

JCCoE FoodNet



JCCoE Mission

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

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

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Message from the JCCoE Director LTC Ross Johnson

Welcome to the October 2011 issue of the Army FoodNet. I sincerely hope that you find useful and relevant information inside this edition to assist you with your daily requirements. I implore each of you to remain steadfast in your commitment to excellence. It is through that your unwavering support that we continue to develop Warriors that fight and win our nation's wars.

Please continue with providing timely feedback on recommended changes you would like to see included in future editions. Your dialog is very important to us.

Lastly, I want to thank you, the Army Food Service Family, for your continued service. Thanks for keeping the Warrior First!



Message from the Director of Operations

Our Army Food Program

By

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



If you have not noticed over the past few months we have had some major cuts in our funding and our Military and Civilian food service personnel supporting our Army Food Program. Budget constraints and having to do more with less has always been a government theme but as you know the Country is not in a great financial position and the Military has to do its part in finding savings and doing things more efficiently.

All of us must do our part in taking a hard look at our operations and make those hard decisions in our operations. Change is inevitable, Mr. Joe Flower (1996) states change best, "So faced with changes beyond our control (a shifting market for our services, unprecedented demands for cost reductions, expensive new technologies, a sudden change in governance – divorce, or the loss of a job) the goal is not merely to survive, but to thrive, using the energy that the change brings to us".

We have major changes in how we are going to operate in the future and we need to bring our best ideas to the front. We have a team looking at our Food Service operations from end-to-end and will make a recommendation to the DAG4 on what direction we should be heading. What this will look like is yet to be determined but you are seeing the effects of the budget cuts in reducing the dining facilities that are not meeting the 65% utilization rate. We must understand the rationale and the move from unit to installation support dining facilities and build the right size in the right place to support the mission. We must improve operating hours to become more viable to our diners; and ensure we are providing them with the best dining experience available meeting or exceeding their expectations. We must be able to brief our leadership on our MOS that we are a valuable piece to the Army's combat mission and we provide a service unequalled by contract operations in the AOR.

In conclusion change can be positive or negative depending on the operating environment and the circumstances for which we perceive our own self worth and that of our profession. However, leadership and understanding that the environment by which we foster critical thinking and our willingness to except opinions of others in the decision process is key to a high performing team. We must change and understand change is a good thing dependent upon establishing a positive work environment where personnel's creative juices are cultivated and allowed to flourish.

Let's work together to improve our food program and make it the best dining option on the installation.

Reference:

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<http://www.well.com/-bbear/change3.html>

Message from the Director of Joint Culinary Training

Joint Culinary Training Directorate (JCTD) Executive Officer

By
MAJ Julie Rylander

JCTD continues to equip foodservice professionals with current, relevant, and value added training.

Revising training is an ongoing process in our business. JCTD Subject Matter Experts (SMEs) work together with our counterpart SMEs in the JCCoE Operations Directorate to stay on top of up and coming changes across our field in order to incorporate the latest information into our training. Additionally, SMEs stay connected in their respective fields to keep up with current trends and steer our training to maintain its relevancy. This constant state of embracing change might seem tumultuous, but at the JCTD, this keeps us on our toes, ahead of the game, and provides you with the best food service professionals in the world.

I'd like to brag about the 92G Apprenticeship Program (Pilot) initiated within our Course Director's Office (CDO) of the Basic Food Service Training Division in partnership with the American Culinary Federation (ACF). This pilot program is set to provide our entry-level 92G Soldiers with credentials that will propel them more far forward and at an earlier stage in their career than ever before. Because this program is in the pilot stage, only certain 92G Soldiers are eligible to participate. Currently, 92G10 graduates that will be assigned to Fort Hood, Fort Drum, Fort Stewart, Fort Bragg, or Fort Campbell are eligible. Their participation begins immediately during Advance Individual Training (AIT) and continues on at one of the approved duty stations. Soldiers will earn college credits in general education, electives, or major concentration courses that can earn them an Associate's Degree by the time their apprenticeship is complete (approximately 2 years), and the US Department of Labor will recognize them as an apprentice. Additionally, they will be eligible to compete for positions that are typically pursued by senior 92Gs, such as the C20 program, Enlisted Aide, Pentagon Dining Facility, and the US Army Culinary Arts Team; apprentices will also be funded by the ACF to take one of 4 certifications (Certified Chef, Certified Pastry Chef, Certified Soux Chef, or Certified Working Pastry Chef); and can become a member of the ACF and the Old Dominion Chapter of Virginia. Apprenticeship completion translates to the civilian world, making the 92G career field even more lucrative to prospective Army recruits!

We are excited about the future potential of this program! Currently we have 270 92Gs enrolled; the first enrollees began in August 2010. Many thanks go out to the CDO's hard working staff under the guidance of SFC Clinton Francis. Spread the word about this new program and expect to hear great things about it in the future.



Message from the Army Food Advisor



By
CW4 (P) Georgene Davis

"Food Service 2015"

In this article I will discuss and clarify a few great topics that come directly from your "emails and phone calls" expressing concern about the future of food service. I ask that you share this with your team and make sure that the rumors and/or concerns are clearly understood by our world class food service personnel. I really appreciate the open and frank comments and questions. Food Service personnel are never shy or bashful! They get right to the point. I spend a lot of time talking to many of you regarding observations from your foxhole. I really appreciate your openness. Please remember, I will never know if there is a concern unless we "walk and talk" together and continue dialog. As I travel around the Army I want you to feel comfortable enough to inform me of a hot topic you would like to discuss with me; give me a call or send me an email. I ask that you keep your higher headquarters informed; we all have a chain of command.

In this article we will address a few concerns and misunderstandings as it relates to "Food Service 2015". As we address future food service please understand that change is constant. We (Army) have intelligent people working hard to get it right. I will do my best to clarify these concerns to you in this article. If you would like to do further research I have enclosed references at the end.

Why talk about 2015?

The Army personnel system operates on a five (5) year plan. What does that mean? That means there are Operational Research Studies and Analysis (ORSA) personnel who are highly trained personnel who use projected numbers for such categories as accessions, retirements, promotion rates, and sadly even chapter and death rates. Based on the Congressional mandated Army strength numbers and the Army leadership vision for what operations we must be prepared for in the future, the Army will determine how many personnel are required in each MOS and each Grade/Rank for each branch of Service. Based on these projections, all branches of Service can target the exact need of each MOS per year throughout the five (5) year personnel plan.

