

# Quartermaster

PROFESSIONAL BULLETIN  
SUMMER 2002  
WARFIGHTERS' LOGISTICIAN

PB 10-02-2



Army Center of Excellence,  
Subsistence  
Special Edition





## *From The Quartermaster General*



*Major General Terry E. Juskowiak*

Greetings from Fort Lee and the US Army Quartermaster Center and School. The past three months have been extremely busy. In addition to our biennial US Army Training and Doctrine Command (TRADOC) Initial Entry Training Assessment, we conducted our annual Quartermaster Functional Review with the Army G1 and also hosted the 2002 Quartermaster Regimental Week, May 15-18.

It saddens me, however, to report that the Quartermaster Corps lost one of its true visionaries on April 6, 2002, when LTG Andrew T. McNamara died at the age of 96. LTG McNamara's distinguished career included assignments as the 36th Quartermaster General and as the first Director of the Defense Supply Agency (now the Defense Logistics Agency). See page 60 of this edition for a summary of his Army career and Quartermaster achievements.

Regimental Week 2002 was a resounding success. One highlight was the dedication of a building in honor of the late MG James M. Wright, the "Chickenman." We inducted 6 units into the Distinguished Units of the Regiment and 29 new members into the Distinguished Members of the Regiment and also conferred upon Chester A. Kowalczyk the Ancient Order of St. Martin. As part of the Regimental Review, we inducted the following six retired Quartermasters into the Quartermaster Hall of Fame: MG John P. Dreska, MG Robert K. Guest, MG Richard E. Beale Jr., BG Billy J. Stalcup, COL Philip J. Saulnier, and COL Charles D. Bartlett.

We were honored to have LTG Thomas J. Plewes, Chief of the US Army Reserve, as our guest speaker at the Regimental Ball. LTG Plewes

is the first three-star general to fill that position....and he is a Quartermaster!

This edition of the Quartermaster Professional Bulletin is the second in a series to highlight our training departments. In the Spring Edition, we highlighted the Petroleum and Water Department. This edition is devoted to the Army Center of Excellence, Subsistence (ACES). Like most commodities of supply, subsistence support has changed dramatically over the years and will continue to evolve with Army Transformation to the Objective Force.

Currently, we face the challenge of feeding a very mobile warfighter who can cover great distances in a short period of time. In contrast, the 17th and 18th century armies of Frederick the Great and Napoleon faced the opposite dilemma in subsisting their soldiers. Because of limited supply and distribution capabilities, the doctrine of their era prescribed foraging as the primary method of sustaining the troops. As long as these armies were moving, they could sustain themselves. It was when they remained stationary for extended periods that the armies depleted the surrounding food sources and they were forced to move to a more accommodating environment.

Nearly 150 years ago, both Union and Confederate soldiers were encamped in the Petersburg, Virginia area, subsisting on salt pork and hard tack (a hardened bread). Procedures for preserving and packaging food were so poor that the pork was often too salty to eat, and the soldiers had to dunk the hardtack in hot coffee to remove the boll weevils. It was not until the Union forces established

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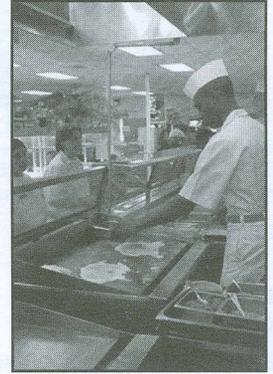
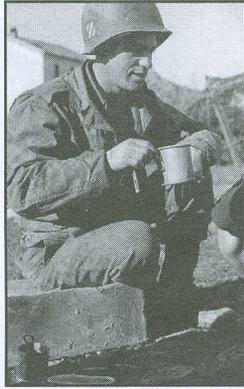
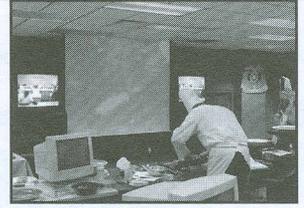
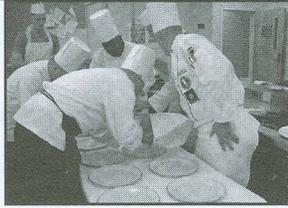
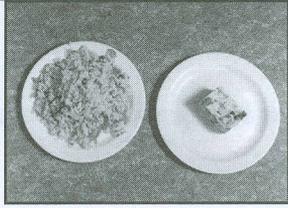
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**Special Edition**  
**Army Center of Excellence, Subsistence**

*Learning from the Past,  
 Commanding in the Present,  
 Leading into the Future.*

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**OUTSIDE FRONT COVER:** Designed by Arthur E. Olkonen, Systems Administrator for the Army Food Management Information System (AFMIS) and Webmaster for the Army Center of Excellence, Subsistence at Fort Lee, VA.

