

INSIDER

The Magazine of ACFSA
The Association of Correctional Food Service Affiliates



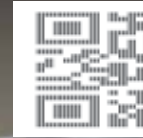
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**Conference Photography by
 J. Kevin & Louann O'Brien**



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President's Message

By Laurie Maurino, RD, ACFSA President

Greetings to all members of ACFSA,

This is my first correspondence as President! I am excited for this year! Of course, Niagara Falls was a wonderful conference. I was brought back into reality on my flight back from Niagara to Phoenix to California, where I sat by a young woman flying back from chemo therapy in Phoenix. She was in her 30's and had a 2 year-old baby and was suffering from terminal cancer. I realized my first world problems were not so major and that I really needed to be thankful for good health for myself and my family. I am more appreciative of life itself after her example. I encourage you all to count your blessings and give your family and friends an extra hug!

One of the highlights of the conference was a session called ACFSA Vision for the Future. This was a time for Board members, members and vendors to have a discussion about the organization's next steps. Many participants had some great ideas for us. I want to continue to get input from everyone so I want to establish an Industry Advisory Board. This will consist of vendors along with our Board vendor liaisons, to keep current about what is happening in the marketplace and in other professional organizations.

We would like to emphasize education and training. We are looking into providing webinars on current

topics to our members and their staff. Visit www.ACFSA.org for upcoming information and keep your eyes open for emails.

Looking to the future, we recognize that we must keep recruiting new, younger members to keep the Association going. A majority of our members are looking at retirement from their career in the next five-ten years, so we need to fill the membership with new enthusiastic people.

Some of our younger members encouraged us to get on Twitter, Instagram and to #hashtag *everything* to draw in more members. After they described how to do that, we all still looked dazed, but will try our hand at this.

Another topic discussed was to encourage members to bring up and coming leaders from their food service department to ACFSA meetings and conferences. Next year in Minneapolis, we will offer a slight discount to those bringing a new-comer with them. Think about who you could bring next year.

I also want to partner with some other professional organizations like ACA, AJA as well as local and state sheriff's associations. I want to go to their conferences and let them know who ACFSA is and how it could benefit their staff. We would like to



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educate everyone we can so that they may bring the information back to their facility.

So I look forward to a great year with lots of educational opportunities for our members!

Laurie Maurino, RD
ACFSA President

*From left to right, Laurie Maurino,
Commander Mitchel Holliday,
Stephanie Holliday, Karen Stiltner and
Frank Koch.*





Vice President's Message

By Lt. Tim Thielman CFSM, CCFP, ACFSA Vice President

Another conference has come and gone. It seems as though it takes so long to get here and all of a sudden it is already over. I would like to thank Robin Sherman, Connie O'Conner, and their conference committee which consisted of many members, of the Michigan and Ontario Chapters, who put together a fantastic conference. I would like to also thank all of you who attended the conference and especially all the vendors in our organization. The vendors are truly the backbone of the organization and I speak for all food service members when I tell you how much we appreciate all you do for the organization. I have received a lot of positive feedback from both vendors and food service professionals alike.

Thanks and Praise

I would like to thank the outgoing Board Members: Phil Atkinson, Don Perkins, Rick Morris, and Karen Candito for their service on the Board and welcome the new board members, Carlos Salazar, Linda Mills, and Kerry Jacobson. The constant rotation on the Board is what keeps our organization vibrant and full of aspirations, and new ideas. I can tell you that from several years of serving on the Board with Laurie as fellow Regional Directors and serving with her through her Presidential succession, we are in good hands with Laurie as our President. Laurie has high hopes and expectations for her year as President and will do all she can to move this organization forward.

Get Involved

Laurie conducted a feedback session at the end of the conference where members could offer information and suggestions to help steer our organization in the

right direction. Between this session and my speaking to members at the conference, I have realized that even though the information is out there, some members would like to apply for scholarships but don't know how. And some don't know how to get involved at both the Chapter level and International level. There are a number of scholarships out there that can give you financial assistance to attend the conference. Employee of The Year was not awarded this year because no one applied. To me, this is a shame because I could tell you several people at the conference who are deserving of that award. This also rings true on board positions where a candidate runs unopposed for the position. In both cases, we would like to see as many applicants and candidates as possible. This type of competition is what makes our organization fun and exciting. I would like to encourage any and all of you to apply for awards and run for office on both the Chapter and International levels.

Looking Ahead

In the coming issues of the *Insider* I will be revealing all the exciting information regarding the 2016 Conference at the Radisson Blu, Mall of America. I can tell you that the ball is rolling on this conference and you will not want to miss this one. The hotel is across the freeway from the airport, there is free shuttle service from the airport and back, free parking at the hotel and the hotel connects to the Mall of America. The mall has four levels, each level is one half mile around, and Nickelodeon Universe is located in the center of the mall. The speakers are already being lined up and the first draft of the agenda has been written. At the end of the last conference we asked attendees to fill out the evaluation form so we know what you liked and what you did not like. We need that feedback in order to build a solid conference every year, so thank you if you took the time to fill that out. It is ok if you forgot because we always welcome suggestions. You can contact me, any member of the Board, or contact the main office. I know you have some good ideas so please share with us what you would like. I will have more information on 2016 in the next issue.

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Vice President Elect/Treasurer's Report

By Carlos Salazar, ACFSA VP Elect / Treasurer

Greetings. First of all, it is an honor to be chosen for this position. I have big shoes to fill. I want you to know that I will work hard to ensure that we follow our mission to encourage standards of excellence and professionalism within our membership. We, as an association have come a long way and I will continue to promote the Correctional segment of the Food Service Industry.

We are all faced with challenges in life. How we handle them is up to us. Can you be up to the challenge and look through the glass to see it as being half full instead of being half empty? Remember, we are not alone in our profession. We, as an association, can count on one another to get us through the most challenging times. The first step starts with you.

We are also faced with the challenge of recruitment and retention. This is something that we as an organization need to deal with. Not with just our membership, but with our Professional Partners as well.

Looking forward, we have the CA Chapter Conference. I hope that you are able to attend.

I am very happy you have chosen me to represent you. I will continue to challenge myself to ensure that we are moving in the right direction.

Thank you,

Carlos Salazar
Treasurer/ Vice President Elect
ACFSA



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Executive Director's Message

By Jon Nichols, IOM, ACFSA Executive Director

The Niagara Falls Conference, as I'm sure you've heard and will read, was a great time. It was also the last official meeting for four of our out-going Board Members and I want to make sure they are recognized for their service to ACFSA.

Past-President, Phil Atkinson, Secretary, Karen Candito and Vendor Liaison-Food, Rick Morris were on hand and honored at the Awards Banquet with plaques for their service. Not able to be in Niagara Falls, was Region IV Director, Don Perkins.



Thank you all for your service to the Association. It was a pleasure working with you and, based on your dedication and appreciation of ACFSA, I am certain that we will be seeing you again!

Welcome our newest Board Members, Vice President-Elect/Treasurer, Carlos Salazar, Secretary,

Linda Mills, Region IV Director, Donna Kaminski, and Professional Partner-Food, Kerry Jacobson! We had our first meeting recently and I am confident that this leadership team will bring ACFSA to new heights in the coming year!



2015-2016 Board

President, Laurie Maurino is committed to getting the ACFSA name in the consciousness of like organizations through collaboration. Hopefully you will be seeing more of an ACFSA presence at other Industry events in Corrections and Food Service.

We are blessed, as an Association, to have the dedication and support of our Professional Partners throughout the year and at conference and I want to thank all of those that participated in Niagara Falls. Based on the conversations I had with them and seeing the interaction and networking, I am confident that all found this to be a worthwhile meeting. Thank you all!

And I am delighted to report that we have some new interest in long dormant areas. In August there

Continued on Page 9

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was a meeting in Newport, OR of ACFSA members from Oregon, Washington State and Idaho. They have made a new Chapter of ACFSA called the Pacific Northwest Chapter. There is some great leadership there to start and I expect great things!

Nominations and elections were taken and held with



a board consisting of the following members: Rob McAfee, President; Joe Loftgren, Vice President; Russ Longcrier, Secretary; Deanna Hagon, Treasurer; and Myron Wiley (Jones-Zylon) and Laura Barrentine (Baxter Manufacturing) as Vendor Liaisons. Thank

you to everyone that stepped up to assume the responsibility and workload to make this new chapter a reality.

We have others around the country that are interested in starting or rekindling chapters. If you have any questions, please do not hesitate to check in with the International office or contact your Regional Coordinator. Not sure what Region that you're in? Make it a point to check the map on page 47 of this issue of INSIDER.

Finally, in our effort to bring more value to your membership, ACFSA is introducing a Webinar Series. The plan is to have, at least, quarterly webinars with additional as warranted. Our first one was on October 15 on Norovirus. Keep your eyes open for future offerings and keep in mind that these will be saved and available (whenever possible) on our ACFSA website, in the Member's Only section for later viewings.

In closing, please make it a point to mark you calendars now for 2016 Conference in Minneapolis, MN, August 28-September 1, 2016!