92G Number Adjustments.

Perhaps you have heard of the change in the Military Occupational Specialty (MOS) 92G food service numbers? This has been an MOS that has been discussed and analyzed for over five (5) years now. A series of Quartermaster Generals and Force Design Development (Quartermaster) Experts have fought to ensure that the QM and 92G "voice" was heard at high level discussions of Department of Defense long term personnel planners. Based on the operational vision of where the Army will be required to execute the next mission directed by our leadership, it has been concluded that there will be a slight adjustment in the 92G numbers. Personnel numbers are based on Congressional guidance and it is a zero sum game process; so as 92G numbers come down slightly, other MOS numbers will come up to ensure the emerging systems may be maintained and that the new operational concepts may be executed in the future requirements of the Army. However, there may be instances where 92G Soldiers will be required to change their MOS. My advice to all who mentor and assume leadership over these great Soldiers is to ensure they are talking sooner rather than later with their retention team to minimize turbulence. If Soldiers wait until the last minute the needs of the Army will take priority. I ask you as their supervisors and leaders to make sure we take care of these Soldiers and guide them on their options.

Message from the Army Food Advisor cont'd

NCOs to Warrant Officer (922A)

The requirements to become a 922A Food Service Technician are available at both the USAREC and Quartermaster home page. The process is automated and streamlined to make it as smooth, efficient and painless for all concerned! The 922A MOS has great rewards and one of them is that there is a great demand in the public and private sector, and guess what, we retire too! So we are always balancing an aggressive assessment program with the fact that our 922A Warrant Officer will depart for another career too! So please if you find an NCO with the right stuff; urge them to talk to the team about pursuing their professional interest.

Two times non-select for promotion:

All Warrant Officers would like to be promoted on a schedule where we feel comfortable. The Army may slow promotions, which is what two time non-select for promotion really mean. Again I must point out the obvious, your duty assignments and your efficiency reports reflect your great work. Displaced time, energy, and focus on other matters unrelated to your work will impact your efficiency reports and reflect a less than exemplary performance. If this is you, you may be one to worry about the two time non-select.

Warrant Officers may be filling O-grade positions.

Warrant Officers formally filling an O grade position must be formally requested through HRC personnel channels. The requesting command will place the Warrant Officer against the unit manning roster. Very few Quartermaster Warrant Officers are formally recorded at the Army HRC level as filling O grade billets as of this article. However, I know that we do have Warrant Officer's informally filling many of the roles and responsibilities of O Grade officers throughout the Army. Here is what I would do if I were in your foxhole and my commander called me in to request I fill an O grade billet; I would do it! I have served in those positions, talked to many Warrant Officers who have served in O grade positions, and conversed with LTC and COLs who come through Fort Lee to attend the Pre-Command Course. They LOVE Warrant Officers and will not hesitate to place a Warrant Officer in an O Grade slot if needed!

I am proud of all the great comments you pass on to me and the observations I see while traveling to visit you. I also want to thank those who take the time to visit with me at the home of the Quartermasters. I hope that this article has clarified some emotional and professional hot topic items for you and your team. I ask you all to spread this information to our teammates and to continue to keep your comments, observations and concerns flowing from your foxhole to mine; together we will do our very best to improve the Army Food Service Program. "Food Service 2015" is upon us. Continue to move forward and take care of our young Soldiers who are at the core of America's Freedom. Army Strong!

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Army Initiates an Assessment of the Food Service Program

By

Mr. Stephen J. Primeau

Change is in the Air. The Army is assessing their operations and evaluating how to conduct business as we move forward to future environments. The new Chief of Staff has charged his Commanders with the task to review and advise him on how to adapt operations to successfully meet potential situations.

As part of this review, the Army G4 and Joint Culinary Center of Excellence (JCCoE), Army Center of Excellence, Subsistence Operations Directorate (ACES OD) have established a Food Service Integrated Process Team (IPT) to research, assess, review, and develop courses of action for the Army G4 to adapt for future operations within the Army Food Service Program.

The current operational environment has strained the active duty component and has had an impact on Soldier requirements. Food Service personnel have been reduced, budget considerations are needed, the Army is in the final stages of the Base Realignment and Closure (BRAC) adjustments and the Army has been focused on wartime operations for the last ten years. All of these factors generate a desire to look at the way that the Army performs their food service mission in Garrison.

The Army always budgets far in advance for Military Construction, Army (MCA) requirements. New dining facilities are springing up to meet the needs of Unit/Soldier movement under the BRAC requirements and to replace some of the outdated facilities located throughout the Army. However, many of these facilities were designed years ago, and now are either too large, too small; they do not meet the current needs and/or layout that would allow for updated food service design.

The Army Food Service initial requirements were to support the subsistence-in-kind (SIK) Soldier. Dining Facilities were constructed to provide three meals a day to the single Soldiers receiving SIK and were located close to barracks for these Soldiers. The Army population is changing and the barracks design supporting them has changed with more kitchenettes to support Soldier needs in the barracks. Our population in the barracks has decreased, there are more married Soldiers coming into the service now than in the past. This change is having an effect on how dining facilities are operating because more Soldiers are receiving Basic Allowance for Subsistence (BAS), which is affecting the type of population that dines in our dining facilities.

Currently, the Food Service IPT is comprised of members from Army G4 and JCCoE personnel and will expand to include Installation FPM and Installation Management Command (IMCOM) personnel once the initial research and assessment is complete. The Army G4 has tasked JCCoE to review the whole Army Food Service program (policy, procedures, construction design, dining facility equipment requirements, nutrition requirements, diner preferences, new food service concepts, new automated systems, etc.). The Food Service IPT has been energized to move quickly on this initiative and has developed a short time line, roughly 1 year, to review the Food Service Program and provide the course of action to the Army G4.

The Food Service IPT has conducted an initial review of areas under consideration and has developed a plan to assess new concepts such as efficient and successful university/college food service operations, commercial operations, and our sister services programs such as the new Air Force Transformation program and the Marine Corps contracted food service program. All options are on the table to consider. The Food Service IPT has developed a checklist to properly address the information required to assess these operations and has designed a traveling team to visit select food service operations throughout the food service industry.

