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The Army Center of Excellence, Subsistence receives direction and guidance from the Army G4 in matters pertaining to worldwide Army Food Service and serves as the executive agent for administration of the Army Food Program.
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Fall Greetings from the Army Food Net!

Welcome to the October 2009 edition of the *Army Food Net*! We at ACES hope that everyone had a wonderful, safe summer and are now looking forward to the upcoming Fall season and holidays. In this edition you will find information and articles that cover all areas of the Army Food Program along with some important year-end closeout information. We hope that you find the information both interesting and useful.



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

Greetings Food Service Warriors and welcome to the October 2009 issue of the Army Food Net. Our specialty and skills continue to play major roles in America's Army both on and off the battlefield in the fight for and sustainability of Democracy and Freedom. Never forget this is not possible without your contribution to morale which propels our Soldiers to win. During this issue I sincerely hope you find helpful information applicable to your environment. Please know we exist to support you the Warfighter, so your feedback is critically important. Lastly, thanks for all of the Army Food Service Team for keeping the Soldiers First!

ACES Mission

Assist in preparing the Quartermaster Corps for the conduct of its logistics support mission through effective and efficient leadership, training, and directorship of the Army Food Program.

Train soldiers, civilians, and members of other services/countries in Army subsistence and food service for wartime, garrison, and field training, hands-on training, training as we fight and training to standard.

Develop Army subsistence and food service concepts, doctrine, systems, force structure, and material requirements in wartime, garrison, and field training to include sustaining combat ready forces operating in both a joint and a combined environment to meet worldwide commitments.

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

From the...

Director of Operations, Army Center of Excellence Subsistence

Food Service Budget



The food service budget is probably the most critical aspect of running an effective food service program. We have always heard the old adage “do more with less” and we all know there is only so far you can stretch the almighty dollar. Without the proper funding, it becomes a complex question of “how do we continue to provide a standard of support that meets both the Soldier’s and Commander’s expectations?”

Building a budget is the easy part; it takes time and effort, but the ability to layout the cost drivers to support your food service program are essential in getting the funding allocated. Just because you build the budget or Program of Memorandum (POM), as it called, does not mean you will receive all the dollars budgeted for in your plan. It just means you have a justifiable budget built against real world costs associated with your operations.

Let’s identify the cost drivers and how you should build, and when required, defend your budget projection. While this list might not include all your requirements, it provides the most critical areas for budget POM building. If you have other unique or independent areas to your installation food program ensure you include those too.

- Dining Facility Equipment Replacement

- Décor Package Replacement
- Contract Costs for Dining Facility Operation (Full Food Service (FFS) & Dining Facility Attendant (DFA))
- Contract Cost for Trash and Waste Collection
- Food Service Operating Supplies (FSOS)
- Travel – Attend Conferences, Training, Philip A. Connelly Awards Program, Culinary Arts Program, and Special Awards Program Recognition (Cook/NCO Month/Quarter/Year)
- Subsistence Supply Management Office (SSMO) (formally the TISA) Operation and Equipment Replacement
- Nutritional Education Material Resources
- Warming and Cooling Beverage Support

It is very important in order to meet the requirements for building your budget that you understand what is considered Base Operations (BASOPs) support for collective costs. For example trash collection for the base should also include the dining facility (DFAC) trash. This would mean these costs are captured and included in the installation BASOPs budget POM. Other waste may be a DFAC specific area (such as used grease collection) and there might not be a BASOP contract for it. Some other services such as the SSMO operation may also be covered under your BASOPs contract. Understanding what your installation BASOPs contract support will provide you with the information for developing your budget POM.

Budget POM for DFAC equipment replacement relies on each manager to properly capture and input all their food service equipment in the Army Food Management Information System (AFMIS) so replacement costs can be programmed by POM year. The AFMIS Decision Support System (DSS) is used to capture the budgeted cost for DFAC, Installation, Region, Headquarters and Army levels for equipment replacement. If the equipment is not in AFMIS or annotated correctly, your installation may not be funded for replacement when equipment hits its replacement date. Those DFACs not utilizing AFMIS must continue to use manual procedures using the Equipment Replacement Record, DA Form 3988.