Networking Luncheon Highlights



By Barbara Wakeen, MA, RDN, LD, CCFP, CCHP

Dietitians in Corrections held their annual Networking Luncheon at the ACFSA International Conference in Niagara Falls, NY. A special THANK YOU to Good Source Solutions for their sponsorship of the luncheon meeting and their continued support. Our room was full with some new and many familiar RDs, RDNs, and DTRs in attendance. We had first time ACFSA attendees and newcomers to corrections – welcome new ACFSA members Renee Hinojosa MDS, RDN, LD and Millie Smeltzer, DTR. Also, welcome back Nancy Guppy, RD and Joanne Zacharias, MS, RD, LDN who had retired from corrections and both recently came back to work in corrections. Networking is about seeking and sharing knowledge, and that we did! Items of discussion included milk vs. liquid supplements when costs were comparable, milk alternates, calorie levels offered on menus, number of hot and cold meals, types of diets, state standards, child nutrition, dietary guidelines and more! I gave a brief update of the Child Nutrition Regulation activities as Marlene Tutt, MS, RDN and I presented a session in detail on Updates in Child Nutrition following the luncheon. For more than a year, Laura Donnelly, RD, LD, Marlene and I have been in commu-

nication with USDA, the Academy of Nutrition and Dietetics' Washington DC office, School Nutrition Association (SNA), the National Commission on Correctional Health Care (NCCHC) and other supporting organizations for support on altering the regulations with regard to corrections and Residential Child Care Institutions (RCCIs). Nothing has been confirmed or decided to date, but one of the options suggested to us was to move the RCCIs from the USDA National School NSLP/SBP to USDA Child and Adult Care Food Program (CACFP). There are many considerations in doing this, but the point that stands out most is that there is no cap on the amount of calories offered at meals where now we are limited to 600 and 850 calories respectively for breakfast and lunch. Look for updates on this in future communications. The diagram on the next page depicts the entities involved and the communications.

The Academy of Nutrition and Dietetics (Academy) and Dietetics in Health Care Communities (DHCC) are publishing a joint extended care diet manual that will incorporate information useful in corrections. I was contacted recently to give input on this project.

Continued on Page 11

To date, the outline has been approved. Just recently I received an e-blast from DHCC for input from membership. If you are a DHCC member, take time to acknowledge this and provide input.



Laurie Maurino, RD addressed the concern of sponsorships to the Academy of Nutrition and Dietetics by soft drink companies such as Coca Cola. She encouraged the group to voice concerns to the Academy. This has been an ongoing discussion since last year and continues to be a hot topic. While most connect Coca Cola to soft drink products, they do produce many other non-cola beverages and food items, such as bottled, vitamin and flavored waters, sports drinks and bars, fruit juices and breakfast shakes.

We all appreciate the value of sponsorships and marketing in the success and growth of organizations and in roles as dietitians. Sponsorship and marketing are our means to education of products and services that help us to be successful as dietitians. From the Academy web site, the top five sponsors of the Academy are:

- Abbott Nutrition
- National Dairy Council®
- The Coca-Cola Company Beverage Institute for Health & Wellness
 - Coca Cola offers more than 500 products including fruit juice and bottled water.
- PepsiCo
 - PepsiCo offers more than 850 products including flavors. Pepsico offers brands marketed as 'good for you' and 'better for you' including oatmeal, fruit juice and baked chips.
- Unilever

For more information on Academy sponsorship visit: www.eatrightpro.org/resources/about-us/advertising-

and-sponsorship/meet-our-sponsors

DHCC activities for FNCE and membership information for the Corrections Sub-Unit were shared (see below).

One of our members, Nina Hoy who is also retired, attended the conference, but missed out on many of the festivities including the luncheon. Thoughts and prayers go out to Nina who arrived at the conference healthy and took a fall early on, resulting in a broken knee and finger, and other injuries. We missed you Nina and wish you a speedy recovery! During this time, her daughter was admitted to hospice. Fortunately, Nina was able to make it home to see her before her passing.

Continuing Education Credits

As a reminder to all RD/RDN/DTRs, you can get more than a year's worth of CPEUs at this conference. Credits are hour-for-hour attendance based on the sessions you attended. Just as with other educational events, track your hours according to what you attended. Exhibits count too. Don't forget to keep your certificate of attendance and conference program book for your records.

ACFSA Networking Discussion Group Information

If you would like to be added to the Dietitians in Corrections networking listserv, please email me directly at bwakeen@neo.rr.com. This is an informal discussion group and your name/email address will be listed in each email sent to the group. You do not have to be a dietitian to be on the list.

DHCC EML

Dietetics in Health Care Communities (DHCC) has an electronic mailing list (EML) for the Corrections Sub-Unit. To participate, one must be a DHCC member, which requires one to be a member of the Academy of Nutrition and Dietetics as well. Emails communicated through this group are sent through a private email address for DHCC members only. To join, visit www.DHCCdpg.org or contact Julie Driscoll at jdriscoll@bop.gov. There are many member benefits including networking, publications and continuing education credits.

thank you!

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Past-President's Message & Conference Wrap-Up

By Robin Sherman, CFSM, CCFP, ACFSA Past-President

Cheers to ACFSA's New Year Everyone! As we close out 2014-15 and as the new year of 2015-16 dawns, it seems like a great time to reflect on the many things that we are thankful for this past year, the journey we've taken to get to where we are and the plans we have for an exciting, bright future. All of the posted pictures and articles reflect great examples.



I'd like to start by saying thank you to our Conference Chapter Hosts, Michigan and Ontario Chapters for all their contributions in making the 2015 Conference a complete success. Your hard work and dedication certainly did not go unnoticed. I truly appreciate all your help this past year. My thanks also to Canteen Services for continuously supporting me every step of the way these past six years, as a member of the Board of Directors for this amazing Association.

My deepest appreciation and congratulations to Connie O'Connor and Dawn Demelo on receiving the President's Award and Marcella Maki for receiving the Founder's Award. All year they have

Continued on Page 14

worked countless hours planning and on various projects to make our conference a success.

Also, many, many thanks to Good Source, National Food Group, and Design Specialties for always hosting amazing lunches, dinners and walk/run tours as well as all our Professional Partners. You have always shown ACFSA amazing, continuous support.

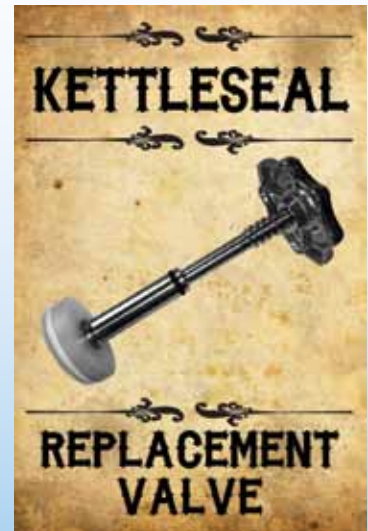
Thank you again to all our Past Presidents. The Presidents Reception was to honor all our International Presidents who have taken us on this journey to get us to where we stand today. I was completely honored to stand beside all of them on the famous “Red Carpet.”

Tim Thielman has already started carving out the agenda for the 2016 Conference at the Radisson Blu, at the Mall of America in Bloomington, Minnesota. Stay tuned for the many details to come. You will not want to miss it!





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Past Presidents at Conference

**Jim Beach, Robin Sherman, Jim Hartman, Ricky Clark,
Barbara Holly, Benson Li and Phil Atkinson
were all on-hand and recognized during our
Welcome Reception in Niagara Falls.
It was great to see them and to have their support!**

Al Richardson Founder's Award Marcella Maki

By Connie O'Connor, RD

ACFSA established the prestigious Al Richardson Founder's Award in order to recognize an individual who has demonstrated an unparalleled commitment and support to the Association. The 2015 recipient has offered many years of leadership and countless hours of volunteer time and goes to the very deserving Marcella Maki.

Marcella has been involved with the Ontario Chapter since its inception in 1993. She has been a staunch and enthusiastic supporter of ACFSA. She has been on the Board in various capacities and has been President from 2000 – 2008 and 2014 – 2015. Eleven years as President...that is truly remarkable!!

Marcella is dedicated and committed to promoting the Association. She champions ACFSA to coworkers, spreading the advantages of being a member and becoming involved with the Association. CONGRATULATIONS, Marcella!



President's Award

Connie O'Connor

By Jon Nichols, IOM, ACFSA Executive Director



ACFSA established the President's Award for the outgoing President to honor an individual whom they feel made their job a little easier. The recipient of the annual President's Award is solely the decision of the current President. The recipient may be any person who the President feels is worthy of this award. Only one person may receive the annual ACFSA President's Award per year and an individual may only win the Award one time, so it is a very important and impressive award.

This year, ACFSA President, Robin Sherman, chose her 2015 Conference Committee Co-Chair, Connie O'Connor as the recipient. Connie was indispensable in Robin's vision to bring a truly International Conference to ACFSA in New York at the Canadian border. Connie took the challenge and ran with it, doing the planning, organization and implementation. Robin said that she noticed she had received a ton of emails regarding conference from Connie and decided to count but stopped after 650 emails received. Additionally, there were three in-person meetings at the Sheraton Hotel and Niagara Falls Conference Center where Connie shared her expertise on the area.

As you can see, there was no better choice than Connie O'Connor for this year's award. That didn't mean, however, that the decision came easily. Robin also had an amazing ally in Dawn DeMelo, whom Robin said that she couldn't have made it through an extremely busy and successful year without. There was a temptation to choose two recipients and it most definitely would have been appropriate, if not for the rules stating that there be only one winner. So, Robin did the next best thing and personally honored Dawn with a "Personal President's Award!"

Additionally, Robin wanted to thank and recognize Janine Nichols from ACFSA's Management Company, Executive Management Associates for her help and guidance to Robin during her service on the Board. It was also, well deserved!



Operator of the Year Award

Carlos Salazar

ACFSA established the prestigious Operator of the Year Award to honor Active or Life members for outstanding and significant contributions to the operation, management and administration of Correctional Food Service.

This year's recipient of the Operator of the Year Award was Carlos Salazar, Assistant Correctional Food Manager at California Substance Abuse Treatment Facility and State Prison, Corcoran (SATF-CSP, Corcoran). He is a certified ServSafe trainer, and responsible for training all staff at his institution as well as staff from other institutions. The program is a great motivational tool and gives staff something to strive for.