The Food Service IPT has already begun the coordination needed to visit and discuss university/college food service programs. The Integrated Process Team (IPT) participated in site visits to Old Dominion University (ODU), Virginia Commonwealth University (VCU), University of Richmond (UR), James Madison University (JMU) and Virginia Polytechnic Institute and State University (VT). The purpose of the site visit was to observe, assess and gain knowledge of a university approach to their food service program. The intent for gaining this knowledge is to find viable options or courses of action to adapt new strategies to improve the Army Food Program. The IPT was able to observe ODUs many food service options which included dining halls, commercial vendor kiosks, in-house catering operations, and retail outlets that were implemented to meet their student demand and expectations.

The Food Service IPT has already contacted other local universities/colleges to assess other programs and will continue to build information and gain ideas to generate viable courses of action to improve diner satisfaction/participation, monitor budget considerations and ensure that the Army Food Program is realistic and relevant to Army operations.

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CALL TO ACTION

By

Mr. Ray Hosey

-“It is amazing what we can accomplish when we don’t care who gets the credit”

- Mark Pinney



We are continuously reminded the days of status quo are long gone. The realities we now face, shrinking budgets & dwindling resources, limit our ability to achieve excellence. I would somewhat disagree with that realization; while on one hand I do understand our budgets are and have been reduced, however on the other hand I believe our resources remain plentiful. Resources such as creativity, innovation, and thinking outside of the proverbial box, are abundantly available. We have to harness new ideas and implement positive changes where we can.

These changes will come from people such as you and me. Grass roots thinking are generally where the new ideas and innovations are born. Corporate America did not invent FACEBOOK, TWITTER or MYSPACE. It was created by people thinking outside of the box; “How I can deliver a better product to the public?”

As leaders, we all need to learn to do things more effectively and efficiently all while improving processes and systems along the way. We have to break away from the old mode of doing business. If we continue on this unsustainable course we will pay for it in the long run. Congress has continued to state their case for reduced spending, and that normally indicates we will have to endure higher costs for services. Former United States Secretary of Defense Robert Gates stated, “Gone are the days of no questions asked funding requests The Defense Department must make do with less”.

We can help our elected officials by eliminating wasteful practices in our organizations. The adage “because that’s the way we have always done it” can no longer be our mantra. If you have a more efficient and effective way of completing a task, share it with your battle buddies and definitely share your idea with your supervisor, who will probably embrace your idea, and be more than happy to implement it in your daily work practices. This change in thinking should be applied to all areas of the Army Food Program: changes in new equipment purchases, new dining facilities, food service contracts etc. Nothing should be off the table. All areas have to be subject to careful examination. Invite and solicit feedback from all employees. Generally everyone wants to be a part of the solution, if given the opportunity. Form working groups, and ponder the thought, “How can I make the Army better?”

The why factor: Look at what you are doing and keep asking yourself why until all of your whys have been satisfied. This will help you find inefficiencies as well as develop solutions to correct them. Some inefficiency will be the result of mandatory polices that cannot be avoided, but you will find ways to make improvements. This is kind of like the old cliché about opening early to feed 15 personnel early chow. Does he really need to open an hour early? Can he possibly satisfy this mission by serving a shelf stable meal or possibly another ready to eat (RTE) product from the family of rations at his disposal? Should he bring in an entire shift early and pay the contractor early feeding cost for that service? If you are creative enough, you can get far-fetched and play this game forever but realistically you should come to a place where you identify what you are *really* trying to accomplish. This process can find inefficiencies and places to improve.

In closing, it is incumbent upon all persons involved, to eliminate wasteful spending practices. We all have something to offer, let’s wrap our arms around this current issue and work through it as our forefathers have done previously. Let’s be the generation of “I CAN AND I WILL!”

Transformation of DOLs

By
Mr. Jose A. Millan



The adage “change is good” is often heard when a new concept or methodology is used to measure work performance or to improve efficiencies within our scope of duties. Currently the Army has embarked to transform Directorate of Logistics (DOLs) responsibilities from Installation Management Command (IMCOM) to Army Materiel Command (AMC) to ensure alignment of core competencies and capabilities.

As part of the Army Campaign Plan, the Army has realigned missions to the appropriate Army enterprise (AMC, FORSCOM, TRADOC or IMCOM). The Directorate of Logistics (DOLs) provides support at 77 installations worldwide. They provide key installation level food service, retail supply, ammo training, transportation and field level maintenance to supported units. DOL functions are better suited with core competencies found under AMC. The intent is to reduce, consolidate and eliminate redundancies in services.

The plan to realign operations includes decentralizing day-to-day operations through the Army Sustainment Command (ASC) Brigades and Battalions worldwide. This will allow AMC to manage cost, schedule and performance. The identified units to support this transition are the Army Field Support Brigade (AFSB) and Battalion (AFSBn). The AFSB deploys in support of the operational headquarters with the mission of providing integrated and synchronized support in the area of responsibility (AOR) under the operational control (OPCON) of the TSC (or ESC).

The AFSB integrates and coordinates Acquisition, Logistics and Technology (ALT) capabilities and addresses the need to deploy, employ, sustain, and redeploy those capabilities seamlessly from the national sustainment base to the Warfighter. It is a Table of Organization and Equipment (TOE), Augmentation Table of Distribution and Allowances (TDA), and Contingency TDA organization, which is capable of split-based operations in support of full spectrum operations. The AFSB synchronizes deployable capabilities of its TOE and TDA organizations, which include capability plugs such as contingency contracting, accountability and deployment of contractors on the battlefield, and Life Cycle Management. There are seven AFSBs providing regional support:

- 1) 401st AFSB. The 401st Army Field Support Brigade (AFSB) headquarters is located at Bagram Airfield, Afghanistan, where it leverages the full might of the Army Materiel Enterprise at the tip of the spear in support of Operation Enduring Freedom (OEF).
- 2) 402nd AFSB (Iraq). The 402nd Army Field Support Brigade, headquartered at Joint Base Balad, Iraq, delivers the full might of the Materiel Enterprise to supported forces throughout Iraq.
- 3) 403rd AFSB (Korea) The 403rd Army Field Support Brigade (AFSB), headquartered at Camp Henry, Daegu, Republic of Korea, delivers the full might of the Materiel Enterprise to supported forces throughout Korean and Japan Theaters of Operations.
- 4) 404th AFSB (Fort Wainwright) The 404th Army Field Support Brigade-Pacific, headquartered on Fort Lewis, Wash., delivers the full might of the Materiel Enterprise to supported forces throughout the western United States, including Alaska and Hawaii.