Décor package replacement costs must be programmed to replace chairs, tables, pictures, and curtains, and so forth as required within the DFAC. All things have a life expectancy and depending on wear and tear some things will wear out quicker than you had originally programmed them for replacement. The budget POM year might therefore need to be changed based on conditions so the diner has a quality dining atmosphere.

While we are talking décor and equipment let's not forget about the building. The renovation or replacement of the building itself must be considered and is very important to maintaining a safe, comfortable and functional DFAC. Your installation Master Planner can provide you information on when renovation projects or complete replacement is needed. The ACES Facility and Engineer Division (FED) can also assist you in developing these projects. Another valuable tool is the ACES Food Management Assistance Team (FMAT). During their visit to your installation, they can assist in reviewing facility structures and working with the Master Planner to ensure your facilities are being tracked and properly included in the POM for replacement.

FSOS (chemicals, paperware, expendable cooking supplies) are a cost of operating the dining facility and you must ensure your requirements are supported by the installation POM. Each cash customer pays a surcharge (operating expense) each time they dine in your DFAC. The operating expense comes back to your Installation Resource Management Office and is money for the Installation Food Program Management Office to use to augment the costs of FSOS.

You need to have an installation travel budget to attend Worldwide Workshops, IMCOM meetings and training workshops, Subsistence Prime Vendor (SPV) Food Shows, SPV Audits, Philip A. Connelly Program requirements, and Culinary Arts competitions. You also need to budget funds to support your Installation Food Service Awards and Recognition Program including Best Cook/NCO programs, Thanksgiving and Christmas DFAC competition programs, and any other special programs.

If you have a SSMO you need to ensure the same review of the building and its equipment to ensure they are budgeted for in the same manner as your DFACs. Refrigeration, freezers and Material Handling Equipment (MHE) wear out and the facility itself, dependent on mission, might need to be changed. Your Installation Master Planner can assist in renovation or projected new building requirements. ACES has subject matter experts that can assist you in this area.

Flyers, table tents, and posters for nutritional education are available through your publications channels to include required DFAC kitchen operations documents (SF 215 & DA Labels 177 & 178).

The Army Food Program, AR 30-22, establishes the process for determining and requesting budget funds for warming and cooling beverages for field duty operations. If you have not budgeted for these funds, they may not be available when your units require support.

None of this is new, and we all know its importance; however, the main consideration in this planning process is to budget and fight for your budget to support your food service operations. The installation food service budget is not fenced, therefore you must stress the importance up the chain so when the funds are required, and are available to you in support of your objectives and mission.

If you need assistance, please let ACES know and we will support you in this effort.

Army Strong!



From The Army Food Advisor....

Maintaining Standards in Challenging Times

By CW5 Jack C. Van Zanten

We recently observed the eighth anniversary of the tragedy of 9/11. It has now been over six years since we began operations in Iraq. In conjunction with operations in Operation Iraqi Freedom (OIF) and Operation Enduring Freedom in Afghanistan, we have set a new standard in the level of food service for our deployed Soldiers. Never has an army been so well fed with such a wide variety of foods to choose from.

While we have produced a great thing for our deployed units, we have also created a new set of challenges when units return to their home bases. Our Commanders and Soldiers get used to a wide variety and eating as much as they want while deployed. That expectation does not always go away when they return to home station. Anybody that is familiar with the Basic Daily Food Allowance (BDFFA) and how it works knows that this creates a challenge. The BDFFA for the Contingency Operations (CONOPS) menu is about double that of the Continental United States (CONUS) dining facilities. The additional BDFFA for the CONOPS menu is necessary because almost all of the items on the CONOPS menu are pre-prepared items. These type items are used for various reasons. Food safety is a key concern in our combat operations. There is far less chance of food being contaminated, either intentionally or unintentionally, with pre-prepared products. The sanitation standards for Third Country Nationals (TCNs), who prepare most of the food in Logistics Civil Augmentation Program (LOGCAP) dining facilities, are far less stringent than what we are accustomed to here in the US. Pre-prepared foods also require much less time and work space to prepare.

