice architecture, food labeling/health messaging, and economics on installations.

### 3.4.5 Navy

- G4G® informational and educational video spots are developed annually to educate and inform Sailors ashore and afloat on nutritional items of interest. This year's topics include performance optimization, improving the immune system with nutrition, deciphering fad diets, and plant forward eating. Each 30 second spot provides Sailors and Marines with credible information in usable venues that lead them to make better choices in their food selections.
- Additionally, in order to reduce exposure and mitigate safety concerns related to COVID, food management teams have introduced the use of virtual food service assistance visits in lieu of onboard ship inspections. Once educational spots are filmed and edited, videos will be distributed across multiple platforms and web-based vehicles for use by Navy Sailors in galleys and other locations where video information is shown

- CNIC uses the monthly N9 “News Blast” to provide “Healthy Tips.” Some of the areas within the publication include links to knowledge points. Access to the info is through USDA ChooseMyPlate. Sections include – “Eat Healthy” or “Life Stages.” A monthly Updated Healthy Eating link provided via the CNIC News Blast. This nutrition knowledge source is the lead article to the monthly publication: “Nutrition News You Can Use.” As part of their plan to address and combat obesity in the Navy, the Navy Food and Beverage Program, Ashore Galleys, and Navy Fitness Program will provide monthly healthy eating tips, such as the information contained in the article “MyPlate Plan” from the USDA ChooseMyPlate website.
- All Navy School Age Care and Youth Programs implement Boys and Girls Clubs of America (BGCA) and 4-H curriculum supporting health and wellness programming. Our BGCA and 4-H curriculum emphasizes good nutrition, regular physical activity, and improving overall well-being with children so they can develop a knowledge base to acquire healthy habits, such as making smart food choices, understanding appropriate portion sizes, and creating fun and healthy meals.

### **3.4.6 Marine Corps**

- USMC Semper Fit Health Promotion Activities: The USMC addresses nutrition education by offering programs and services that encourage Marines and families to increase control over, and to improve their full health potential. The USMC achieves this via implementation of the Semper Fit Health Promotion Program where program utilization, customer satisfaction, and program evaluation are used to measure progress toward this goal. The programs/services addressing nutrition education included in the Semper Fit Health Promotion portfolio are:
  - Weight management programs and education:
    - Ongoing fitness challenges
    - Semi-annual weight loss boot camps
    - Weight management workshops
    - 1-on-1 consults with health educators/dietitians
  - Nutrition programs and education:
    - OPSS dietary supplement education
    - Healthful cooking classes
    - Commissary tours promoting healthful foods and menus
    - Barracks meal prep workshops highlighting healthful options for barracks living
    - Shopping healthfully on a budget
    - MyPlate overview
    - Fad diets and nutrition myths
    - Performance nutrition
    - Fueled to Fight (USMC mess hall nutrition education program)
    - Prenatal/post-partum nutrition



- Nutrition for kids and adolescents
  - Family nutrition education activities
  - 1-on-1 consults with health educators/dietitian
- Health fairs and outreach events
- Audio and visual messaging (e.g., information boards, brochures, radio/television/print/electronic marketing)
- Annual campaigns (e.g., national nutrition month)
- Biometrics/Assessments:
  - Resting metabolic rate testing
  - Health screenings (cholesterol, blood-glucose, blood pressure)
  - Body fat testing/Fitness assessments
- Several of the Semper Fit Health Promotion program offerings shifted to virtual offerings due to the COVID-19 pandemic.
- APF Food Service Directorate/Performance Dietitian partnered with the USMC Semper Fit Health Promotion in the development and future rollout of a nutrition education curriculum. The MarineNet course rolled out for the Fort Lee schoolhouse for food service Marines at Non-commissioned Officer's School, Senior Non-commissioned Officer School, and the Senior Leader's Course to address USMC Fueled to Fight® parameters, hydration, OPSS, operational rations, caloric assessments, and menu planning.

### **3.5 Transforming Research & Assessment.**

The DoD is developing assessment tools and conducting several research studies to evaluate the effectiveness and impact of programs, policies, products, and other efforts that aim to improve access to healthy food.