5) 405th AFSB (Germany) The 405th Army Field Support Brigade, headquartered at Daenner Kaserne in Kaiserslautern, Germany, delivers the full might of the Materiel Enterprise to supported forces throughout Europe.

6) 406th AFSB (Ft Bragg) The 406th Army Field Support Brigade provides a single Army Materiel Command face to the Field by integrating and synchronizing Acquisition, Logistics, and Technology in order to enable combat readiness of all Army units in the eastern United States. The 406th AFSB supports the largest population of dining facility operations in CONUS.

7) 407th AFSB (Fort Hood) The 407th AFSB, Headquartered at Fort Hood, and its subordinate units have been responsible for enhancing the readiness of Active, Reserve and National Guard units in 13 states through unified and integrated application of AMC's technical capabilities to forward-based and deploying units in both wartime and peacetime.

The DOLs will normally fall under an AFSBn supporting their installation; in some cases an AFSBn can support multiple locations where the installation location does not warrant a creation of another battalion/DOL to support a small population at that installation. A good example of this scenario is USAREUR where currently the norm is one DOL may support several small bases at the OCONUS location.

With all these changes you would assume that IMCOM is going away, that is far from true as IMCOM will still maintain play a part in ensuring garrison feeding operations are supported within other agencies that support the Army Food Program. IMCOM still supports other factors on the installation such as contracting building maintenance, equipment replacement and other activities that support the food program. Their mission is to provide Soldiers, Civilians and their Families with a quality of life support on the installation.

Recently, the ASC held a ROC Drill to identify Common Level of Service (CLS) responsibilities for food service operations to support transformation requirements from IMCOM to ASC units. To this date, AMC has operational control of 76 of the 77 DOLs. There are some resource and responsibility concerns that are still being identified; there are also unique relationships that DOLs manage which include dining facility equipment replacement and new construction.

Future changes may also allow the opportunity to identify military personnel requirements for regional locations to provide oversight support of the installation food program. The current implementation timeline allows for key personnel to provide input in support of maintaining an effective Army Food Program while reducing cost and eliminating redundancies.

As procedures and responsibilities are outlined, The Joint Culinary Center of Excellence (JCCoE) will ensure future changes in responsibility are covered in Army Food Program policies. Currently AR 30-22 identifies responsibilities for DOL and IMCOM regional food service staff in chapter 2. Some of these responsibilities are now inherently an AMC and AFSB/AFSB(n) function. For further information concerning the IMCOM /AMC transformation go to the ASC website at <http://www.aschq.army.mil/home/Default.aspx>, for information concerning IMCOM go to: <http://www.imcom.army.mil/hq/>.

Who should be Licensed on Food Service Fuel-Fired Cooking Equipment?

By
Mr. Rod Piggott

For many years, the Army's Food Service Program has required Food Service Personnel to become licensed on the safe operation of all applicable fuel-fired cooking equipment such as Modern Burner Unit (MBU), Generators, and many of the models of field Heaters or Lanterns. It is a standard procedure that Food Service Personnel who attend the Advance Individual Training School (AIT) or had an apprenticeship course have the opportunity to learn the skills necessary to operate fuel-fired cooking equipment and be properly licensed. Once the standard permit U.S. Government Motor Vehicle Operator's Identification Card (OF 346) or license is granted, he or she is able to safely operate the fuel-fired cooking equipment. The Army Driver and Operator Standardization Program (Selection, Training, Testing, and Licensing), AR 600-55 covers the requirements for issue of the OF 346 and the documentation of training, restrictions and certificates on the DA Form 348, Equipment Operators Qualification Record (except Aircraft) to operate equipment.

This year, the Joint Culinary Center of Excellence (JCCoE), Army Center of Excellence, Operations Directorate (ACES, OD), Facilities and Equipment Division (FED) received several phone calls asking this question - "who is required to be licensed on Food Service Equipment?" The unit commanders at each installation have the final authority to determine who should or should not be licensed in the unit to operate the fuel-fired cooking equipment. However, in order to operate the fuel-fired cooking equipment "you" must be fully licensed in accordance with Army Regulation 600-55, Chapter 6. This license proves that the food service personnel are knowledgeable and verifies the performance qualifications. Unlicensed food service personnel can only work with non fuel-fired cooking equipment under the supervision of Noncommissioned Officer who is officially licensed or school trained.

Clearly, certification is very important to the Army Food Service Program. The Food Advisor must review food service personnel training records for proper training and documentation to issue a license to operate fuel-fired cooking equipment when assigned to the command. Another area of concern is the expiration of the license; please note there is an expiration date. For Active Army, Army Reserve, Army National Guard, and civilians your license will expire on the same date as the individual's state license expires or 5 years from the issues date. The information on the expired OF 346 license will require verification before issuing a new license. For those Food Service Personnel that are re-assign or need additional training as an operator will need to be recertified on the fuel-fired cooking equipment regardless if personnel state license are not reissued.

There is a penalty for not being properly licensed. This penalty should raise concern for unit commanders who are commanding Soldiers with Military Occupational Specialty (MOS) 92G. These are penalties the Army cannot afford to have within the ranks of deployable units. The Fuel-fired cooking equipment can become volatile and explode if not properly managed; this can cause a fire within the field kitchen leading to extensive property damage, injury or death. A Soldier working in the 92G MOS will have a license to show that he or she knows how to safely operate the fuel-fired cooking equipment within the unit. A copy of the license and Equipment Operator Qualification Record will be kept on file and available for pre-deployment, Brigade and unit safety evaluation.