Some of our Commanders are of the opinion that units preparing to deploy have the same caloric requirements as those deployed. Therefore, they should be entitled to all the food that they want while preparing to deploy. The intent of this article is to help managers provide support to their Commander while keeping their account within tolerance. This may take some tactful negotiating and reasoning with the Command. This is where the Food Advisor and the Food Service Supervisor need to be involved. There can be a big difference between giving a Soldier all he asks for and all he wants or needs. A good approach is to have a policy that diners can come back and get an additional serving once they have consumed the standard serving. Meat servings can also be cut into smaller portions so that you are not serving whole portions if the diner wants a variety of entrees. Putting the high cost items at the end of the serving line rather than at the beginning is also a good technique. Controlling "take out" or "to go" items is also very important. If not monitored, diners can easily exceed the monetary allowance for the meal that they are receiving by taking multiple servings of self-service items and walking out of the facility with them. We have had some shrewd managers who were able to keep their accounts within tolerance while diners were able to take whatever they wanted. You must also get credited for all of the diners who consume a meal in the facility. It is easy to overlook workers in the dining facility who do not sign or pay for the meals they eat while working on shift. Food waste can also be controlled to reduce the food cost in the dining facility. By regulation, self-service items that have been exposed to the diner are to be discarded at the end of the serving period. Items such as mixed nuts on a fitness bar are costly. This waste can be reduced by putting smaller amounts on the serving line and replenished as needed. Using statistical data will also give predictability for how much product is required. Progressive cooking is another useful method. It not only can reduce waste but it also gives the diner a fresher and better tasting product.

Over the past few years I have observed that we are using more and more pre-prepared items in our non-LOGCAP dining facilities. Our BDFFA is not calculated using these type products. The more we use these type items, the less we can afford to put on the plates of our diners. This practice also diminishes the skills and creativity of our 92Gs. It is our responsibility, as food service professionals, to provide our Soldiers the

best possible food service while being good stewards of Government resources. We can achieve both by proper planning and management along with educating our Soldiers about proper nutrition and eating habits. The ACES staff is available to assist you in accomplishing these objectives.

09 AFMIS Web FY Closeout

ALL AFMIS System Administrators:

Below are the 2009 FY Closeout Procedures that must be completed by selected AFMIS Web users. Please forward this information to the Food Program Manager (FPM) and each Dining Facility Manager/Food Operations Sergeant (FOS).

Troop Issue Subsistence Activity (TISA) – No Action Required

Food Program Manager (FPM) The FPM at the installation must ensure that the following action is completed in AFMIS.

*Enter the new cash accounting classifications for FY 2010 into AFMIS “**NO LATER THAN**” 30 September 2009. These accounting classifications **MUST** be in the system at least 1 day **PRIOR** to the effective date of 1 October.*

*Select the “Cash Accounting Classification Maintenance” option under the “Finance” group from the AFMIS Web Main Menu. When the maintenance screen AJK-A012 displays, accept the default effective date (current FY) from the drop down box and click on the “**Submit**” button. Use the calendar to select an “**Effective Date**” of 2009-10-01. Make the necessary changes to the classification codes on the screen by typing the new data over the old. Click on the “**Save & Return**” button. You can also click on the “Help” icon (?) for instructions on how to change the cash accounting classifications.*

Food Operations Sergeant (FOS) / Dining Facility Manager. The dining facility FOS / manager should ensure that the following action is completed in AFMIS Web.

Create a **final** cash turn-in for the current FY (09) in AFMIS Web using the Cash Collection Voucher process.

Questions concerning the procedures should be directed to the SEC-Lee Customer Assistance Office, DSN 687-1051, Commercial 804-734-1051.

Joint Basing

Some Army installation food programs are currently undergoing a major change called Joint Basing. Joint Basing was mandated by the 2005 Base Realignment and Closure (BRAC) Commission when they required the Services to realign 26 installations and establish 12 Joint Bases by 2011.

