



# Challenges of Combat Field Feeding

3ID 3HBCT

OIF 5



Sledgehammer Brigade



# Agenda

- Provide an overview of the pre-deployment and deployment scenarios
- Discuss the primary challenges faced and lessons learned:
  - Refrigeration
  - Site Set up and location
  - Sanitation
  - Personnel
- Improvements
- Summary



# Pre-deployment



- 3HBCT deployed to NTC in January 2007
- 3HBCT deployed to Iraq as part of the “surge” two weeks after this pre-deployment training was completed
- Insufficient planning/no mission statement
- Commanders did not fully understand the requirements for food service personnel
- Limited MTOE equipment shipped



# Deployment



- Forward Operating Base (FOB) Hammer was built from scratch
- Forty percent of the Brigade built and occupied Combat Outposts (COPs) and Patrol Bases (PBs) in local communities
- Food service teams supported each site
- Each COP/PB provided unique challenges



# Refrigeration



## Lesson Learned:

- There is a definite requirement to have refrigeration units added to the MTOE making them readily available in theater to support this feeding concept. Once refrigeration is afforded, maintainers will be as well via the Basis of Issue Plan (BOIP). Units are spending millions of dollars each rotation on substandard refrigeration. As early as 1991, the Army was aware of the critical need for refrigeration. The ideal solution is the Multi-Temperature Refrigerated Container System (MTRCS) which has been tested, not fielded. In order to provide Soldiers on the battlefield UGR-As, units would need multiple, dual tempered refrigeration units.



# Refrigeration



- Biggest challenge throughout combat tour
- No refrigeration units in unit MTOE or on ground
- Refrigeration units needed at the Class I Yard, each COP/PB, and Mortuary Affairs
- Needed dual tempered refrigeration units for ice, frozen, and chilled foods



# Refrigeration



## Discussion:

- Lateral transfer of three 40' refrigeration units
- Brigade continued to build COPs/PBs
- Scrounged for any/all available refrigeration units
- Lack of sustainment planning (no maintenance, spare parts, manuals, contract logistic support)
- Needed armored refrigerated transport truck to deliver rations



# Refrigeration



40' Reefer on KBR lowboy



MTOE Ice Chest



Reefer



Reefer emplaced by M88



Reefer and ISU 96



UGR H&S



# Refrigeration



Discussion continued:

- Units consuming Heat & Serve rations 90+ days
- Multi-pack boxes, food safety risks
- Local purchase freezers and refrigerators at a premium
- Drastic measures employed: Ice chests, air lift, external help; AAFES
- Ground mounted 40' reefer on low-boy size
- 82<sup>nd</sup> SB provided two 40' trailers for ice and frozen food
- KBR provided armored refrigerated transport truck
- Extreme temperatures; no cover/overhead to protect against the elements



# Refrigeration



Deep freezers & refrigerator



KBR Ice Trailers



No cover



Tight, limited traffic space



Dust storm



Transport Truck



# Refrigeration



## Contracting:

- Process slow, substandard, overpriced
- Maintenance substandard; 30+ days
- Contractor decided by contracting office
- Creativity by food service teams
- ISU 96 had no available spare parts
- Combat Logistic Patrols (CLPs)
- Brigade continued to build COPs
- Refrigeration requirement increased