Carlos continually gives his time and goes above and beyond his duties again and again. He is the quintessential candidate for this award and we are proud of this accomplishment!



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Heroism Award Mitchel Holliday

By Laurie Maurino, RD, ACFSA President

I had the honor of presenting an ACFSA heroism award at the conference in Niagara Falls to Mitchel Holliday. The more I get to know about Mitch, the more impressed I am! I met Mitch several years ago through ACFSA and am convinced he is one of the smartest dietitians that I know. He has a couple of Master's Degrees and is working on his PhD.

Mitch recently received a promotion at work from Lieutenant Commander to Commander. Way to go, Mitch! But what he did recently, was the reason he received the Heroism Award. He went to Liberia to help fight the Eboli virus. An opportunity came up for him to go, and he was thoughtful but cautious about it. He and his wife Stephanie, thought about it and prayed about it, so when the opportunity came up again, he decided to go. He was supposed to go in an administrative capacity but once he got there, Mitch stepped up to the front lines and with his strong character and integrity, his leadership skills became evident. He had to put on many layers of protective gear which became extremely hot in the weather conditions. He had to wear glasses under all of that which kept getting fogged up. They had a list of 27 safety precautions that they had to go through every time they came in contact with a patient. Mitch said he just had to keenly focus on the task at hand and meticulously go through every step.

He was one of only two Registered Dietitian's in the U.S. Public Health Service to volunteer and deploy to help manage and staff the Monrovia Medical Unit, a 25 bed hospital dedicated to providing care to health care workers who had become ill with Ebola in Liberia. During his deployment, he not only worked as a Registered Dietitian and oversaw patient food service operations; he also worked collaterally as a Preventative Medicine Officer. In this role, Mitch worked daily assisting with decontamination of Medical and Safety staff leaving the "hot zone," assisting with the removal of potentially contaminate biohazard, decontamination of patient rooms and was a lead Safety Officer on all patient intakes.

It was with the deepest respect and admiration that we awarded Commander Mitchel Holliday with the 2015 ACFSA Heroism Award!



From left to right, Laurie Maurino, Commander Mitchel Holliday, Stephanie Holliday, Karen Stiltner and Frank Koch.

Heroism Award

Myron Wiley

By Carlos Salazar, ACFSA Vice President-Elect/Treasurer

Myron Wiley was awarded the Heroism Award for his role as a Volunteer fireman. Every time a volunteer firefighter responds to a call, they risk their life solely for the purpose of helping the community. Since March of 2012, Myron has consistently been a top responder. A typical volunteer will respond to an average of 100 calls. Myron responded to 244 calls in 2013 and 167 calls in 2014 and was named the 2014 Fireman of the Year.

During the Fireman of the Year Award dinner, Captain John Self introduced Wiley and said, "For a busy person to fit helping people in their time of need at all hours of the day or night, it takes commitment and sacrifice - both to the responder and to one's family. Myron has shown such commitment." The Captain went on to say, "Myron serves an example of service to his community and country... Though he would tell you he deserves no recognition, (his) record tells a different tale."

Wiley began his career in firefighting in 1974 as engineman for the US Navy. He recalls that fighting fires on a large ship being much different than fighting grass fires, the main difference, water. "When you're on the boat you have an unlimited amount of salt water."

Wiley jokingly admitted that he may have slightly over committed last year, "It's just a really good way to help out your community." After undergoing gastric bypass surgery and losing 120 lbs. Wiley's ambitions turned toward becoming a volunteer firefighter. Unsure whether he would qualify for the physically demanding position, Wiley consulted Farmersville Police Chief, Mario Krstic who encouraged Wiley to pursue his dream.

He joined the Fire Department as a Volunteer in January of 2012 after attending the Tulare County Fire Recruit Academy on weekends for three months. Wiley completed training in topics such as Structural and Wildland Firefighting, Hazardous Materials Response, Vehicle Extrication, CPR/AED, Public Safety First Aid, and the Incident Command System.



Chapter of the Year Award California Chapter



The Association honors the ACFSA Chapters that have made a significant contribution to the professional development of their members in the previous year. A Chapter may be recognized for the same award once every three years

This year's winner was the California Chapter.

Congratulations to the California Chapter of ACFSA for their outstanding participation, support and contributions.

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Great Job All!



Scenic Stroll

Submitted by Tim Thielman, CFSM, CCFP, ACFSA Vice President



2016 Conference Wrap-Up News

Wednesday, August 26, 2015

16 early risers met up for a little exercising as Good Source once again hosted the Scenic Stroll at the ACFSA International Conference in Niagara Falls, New York. Participants took a brisk morning walk from the Sheraton Hotel down to Niagara Falls State Park where they paused for a photo opportunity on Luna Island on top of the Bridal Veil Falls. It was quite an awesome view with its 181 foot vertical drop. Along the way participants were greeted by wildlife creatures such as many species of wild birds and black squirrels. One black squirrel even ran along the path carrying its young.

After the stroll the participants were treated to coffee and a breakfast sandwich compliments of Good Source President & CEO, Rich Friedlen. ACFSA is grateful for the many years of support received from the good folks at Good Source. More details on the plans for the Scenic Stroll at the 2016 Conference at the Mall of America will be revealed in the Winter Edition of the INSIDER Magazine.



Breakfast Breakaway....

Moving Away From Eggs and Making Inmates Happy

*By Rob McAfee, Food Services Manager, Lincoln County Sheriff's Office,
and ACFSA Pacific Northwest Chapter President*

As the avian flu has wreaked havoc on the price of eggs and other poultry products, the decision was made to move away from using eggs as part of the daily breakfast at the Lincoln County Jail in Newport, Oregon. For roughly 2 years, the breakfast at the Lincoln County Jail consisted of a made-from-scratch pastry, a condiment for the pastry, a 4-ounce fruit cup, a Cal-15 drink packet, and a hard-boiled egg. As the price of eggs crept skyward, budget concerns became an issue, and the ability to change what was being offered began to get considered. As a small, 161-bed facility, the choice to change would not result in a huge logistical challenge, but would require the kitchen staff, security staff, and inmate population to be on the same page in support of whatever changes were decided upon.

After looking at various options, Food Service Manager, Rob McAfee landed on a recipe he had developed with kitchen staff for a vegan muffin a few years ago. Vegan/Vegetarian diets have become much more commonplace, which had made the creation of vegan bread recipes necessary. By working with Cook Bruce Walker, McAfee was able to make an acceptable alternative to the typical breakfast fare, and stay within a vegan diet framework (no eggs or dairy). The muffin wasn't necessarily the issue with cost, though some of the breakfast pastries called for eggs and milk in the recipes, but getting to a vegan version of the breakfast was becoming the goal for McAfee, so the muffin recipe would be essential in moving the right direction.

Removing eggs from the diet would also mean removing a consistent 6-7 grams of protein from the inmates' dietary intake, which was a concern for the consulting dietician. Through years of working with Krista Lipari at National Food Group, McAfee was aware of the wide uses of textured vegetable protein (TVP) and decided to take a chance. In order to add protein back to the diet, why not add TVP into the vegan muffin recipe? Seizing on momentum and creative energy, McAfee and Walker worked for a cou-

ple of hours to get the recipe right, and baked the first batch of their new "super muffin". Combining whole grains, TVP, and fruit into one item, the super muffin was quickly becoming an option for facility-wide breakfast service.

Hurdles still had to be met and overcome, however, and the staff and inmate buy in would be the biggest of all. Add to that dietician approval, administration approval, cost concerns, and nutritional content, and there was still a ways to go.

The test batch was distributed to several staff members, and the feedback was mostly positive, with a request for "a bit more cinnamon" coming from that sampling. The correctional staff then distributed a sampling of the super muffin to several inmates in the medium and minimum security pods. Once more, the feedback was overwhelmingly positive, with the major feedback of the day being, "when can we get this for breakfast?"

In July, it was determined that sufficient testing and feedback had occurred, and the switch was made. Each inmate received one "super muffin", and one packet of Cal-15 drink mix for breakfast, and the results have been overwhelmingly positive since. Inmates report feeling full and satisfied, while enjoying the taste of the muffins. Staff has reported that one correctional staff member can now feed breakfast to all 161 inmates within 30 minutes.

Nutritionally, the super muffins meet standards for fiber intake, protein intake, and whole grains as well. Calorically, the super muffins provide 778 calories, which is a boost to the previous breakfast. At a cost of \$.55 per muffin, the jail realizes great benefits budget-wise, staff satisfaction, and inmate attitude has improved toward the breakfast offering. All of this while accomplishing the goal of breaking away from the jail's dependence on eggs as a protein source.



Riding the Waves of Change

By Robert Pennix, Region I Director

“Riding the Waves of Change” is the theme for the Region I 2016 Conference. Waves and change appear to be words with similar meanings. Change, used in the verb form, means to pass or make something pass from one state or stage to another.

The most familiar definition for a wave is any regularly recurring event, such as surf coming in toward a beach. But the word wave is used in many forms. It is used as moving the hand or arm as a signal or greeting. It is also used to describe sound.

So how do we describe “Riding the Waves of Change”? How many wave pictures have you seen? They are all similar and they are all different. As individuals, employees, and supervisors we are constantly subjected to change. Some changes are negative and some changes have a positive effect. The approach in which you handle the change will determine the ride.

During this conference we will discuss the negative but we will not dwell on the effect of negative thinking. We will accentuate the positive and offer encouraging ways of dealing with the current of positive thinking.