Under the Joint Basing concept, a single Service has been designated as the lead for each designated location and will provide installation management and support functions (including food service) for the entire Joint Base. Seven Army installations are affected by this BRAC requirement. The Army is the lead (Supporting Component) at two Joint Bases and the Supported Component at five Joint Bases. Joint Bases include (Supporting Component is listed first with location):

- Joint Base **Lewis-McChord** (Army-Washington)
- Joint Base **Myer-Henderson Hall** (Army-Virginia)
- Joint Base Little Creek-**Story** (Navy-Virginia)
- Joint Base McGuire-**Dix**-Lakehurst (Air Force-New Jersey)
- Joint Base Elmendorf-**Richardson** (Air Force-Alaska)
- Joint Base Lackland-**Sam Houston**-Randolph (Air Force-Texas)
- Joint Base Langley-**Eustis** (Air Force-Virginia)

Joint Basing is being implemented in two phases. Phase I Army installations (Forts Story, Myer & Dix) will be at full operational capability 1 Oct 2009. Phase II Army installations (Forts Lewis, Richardson, Sam Houston & Eustis) will be at full operational capability 1 Oct 2010.

What will Army food service end up looking like at the Joint Bases upon implementation? Currently, aside from a different structure at the Food Program Management Office level, Army dining facilities and SSMOs (TISAs) will continue to support Soldiers as they do now. The details of exactly how food service will operate at each Joint Base are currently in the process of being worked out between the Army and the other Services. Current key Joint Basing food service information and areas being worked on includes:

- No Army dining facilities or SSMOs will close.
- Army food service operations will continue to operate under Army Food Program regulatory policy and procedures (AR & DA Pam 30-22).
- Army dining facilities will not convert to a la carte at Air Force-lead bases.
- Army dining facilities will continue to use AFMIS. The other Services will also continue to use their own current food service automated information system.
- Subsistence will continue to be billed through the Army MPA account.
- Army installation food program personnel will continue to provide oversight of Army dining facilities. These personnel may be co-located with the Supporting Component's food service office.
- Supporting Components will incorporate future food service contract requirements when current contracts reach option years or are complete.

The Army Food Program Managers at our installations that are undergoing this change are working hard to make Joint Basing a reality. ACES continues to work with these food program managers, the IMCOM

Regions, the Army G-4 and the other Services on issues that arise during implementation that affect the Army Food Program as a whole. As this process moves forward, ACES will provide additional updates on Joint Basing developments in future editions of the Army Food Net.

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FROM THE MANAGEMENT ASSISTANCE DIVISION.....

The Management Assistance Division is gearing up to start the 1st Qtr FY 2010 with Food Management Assistance Team (FMAT) visits to the following installations:

- Fort Meade, MD
- Fort Knox, KY
- Fort Lewis, WA
- Fort Irwin, CA
- Fort Hood, TX

The Management Assistance Division would also like to say:

Farewell to CW4 James Donaldson and SGM James Lee. CW4 Donaldson is the outgoing Division Chief PCSing to Germany. SGM Lee is the outgoing FMAT SGM and we welcome him as the new ACES SGM!!

Welcome to CW4 Ellen Magras and MSG Booker. CW4 Magras is the incoming Division Chief coming from Training With Industry (TWI). MSG Booker is the incoming Chief, Food Operations Management NCOIC coming from ACES, DOT, Field Branch.

BEST OF LUCK TO ALL!

Bottled lobster and other un-authorized items

By David Sherriff

All personnel working in and around the Army Food Program are reminded that AR 30-22 (*The Army Food Program*) and DA Pam 30-22 (*Operating Procedures for the Army Food Program*) provide Army-wide policy and procedure guidance for the entire Army appropriated fund (Military Personnel, Army (MPA) subsistence fund) food program. These publications are staffed with all affected Army Commands (ACOMs), Army Service Component Commands (ASCC), and Direct Reporting Units (DRUs), and are authenticated at the Army Headquarters (HQ) level. As such, they hold HQDA-level authority and should be followed to the fullest extent possible. Non-emergency exceptions should occur only upon receipt of an exception to policy approval from the proponent of these publications (Army G4). Submit exception to policy approval requests with justification through your Command or Region to ACES, who will review and process them and submit to Army G4 for approval.