#### **3.5.1 G4G®**

- CHAMP in collaboration with the U.S. Army Research Institute of Environmental Medicine (USARIEM) has been implementing G4G®, at selected installations and then conducting research and evaluation on the fidelity of G4G® implementation efforts as well as food choices and nutrition knowledge.
- The goal of implementation science in nutrition is to strengthen implementation quality and impact, and make effective interventions more achievable and efficient in practice. To that end, a “G4G® Program Fidelity Assessment” tool was developed. This tool needs research to assess which of the eight program requirements are absolutely essential for maximizing positive outcomes. CHAMP is working with USARIEM Nutrition team to make this happen, but it requires research dollars.

- Each implementation site needs assistance in both implementation, launching, maintenance and fidelity.

### **3.5.2 mNEAT**

- Installations across the Military Services have been using either mNEAT 1.0 or 2.0 to evaluate APF and NAF food service venues, and develop action plans to improve food options that support optimal human performance. The Services have collaborated with CHAMP at USUHS to update mNEAT 2.0 to mNEAT 3.0; they have developed a web-based mobile app for rapid and standardized data acquisition; and tested the app's effectiveness in promoting a healthier nutrition environment.

### **3.5.3 Other Military Nutrition Efforts**

- CHAMP at USUHS conducts research and assessment on various topics related to nutrition and dietary supplements with a particular interest in eating behaviors and the nutrition environment.

### **3.5.4 Army**

- USARIEM provides greater awareness of science and options achieved with the distribution of research findings to DoD Nutrition and Food Subcommittee affiliates.
- The Army has on-going trials with Fort Sill's Food Program and nutrition leads to engage subject matter experts from JCCoE, the AFRS Project Officer, and DoD G4G® leaders on Menu Design options to be applied at the sole DFAC for permanent party personnel at Fort Sill, OK. Action station concepts provide fresh products quickly, finished to diner specifications, supporting higher customer satisfaction and superior nutrition. Constructive feedback is shaping revisions to menu and service design standards for use in modernization of the Army Food Programs.

### **3.5.5 Air Force**

- Per DoDI 1338.10, the DAF continues to work with the ASD(HA) on ways to improve nutrition education, health promotion, and nutrition standards using health promotion programs. CHAMP is looking at the G4G® program, and conducting cross service research to measure effectiveness. The Air Force Health Promotion Dietitian and Force Support Squadron at Hill AFB are collaborating to continue developing CHAMP ideas.
- Air Force Services Center (AFSVC) pilot tested mNEAT 3.0 at Joint Base San Antonio Randolph and Lackland. The Food 2.0 Randolph DFAC and the Lackland G4G® 1.0 Legacy DFACs' have successfully demonstrated that the revised tool captures healthy food initiatives as demonstrated by a higher score on DFACs that have placed higher emphasis on healthy foods.

### **3.5.6 Navy**

- When ashore DFACs resume normal operations, the goal is to implement commercial technology already available, such as nutrition kiosks and integrate dining facility menus with existing fitness tracking apps. Research and evaluation efforts are needed to assess their return on investment.
- The USN will also be part of the mNEAT evaluations and G4G® implementation as allowed.
- The USN participates in the Food and Nutrition and Dietary Supplement and Other Self-Care Products subcommittee meetings and WGs and contributes to decisions being made.
- Guest surveys are conducted annually, as well as focused periodic surveys, to gauge customer preferences and identify opportunities. Utilizing contemporary culinary and business trends, along with customer feedback, the Navy has developed and updated menus for healthier choices. The CNIC Internal Brand Support Contractor, Orion Food service, has supported the CNIC food service HQ team by developing numerous training videos aimed at creating healthful choice meals with minimal ingredients and skills for Sailors and their families while preparing their own meals.
- The memorandum of agreement between CNIC and Navy Exchange (NEX) establishes procedures and responsibilities between the organizations in support of Name Brand Fast Food entities on Navy installations. CNIC/NEX Fast Food Agreement (avoids duplication and unwarranted competition).

### **3.5.7 Marine Corps**

- MCCS and Exchange Food Service Activities: They participate in Food and Nutrition and Dietary Supplement and Other Self-Care Products subcommittee meetings and WGs. MWR is often the only NAF voice in the room in the meetings and collaborations. MCCS has been instrumental in developing mNEAT assessment criterion, and has engaged in numerous meetings and efforts to test and refine the mNEAT app.
- APF Food Service Directorate/Performance Dietitians worked directly with MCCS counterparts in the mNEAT pilot study. This close collaboration facilitated joint messaging in the nutritional fitness domain across the Marine Corps. This partnership continued in the monthly joint services meetings and ensured continued consistent messaging across the Services. A common theme which emerged was the need for a reevaluation of operational rations in partnership with DEVCOM (USARIEM). Cleaner labels for Meal, Ready-to-Eat (MRE) (Cold Weather Ration) with similar flavor profiles yet much improved visual appeal for the Marines was desired.