We are riding on the waves of a couple of successful conferences, but I believe we have not crested. We

have been fortunate to have great speakers, high participation, and unparalleled support from our vendors. Because of our great success, I am proud to announce that the committee has voted to offer two \$300 scholarships to participants throughout the Region to attend the 2016 conference. It doesn’t stop there, since the Vendors have been so gracious in their support, the committee has voted to create an award for the Most Supportive Vendor. The criteria for both will be sent out in future correspondence.

Last but not least, after much discussion and a little begging, the committee accepted my request to have the conference in my home state. The location for the ACFSA 2016 Region I Conference is in the beautiful city of Va. Beach, VA. The dates are April 7 – 10, 2016. The resort is the Sheraton Ocean Front. With the later date, I hope you will be able to breathe some of that warm Virginia air and enjoy some great ocean views. 2016 is also my last year serving on the National Board and serving as your Region I Director, I can’t think of a better send off. I hope you all will start making plans now to join us at the ACFSA Region I 2016 Conference. As always, I can’t wait to sit down at the table of togetherness with my ACFSA family.

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Scrap Happy

By Michael Sherer

Your scrapping station is key to getting the most from your fancy new energy- and water-efficient dish machine

Dish machine manufacturers have made great strides in building machines that use less water and energy with each new iteration. And they still do a terrific job of cleaning tableware, utensils and even pots and pans. After all, that's the objective of your dish room.

A dish room, however, comprises three parts: a soiled-ware area and a clean-ware area with a warewasher in the middle. If all three areas work in concert, your dish room will be pretty efficient. And any dish machine manufacturer will tell you, the more effective the soiled-ware area is at prepping dishes for washing, the more efficient the dish machine will be at getting them clean.

But why do you have to prep dirty dishes for washing? While makers of residential dishwashers claim all you have to do at home is throw (well, gently place) dishes inside and the machine will do the rest, the opposite is true in a commercial or institutional dish room. Remember that residential dish machines dump the wash water after every load, but commercial dish machines reuse filtered wash water over several cycles. Dishes, glassware, flatware, utensils, pots and pans should be as clear as possible before they go in the dish machine for it to do an effective job in one pass.

That means scrapping and/or rinsing all of those different kinds of permanent wares before they go in the machine. While that may seem like a simple thing to do, you really need to take a look at your entire soiled-ware area to design an effective scrapping station.

You may be stuck with your existing dish room, but if you're buying a new dish machine or opening new foodservice units, consider incorporating some of the ideas noted in this article to make scrapping more efficient and your dish room more productive.

Scrap The Old Ways

While the basics of clearing off dishes so they're ready for the dish machine are much the same as ever, environmental concerns, as well as your options, have increased. Like any other function in the kitchen, your goal is maximizing productivity and efficiency in the dish room. Start by scrapping your conventional thinking.

Full disclosure: I received a bachelor's degree in English. You can do two things with an English degree right out of college: teach or wash dishes. I washed dishes. Back then, the soiled dish table had a hole in it with a rubber rim and a trash can underneath. We banged the edge of each dish on the rubber rim, knocking anything on the plate into the trash. We racked the dishes, slid the rack over to a 20-in. x 20-in. sink with a disposer, gave the dishes a quick spray and shoved them into a rack-conveyor machine.

In foodservice-facility design, dish rooms often are an afterthought. The architect allots so much space to the kitchen; the foodservice consultant lays out the equipment needed to produce the menu at the projected volume and whatever space is left over is designated as the dish room. The reason door-type or

Continued on Page 29

44-in. rack-conveyor dish machines are so popular is because they often are the only machines that will fit.

As mentioned previously, the dish room encompasses more than the dish machine. Components of the soiled-ware area include a landing area for bus tubs, trays or carts of dishes; an area to separate and rack glassware, flatware, utensils and cookware; and an area to scrap dishes and separate trash from recyclable and compostable materials and rack dishes. This area also may include a 3- or 4-compartment sink, depending on code, a pot scrubber, a power soaker, a flatware/utensil bin or soaker, a mop sink—you get the idea.

Give Me Some Space

Just as you spec the dish machine itself to handle projected peak volume in your operation, create enough space in the soiled-ware area to receive dishes, pots and pans generated by that volume. In a small operation, that may mean a simple 5-ft. work table for bus tubs or pots and pans.

A large institutional kitchen might require a tray accumulator to circulate trays and dishes returned after a meal until staff can sort, scrap and load them into a dish machine. A hospital might require floor space for carts returning with soiled trays from patient floors. A trayless system in a university may be set up with dish dollies, so employees can scrap dishes as they're returned to the kitchen and stack them for loading in the dish machine later.

Scrapping includes emptying glasses, which may contain ice, garnishes and straws in addition to liquid. You'll need space to dump and rack them. Most dish room designs angle racks on shelving over the soiled-ware table or scrapping station for easy loading, but, again, make sure you have room for accumulating peak volume quantities of glassware.

Don't forget flatware, either. The simplest solution is a soaking bin. Some small restaurants just use a small bus tub, but some specially made flatware tubs have a perforated insert that can be lifted out of the soaking solution to dump the flatware into a rack. Large operations, such as banquet rooms, casinos, etc., often use a flatware soaker that agitates flatware and utensils in a large basin to help remove dried-on food. And if employees scrap into a trough (see

below), you'll want to spec either a barricade that prevents flatware from falling into the disposer or a magnetic catch (which only works on flatware containing iron and nickel, not 18/8 stainless or sterling silver).

Remember that you need space in the dish room for employees, too, not just dishes. Again, in a QSR or small restaurant, one person probably can handle scrapping, washing, unloading and restocking clean dishes. A unit handling hundreds of meals an hour may require two employees to scrap dishes and another to load. They'll need a larger work area and a scrapping trough, not just a 20-in. x 20-in. sink. Typically, design layouts give each employee about 2½ ft. of space when working at a scrapping trough.

Manual Or Water-Assist?

The simplest way to scrap a plate is by hand, and dish room employees probably will have to separate trash from food waste anyway. But simply pushing food waste off of a plate, either with a hand or a tool such as a spatula, may not get it as soil-free as a water-assisted system.

Almost all kitchens have a pre-rinse spray arm. The most basic and inexpensive choice, a powerful pre-rinse spray arm can get most food off of dishes that manual scrapping doesn't. Mounted at a 20-in. x 20-in. sink containing a screen or perforated metal basket, a pre-rinse spray arm lets the dish washer rinse off racks of dishes or other ware before loading them into the dish machine. A good dish washer can scrap and rack about 800 dishes per hour with a spray arm. And if you're dealing with large pans, a spray arm is essential for full water coverage.

Spray arms require employees to use one hand to operate the spray valve. If dishes are coming into the dish room too fast, some sort of hands-free water assistance can help. There are several options depending on the size of your operation and volume of dishes employees have to scrap. One solution is using foot-pedal or hip-pad actuators to turn water on and off, giving staff free use of their hands to scrap and/or load dishes.

A step up, in terms of capacity, is a food-waste collector. A deep well or basin with a perforated

Continued on Page 30

basket inside, a collector recirculates water in a heavy plume at 30 gpm to rinse dishes, but only consumes 2 gpm of fresh water. Employees load the basin with dishes, scrapping a dish under the water plume with one hand while loading the last-scraped dish into a rack with the other hand. Solid debris collects in the basket while soluble waste goes into the water circulator. An overflow pipe in the water tank below skims debris from the top of the water to keep the plume reasonably clear. When the collection basket is full, employees lift it out and empty it into the trash. Several makers offer collector systems.

A similar system circulates water in a sink large enough to accommodate trays and sheet pans, but the sink has a disposer attached to the drain, so food waste grinds up and goes down the drain into the sewer system.

When employees need to keep up with larger rack-conveyor or flight-type dish machines, putting more than one station along the scrapping trough is the best solution. Multiple water plumes can be located at intervals along the trough to help each employee scrap and rinse ware. The water sluices down the trough into a disposer and circulates back into the trough.

With all of these scrapping solutions, be sure to specify recirculating systems, never fresh-water systems. Recirculating systems will save you tens of thousands of gallons of water each year while fresh-water systems send all of the water down the drain in a continuous flow.

Handling The Waste

What employees scrap plates into depends on how you want to handle waste. Scrapping everything directly into the trash means you'll be making frequent trips to the dumpster with heavy trash containers. Putting food waste in the trash also invites pests and could require more frequent collection and higher tipping fees.

Disposers are great, but they're not allowed by code in some locales, and they don't handle everything on a plate, including some kinds of food waste. Most can't handle bones (from steaks, chops or bone-in poultry), for example—although some can—and plastic straws are a disposer's Kryptonite.

You can spec collectors where disposers aren't allowed, but they have a few considerations, too. One is that they use some hot water. Although most of the water used is recirculated, they consume about 2 gpm of fresh water.

Pulpers can handle both food waste and trash, grinding up bones, fruit pits and plastic with ease. Coupled with an extractor to remove most of the water, a pulper can reduce the volume of your waste by up to 85%, meaning less in tipping fees. Small undercounter units now make pulping and extracting waste easy and available to restaurants, not just large institutions.

To be even more environmentally conscious, if your employees do a good job of separating trash from food waste, the pulper and extractor can be used to produce material ready for composting, either at your facility or bagged for curbside pickup by a waste-management or recycling firm.

Two other ways that large operations can reduce food waste are with dehydrators and digesters. Dehydrators heat and agitate food waste, speeding decomposition to somewhere between 18-24 hours in most cases. What's left is a small amount of dry "soil amendment" that local haulers can take away.

Digesters use proprietary blends of natural minerals, nutrients and organic growth materials, naturally occurring microorganisms or microbes and enzymes along with oxygen to quickly break down and decompose food within 12-24 hours. The water discharge from these units is safe for sewers. Digesters are particularly useful in operations such as cruise ships, island resort hotels, casinos and other large, remotely located facilities.