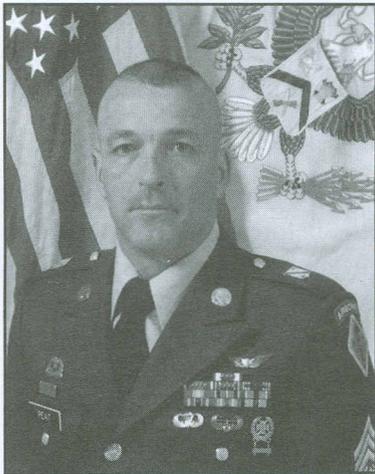
**INSIDE BACK COVER:** The full pages on battalion-size units that Keith K. Fukumitsu, Quartermaster, has researched and illustrated for each edition since 1991 now are archived on the Quartermaster Home Page under BULLETIN, Quartermaster Unit Lineages, at [www.quartermaster.army.mil](http://www.quartermaster.army.mil).

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## *Selection Boards, How Best To Prepare*



*Command Sergeant Major Bradley J. Peat*

**Department of the Army (DA) Selection Boards.** There are more than 200 military occupational specialties (MOSs) in the Army inventory. They can be broken into three distinct categories: combat arms, combat support and combat service support (CSS). The Quartermaster Corps, with nine different MOSs, comes under CSS. Several of those MOSs are very small, with less than one 1,000 Quartermasters, while the others have populations into the high thousands. Every year, selection boards meet to select personnel for sergeant first class, master sergeant and sergeant major for all MOSs to fill the vacancies caused by promotions, separations and retirements.

The Office of the Quartermaster General, Enlisted Proponency, at the US Army Quartermaster Center and School, provides the DA selection board the guidelines for senior grade Quartermaster soldiers. The guidelines give the board a view of what the Quartermaster Corps considers key indicators to identify the best-qualified Quartermaster soldiers for promotion. These guidelines, published on the **NCO and Enlisted Proponency Web Pages** on the Quartermaster Home Page at [www.quartermaster.army.mil](http://www.quartermaster.army.mil), are available to assist Quartermasters preparing for promotion selection boards. During the DA promotion selection, board members establish criteria in conjunction with the Quartermaster Corps guidelines. Preceding each board, a selection analysis is posted to PERSCOM Online at [www.perscom.army.mil/select/enlisted.htm](http://www.perscom.army.mil/select/enlisted.htm). These analyses are an excellent tool to assist soldiers preparing for promotion boards.

The board screening and selection processes determine who will be selected for promotion and, in some cases, schooling. The board reviews each individual record and then awards points based on the guidelines and criteria established by each proponency and approved by the US Total Army Personnel Command (PERSCOM). So how do you determine if your career is on track and if you are doing all that you can to be competitive? One way is reading the review and analysis for your MOS at the PERSCOM web site. You can see what the strengths and weaknesses are for your particular MOS and take corrective action if you identify with any weaknesses mentioned. I'll address several of the weaknesses:

**Noncommissioned Officer Evaluation Report (NCOER).** How does the NCOER influence your selection for promotion? The NCOER tells the story about you. It tells the board what your job is and how well you do it. It relates your physical fitness as well as your potential for promotion. It's probably the most critical document a board member reviews. When receiving an NCOER, you must carefully review your NCOER. Ensure your rater has upheld his or her responsibility by wording the job description and bullets appropriately and identifying your most important accomplishments during that rating period.

**Counseling and Mentoring.** Counseling is the one component of soldiering that influences a rater to conduct a fair and honest assessment of your skills and achievements during a given period of time. If you are not counseled at least quarterly, then your



rater has failed to provide you the tools necessary to become successful. Make sure you are counseled. It's your career, take it to heart. How can your counselor mentor you if you are not counseled? Your strengths and weaknesses have to be identified and built upon. It's your career: remind your raters when you are due a quarterly counseling.