We have recently seen several incidents of unauthorized food purchases at Army installations. These include individual bottles of Gatorade and water (not authorized for purchase with MPA funds per AR 30-22 paragraph 4-7)^{1,2,3}. In addition, we have seen line item A-rations, to include steak and lobster, purchased for units operating under the Army Field Feeding Systems and billed directly to MPA. AR/DA Pam 30-22 list the items that the Subsistence Supply Management Offices (SSMOs), formerly known as Troop Issue Subsistence Activities (TISAs) are authorized to order for AFFS support^{4,5}. Any other support items should be billed to a line of accounting other than MPA or be approved by Army G4 via the exception to policy request process.

We have also seen recent cases of commanders directing dining facility managers to disregard management controls prescribed by AR 30-22 (account status, inventory, and so forth) in favor of seemingly unrestricted Soldier support. This is an out of balance philosophy that could have negative impacts on Soldiers individually and on the Army at large.

Many commanders and food program personnel are using experiences and policies from Contingency Operations (CONOPS) feeding in support of OEF and OIF to determine actions for non-CONOPS feeding missions. Policies for contingency operations areas are often different than for non-CONOPS areas. This is true for all class of supply; ammunition control and environmental impact regulations come to mind. CONOPS feeding guidance and authorizations should not be used outside of the CONOPS areas.

Again, we remind everyone that AR 30-22 and DA Pam 30-22 provide mandatory HQDA level guidance for all aspects of MPA funded Soldier feeding. The Army Center of Excellence, Subsistence is available to provide guidance and assistance with all aspects of Army Food Program operations.

Food for Thought: The Army is a values based organization that relies on its people to do the right things. The MPA account is centrally managed by HQDA and AR 30-22 provides the guidelines to spend the money. When you are spending someone else's money, it is incumbent upon you to spend it in accordance with the guidelines you are given to spend it. You should not be spending it according to your own opinion and agenda, even if your reasons may be noble and your methods may be better.

1. AR 30-22 paragraph 4-7. Special food allowance

a. Special food allowances will be used to provide warming or cooling beverages during training. The items authorized for use as warming or cooling beverages are in DA Pam 30-22, paragraph 4-8. Due to cost prohibitions, the purchase of individual bottles (or other individual containers) of water or any other beverage is not authorized outside of the provisions of paragraph 4-14. Additional guidance for warming or cooling beverages is located in DA Pam 30-22, chapter 4.

2. DA Pam 30-22 paragraph 4–8. Warming/cooling beverages

- a.* Warming beverages include coffee, hot tea (to include cream and sugar), hot chocolate, and dehydrated soup. The cooling beverage is cool water with or without flavored beverage base. Funds will be used to provide the flavored beverage base only. Cooling beverages are provided to participants performing training in hot, arid climates for adequate body hydration.
- b.* The required authorization to incorporate warming/cooling beverages in the feeding plan will be by the appropriate command for the training or training operation (field planners or unit commanders). When authorized, supporting kitchens will request warming/cooling beverages per the issue factors as published in the menu.
- c.* Unit request for warming/cooling beverage support (during non-TFA/FD training) will contain the following information:
- (1) Rationale for request (such as NBC or range training).
 - (2) Number of Soldiers requiring support identified by category (enlisted-SIK, enlisted-non-SIK, and officers).
 - (3) Date and time of pick-up.
- d.* Funds used to provide warming/cooling beverages will be reported on the DA Form 2969.

3. AR 30-22 paragraph 5–19. Ice and bottled water

- e.* Bottled water will not normally be purchased with subsistence funds. Units deploying away from home station for contingency operations are entitled to purchase bottled water as part of their UBL using the designated contingency operation project code (see para 4–14).
- f.* Procurement of bottled water for other than the conditions described in *e* above requires approval of HQDA (DALO–SMT).

4. AR 30-22 paragraph 4–2. Army policy for field feeding

- a.* The approved feeding standard for the AFFS is three quality meals per day. This standard is achieved by using a combination of unitized group rations (UGRs) and individual operational rations. The normal daily ration mix for the AFFS is UGR/individual meal/UGR, METT–T dependent. Force structure (cook personnel) and equipment is sufficient to distribute, prepare, and serve meals to meet this standard.
- (1) **The UGR–A replaces the multiline item "A" ration for all field-feeding scenarios. Use of the UGR–A is mandatory when a commander chooses the "A" ration option.** The UGR- H&S is the other group ration commanders may choose when METT–T does not permit use of the UGR–A.
- (2) The UGR must be supplemented with milk, which is a mandatory item necessary for compliance with TSG’s nutrition requirement. The UGR may also be enhanced with optional items that improve nutrition and increase morale. **Only authorized enhancements will be used. The authorized enhancements are contained in DA Pam 30–22, paragraph 4–14.**

5. DA Pam 30-22 paragraph 4–14. Authorized enhancements and supplements

All UGR menus must be supplemented by milk to meet The Surgeon General (TSG) nutrition requirements. The UGR may also be enhanced with the following items to increase meal variety and Soldier acceptance.