For Your Consideration

Several factors besides peak volume will affect how you design and spec your dish room, and you need to take them all into account to come up with the most effective design.

Local code will dictate what you can and can't do. Disposers, for example, are allowed in much of the country, but are banned in some municipalities, particularly areas not on municipal sewer lines. Three-compartment sinks are required in addition

Continued on Page 31

to dish machines in some locales; some places in Wisconsin, for example, require a 4-compartment sink—a 3-compartment sink with a pre-wash sink—in addition to a dish machine. The “soil amendment” produced by dehydrators is okay some places, but not others, or it must be treated first. State regulations do not define dehydrated food waste any differently than unprocessed food waste; it’s considered a solid waste and must be handled as such. So, while you may have an overall design that works well in your operation, code concerns come first.

Company philosophy also will guide many decisions. Many of you are very focused on sustainability and want to make sure that every function within the operation contributes to overall environmental responsibility. Other companies are more operations driven and will look to sustainable solutions only where they make the most sense (financially) and choose what’s practical.

Operations and flow within your facilities may well dictate what’s possible and what isn’t. Again, the objective of your scrapping station—and your entire soiled-ware area—is making your dish machine as effective and efficient as possible. How ware flows into and out of your dish room affects how it’s handled and the dish room layout.

Finally, budget plays a role in the layout you design and the equipment you select, as always. For example, if a tray accumulator will bust the budget in a B&I cafeteria, can the dish room staff break down trays and stack soiled dishes on dollies until the meal rush is over before loading the dish machine? It’s a less costly but effective alternative.

Dish rooms likely will always be hot, wet and uncomfortable and the most dangerous place in the kitchen next to the meat cutting/slicing area. But make them more efficient and productive by ensuring they’re not an afterthought. With a little consideration and the right amount of space, your dish washers will be scrap happy.

Pulling It All Together

Following are three basic foodservice scenarios with dish room scrapping-area layout and equipment recommendations. In each case, consider the recommendations as the bare essentials.

- QSR: Serves food in disposables, but has pots, pans, food containers and utensils that must be washed and sanitized. Five-foot stainless soiled-ware table; 20-in. x 20-in. sink with scrapping screen, pre-rinse spray arm and disposer if allowed; door-type dish machine or pot-washing machine; and 3-compartment sink if required.
- Fast-Casual or Full-Service Restaurant: Serves food in permanent ware and has pots, pans, food containers, etc., to be washed and sanitized. Six-foot soiled-ware/scrapping area with trough leading to disposer or similar-size soiled-ware scrapping area with recirculating sink and disposer if allowed (if disposer isn’t allowed, undercounter food pulper/extractor); angled overhead glass/cup racking; flatware/utensil soaking bin or agitator; pre-rinse spray arm at 20-in. x 20-in. sink or 3-compartment sink or pot-washing machine or powered pot sink for pots and pans; 44-in. or larger rack-conveyor dish machine.
- Institutional Kitchen (B&I, Hotel/Casino, Hospital, College/University): Tray accumulator (if tray service is available); 10-ft. recirculating trough scrapping station with disposers or remote pulper/extractor or digester/dehydrator; angled overhead glass/cup racking; flatware soaker; powered pot sink for pots/pans; flight-type or large rack-conveyor dish machine.

CORRECTIONAL FOODSERVICE Boosts Food Quality while Cutting Costs

To serve large inmate populations on limited budgets, correctional foodservice operators leverage high-volume equipment packages.

By Lisa White, Contributing Editor



Case Study: Washington State Department of Corrections, Tumwater, Wash.

When the Washington State Department of Corrections began transitioning management of its foodservice program in 2014, the goal was to not only align food manufacturing with meal demands but also to control costs and consistency while expanding opportunities for prisoners planning to work in this field.

The department's 12 prisons, including 7 that house men, a women's prison and 4 minimum security facilities, serve approximately 16,500 inmates. Washington State Correctional Industries (CI), a division within the DOC, now oversees four of the DOC's foodservice programs and runs additional work training programs for prisoners. Sales of products and services to state agencies, county and local governments and not-for-profit organizations support CI's efforts.

CI operates two cook-chill foodservice facilities that are referred to as "factories," and it's easy to see why. The Airway Heights Corrections Center location totals 40,000 square feet, while the Coyote Ridge Corrections Center site measures 20,000 square feet. A 10,000-square-foot distribution warehouse stores frozen food, and CI uses a fleet of 20 trailers and 10 tractor trucks to transport food products to the prison sites.

Staff prepare food in 200-gallon batches and then pump it into 2-gallon bags for freezing prior to shipment to each prison. These food factories also handle a significant amount of baking.

"Many refer to us as a 'food and goods manufacturer,' and that's basically what our program does," says Jim Parker, CI's assistant director. "Cost and waste control are the biggest challenges in corrections foodservice, so we're very focused on the amount of food waste that's generated."



To better keep a handle on production and portion control statewide, the DOC started measuring the amount of leftovers as well as uneaten food remaining on inmates' trays. It also keeps track of nonfood items disposed in the waste stream, such as packaging, in addition to recyclables.



Recently, in an expanded effort to control costs, Washington's DOC invested a significant amount of money in a bar code system to better track the number of people coming through dining rooms at one time. "The bar code system has allowed the department to have a more predictable feel for attendance at each meal," says Parker. "For example, we can see the percentage of offenders who attended spaghetti night the month before to get more insight into the popularity of the meal and help gauge how many people we can expect in the future."

The use of a centralized menu remains consistent at all 12 facilities and operates on a 4-week cycle. "In the last year, we've changed things up in four CI-managed facilities, moving from hot to cold breakfasts," says Brad Simpson, CI's food service administrator. "This was mainly to gain efficiencies."

"The two food factories produce about 75 percent of the food for our prisons, with each lockup finishing kitchen rethermalizing products," says Simpson. "Everything comes in virtually prepared and is then heated and served or thawed and served."

With the exception of one, all prison kitchens were originally built to cook food from scratch and maintain traditional institutional layouts. "In food factories, there has been a transition with equipment over time," says Parker. "The spiral cooler was a huge improvement in terms of upgrading the quality of baked products, and our blast freezers are indispensable."

There have been ongoing changes with the kitchens' equipment as well. Several years ago, all deep fryers were removed and more recently grills were replaced. Steam kettles, tilt skillets and ovens now account for the primary equipment in the on-site kitchens. "With our current menu plan, there's not much call for a steamer," says Parker.

The biggest benefit since the changeover has been portion control. In the past, it was difficult to monitor and control serving amounts. As a result, the department was contending with gallons of leftovers and waste. "When kitchens cook from scratch, quantities prepared can be all over the board. With products that get reheated and come in a 2-gallon bag, we know exactly how much food is being prepared," says Parker. "With portioning, we can work toward progressive cooking, which allows us to get closer to true serving needs, rather than guessing."

CORRECTIONAL FOODSERVICE

- The correctional foodservice segment reported 2014 retail sales equivalent of \$4.2 billion, and operator purchases at \$2.1 billion, according to Chicago-based market research firm Technomic. Segment sales grew by 1.3 percent last year.
- The trend in corrections is to offer simplified diet plans that may combine more than one dietary restriction, such as "cardiovascular" (low in fat, cholesterol and sodium), "cardiac/diabetic" or a "heart healthy" main population menu with or without consistent carbohydrates, which reduces medical diet needs even further, according to the winter 2015 issue of the Association of Correctional Food Service Affiliates' (ACFSA) *Insider* magazine.
- During the fiscal year 2011 (the most recent year for which statistics are available), the Bureau of Prisons estimates serving over 199 million meals, which is nearly 546,000 meals per day and over 3.8 million meals per week. Despite cost containment measures, the annual costs have risen due to the growing inmate population and inflationary factors.
- According to a June 11, 2015, report from the Bureau of Prisons (BOP), there were 208,388 federal inmates, with 11 percent in privately managed facilities.
- The majority of inmates in federal prisons are between the ages of 31 and 46, according to the BOP report.

*Source: US Department of Justice, Office of Justice Programs, Bureau of Justice Statistics, 2014 report

Centralized food production has also allowed the Washington DOC to better control sodium and include more whole grains.

Menu items for breakfast include sandwiches, burritos, scrambled eggs and sausage. Lunch typically includes a selection of cold sandwiches, such as turkey, salami, tuna or chicken salad, in addition to hamburgers. Weekday dinner consists mainly of comfort foods, such as meat loaf, casseroles, spaghetti, beef stew, Salisbury steak and turkey à la king. Ingredients are frequently repurposed, with spaghetti sauce used in the lasagna casserole, for example.

"With the data gained from bar code scanning, foodservice operations prepare 80 percent of the historical demand and use progressive cooking to the end of the meal," says Simpson. "Predictable servings for each product line have significantly helped reduce overproduction, thereby reducing food waste."

Ovens will continue to play an important part in the DOC's foodservice operations. "We'll continue moving forward with equipment that allows us to be more efficient on the manufacturing side," says Parker. **FE&S**

To read a Q&A with Shane Phillips, operations manager, Florida Department of Corrections, Tallahassee, Fla. go online to www.fesmag.com/departments/segment-spotlight

Did You Know..... Human Resource Management

By Linda Mills, MBA, RDN, FADA, ACFSA Secretary
Corporate Dietitian - Community Education Centers

Did you attend the International Conference in Niagara Falls in August? If not, let me give you the top 10 things I learned about Human Resource management.