- USMC representatives participated in a pilot of mNEAT 3.0 in January 2020, and will roll out the tool across the USMC once a system platform is established. Costs for the pilot at Cherry Point were approximately \$4,000. Roll out of mNEAT 3.0 across the entire USMC enterprise is estimated to cost approximately \$60,000 annually, as health promotion staff at each installation shall be designated as leads.

## **4.0 Focus Area 2: Demonstration Pilot Programs at Multiple Military Installations**

The Military Services regularly collaborate through the DoD Nutrition Committee and leverage shared best practices and lessons learned to tailor their initiatives to best address the unique needs of their populations. However, each Military Service population is different, with its own unique challenges, opportunities, and ways of addressing a common goal of improving nutritional fitness in support of optimizing human performance (HP). This section of the report will outline a sample of current food transformation pilots at multiple military installations.

### **4.1 DLA**

- DLA continues to explore the feasibility of migrating Service-specific food environment information technology systems, and is gathering requirements from the Services, such as the ability to distribute newly updated and nutritionally adequate recipes to the Services' DFACs.

### **4.2 G4G®**

- G4G® is the Joint Service performance-nutrition initiative to improve the food environment where Service members live and work. G4G® prompts better F&B selections with the aim to optimize performance, readiness, and health. It is primarily in APF DFACs. It is designed to promote and provide access to high quality, nutrient dense foods (healthy foods/beverages) to improve health and performance
- USUHS's CHAMP offers a multitude of training modules on G4G® for a variety of audiences. Audiences targeted on the use and successful implementation of G4G® range from Food Program Headquarters personnel involved in operations, quality assurance, training, or logistics, public health commands/centers, dietitians, health educators, advocates for performance nutrition and/or improved food environment, installation-level FPMs, dining facility managers or G4G® oversight team members to all staff working in a dining facility/galley whether contracted, uniformed, or civilian.
- CHAMP has 1 year of funding remaining to implement G4G® at a select number of sites. Several months after implementation a fidelity assessment will be conducted to ascertain the extent to which the program was implemented.

### 4.3 mNEAT

- Various Services will participate in a pilot assessment of the newly developed mNEAT app, but funding to sustain and maintain the initiative, as well as hold installations accountable will be needed. In 2020-2021, the DoD Military Nutrition Environmental workgroup, created a web-based version of the mNEAT 3.0. The mNEAT 3.0 includes: Worksite, Community, Commissary, Fast Food, Restaurant (MWR), Express/Snack Shop/Grab n Go, Vending, Food Trucks, and Warrior Restaurants. The mNEAT 3.0 web version will be piloted CONUS and OCONUS with registered dietitians. After data is collected, information will be brought back to appropriate stakeholders, and installation leadership, to develop action plans for improvements for the future.

### 4.4 Air Force

- Food acquisition modernization using commercial best practices found in multi-unit chain restaurant companies is required to respond to customer demand. The menu drives DAF food acquisition. The DAF centrally develops the menu and uses the most recent DoD menu standards for approval. The DoD menu standards have enough detail for the F&B operator to make sound decisions on alternate food products that meet or exceed standards. The DAF is investigating food acquisition through Sodexo and Aramark multi-unit supply chain systems. Initial findings show when the DLA prime vendor supporting Food 2.0 recipes, menus, and serving standards cannot source item, Sodexo and Aramark have the capability to purchase the items for the DAF. Moreover, the initial review shows an overall savings utilizing Sodexo and Aramark pricing as these vendors standardized products across divisions, providing much larger buying power.
- The DAF is committed to leading DoD efforts to increase healthier food options by incorporating healthy food initiative lessons learned into F&B operations enterprise-wide. The DAF contracted with an executive chef to develop healthier menu options and training for limited time offers at our non-Food 2.0 operations. Through a partnership with the Culinary Institute of America (CIA), Master Certified professional chefs conduct comprehensive hands-on culinary training in preparing healthier menu items. CIA conducts training for both NAF and APF food service professionals. The DAF increased G4G® variety on menus, resulting in a 45 percent increase of customers selecting green coded more healthful choice items. Our NAF F&B operations are implementing menu refresh standards to ensure 25 percent of items offered are healthy. To enhance food quality, variety, and availability of nutritious meals the DAF developed Food 2.0. The program is implemented at 41 facilities, 26 bases operational with nine additional bases to be transformed FY 2020-FY 2022. Food 2.0 contracts with Sodexo and Aramark executive chefs and general managers to provide advanced culinary training for our military personnel.
- The DoD menu standards drive the delivery and access of food meeting or exceeding minimum requirements. In response to COVID-19, DAF DFAC and NAF facilities have demonstrated maximum flexibility in using manpower availability to streamline