Any question or concern with Food Service Personnel being licensed contact your local Safety Officer, Unit Operation Sergeant or Joint Culinary Center of Excellence (JCCoE), Army Center of Excellence, Operations Directorate (ACES, OD), Facilities and Equipment Division (FED) for future guidance at 804 734-3329 DSN 765-3329.

Teachable Moments: Leftovers

By
Mr. Ronald Bellamy, Sr.

SSG: Hey PVT, what's up with dinner?

PVT: I'm working it SSG. Why do we always make new items for every meal when we could serve these perfectly good leftovers and save time and not waste food?

SSG: I know, but leftovers can be risky, there are certain items that are acceptable as leftovers and there are items that shouldn't be served again.

PVT: But I thought as long as items were served in a reasonable amount of time that they were ok to be served as leftovers?

SSG: And that is true, but not all foods are suitable for leftovers.

PVT: I guess I still have a lot to learn about food and food service huh?

SSG: Hey, PVT you are ok, we all started out learning and are still learning. No one knows everything about food service, but since we have a few minutes gather up the others and I will give a quick class on leftovers.

PVT: Hooah SSG...



Five minutes later in the dining room



SSG: Hello everyone. Today, I am going to give you all a quick class on leftovers. All the information pertaining to leftovers will be in accordance with TB MED 530, but I want you all to ask me whatever questions you have concerning leftovers and any other food service questions. Who is first?

PVT: What is a leftover?

SSG: A leftover is any unserved food remaining at the end of a serving period for which it was prepared.

PVT: Does this include food items that were prepared for a meal and never put on the serving line?

SSG: Yes. This includes both hot and cold foods prepared for a meal but never put on the serving line. Most employees understand this includes hot foods but do not understand this includes cold foods too.

PVT: Can you give some examples of prepared cold foods that were never put on the serving line?

SSG: Yes. Say you prepared a salad, put it in a line pan and put it in the salad refrigerator. It was never put on the serving line but at the end of the meal it would be considered a leftover. Same would go for cottage cheese and canned fruit panned up for breakfast but was never put on the serving line.

PVT: Panned up cottage cheese and canned fruit would be considered a leftover? There really is no preparation to these two items, just the panning up part.

SSG: For standardization purposes and not having many interpretations of what preparation means for each food item, if the food is panned up, it is considered "prepared."

PVT: For foods that were put on the serving line but are not served, are there any special food safety requirements that we must meet to keep a food as a leftover?

SSG: Yes. In order to keep a food as a leftover that was placed on a serving line, the food must have been kept at a safe temperature, protected by a sneeze guard and served by a food service employee.

PVT: Can all foods placed on a serving line that were kept at a safe temperature, protected by a sneeze guard and served by a food service employee be kept as a leftover?

SSG: No. Some food items can never be kept as a leftover. These include foods that have been creamed or received extensive handling or preparation, foods that do not hold well from one meal to another, raw or partially cooked PHFs and unused or returned food. Always ask your manager which foods may not be kept as leftovers.

PVT: Can you give some examples of foods on the master menu that we should not keep as a leftover?

SSG: Yes. For breakfast, cream beef (from scratch), oatmeal, grits, pancakes, waffles and French Toast. For lunch and dinner, all fish products; a la king, stroganoff, and pot pie products; and French fries. Keep in mind there may be others, these are just some examples.

PVT: We can keep cream beef as a leftover?

SSG: Not cream beef made from scratch. You may only keep boil-in-the-bag cream beef that has been heated but not opened.

PVT: Can any foods that are offered for self-service be kept as a leftover?

SSG: Only in some circumstances.

PVT: Ok, can the syrup or soups in the crock-pots or the bulk food items on the breakfast or salad bar be kept as leftovers (i.e. salsa, cottage cheese, salads, salad toppings, etc.)?

SSG: No. Foods like these offered for self service must be discarded at the end of the meal.

PVT: What about individual pastries that are plated up wrapped with plastic wrap and offered for self serve?

SSG: Yes, these pastries can be kept as a leftover. If the pastries were not wrapped, they cannot be kept as a leftover.

PVT: What about condiments such as hot sauce and steak sauce in bottles, pre-packaged con-diments such as salad dressings and ketchup, and wrapped crackers that are offered for self service?

SSG: These types of food items are not considered leftovers and may be kept from meal to meal.

PVT: What about hard skinned fruits such as apples and oranges that are offered for self service?

SSG: Hard skinned fruits are not considered leftovers and can be retained if they are washed after the meal.

PVT: What about pre-packaged foods that have been taken by a diner but not eaten? For instance, a diner leaves a box of cereal, a yogurt and a packet of ketchup on the dining table they didn't eat for the breakfast meal. Can we keep these items and serve them again?

SSG: You can keep the cereal and ketchup packet as long as the wrapping or packet is not opened. The yogurt must be discarded because it was taken from refrigerated temperature control.

PVT: How long can I keep a leftover for?

SSG: 5 hours if the leftover is kept hot (above 140°F) or 24 hours if the leftover is cooled properly and kept cold (below 40°F).

PVT: When does the time (5 or 24 hours) start on a leftover for keeping it?

SSG: At the end of the serving period. For example, if a pan of baked chicken was a leftover from the lunch meal, the time for keeping it 5 hours hot or 24 hours cold would start at 1300.

PVT: How do I cool a leftover down if I want to keep it up to 24 hours?

SSG: You must cool it down to 70°F within the first 2 hours and then down to 40°F in the next 4 hours. So 6 hours from the time the meal is over, the food must be down to 40°F. Approved cooling methods are listed in TB MED 530 and include using shallow pans, separating into small portions and using ice water baths.

SSG: Now let's get back to work and remember when in doubt ask your Shift Leader or Dining Facility Manager.

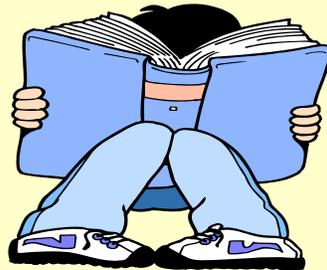
PVT: Thanks SSG for the great training! Hooah!