1. Leadership – Leaders are a river, not a reservoir. Leaders share with others and get power by sharing what they have. They don't change so people will like them. Leaders need to be genuine and the right people will love the real leader. Your value does not decrease based on someone's inability to see your worth. Great leaders don't tell you what to do. They show you how it's done.
2. Employees – People are the center of everything that is done. Trust and respect are needed. Ask employees for ideas to make the organization successful. Treat them like they make a difference and they will. However, sometimes you need to give up on people. This is not because you don't care, but because they don't care.
3. Success – The strongest factor for success is self-esteem. Believe you can do it, believe you deserve it, and believe you will get it. You get skills by doing. Over thinking is the biggest cause of our unhappiness. Keep yourself occupied and keep your mind off things that don't help you. Think positive. Consciously consider the desired environment and take deliberate action to bring it to life.
4. Decisions – one of the hardest decisions you will ever face in life is choosing whether to walk away or try harder. Thoughtful decision making considers the condition of team members, the dynamics of the workplace, and everyone's future.
5. Training – If the individual can't learn the way you teach, maybe you should teach them the way they learn. Don't blame them, train them. Be deliberate and intentional in demonstrating the desired behaviors. Mentor and coach employees to make them successful.
6. Communications – The biggest communication problem is we do not listen to understand. We listen to reply. Be candid, firm, fair, and set boundaries. Don't be abrasive, rude, or disrespectful. Learn to listen. A few minutes of conversation may save hours of paperwork. Use a respectful tone, be patient, and answer "why" questions.
7. Mistakes – It is better to surround yourself with people who make a lot of mistakes and have no problem admitting to them, than to surround yourself with people who think they make no mistakes.
8. Money – Money helps pay your bills, but there are 10 things money can't buy – manners, morals, respect, character, common sense, trust, patience, class, integrity, or love.
9. Planning – Strategic planning reinforces ideas of consequence and accountability. Always have a Plan A and Plan B for three and five year strategic plans since things do and will change over time.
10. Relationships – Boundary violations are one of the most significant leadership and policy concerns in the field of modern corrections, since inmates are masters of manipulation. In 2007-2008, 46% of all substantiated incidents of sexual victimization involved staff with inmates and of that number 61% involved female employees.

Remember WWW - which stands for "what the warden wants" - can impact the other items on this list! Thanks to the vendors who sponsored scholarships to the conference this year and to the membership for electing me to the Board.

Leadership Spotlight:

I Should Have Eaten More Ice Cream

By Supervisory Special Agent M. Bret Hood

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I recently had a conversation with colleagues regarding work-life balance. This cordial discussion focused on the ever-present conflict between earning a living to support family members versus the need to spend time with them. As the conversation continued, a wise colleague shared how his two daughters now reap the benefits of his hard work by attending excellent colleges. Sure, his achievements and promotions necessitated missing important events in their lives, but without these sacrifices he would not hold his current financial position. He took pride in providing an excellent education for his daughters.

When asked if missing family events was worth providing a better life for his family, he replied that he wished he could have been there for all of his daughters' noteworthy occasions; however, to succeed as a breadwinner, he dutifully incurred the costs of not being present. A single ensuing question altered his perception immediately: "If your daughters faced a choice of going to a highly rated college or spending more time with their dad, what choice would they make?" He bowed his head, looked up again, and replied, "They probably would choose to spend more time with dad."

You may make similar sacrifices. But, what would your children say was more ideal—being in a better financial position or having their mother and father present?

My wife and I have a conversation every so often in which we ask each other, as well as our friends, this simple question: "If you were on your deathbed, what would you wish you had done more of?" Most people have answered the question by stating they would have spent more time with family, but there are exceptions to that rule. For example, my wife, very fit and health conscious, always answers, "I would wish that I had eaten more ice cream!" To date—and we have asked hundreds of people this same question—no one has answered, "I would wish that I had worked more."

Every day we make choices concerning how we spend our time. While work is a necessity, our priorities sometimes become unbalanced. One author wrote, "For no matter what we achieve, if we don't spend the vast majority of our time with people we love and respect, we cannot possibly have a great life."^[1] If everyone did an honest self-assessment of their actions compared with their priorities, they might just decide they would be better off eating more ice cream.

Endnote

[1] Jim Collins, "Good to Great: Why Some Companies Make the Leap... And Others Don't" (New York, NY: HarperCollins Publishers Inc., 2001).

Supervisory Special Agent M. Bret Hood, an instructor in the Leadership and Communications Unit at the FBI Academy, prepared this Leadership Spotlight

CHAPTER REPORTS

CALIFORNIA

by Donna Kaminski, California Chapter President

Greetings from California,

What an outstanding 2015 International Conference in beautiful Niagara Falls, New York. I could have stood there marveling over the falls for days. It's too bad I couldn't figure out a way to channel some of that water back to CA to aid in our 4th year of severe drought conditions.

The Conference was well attended with outstanding training, networking and entertainment. A huge thank you goes out to our ACFSA International Board and Conference Committee for all the hard work everyone put into creating such an outstanding conference. I would also like to thank our Professional Partners for their support and service they provide to Correctional Food Service. We would not be such a successful Association without their continued support year after year.

We did it! ACFSA CA Chapter received the Chapter of the Year Award at the 2015 International Conference this year. And our very own Mr. Myron Wiley received the Heroism Award. A huge thank you goes out to all our members for helping us achieve this award. Your continued support and attendance at the chapter meetings is why we are able to reach out and help mentor others working in Correctional Food Service.

As the new ACFSA Regional IV Director and President of the CA Chapter of ACFSA, I look forward to continuing to lead the membership through the next year. Our goal is to have our 2016 chapter meetings in Jan, April and July, followed up with the CA State Conference in Oct. 2016. We have a great venue secured for the Conference combined with outstanding classes and teambuilding. We will be finalizing our plans over the next few months so feel free to send us any suggestions or training ideas you may have. We are always looking for new training topics and ideas.

ONTARIO

by Marcella Maki, Ontario Chapter President-Elect

This year the Ontario Chapter and the Michigan Chapter worked together as Chapter Hosts, for the ACFSA International Conference, along with Robin Sherman, President of the International Board and Connie O'Connor, Region V Director. The Ontario Chapter awarded two scholarships to attend, one to Shelley Morrish Paradis, Cook 3, Niagara Detention Centre, and the other to Yvette Kloepfer, Food Service Supervisor, Thunder Bay Jail. The Ontario Chapter also was able to have three of our board members attend the International Conference held in Niagara Falls, New York, where we helped with different events throughout the conference. Marcella Maki, President of the Ontario Chapter received two awards, one for Excellence and the other was the Founder's Award.

The Ontario Chapter will be making some changes in the fall as they will be having elections for some positions on the Board. They are also looking forward to conducting a conference in the fall of 2016. We would like to thank Steve Morgan, who was the Past President for the Ontario Chapter, and who worked on the Ontario Committee for many years, and has stepped down this year. Steve will always be remembered by many of the Board and Ministry colleagues. We would also like to let everyone know that our Chapter lost a very good friend and Vendor this year, Anil Chopra from Naschco Foods. In past years, Anil dedicated a lot of his time to the Chapter, helping on many of our conferences. He also attended the Michigan Chapter and International Conferences and made many friends from those conferences. Anil will be greatly missed by all.

CHAPTER REPORTS

PACIFIC NORTHWEST

by Robert McAfee, Pacific Northwest Chapter President

We have had our kickoff meeting with seven members, two vendor representatives, and National ACFSA President Laurie Maurino in attendance, and accomplished a great deal in moving toward our goal of having a large, active, Pacific Northwest Chapter within the larger ACFSA organization.

Nominations and elections were taken and held with a board, consisting of the following members: Rob McAfee, President; Joe Loftgren, Vice President; Russ Longcrier, Secretary; Deanna Hagon, Treasurer; and Myron Wiley (Jones-Zylon) and Laura Barrentine (Baxter Manufacturing) as Vendor Liaisons. Thank you to everyone that stepped up to assume the responsibility and workload to make this new chapter a reality.

On to the next steps... We are planning lots for the coming year, beginning with our first of four quarterly meetings on January 15, 2016 in Seattle/Tacoma. We are working on location and instruction/education opportunities already, and should have an agenda to share with everyone very soon. Our first Pacific Northwest Chapter Conference will take place April 10-12, 2016 in Vancouver/Portland, hosted by Clark County Washington's Joe Loftgren and the Clark County Sheriff's Office. A vendor-sponsored reception, a full day of classes, jail tour, and a vendor show are all on the schedule for the conference and we'll have all the information you will need for that event to you before November 1, 2015. Meetings for July (Idaho) and October (Salem, OR) are also in the planning stages, and will be finalized ASAP.

We are on the cusp of re-starting a great chapter once more in our area that will provide support, training, education, networking, and opportunities for all of us. Encourage your peers and coworkers to join the ACFSA, to attend our meetings/conference, and to see what we can offer. I am excited to get the ball rolling and to pick up steam over the coming months. As always, feel free to contact me at any time for questions, comments, and feedback. All are appreciated.

VIRGINIA

by Ricky Clark, CFSM, CCFP, CDM, CFPP, Chapter Secretary

The Virginia Chapter is very busy working on the next Region I Conference coming **April 8-10, 2016** at Virginia Beach, Virginia!! We are working diligently to provide a great line up of speakers with an abundance of educational opportunities for our attendees. I do hope that you are all planning to attend! We are also working with our Region I Director, Robert Pennix, in an attempt to revive some of the neighboring state chapters. We are getting some great feedback and hope to have a couple of them up and going in the near future.

Virginia was very well represented at the International ACFSA Conference in Niagara Falls, New York. This was by far the best International Conference I have attended in a long time. Hats off to the conference committee and staff that planned a great conference, and location. If you missed it, you missed a great conference!