- a.* Fresh fruits can be made available at all UGR meals. Two different fruit varieties per meal are authorized.

(1) The fruits listed below have an issue factor of 18 lb per 50 persons.

- (*a*) Apples.
- (*b*) Bananas.
- (*c*) Oranges.
- (*d*) Pears.
- (*e*) Plums.

(2) Summer seasonal fresh fruit is allowed and amounts are based on 50 persons.

- (*a*) Cantaloupes, 21 lb.
- (*b*) Honeydew, 21 lb.
- (*c*) Nectarines, 18 lb.
- (*d*) Watermelons, 26 lb.

b. For the breakfast meal, assorted dry cereal (bowl packs) are authorized. Issue 50 individual bowl packs per 50 persons. When dry cereal is served, an additional 1/2 pint of UHT or fresh milk per person is required.

c. A salad option is also available with the authorized enhancement grouping. Salad, mixed, bag, 5 pounds, is authorized per 50 persons. Other optional salad items may be ordered when salad option is selected.

- (1) Cucumbers, 2 lb.
- (2) Onions, yellow dry, peeled, 2 lb.
- (3) Radishes, fresh, red, 1/2 lb.
- (4) Spinach, fresh, ready-to-use, 2 lb.
- (5) Tomatoes, 6 lb.
- (6) Lemons, fresh, 2 lb.

(7) Salad dressing, assorted, light or regular (blue cheese, French, Italian, ranch, and thousand island) issue, 150 individual 7/16 oz packages. Two different salad dressings are authorized per meal.

d. When a hamburger meal is served, the following fresh items may be authorized. These menu items and issue factors are per 50 persons.

(1) Tomatoes, fresh - issue 6 lb.

(2) Onion, yellow, peeled - issue 3 lb.

(3) Lettuce, fresh - issue 4 lb.

(4) Cheese, American, sliced - issue 5 lb.

e. Commercial bread (rye, white, wheat, or raisin) - 6 lb. per 50 persons. Shelf stable bread is available when there is a requirement for bread and commercial bread cannot be provided.

Combined Arms Center Tests a Wiki Environment

Recently the Training and Doctrine Command (TRADOC), Combined Arms Center (CAC) at Fort Leavenworth, KS launched a 90-day pilot test that allows Soldiers and leaders to make real-time updates to the Army's Tactics, Techniques and Procedures (ATTP) documents via a wiki environment.

The wiki environment being used is referred to as milWiki. milWiki is a tool available to all military personnel who have an active Army Knowledge Online (AKO) account and are authorized to access For Official Use Only (FOUO) level information. By using a milWiki platform, the Army encourages Soldiers and leaders to review seven field manuals (FMs) that have currently been revised and made available for the pilot test. Those who wish to make comments to the revisions of these FMs may do so by logging onto AKO via the following link https://wiki.kc.us.army.mil/wiki/Portal:Army_Doctrine. The seven FMs available are:

- FM 3-04.155 Army Unmanned Aircraft Systems Operations
- FM 3-07.20 Modular Brigade Augmented for Security Force Assistance
- FM3-21.9 The SBCT Infantry Rifle Platoon and Squad
- FM 3-90.15 Site Exploitation
- FM 3-97.11 Cold Weather Operations
- FM 5-19 Composite Risk Management
- FM 6.01-1 Knowledge Management Section

Before editing any ATTP doctrine using milWiki, it is encouraged to review the Rules of Conduct and/or milWiki Guidelines found on https://wiki.kc.us.army.mil/wiki/Army_Doctrine_Rules_of_Conduct

TRADOC is fielding this pilot program to incorporate insights from the field to ensure ATTP remain relevant through Soldier and DA civilian input. Publications on this Wiki are drafts and are not to be disseminated or used as official documents. After the 90-day pilot test the Army will assess and make any necessary adjustments to the milWiki program. If proven a success, more than 200 FMs that also describe ATTP will be converted into the wiki format and made available for comment.