Researching Energy Efficiency: You Have to Use Energy to Save Energy

By
Mr. Ryan Mebane



As we focus on green and green initiatives, are we missing the forest for the trees? As foodservice personnel, are we really taking the time to research equipment or are we just nodding our heads in agreement to keep the conversation moving? It is quite easy to fall into the trap of purchasing or specifying equipment that may not be energy efficient, or at least is not as efficient as it could be. However, as foodservice professionals it is up to the food program managers, dining facility managers, and maintenance personnel (i.e. DPW) to learn the difference between those pieces of equipment that promise energy efficiency and those that actually deliver on their efficiency promise.



Research is key and it is not easy, but it will pay off in the end...to save energy, you have use energy. Where can I go to start my research you may ask? Well, it is your lucky day; I have the answer for you. There are several internet sources that can provide you with all the information you need. Of course, there is the EPA Energy Star site (www.energystar.gov/index.cfm?c=products.pr_find_es_products), but there is also the US Green Building Council (www.usgbc.org) and Food Service Technology Center (www.fishnick.com). All of these sources contain current information on proven energy efficient equipment and energy management practices. However, beyond this we have to take a good look at our own dining facilities and dining facility leadership. Are we really exploring ways to conserve energy or are we just trying to survive the installation planning board meetings?



Hopefully, by asking yourself this question, you are already heading down the road to better dining facility energy efficiency. There is no magic wand to wave to make every dining facility in the Army suddenly operate at optimal efficiency, but by doing your research and taking your time, high energy efficiency can be achieved. As you develop your equipment replacement plan, make sure you take into account the energy use and throughput of the equipment you are intending to purchase. A good tool to use for this is the Energy Star "Commercial Kitchen Equipment Savings Calculator".

(www.energystar.gov/ia/business/bulk_purchasing/bpsavings_calc/commercial_kitchen_equipment_calculator.xls).

Energy Star Food Service Equipment that is already on the market

- Commercial Dishwashers
- Commercial Fryers
- Commercial Hot Food Holding Cabinets
- Commercial Ice Machines
- Commercial Ovens
- Commercial Refrigerators & Freezers
- Commercial Steam Cookers

For more information contact:

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IS IT WORKING?

By
Mr. Rickey Frazier

“I don’t know haven’t noticed”



I “don’t know haven’t noticed” was the typical response given when asked about the status of the oven blower motor on the Containerize Kitchens (CK). A Food Management Assessment team (FMAT) visited Fort Hunter Liggett, CA and Fort McCoy, WI to assess food operations during exercises Patriot Warrior and Pacific Warrior. Both exercises are two and a half months in length and serves as the Army Reserve Annual Logistic Training Exercises.

The FMAT team visited all Contingency Operation Locations (COL) at both McCoy and Hunter Liggett to observe food service and sanitation operations and procedures. The one thing that was apparent across the board was the avoidance of using the CK ovens. When the team inquired why the ovens were not being used the response was “its not working properly, takes too long to heat up and cook”. After further investigation the team discovered the oven blower motors were not working. The team continued to ask the question as they visited other COLs, “do you know if your oven blower motor works”; the response was consistently the same “I don’t know haven’t noticed”. One of the reasons the team attributes to cooks not knowing if the oven motor is operating is the lack of visibility in the oven. There is no light in the oven itself and the lighting in the area where the oven is positioned is inadequate to facilitate seeing inside the back of the oven without the use of a flash light. This prompted the team to further investigate the situation.

The team visited the Equipment Concentration Site (ECS) Maintenance and Quality Control manager responsible for the maintenance of all equipment used during Annual Training and Training Exercises. The ECS maintenance manager informed the team of the numerous problems they have encountered with the oven blower motors and difficulties endured trying to get repair and replacement parts. He also expressed concerns with the wiring running from the on/off switch to the motors burning out. However, his greatest concern was the motors not being covered in the CK Technical Manual (TM), no available part number and having repairs performed by a private contractor.

The team referred the issue to the Joint Culinary Center of Excellence (JCCoE), Army Center of Excellence, Subsistence, Directorate of Operations (ACES-OD) Facilities and Equipment Division (FED) for assistance. The FED further investigated the issue before requesting the Research and Development team at NATICK conduct a series of test to determine the problem. NATICK was able to quickly identify and confirm the motor problems, assign a Federal Supply Classification number (6105), a National Item Identification number (015258720), Item Name (Motor Alternating Current), provide a Defense Logistics Agency price listing (\$447.23) and recommend consulting the Letterkenny Army Depot for repair issues. They also acknowledged this information had been omitted from the CK TM which is currently being updated.

The purpose of this article is to increase your situational awareness, so you don’t have to say “*don’t know haven’t noticed*”!

For more information contact:

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804 734-4285

PUBLICATIONS UPDATE

By

Ms. L'Tanya Y. Williams



Where are the updated Army food service program publications you still ask? On 1 January 2011, the Army Publishing Directorate, (APD) implemented a new process that shortened the overall publishing processing timeline. We were “on a roll” with the processing of our revised publications until we recently had an unexpected delay. APD had to shut down operations in Alexandria in the first week of August to prepare for their move to Ft. Belvoir. In early September 2011 they completed their move and have recently began publishing operations at their new location.

The current status of the Army food program publications are as follows:

- AR 30-22 is at APD awaiting final editing and publishing.
- DA PAM 30-22 is at DA G4 awaiting signatures and will then be forwarded to APD for final editing and publishing.
- TMs 4-41.11 (Dining Facility Operations) & 4-41.12 (Food Program Operations) are both pending editing by APD. The current forms need to be revised.
- AR 600-38, The Meal Card Management System is at G4 and will be sent out for worldwide staffing in October 2011.

NOTE: Currently we are working on updates for the next revisions to AR & DA Pam 30-22. Please provide your input for the next revisions by submitting a DA Form 2028 (Recommended Changes to Publications and Blank Forms) through your chain of command. Now is the time to get your recommendations in.

2011 AFMIS Web FY Closeout

ALL AFMIS System Administrators:

Below are the 2011 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).

Subsistence Supply Management Office (SSMO) formerly known as Troop Issue Subsistence Activity (TISA) – No Action Required.

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

Enter the new cash accounting classification for the operation and maintenance classification code for FY 2012 into AFMIS **“NO LATER THAN”** 30 September 2011. This accounting classification **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 Cash Acct Classification 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 2011-10-01. Make the necessary changes to the classification code 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 classification.