The Virginia Chapter meets quarterly, across the state, to assure all of our members have an opportunity to attend as many meetings as they can. We provide educational opportunities as well as a great chance for networking. Our meeting this quarter was held at the Conference Center in Niagara Falls at the International Conference. Our next meeting will be held at the Prince William/Manassas Adult Detention Center on October 20th in Prince Williams, Virginia. Please make plans now to attend. Fall is a beautiful time of the year in Virginia, and we open our doors to anyone who would like to come and be a part of a great meeting.

REGIONAL REPORTS

REGION I

by Robert Pennix, Region I Director

On 8/24/15 the Region I Round Table meeting was held at the International Conference. Present at the meeting were: Robert Pennix, Linda Mills, Ann Ortiz, Jim Hartman, Deb McKnight, Ricky Clark, Jessica Harlow, Julie Hobbs, Justin Webb, Mary Malone and John Rogers.

Attendees were made aware of the upcoming Region I Conference, which has been moved back a couple of weeks. The dates for the event are **April 8-10, 2016**. The location has moved to Virginia Beach, VA. We discussed some ideas for speakers, and suggestions to get more people there.

Some suggestions were to reach out to the Jails, Juvenile Centers, and connect with the VARJ (Virginia Association of Regional Jails Conference). Many felt that if we can get the jails involved, we could get some of their vendors to attend. Jessica Harlow, Virginia Chapter President said VA had to use Micro and SWAM vendors. We could reach out to them.

Several training topics were discussed such as Cost Containment, Staff Retention and Social Media. Also a suggestion was made to setup a tour of the Culinary Institute of America which has a campus near the conference.

Several speakers' names were discussed during the meeting, along with a suggestion to include speakers from the jails.

Overall, there were a lot of great ideas presented. A suggestion was made to include all the participants in the Round Table discussion in the committee planning. The date for the planning session will be announced at a later date.

I hope you start making plans now to attend the 2016 Region I Conference.

REGION II

by Wayne Fish, CDM, CFSM, CCFP, Region II Director

It is hard to believe that the 2015 International Conference has come and gone. It was a fantastic time in Niagara Falls. The week was full of educational sessions and many networking opportunities.

One particular quote I liked was from a breakout session entitled Communicating the New Possibilities in Meal Design by Rick Pedi: "Correctional foodservice operators are a noble community of frontline public servants entrusted with human safety and taxpayer finances. These operators strive to become better professionals because of a deeply-felt sense of duty that goes with shouldering the heavy responsibility of looking after a unique slice society (our convict community) for the public good. And the financial pressure on these dedicated managers bears down on them constantly. So, desired progress means: being able to continually do more with less money."

I want to thank all the vendors who were in Niagara Falls. The vendors in ACFSA are the best and we really appreciate all they do for ACFSA. The vendor show was definitely one of the highlights of the conference. At the Business Meeting in Niagara Falls, I addressed the attendees with my annual report and expressed my appreciation for electing me as your Region II Director. I was glad to meet people from Region II. There were members from Texas, Louisiana, Alabama, Georgia and North Carolina. I hope I did not miss anyone. I have a lot of work to do with increasing membership in Region II and have hopes to get the North Carolina Chapter up and running again, and hopefully more in other states. I'm asking for the help of all the members in Region II because I can't do it alone.

If you are interested in helping me increase membership and form new chapters in Region II please feel free to contact me at j.wayne.fish@gmail.com

Best Wishes, *Wayne*

REGIONAL REPORTS

REGION V

by *Connie O'Conner, Region V Director*

Region V is comprised of only one chapter, at this point, the Ontario Chapter.

A successful Ontario Chapter Conference was held September 21-24, 2014 in Mississauga, Ontario, titled 'Fly into the Future with ACFSA'. We had 38 attendees from around the province and 39 vendors for the vendor show. We are very lucky in Region V to have both a hard working dedicated board in addition to very supportive vendors. Our focus for this conference was to offer new and engaging educational sessions to inform, challenge and engage attendees. Based on the comments received from the participants, this was accomplished. The educational sessions included: Strategies for Managing Allergies, Succession Planning, Diet Training and Dealing with Escalating Situations to name a few.

The Ontario Chapter Board is comprised of:

President, Marcella Maki

President Elect, Dave Sharma

Secretary, Les Wall

Treasurer, Martin Ridland

As you have heard we lost a very near and dear friend and vendor to cancer in July - Anil Chopra from Naschco Food Services Ltd. Anil was a most supportive vendor, working on many a products and projects to support our operations over the years. He will be missed.

The news of this year's International Conference being held close to the border was met with great excitement in Region V. It was anticipated that the number of attendees from Canada would be hugely increased. Unfortunately that did not materialize as approval to attend was limited due to both funding and labour negotiations. However, we were able to have seven Region V members attend which is a greater number than normal...so thanks for providing the opportunity, we know it doesn't come along very often.



The Ontario Chapter provides annual educational scholarships. As with the International scholarships, they are used to assist members for educational activities - to support attendance or participation in an educational event such as this conference. This year, the scholarships were awarded to Yvette Kloepfer, Thunder Bay Jail, Thunder Bay, Ontario and Shelly Moorish-Paradis, Niagara Falls Detention Centre, Niagara Falls, Ontario. Yvette is with us this week. Shelly could not make it and will be putting her scholarship toward another educational experience.

Thank you.

Education Report

Inspiring Interest in the Field of Correctional Services

**Submitted by Lt. Tim Thielman CFSM, CCFP
Education Committee Chair and ACFSA Vice President**

The Certified Correctional Food Systems Managers (CFSM) met for lunch on Monday, August 24, 2015, during the International Conference in Niagara Falls, New York, at the Hard Rock Café. The luncheon was once again sponsored by Design Specialties, Inc. President, Pattie Whitlock. Pattie is a long time member and supporter of the ACFSA and the CFSM program. The group took the time to catch up with one another and discuss the CFSM program. Design Specialties, Inc. will again sponsor the luncheon for the 2016 Conference that will be held at the Radisson Blu at the Mall Of America, Minnesota. A huge thank you goes out to Pattie for her continued support.

There are currently nine CFSM Students enrolled in the CFSM course. It would be quite awesome to have all of them receive their certification at the 2016 Conference in Minnesota. There were also 11 CFSMs that recertified this year and were recognized in Niagara Falls at the Awards Banquet. Even though the applications for the ACFSA Certification Programs have been revamped and simplified it can still be a daunting task to read through and fill out the paperwork. So I again conducted a CFSM and CCFP application assistance workshop at the conference. This year at the conference, Dr. Phil Atkinson received his CCFP at the Banquet. Congratulations Dr. Phil!

If you would like more information on the CFSM Course or would like to enroll yourself or your staff in the course you can download the course brochure and application from the ACFSA International website at <http://www.acfsa.org/certificationCFSM.php>

You can also contact me directly at 651.266.1498 or by email at: tim.thielman@co.ramsey.mn.us





Start Earning Your CFSM Designation Today!

*To begin your journey of becoming a CFSM,
fill out Enrollment Form found
on the opposite page and send it in!*

CFSM maintenance insures that you remain active in the industry by logging your continuing activity in the industry.

Maintenance Period

The maintenance period runs from August 1st of the first year you receive your CFSM designation to July 31st of the second year.

Maintenance Forms

Each CFSM is responsible for submitting his/her own maintenance. When you were certified, you were provided update forms; if you require more, you can request them from the ACFSA Executive Office. With the forms, you must submit back-up materials showing proof that you actually did participate in the activity, such as copies of badges from shows, agendas of seminars, copies of articles you have written, etc. You may submit your forms throughout your maintenance period or all at once at the end of the period - whichever works best for you. Your forms will be acknowledged in writing.

Maintenance Fee

You will receive an invoice for \$35 at the end of your 2-year maintenance period, at which time the maintenance forms will be due. Individuals who are currently certified by the Association of Nutrition and Foodservice Professionals (ANFP) as Certified Dietary Managers (CDM) are eligible to apply for the CFSM program with the following:

- Application to ACFSA for CFSM, designating current and active CDM status (proof of CDM certification must be included in the application).
- \$299.00 application fee - ACFSA Members
\$374.00 application fee - Non-Members
- Completed Custody, Security and Working with Inmates module, following guidelines as delineated in CFSM Course Workbook. No exam will be required. CDM certified ACFSA members would be eligible to receive CFSM status under these guidelines.

CFSM Enrollment Form

Please Type or Print Clearly

CFSM Course Fee \$299.00

CFSM for CDMs \$149.00

Non-Member Fee \$374.00

Non-Member Fee \$199.00

Name _____

Title _____

Company _____

Address _____

City _____ State _____ Zip _____

Phone _____ FAX _____

Email _____

*Include processing instructions and contact name & phone number.
Materials will be sent after payment is received*

Payment Information

Check Number _____ Purchase Order _____

Credit Card: Visa Mastercard American Express

Cardholder Name _____

Credit Card # _____ Expires _____

Billing Address _____

Billing Zip Code _____ V-Code _____

Signature _____

*V-Code is the 3 Digit Code
on the Back of your Visa or MC
or the 4 Digit Code
on the front of your AmEx Card.*

Please mail with payment to:
**ACFSA CFSM
PO Box 10065
Burbank, CA 91510**

If paying with a credit card, you may FAX completed form to (818) 843-7423
Questions? Please email Amber Ardizone at Certification@ACFSA.org
or Call (818) 843-6608



A Membership Opportunity for You!

The Association of Correctional Food Service Affiliates is an International Professional Association created to serve the needs and interests of Food Service Personnel in the correctional environment. The ACFSA brings together highly-skilled Food Service Professionals who are interested in the common goal of providing nutritious, cost-efficient meal service for confined populations.