and prepare healthy hot and chilled meals. AFSVC and local APF and NAF F&B operations have partnered to deliver flexible and innovative feeding solutions, especially when food service personnel become ill and facilities must quickly close and shift operations. Lastly, COVID-19 response feeding has supported a growing trend to feed customers within or near a work center. This trend counters the psychological benefits of “taking a break” to eat/dine away from job locations and can create additional stressors within the work center.

#### **4.5 Army**

- The BDFA has increased in support of Holistic Health and Fitness (H2F). This pilot location is CONUS. One hundred percent garrison operational run DFACs (126) are currently funded, and FY 2023 Training/institutional run DFACS (64) are projected for funding. The BDFA has been increased to enhance buying power of nutritional ingredients in support of the Army’s Quality of Life Campaign /H2F. A 10 percent increase was approved and funded for Operational Force Units with a 25 percent increase approved and funded for Special Operations Forces.
- The Army has an ongoing pilot for credit and debit cards located in Germany. This process will reduce cash on-hand, cash deposit requirements, loss of cash, and will improve overall operational efficiency within DFACs on installations. The Extended Meal Hours pilot, also located in Germany, was intended to meet unit needs, but failed because there was no return on investment with low Soldier interest.
- The Army has pilots planned for FY 2022/Pilot location CONUS:
  - The Food Service Phone app provides the user with Army restaurant locations, serving hours, menu availability, and nutritional content.
  - The Campus Style Dining pilot has the proposed goal for Soldiers to “pay as you go.” The Soldier will receive their basic allowance for subsistence directly and be able to use it at all Army and Air Force Exchange Service food service locations on the installation, and recoupment will not be a requirement. Pilot location will be at specific CONUS locations to be determined.
- COVID-19 has impacted ongoing and planned military food transformation efforts. Due to COVID-19, 447,338 cases of MREs (\$52,133,375) were consumed because of quarantine restrictions and 2,130 cases of Health and Comfort Packs (\$464,440) were used.

#### **4.6 Navy**

- Throughout the remainder of 2021, multiple exercises and demonstrations are planned to test the Naval Contingency Feeding and subsistence push logistics capability. Lessons learned will be annotated and distributed for use across Navy commands. Navy Standard Core Menus are updated in October at which time deployed and home-ported units will implement new menus. This capability is

available on a daily basis and provides a demonstration of the nutritious meals prepared and provided by Culinary Specialists across the Navy.

- The Navy continues to develop in conjunction with small business leaders two capabilities for use in the future. The first capability is an audit compliant integrated barcode and inventory management system with handheld capability that will interface with the Food Management System. The second capability will provide an audit compliant subsistence ordering system that validates and updates requisition orders. This system will generate financial obligation transactions to help streamline the accounting system and speed efficiency. Both systems are on track and have not been slowed due to COVID-19 concerns.
- CNIC initiated a Core Products initiative (CPI) in 2020. CPI identifies better-for-you choices of brands and products and provides the information to support those choices through the JSPVP distribution network.
- Ashore galleys follow a 21-day cycle menu approved by Navy dietitians. The menu is created from Armed Forces Recipes that prescribe portion sizes and specific ingredient usage to ensure appropriate nutritional, and caloric outputs for each item. CNIC has used “Stealth Health” within the MWR recipes/menus to provide lower fat, sodium, and calorie choices without labeling the items as “healthful.” This tactic has allowed the Navy to reduce consumption of unfavorable items by replacing them with favorable items without affecting the flavor and appearance. CNIC F&B will continue expanding this initiative.
- CNIC will continue to explore options for meal delivery on base where Sailors do not have ready access to healthy food items, and evaluate benefits of deploying additional mobile cafeterias.
- CNIC F&B will continue to expand the Internal Brands Initiative that uses standardized recipes with full nutritional analytics.
- CNIC F&B is engaged in vetting an internal delivery ordering system that can be deployed to all CONUS food service operations. CNIC has selected Chow Now, an on-line order system host to develop and deploy on-line order and payment technology. The Dine on the Go platform hosted by Chow Now is a Navy propriety order platform only available for Navy MWR operated facilities.
- CNIC F&B is encouraging all food service staff to participate in the G4G® training and utilize CHAMP’s G4G® marketing material available through the Human Performance Resources by CHAMP (<https://www.hprc-online.org/nutrition/go-green>, and Navy) Marine Corps Public Health Center’s health promotion website.