ACES OD, CSPD CSPD will top load the account classification code for the garrison food cost classification and the field food cost classification. The FPM needs to only input the operation and maintenance classification code that they receive from the Resource Management Office.

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 (11) 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.

Unitized Group Ration – Heat and Serve: Not What it Used to Be...

By
CW4 Sean Lonnecker

Your unit is deploying for an exercise or operation and you're in the meal planning mode. As you look at your options, knowing that refrigeration won't be available right away, you see that you could transition from MRE's to the UGR Heat and Serve (H&S) almost right away. The moment you consider this course of action, memories haunt you of the poor reception your Commander has had to the H&S, and you put away the thought of using them. You work out a plan to feed your Warriors without consideration for the UGR H&S. Seems familiar? Well things have changed.

The Combat Feeding Directorate at the U.S. Army Natick serves the Soldier in the development, testing, and evaluating of military rations for the DoD. Products that have gone through a rigorous development phase and evaluated by Soldiers are voted upon for inclusion to rations at the Joint Services Operational Rations Forum (JSORF) hosted annually by the Joint Culinary Center for Excellence (JCCOE). Both independent and partnered research programs conducted at Natick over the years have resulted in significant improvements to all rations. While many of these improvements are noticed right away, the H&S mostly suffers from past memories or "war-stories" of how a ration used to be. Unfortunately, these stories detract from the tremendous successes associated with the H&S ration.

The Meal, Ready-to-Eat (MRE) first hit the field in the early 1980's and the ration was considered by many to be anything but successful. Some of you probably remember some of the least favorite aspects...dehydrated beef patties and fruit that would never rehydrate. Oatmeal cookie bars that were more suitable to bunker reinforcement than eating. Trying to set up an immersion heater for a battalions worth of Soldiers because there was no way to warm an entrée. MRE's were so bad that Soldiers would take parts and make their own food; have you ever made an MRE cookie in a canteen cup? I have, as far as I was concerned, the creamer and sugar were the best thing the MRE had going for it in 1989. Feedback from users was taken and acted upon by Natick, the Services and industry to result in one of the most fantastically successful rations the DoD has ever seen. Why was the extensive work on the MRE noticed and similar improvements on rations like the H&S aren't? With the MRE, Soldiers had to eat it. It filled a slot in the ration cycle that could not be filled by anything else. By using the MRE, Soldiers saw the improvements right away and forgot the failures. By comparison, failures in the H&S have become a fixed point of reference in our minds.

The UGR H&S has been slow to regain acceptance. We remember some of the weak points of the ration, whether it be opening a metal can or the less appetizing appearance (and texture) of some of the entrée's. Although can openers have been replaced by peelable seals and entrée's are changed every year, Commanders avoid the ration because they are not exposed to it enough to see the changes. Military Food Service Soldiers are some of the best "make it happen" individuals in the military. When they should be breaking down A-ration kitchens, they continue to serve. When everyone else is back with their families, they're still recovering equipment because they didn't transition to H&S or MRE's when they could have.

Food Service planners may avoid the H&S ration because it's a tough sell to Commanders that want "only the best for their troops." The changes in this ration continue to make it part of what is best for those troops, and it's only getting better. For the 2011 production year, we're seeing the removal of 6 items, and the addition of 15 new and exciting menus and desserts. As you're selling the use of the UGR H&S to your Commander, talk about the new *Cuban Garlic Beef* or the *Turkey Tetrazzini*. Tempt their sweet tooth with the promise of the new *Red Velvet Cake* or *Peanut Butter Chip Cookies*. Even some of the side spices available for the



Army Food Advisor CW4 (P) Georgene Davis and FORSCOM Food Advisor CW5 Prncido Texidor sample new ration items at the 2011

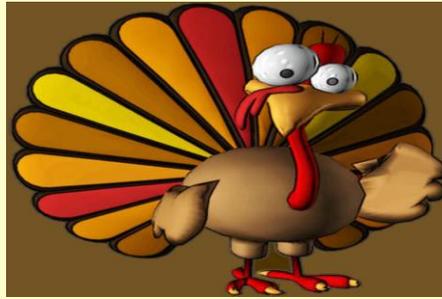
2011 UGR H&S will provide you and your customers the opportunity to exercise some creative flair with the new *Chile lime hot sauce* or *Sweet & Spicy Hot Sauce*. At the same time, you and your Commander can be assured that the new items like these, that have been added to every production year of the Heat & Serve, have been “Warfighter Tested, Warfighter Approved” through exhaustive field testing with Army and Marine Corps Warfighters in a field setting. Without passing the acceptability test at the fork, none of these new menus would be a part of the ration.



SSgt Jake Sulwer prepares a UGR H&S in a new SPEK during training in Tucson.

Consumption data for the UGR-H&S shows that it peaked in 2002 with over 64,000 modules consumed, and dropped by over 90% by 2010 with just over 5,000 modules used. The current trend seems to be that UGR-H&S are used only when they must be, and are rarely used in CONUS training exercises. There are at least three predictable results in this mode of thinking, for one, Soldiers and Commanders are not able to see how this ration is continuing to grow and improve over time. Secondly, we begin to breed a generation of cooks that aren't familiar enough with the H&S to employ it to its full capacity. Lastly, we begin to breed an Army untrained in managing a tough environment related to “not the best” dining conditions. Inserting the H&S during training as an appropriate transition from MRE to UGR-A will help train our Food Service Professionals and units in how to properly employ them during conflict. If consumption rates continue to decline over time, we may eventually see a reduction or loss of the commercial industrial capability to produce the H&S, and we could lose it. The UGR H&S is a capable, dynamic ration that plays a vital part in the complete meal cycle. Fight with it. Train with it and remain a successful Army with it. We believe no matter how great the maneuver capability, a unit that is not trained on the full family of operational rations is a unit not ready. Commanders and leaders are

encouraged to increase the potential of Unit Readiness in all skills including Class I. For more details, regarding the family of Operational Rations and their use, contact the JCCoE Quality Assurance Division – Sean Lonnecker, Senior Food Safety Officer, (804) 734-4286, Beverly Hamlette, Quality Assurance Specialist (Army Field Feeding), (804) 734-4584, or Rick Byrd, Chief, Quality Assurance Division, (804) 734-3366.