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Food Service Field Manuals Update

If you are wondering what is happening with our three food service Field Manuals (FMs), you are not alone. ACES gets a lot of questions along these lines since these manuals were last updated over 10 years ago.

ACES is currently working to update these manuals by incorporating Army food service lessons-learned into them since the last time they were published. Much as happened in the last 10 years; notably Operations Enduring Freedom and Iraqi Freedom. Since FM 10-23 contains field feeding and Class I operations doctrine, the bulk of our lessons-learned will be included in the update of this manual.

One recent event that has placed a temporary hold on the update of these manuals is TRADOC's General Doctrine Reengineering Project. This project will drastically reduce the number of Army FMs. Current FMs that will not be retained as FMs will be rescinded if outdated or converted to Army Tactics, Techniques, and Procedures (ATTPs), General Subject Technical Manuals (GSTMs) or Training Circulars (TCs) based upon their current content.

Here is the current run-down of what is happening with our three food service FMs:

(1) **FM 10-23, Basic Doctrine for Army Field Feeding and Class I Operations Management.** This FM was last updated in 1996. This FM will be changed to ATTP 4-41 and retitled "Army Field Feeding and Class I Operations". This manual has been completed and has been approved for publication. Once the Reengineering Project's renumbering guidance has been finalized, this manual will be published on milWiki.

(2) **FM 10-23-1, Commander's Guide to Food Service Operations.** This FM was last updated in 1992. This FM will be rescinded upon publication of a Quartermaster commander's food service survival guide. The draft of this guide has been completed.

(3) **FM 10-23-2, Tactics, Techniques, and Procedures for Garrison Food Preparation and Class I Operations Management.** This FM was last updated in 1993. This FM will be split into GSTMs 4-41.11 and 4-41.12. GSTM 4-41.11 will be titled "Dining Facility Operations" and GSTM 4-41.12 will be titled "Food Program Operations". ACES is currently developing the Program Directive for both of these GSTMs and anticipates completing them both in FY 2010.

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The Spirit of Thanksgiving in an Army Dining Facility

Thanksgiving Day, a legal holiday in the US, was first celebrated in early Colonial Times in New England. The actual origin, however, is probably the harvest festivals that are traditional in many parts of the world. After the first New England Thanksgiving, the custom spread throughout the colonies with each region choosing its own date. Finally, in 1863, President Lincoln issued a White House proclamation calling on the "whole American people" wherever they lived to unite "with one heart and one voice" in observing a special day of thanksgiving. Setting apart the last Thursday of November for the purpose, the President urged prayers in the churches and in the homes to "implore the interposition of the almighty to heal the wounds of the nations and to restore it...to full enjoyment of peace, harmony, tranquility and union." He also stated that they express heartfelt thanks for the "blessing of fruitful fields and healthful skies." Ultimately, President Franklin D. Roosevelt changed this date for the celebration in 1939. He advanced Thanksgiving Day one week. However, since some states used the new date and others the old, it was changed again 2 years later to the fourth Thursday in November.

If you ever wondered how the symbol for eating Turkey at Thanksgiving originated, you might be surprised to learn that this symbol was pushed by Benjamin Franklin. He wanted to make it the United States national symbol because in his opinion the turkey is a quick runner, wary, with sharp eyesight, and exhibited a regal stance. Of course everyone knows that the bald eagle nudged out the wild turkey for our official national symbol.