#### **4.7 Marine Corps**

- **MCCS and Exchange Food Service Activities:** MCCS and Marine Corps Installations Command’s “Installation Next” group are working together to develop

innovative solutions for 'food on the move' for Marines. This integrated model allows the USMC to break down the traditional stovepipes that exist between the F&B, clubs, and retail facilities. As part of our retail Store of the Future, healthful food choices will become a key feature of all retail sites – from main stores to Marine Marts and smaller footprint unmanned retail locations.

- These innovations will focus on three key areas – food ordering, food preparation and 'last mile' delivery/pick-up. The USMC goal is to leverage excess kitchen capacity in clubs and direct run restaurants to prepare healthful ready-to-eat meals that will be made available at the retail locations around base, as well as delivery or pickup.
- Promotion of healthful eating is at the center of these innovations. The USMC is in the process of creating a new brand of direct run "made to order" restaurants that will feature healthful options for assembly into bowls, salads, wraps, etc. These restaurants will be located with or near existing Marine Marts, which tend to be within walking distance for Marines on base, giving Marines a quick but healthy way to grab a quick meal designed with nutrition and substance in mind to ensure Marines can stay energized through their rigorous days. Hydration options will also be part of this food strategy with an emphasis on healthful hydration as well as substantive beverages that can supplement meals. Funding source is intended to be meal monies collected from Marines that were not executed due to low utilization of APF DFACs.
- Food Preparation: APF Food Service Directorate/Performance Dietitian – OCONUS Marine-led mess halls will be testing a vegetarian entrée option at each meal on the main line and in the convenience line in Okinawa with ample macronutrient percentages meeting the MDRI. Annual approval of master menus in OCONUS to ensure the nutrient content and DoD menu standards are being met on a continual basis. The 30 percent Green item requirement for the main line for entrée, vegetable, and side is being applied to both CONUS and OCONUS.
- On CONUS installations, the USMC is utilizing the Sodexo CHARGE App to inform Service members of the food options available to them in DFACs for that day. The application is aligned with USMC Fuel to Fight color coding for nutrition, and educates Service members on the nutritional requirements of meals on installation DFACs. Each meal option displayed on the app is verified centrally at the Marine Corps Food Management information System. The CHARGE App brings nutrition education and information to Service members on a mobile device platform.
- The USMC CONUS RGFS Program is approved or are considering several pilot initiatives to improve CONUS Garrison feeding in food safety, quality control, and information sharing capabilities. Through its food service contractor support, the USMC is utilizing electronic menu boards (digital signage) and incorporating specialized software, iCertainty, which monitors food temperatures through the use of wireless digital critical control point monitors, which provide alerts when critical food holding temperatures are out of compliance, and require immediate attention. Automated cloud-based storage of Hazard Analysis and Critical Control Points records and documents eliminates paper files, and allows for remote monitoring, and



improved overall accountability at all 48 CONUS mess halls. In March 2021, the USMC Program Office approved a pilot program to begin at Marine Corps Base Camp Lejeune for a new technology called SmartTrack. This technology reportedly enables real time communication between serving line and galley personnel. If successful, the technology will allow the USMC contractor to track food portion usage in real time allowing for better managed food production, maintaining of food quality, and reduce waste.