Thanksgiving Holiday Menu –

Autumn settles in, the days blaze in fall colors and warm daytime temperature, while the clear night skies can bring a bit of a chilly nip to the air. Do you feel the energy?

Think about bringing soups to the forefront of your menu planning, keep the menu choices bursting with color and nutrients, and pay attention to making the choices even more special on the chilly, rainy or plain gloomy days. Food and mood do indeed go together.

The celebration of Thanksgiving is one of the ways we enrich the fall days; we may reflect with true thankfulness for our family, friends, co-workers and treasured resources. We gather to celebrate together and share a meal replete in tradition, aromas, and savory flavors.

The Thanksgiving Holiday Menu we share with you may serve as your model for the meal; the Installation Food Program Manager should feel free to refine it to fit the needs, capabilities and interests of his/her diners. The meal is designed to be special so use those creative skills to garnish the food and decorate the facility so the message is clear – we are honored to have you, the diner, join us for this special occasion. And the staff continues to communicate this message by how the meal is presented and served.

Remember that the Holiday Meal Rate for 2011, Tab G from the Comptroller, is in effect for your cash collections. Most participants must pay the standard rate; there are only a small number of folks who are entitled to the discount rate.

May your efforts be noted, may your diners be delighted, and may you find great pleasure and reward in your days. You have my Thanks.



November 24th, 2011

Cranberry-Apple Juice
Shrimp Cocktail with Seafood Sauce

Vegetable Beef Soup
Savory Croutons

Roast Turkey with Turkey Gravy
Baked Ham with Pineapple & Clove Sauce
Tender Prime Rib Au Jus with Horseradish Sauce
Basil-Pesto Topped Baked Salmon

Traditional Mashed Potatoes
Roasted Sweet Potatoes with Maple-Ginger Glaze
Savory Bread Dressing

Broccoli Spears with side of Cheese Sauce
Green Beans with Sauteed Onion
Pimento Corn

Salad Bar with Assorted Salad Dressings
Cranberry Sauce, Cranberry-Orange Chutney and Condiments
Assorted Seasonal Fresh Fruits

Cornbread, Butterflake Rolls,
Assorted Whole Grain Dark Breads with Butter Pats

Dessert Bar with Pumpkin, Apple & Mixed Berry Pies
Spiced Pumpkin Roll with Cream Cheese Filling
Holiday Decorated Cake, Molasses Sugar Cookies
Mixed Nuts and Hard Candy
1% Milk, Coffee, Iced Tea, Hot Tea, Fruit Punch

JCCoE announces promotion of a member of our family



Mr. Jose A. Millan
Chief, Subsistence Prime Vendor



The JCCoE, Concepts, Systems & Policy Division team is pleased to announce the promotion of Mr. Jose Millan as the new Subsistence Prime Vendor Team Chief for the Concepts, Systems and Policy Division (CSPD) and the Senior Instructor of the Food Service Contract Management Course (FSCM). He replaces Ms. Vartuli-Dusablon as she has moved to the CSPD Division Chief position. Mr. Millan joined the JCCoE family in October 2009 after completing a 24-year Army career.

In the last two years, he has made many contributions to the Army food program. Mr. Millan has served as the action officer for the Food Service Contract Management Course, Performance Work Statement (PWS) prototype and been involved in Subsistence Prime Vendor program issues. He has also assisted with the development and writing of Army Food Service Policy/Procedures and Field Doctrine. We are extremely proud of Jose and looking forward to watching him excel in his new position. He is a true asset to today's Warfighter.

Cooking Tips from our very own JCCoE Chefs

Fall = Tailgating

– so be prepared, and be the best. 10 Tips & Foods for Tailgating

Tip #1 Excite your guests! One-up typical tailgating food like burgers and hot dogs. Use quality beef, make sliders instead of burgers, and expand your condiments – you need more than ketchup and mayo – get some cream horseradish, and banana peppers!

Tip #2 Make handheld food for your tailgate party: Avoid utensils. Serves food you can hold in one hand, like these Asian chicken lettuce cups. Easy to make on the grill.

Tip #3 Wraps, Wraps, Wraps! Wraps are the ultimate tailgating food: They're easy to eat and transport, and kids love them. You can do all the work at home pack them up on game day.

Tip #4 Make it a team sport. Don't be shy about putting friends to work: Ask your guests to pitch in and bring a signature dish or drink.

Tip #5 Watch the clock! Coaches don't wait until game time to plan their strategy, nor should you. One week before: Pick your menu. Decide what you want to cook -- and what you want your guests to bring (see Tip No. 4). Two days before: Shop for ingredients and for supplies like disposable plates and utensils. The night before: Chop, slice, marinate, brine, freeze and blend at home -- do anything you can to prep ahead! (Mise En Place)! There are some great tailgating checklists already to download on the web.

Tip #6 Pack like a pro. Be ready for the day and when 'Murphy' shows up - keep a box of knives, tongs, cutting boards, plastic bags and aluminum foil ready to go for his next tailgate.

Tip #7 Stay cool and hydrated. To save room in your cooler, freeze water bottles before the game and use them as ice packs. They'll thaw by the time you're ready to eat, so you'll have ice-cold water for everyone to drink.

Tip #8 Take a timeout. The cook should have fun too, so don't worry about making every single thing from scratch. Go ahead and put out top-notch corn chips, pita chips and cocktail mixers from the store. Pick up cookies and dessert from a local bakery on his way to a game.

Tip #9 Fire it up. Skip the lighter fluid (and its funky taste) and use a chimney starter, an aluminum canister sold at hardware store or bring your trusty tailored tailgating gas grill!

Tip #10 Clean as you go! Yep even tailgating you need to stay clean and professional. Cooking without a sink is messy, so bring disinfecting wipes or, if your spread is huge, make table sanitizer by mixing one tablespoon of bleach into a one-gallon jug of water. Pack a collapsible trash can and a box of trash bags. Don't forget plastic containers are great for leftovers -- in the rare event that you have any.

Upcoming Events

Columbus Day	10 October 2011
Thanksgiving Day	24 November 2011
Christmas Day	25 December 2011
New Years Day	1 January 2012