By joining ACFSA, you will keep up-to-date on trends in the industry through INSIDER magazine and other special mailings. At ACFSA conferences, you will sharpen your leadership and management skills, as well as gather practical information to put to use in your daily operations. ACFSA publications and conferences will also expose you to new ideas concerning foodservice equipment, food products, specialized services, cost management and many other topics that are important to you. You will meet other professionals in your field with whom you will be able to exchange information and experiences and build a network of contacts who can be called upon--a network that includes many of the top correctional food professionals throughout the United States, Canada and a growing number of other countries. You will also be supporting ACFSA's effort to strengthen and increase recognition of correctional foodservice personnel as professionals.

A Sampling of the Benefits of Membership

Education programs which qualify for credit in the Certified Correctional Foodservice Professional (CCFP) program as well as a variety of other continuing education and certification programs.

Reduced rates for ACFSA certification and re-certification (CCFP)

Participation in state and regional educational seminars and conferences at reduced rates.

Professional, high-quality membership certificate and card.

Participation in the Association's Annual International Conference and trade show at reduced rates.

Subscription to ACFSA's quarterly INSIDER magazine, with news pertaining to correctional foodservice activities of the Association, fellow members, and industry-specific educational articles.

Membership in the growing network of state chapters.

Communication regarding professional and organizational matters with your designated state representative.

Listing in the National Membership Directory--which includes you and all other individual members, institutional members and professional partners--in a convenient networking-index format with address, phone, fax, e-mail and web site information.

Reduced rate on purchase of the ACFSA Food Service Manual, a practical guide for providing high quality food service, which was written by professionals for correctional and detention facility staff.

Eligibility to apply for one of the annual ACFSA Scholarships of up to \$750, to finance continuing education and related professional development activities including attendance at conferences.

Eligibility to apply for professional recognition awards (up to \$1000 to be used to attend the International Conference.)

Membership Options

Professional Foodservice Member:

Persons actively engaged in correctional food or farm service operations is eligible to become a professional foodservice member. Professional foodservice members may vote for and hold Exec. and Reg. Director positions on the Board of Directors. **Annual dues: \$79**

Institutional Member:

Correctional Facilities. The membership is not carried in the name of a specific person, but the institution is entitled to privileges of active membership by appointing a representative who has the power of one vote for and may hold Executive or Regional Director positions on the Board of Directors. **Annual dues: \$134**

Retired Member:

Retired correctional foodservice professionals who are not currently industry consultants, manufacturers' representatives or employed in any capacity by Companies that could potentially sell to correctional foodservice professionals. Retired members may vote for Executive or Regional Director positions on the Board of Directors. **Annual dues: \$34**

Student Member:

Student Members of ACFSA are those individuals who are currently enrolled in a Food Service program and considering the Correctional Food Service Industry as a career option. Student Members will have access to Professionals currently in the industry and have the opportunity to learn the industry and to foster important relationships. **Annual dues: \$34**

Professional Partner:

Companies providing products/services that can be used in the correctional foodservice environment. Professional Partners may vote for and hold the office of Professional Partner Representative on the Board of Directors. **Annual dues: \$384**

Associate Professional Partner:

Individual employees or representatives of Professional Partner companies who want to receive all Association's mailings. Associate Professional Partners may vote for and hold the office of Professional Partner Representative on the Board of Directors. Manufacturers' Representatives may become Assoc. Professional Partners, in conjunction with a Professional Partner Co. if they use the membership to sell that professional partner's products only and are listed under that company's name only. **Annual dues: \$109**

Chapter Professional Partner:

Those companies that target a limited geographic area. Chapter Professional Partners will receive ACFSA's quarterly INSIDER Magazine, but not the International Membership Directory. They may not vote for or hold international office. They may participate in Regional or International Conferences without submitting Professional Partner membership dues or registering as a non-member Professional Partner if the conference falls within the geographic limits of their chapter. **Annual dues: \$159**



ACFSA MEMBERSHIP APPLICATION

To begin receiving the benefits of Membership in The Association of Correctional Food Service Affiliates, simply fill out this application and forward with dues to ACFSA Headquarters Office.

Name _____

Title _____

Facility/Organization _____

Phone _____ Fax _____

Email Address _____

Directory Address _____

Preferred Mailing address _____
(If different from Directory Address)

Preferred Billing Address _____
(If different from Directory Address)

Recruited by _____

Employed by (For Food Service Professional Active and Institutional Members Only):

Federal State/Prov. County Private Other _____

ACFSA MEMBERSHIP DUES (IN U.S. FUNDS) Check box for Member Type below

* Depending on the month you join ACFSA, your dues may be prorated. Dues are paid annually. Members joining after March of the current Calendar year will include the remainder of the current Calendar Year AND the following FULL Calendar Year.

Example: If joining in June of 2015, Dues will be paid through December of 2016

Member Type - Check One	January-March	April-May	June-September	October-December
<input type="checkbox"/> Food Service Professional	\$79	*\$139	*\$119	*\$99
<input type="checkbox"/> Institutional	\$134	*\$236	*\$202	*\$168
<input type="checkbox"/> Retired	\$34	*\$60	*\$51	*\$43
<input type="checkbox"/> Student	\$34	*\$60	*\$51	*\$43
<input type="checkbox"/> Professional Partner	\$384	*\$672	*\$576	*\$480
<input type="checkbox"/> Associate Professional Partner	\$109	*\$190	*\$163	*\$136
<input type="checkbox"/> Chapter Professional Partner	\$159	*\$279	*\$239	*\$199

Total Amount Due \$ _____

Check Enclosed (Made Payable to ACFSA) Check # _____

Credit Card Payment: VISA MasterCard American Express

Cardholder's Name _____

Card Number _____ Exp. Date _____

Billing Address _____

V-Code _____ V-Code is the 3 Digit Code on the back of Visa and MasterCard and the 4 Digit Code on the front of AmEx

Authorized Signature _____

PLEASE SEND COMPLETED APPLICATION WITH PAYMENT TO:

ACFSA, P.O. Box 10065, Burbank, CA 91510

Credit Card Payments May be FAXED to (818) 843-7423 • Questions? Call (818) 843-6608

* Depending on the month you join ACFSA, your dues may be prorated. Dues for members joining after March of the current Calendar year will include the remainder of the current Calendar Year AND the following FULL Calendar Year.

Example: If joining in June of 2015, Dues will be paid through December of 2016

WELCOME NEW ACFSA MEMBERS

Food Service Professionals

Cory Ballantyne MCF-OPH DOC Stillwater, MN	Yascha Martini Shakopee, MN DOC Shakopee, MN	Cheryl Szekely FL DOC Tallahassee, FL
Deborah Barron Florida DOC Ocala, FL	Joel S. Mayorga Avenal State Prison Avenal, CA	Michelle Tatman Ohio Department of Rehabilitation & Correction Columbus, OH
Penny Bradbury California Correctional Center Susanville, CA	Terry McLafferty MCF-Togo Togo, MN	Stacey Thompson County of Ventura Probation Agency - Juvenile Facility Oxnard, CA
Craig Copper PA DOC Mechanicsburg, PA	Doreen Morningstar Florida DOC & Rehabilitation Jacksonville, FL	Jessyca Tyler Idaho Department of Correction Boise, ID
William Deike MCF-Faribault Faribault, MN	Edith Nnachetam Ohio Department of Rehabilitation and Correction Columbus, OH	Barry R. Walter CCC/CDCR Susanville, CA
Julie Driscoll BOP Acton, MA	Marcia Noles PA DOC Mechanicsburg, PA	Susan Washburn Two Rivers Correctional Institution Umatilla,, OR
Timothy M. Evans CDCR/Ironwood State Prison Blythe, CA	Chrystal Peebles North Kern State Prison CDCR Delano, CA	Deborah Webb Avenal State Prison Porterville, CA
David Fanger Oregon DOC Salem, OR	Travis Pencille FMC Rochester Byron, MN	
Martha E. Garcia CDCR-CA Health Care Facility Sacramento, CA	Anil Poovan Toronto South Detention Centre/Toronto Intermittent Centre Etobicoke, ON	<u>Institutional Member</u> Kay Miller Eagle County Sheriffs Office Eagle, CO
Margaret M. Gordon PA DOC Mechanicsburg, PA	Travale Shorter North Kern State Prison Delano, CA	Margie Ward Eagle County Sheriffs Office Eagle, CO
Tina Gregorich Lino Lakes MN DOC Lino Lakes, MN	Shirley Spessert CSATF/SP Hanford, CA	<u>Professional Partner</u> Jason Laronde J.L. International Richmond Hill, ON
Betty Hansen Oregon DOC Salem, OR	Mark Stadem MN Correctional Facility-St. Cloud Facility St. Cloud, MN	Jeff Snow A&R Provisions Vernon, CA
Daniel Kiser MN DOC Stillwater Bayport, MN		Damian Walker Hidden Valley Industries Menomonie, WI

ACFSA Board of Directors

2015-2016



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2015-2016

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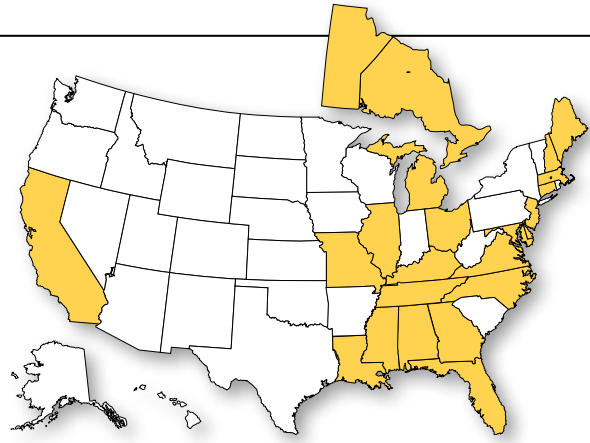
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and **Christine Berndt Althaus, RD, CD**

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