- MCCS and Exchange Food Service Activities are looking for delivery and pickup we are looking for commercial partners that produce automated delivery vehicles to move food from the kitchen to the desired location, food 'lockers' that allow food to be ordered and picked up while keeping the food fresh, as well as traditional delivery partners such as GrubHub, DoorDash, and others, which are currently under viability analysis. These options will also make healthy food, prepared fresh, available at remote locations on base or in the field. Costs of delivery will primarily be passed on to the customers; however, start-up costs and technology are estimated to be \$100,000.
- APF Food Service Directorate/Performance Dietitian conducted box meal surveys throughout CONUS to solicit acceptability data from all installations. Modifications will be made to address preferences, nutrient density, easier packaging, variety, and cleaner options with future pilot on acceptability.
- The USMC Semper Fit Health Promotion is developing a standardized performance nutrition curriculum intended for allied health professionals (e.g., health educators, fitness staff) to use during 1-on-1 client consults, unit briefs, and group classes with Marines and Sailors. The curriculum has 4 main modules (Foundational nutrition, Holistic Nutrition, Performance Nutrition, and Warfighter Nutrition) with 12 units covering a variety of topics such as dietary supplements, hydration, sports nutrition, environmental nutrition, fad diets and trends, tactical nutrition, and operational rations. The initial train-the-trainer portion to teach allied health professionals how to use the curriculum is anticipated for fall 2021. Draft estimate of the training is 16 hours for the train-the-trainer course; however, each unit is designed to be a stand-alone course that ranges from 15 minutes to 2 hours depending on the topic requested. Options for delivering the training to installation staff include blended approaches (virtual and in-person as COVID-19 precautions permit).
- The USMC Semper Fit Health Promotion is conducting a dietary supplements study sponsored via a collaborative effort among USHUS's CHAMP; Headquarters, USMC, Marine and Family Programs Division (MF); USARIEM; and Soldier Performance Optimization Directorate, Combat Capabilities Development Command - Soldier Center is comprised of three components: a survey, interviews, and focus groups. The study is anticipated to occur in summer 2021 pending mitigation of COVID-19 impacts. Study teams from MF, USARIEM, and CHAMP will be onsite at an approved military installation for an estimated 1-week period to administer surveys, conduct interviews, and facilitate focus groups. The study includes a maximum of 400 Marines and shall represent a variety of military occupational

specialties including those in combat arms, aviation, and support. This is required to ensure generalizability of findings across the USMC. Objectives of the study are to:

- Conduct standardized surveys, interviews, and verification of Dietary Supplement (DS) use among active duty Marines to gain a comprehensive understanding of the DS Service members' use.
- Conduct focus groups to determine how to educate Marines more effectively concerning the benefits and risk of taking DS.
- Design and evaluate educational materials to improve knowledge and safe selection and use of DS for Marines.
- Performance Dietitian: The Sergeant Major of the Marine Corps sponsored a Health and Wellness Summit in February 2020 in order make recommendations to enhance HP in the Marine Corps. A recommendation from the summit was to establish a WG to examine the possibility of embedding additional HP assets in Marine Corps commands. A future pilot will be examined by the Training and Education Command to lead a Human Performance Subject Matter Expert WG in FY 2021 in order to determine capabilities, gaps, opportunities, associated cost, and implementation of a pilot program to embed HP assets in select Marine Corps commands.
- The USMC CONUS RGFS Program approved the use of Rizepoint software to provide a robust and dynamic online quality management software platform that helps manage quality control, quality assurance, contractual compliance, and audit functions. This software saves time and improves performance by helping to identify trends and drive operational improvement.

## **5.0 Conclusion**

Building on past food service transformation efforts, and the impacts of COVID-19, the DoD is looking across all sectors of the DoD food environment to identify and address barriers to and opportunities for modernizing the on-installation food service system. Currently, DoD is:

- Applying evidence-based rigorous food, menu, and nutrition requirement standards for all APF foods to maintain the health, wellbeing, and readiness of Service members, as mandated in DoDI 1338.10 and AR 40-25.
- Seeking to understand how to influence Service members to change their eating behaviors so they choose nutrient dense foods to optimize their health, readiness, and performance.
- Investigating how to deliver nutrient dense, high quality foods to Service members in a minimum amount of time to ensure appropriate fueling for their mission sets.

- Improving on-base accessibility to healthful (high quality/nutrient dense) foods through system-wide improvements, such as the Services buyers' guides, and through new and improved policies, programs, and initiatives. It is also establishing and solidifying partnerships with industry to learn and apply best practices for improving the DoD food environment. We are developing contingency plans related to program and cost impacts, behaviors, food access, and delivery across the enterprise due to COVID-19. (Focus Area 1).
- Testing new business models in order to increase the availability, affordability, and acceptability of healthy performance foods. (Focus Area 2).

The DoD is committed to ongoing process improvement that results in improving on-base accessibility to healthy food. Building on current momentum, the DoD will continue focusing on the five major sectors of the food environment: (1) food acquisition; (2) food preparation; (3) food delivery and access; (4) nutrition education research; and (5) assessment.