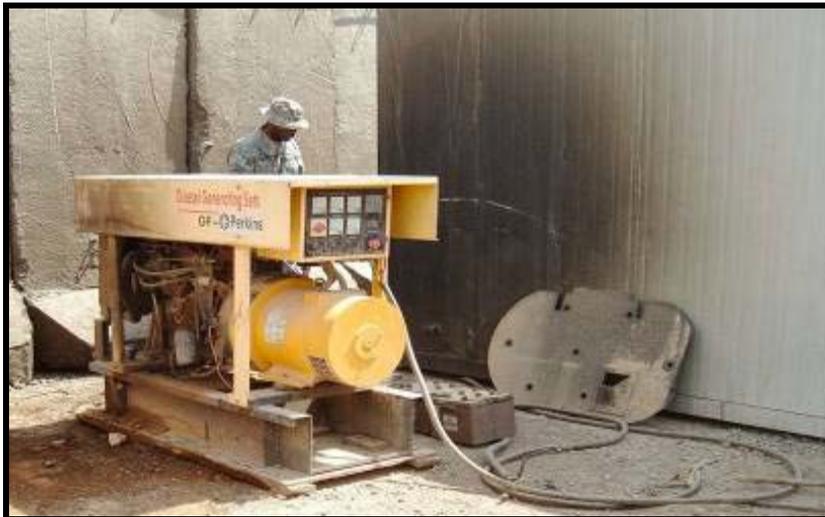
# Refrigeration



\$1 million dollar reefers down 30+ days



Tape on inside; foam on outside



Antiquated Generator



ISU 96



# Recommendation



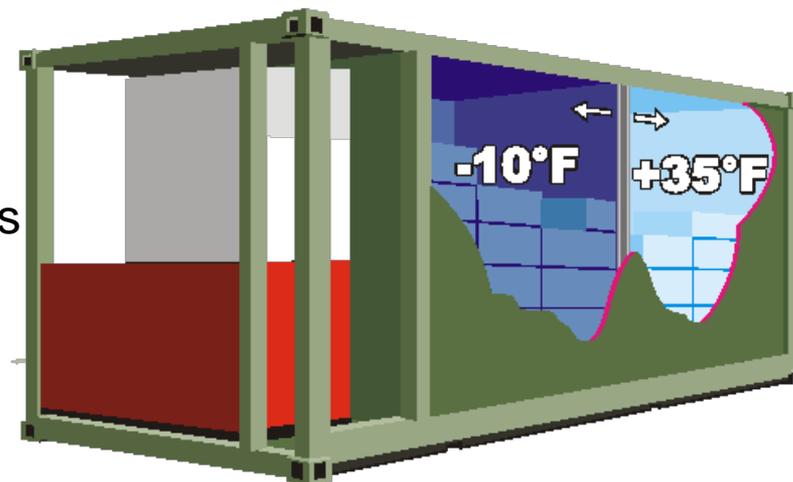
- Expedite the Multi-Temperature Refrigerated Container System (MTRCS)
- Continue to use all available resources
- Practice food safety at all times
- Better coordination from Corps Theater Food Advisor with Contracting Office
- Ensure reliable contracts are in place



# MTRCS



8x8x20  
800 Soldiers  
Two Days



- highly mobile multi-temperature partitioned refrigerated container system that provides simultaneous transport of frozen and chilled/semi-perishable rations on a single platform directly to the field kitchen site
- multi-temperature product storage with two custom selectable/individually controlled compartments (-5 degrees F to 60 degrees F)
- operation on the move
- enable both military and civilian transportation
- multi-powered operation



# Site Set Up and Location



## Lesson Learned:

- Site selection may be non-negotiable since units will embed as mission dictates. Therefore, units must maximize the austere conditions during NTC rotations and at home station in order to better prepare their teams for combat feeding. Commanders must ensure all efforts are made to fully resource their food service teams with the personnel and equipment. Training on safety in all aspects must be a daily and on going requirement.



# Site Set up and Location



- Each COP required a full service operation
- Bombed out, hazardous buildings
- Open areas, no vegetation, no cover
- Resources spread apart; limited space
- Overhead, buildings
- Indoor/outdoor dining areas; none
- Tight traffic routes; vehicles stuck



# COP/PB Field Kitchens



PB Assassin



COP Carver



COP Cashe South



COP Cleary  
**Warrior Logisticians**



# COP/PB Field Kitchen



COP Cahill



PB Salie



COP Cashe  
North



# Site Set Up and Location



Bombed out building; food storage



Outdoor Dining



Tight, limited space; M1131s



Reefer Download **Warrior Logisticians**



Indoor Dining



# Site Selection and Location



- Indoor and outdoor storage areas for operational rations and water
- Condemnation of operational rations
- Very limited Veterinary Services
- Equipment issues and shortages



# Site Set Up and Location



KCLFF



Indoor Sanitation



Outdoor storage



Indoor storage



Outdoor Sanitation



Cooking with Plastic



# Sanitation



## Lesson Learned:

- There is a dire need to have trained Field Sanitation Teams and supplies available as well as maximum food safety and sanitation training for all food service personnel and their commanders in order to mitigate food borne illness. Contracts to support disposal of waste must be coordinated and budgeted for in advance.