The American traditions of Thanksgiving revolve around a grand and lavish meal, usually with Turkey as the centerpiece. For those who do not like Turkey, a Roast or Prime Rib is common. This tradition of a grand and lavish meal has been implemented and improved upon within the Army Food Service Program. As tradition has it in most families, a special prayer of thanks precedes the meal. In many homes, family members will use this time to mention something that they are thankful for. The Army recognizes how important the family has become to retaining Soldiers and allocates a special allowance for the dining facilities so that they can provide a holiday meal above and beyond the normal meal served daily to the Soldier. Food Service personnel are encouraged to use their culinary skills to create a culinary experience for Soldiers and families to enjoy and are usually provided a portion of the installations budget to create a holiday environment. The Installation Food Program managers budget for holiday decorations for the exterior and interior walls, tables, and serving lines to enhance the ambience. Unit Commanders become actively involved to ensure that personnel and their families are encouraged to attend and make it a wholesome experience for all. They usually work with the Food Operation Sergeants (FOS) to make contributions in personnel and unit funding to enhance the operation of the dining facility for Thanksgiving. They work out schedules for units to attend as units and support the family atmosphere. Of course, the FOS should always ensure that the single Soldier is given the first opportunity to experience the dining facility hours of operation before the surge of Soldiers with family members and guests.

Thanksgiving tends to bring out the creative talents of many Army Food Service personnel around the globe and they get into the spirit of this holiday by creating beautiful sparkling Ice Carvings that glimmer with a rainbow of colors. They create gingerbread houses, farms with miniature animals, cities to the minute detail that are truly spectacular. Their decorated Cakes are worthy of submission to the *ACE of Cakes* television show and last but not least, the main items on the serving line are beyond words. Every meat entree is succulent and elicits an array of superlatives from diners. The starches and vegetables are so numerous that diners have trouble trying to decide which choice to make. Most FOS just tell the cooks to give it all to them.

Each dining facility usually selects themes to decorate their dining rooms. They then hunt high and low for these items so that they can fulfill their theme ideas. Many themes reflect the harvest time of the season which include items such as pumpkins, assorted squashes, mannequins dressed as pilgrims and Indians, teepees, canoes, live animals (of course, these are kept outside the facilities) and a variety of other decorations only limited by vision and expense of the food service personnel.

Food service personnel take great care to order special items for food production months in advance to ensure that they can provide a wide range of culinary delights to their diners. Many spouses are amazed and children are in awe of all the food choices that Army dining facilities offer. There are usually long lines of children grouped around the ice cream machines because there are more ice cream toppings arrayed for consumption than there are toppings available in a Baskin Robbins or Dairy Queen.

The pastry bar is usually so stocked with a variety of pies, cookies, cakes, and breads that diners need an additional tray to help carry all the items. Diners are always amazed that Army cooks are talented in the culinary art of baking. This just goes to show that with the right training food service personnel can produce anything and everything.

The salad bar is another area that just bursts with color. Food service personnel go out of their way to color code, enhance and decorate the salad bars that the local farmers are hard pressed to keep up with the demand. Of course, all food supplies are ordered and delivered through an approved source.

The Thanksgiving Holiday celebration is a time to reflect back on the past year and count all of our blessings. Those of us in the Army Food Service Program want to remember all the sacrifices that the Soldiers and families are making during this time of contingency operations and invite Soldiers and their families to enjoy the delights of their local food service establishment.



Thanksgiving Menu November 26, 2009

Cranberry Juice Cocktail

Spicy Shrimp Cocktail

French Onion Soup with French Bread Slices

Glazed Baked Ham

Roast Turkey

Steamship Round Beef

Turkey Gravy

Au Jus

Cornbread Dressing

Horseradish Sauce

Mashed Potatoes

Baked Sweet Potatoes

Green Beans & Mushroom Casserole

Herbed Baby Carrots

Seasoned Broccoli

Calico Salad

Garden Vegetable Salad

Salad Bar with Assorted Salad Dressings

Cranberry Sauce

Fresh Whole Grain Rolls & Spreads

Cornucopia of Fall Fruits

Pumpkin / Sweet Potato Pie with Whipped Cream

Apple Pie

Mincemeat Cookies

Mixed Nuts & Hard Candy

Milk Tea Coffee Soda

We hope that you find the information contained in *Army Food Net* both interesting and useful. Your comments and suggestions are always welcome. Additional information regarding ACES and the entire Army Food Program is available on the ACES website at [http:// www.quartermaster.army.mil/aces/](http://www.quartermaster.army.mil/aces/). Archived issues of *Army Food Net* can also be found on the website.