# Sanitation



- No government sanitation services system
- Burning feces and trash
- Flies; sick animals
- Majority of dining areas were outdoors
- Slow to receive some cleaning supplies
- Contracts needed to dispose of trash and clean Port-o-Johns



# Sanitation

Standing Water

Fly Bag & Wand



Burning Feces



Contractor support



Outdoor dining





# Site Selection and Sanitation



## Soakage Pits



# Sanitation



COP Cahill



COP Cashe North



COP Carver



COP Cashe South



PB Salie





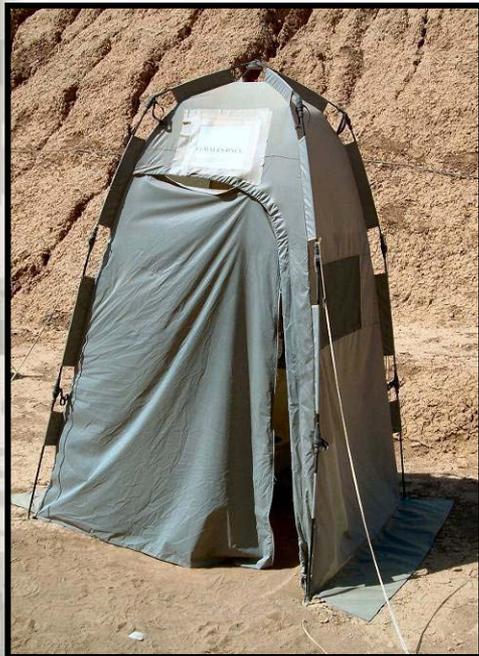
# Site Set Up and Selection



## Personal Hygiene

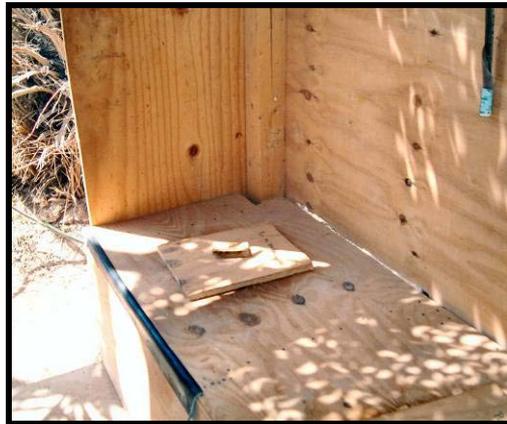


Urinal



Female latrine

# Sanitation



Latrine



Inside female latrine



Latrine



Showers



Laundry



# Personnel



## Lesson Learned:

- There is a need to have competent, creative, and flexible Food Operations Sergeants (FOS) in order to successfully and safely operate today's new and challenging combat feeding operations. All efforts must be made to ensure that food service personnel are available to perform their mission in combat-field feeding. Some NCOs and Soldiers did not spend one day in a field kitchen. The consequences can be detrimental to safe field feeding, compromise the mission, and professional development at all levels.



# Personnel



- Food service personnel tasked out
- No civilians for BDOC/Mayor Cell/AAFES
- Some Soldiers redeployed to CONUS
- Training; creativity; Junior NCOs; AIT
- Six COPs; 2 PBs; 1 JSS; 2 DFACs
- Class I Yard
- Not enough Soldiers for proper refit



# Personnel



Quality Control



Best Mess Thanksgiving Day



Reenlistment



SMA Preston



Force Provider DFAC



SSG Promotion

**Warrior Logisticians**



# Personnel



Iron Chef Winners



Competitor



Judges



Valentine's Day



Cook Appreciation Day



CDR Recognition

**Warrior Logicians**



# Personnel



MJK



Sheryl Underwood



National Nutrition Month



Marne Band Mardi Gras



Halloween

**Warrior Logisticians**



# Improvements



PB Assassin Dining Room

Interior



Contractor DFAC



Newer, better reefers



Port-o-Johns



COP Salie Soakage Pit

**Warrior Logisticians**



# Improvements



Toledo Pulido DFAC



COP Carver



Interior COP Cleary



Exterior COP Cleary

**Warrior Logisticians**



# Summary



- 3HBCT successfully deployed to OIF V
- Combat Outpost/Patrol Base field feeding concept is very challenging
- Command supported the food service mission and personnel
- Must share combat experiences to better prepare the QM Corps for combat feeding