**Personal Appearance.** Another important area to the selection board is your photograph. Hopefully, the photograph represents you well and is fairly current. If your records are going in front of the sergeant first class board and your last photograph on file is of you as a sergeant (E5), you've failed to prepare properly. It's all individual motivation that controls this area.

**Training and Education.** What are you doing to increase your knowledge base that translates into usage by the Army? Are you working toward a college degree? Are you attending your career progression schools and using your time to its fullest? Do you look for the hard assignment that requires you to hone

your basic skills and develop new skills? These are just a few of the questions that you must answer to see if you're doing all you can to prepare yourself for that next rank.

Let me summarize by saying that you shouldn't wait until three months before a selection board to start worrying about any of the issues that I've mentioned. Every day that you delay in preparing for a selection board is another day someone else might be preparing for that same board. So start today and ensure you are doing all the right things to prepare yourself for your next selection board. For more information go to the following website: [http://www.quartermaster.army.mil/oqmg/Enlisted\\_Proponency/index.html](http://www.quartermaster.army.mil/oqmg/Enlisted_Proponency/index.html).

**REMINDER!!!!** The 2002 Quartermaster Corps Sergeant's Major Conference is scheduled for 19-12 Oct 02 at Fort Lee, VA. Go to <http://www.quartermaster.lee.army.mil/> for more information at the Quartermaster Corps Home Page.

*Command Sergeant Major Bradley J. Peat has served in a variety of leadership positions. These include Armorer, 2/75 Ranger Battalion; Property Book Team Noncommissioned Officer in Charge, 8th Infantry Division (Mechanized), Baumholder, Germany; Property Book Team, Headquarters and Headquarters Company, Camp Casey, Korea; First Sergeant, Headquarters and Headquarters Company, National Training Center, Fort Irwin, California; First Sergeant, 247th MEDEVAC, Fort Irwin, California; First Sergeant, Headquarters and Headquarters Company, Division Support Command, Fort Drum, New York; Command Sergeant Major, 548th Corps Support Battalion, Fort Drum, New York; and Command Sergeant Major, 24th Corps Support Group, Fort Stewart, Georgia. His military education includes the Primary Leadership Development Course, Basic Noncommissioned Officer Course, Noncommissioned Officer Course, Battle Staff Course, First Sergeants Course, and the Sergeant's Major Academy, Class 49. He is a member of the Distinguished Order of Saint Martin, and he holds a bachelor's degree in management from Regents College.*

## *Through the Eyes of a* **QUARMASTER...**



*Through the Eyes of a Quartermaster* is a new section for soldiers to share what they've learned on the job at any level of service to the Corps. This new feature allows authors a more personal tone when speaking to other Quartermaster soldiers in print. Quartermasters should write in a straightforward, narrative style and emphasize their mission.

In format, the text for each article will average 1-3 pages, with about 560 words per page. Photographs will be returned to the author. For further information, E-mail the *Quartermaster Professional Bulletin's* editor at [kinesl@lee.army.mil](mailto:kinesl@lee.army.mil)



*Through the Eyes of a*

## QUARtermASTER



### *Ranger Cooks - Dedication to Duty*

MSG Todd W. Lutz

In response to a request for soldiers to share what they've learned on the job at any level of service to the Corps in new section called *Through the Eyes of a Quartermaster*, MSG Todd W. Lutz sent this E-mail: "I am a 92G5/MSG and I was hoping to do a story to honor my soldiers who served with me in Somalia with Task Force Ranger in 1993. They were 92Gs and hard-core Ranger Cooks. Could you use an article like that?" The following article by MSG Lutz, which begins with an excerpt from a hometown newspaper, adds to the combat history of Quartermaster cooks.

*The eight US Army Rangers were under heavy fire, roaring through the streets of Mogadishu in an armored personnel carrier, trying to reach their buddies who were under a relentless attack on the other side of the embattled city.*

*"We had to go through a terrible small-arms crossfire at every intersection," said Sgt. Richard Lamb, a Des Moines native who was one of the eight Rangers in the vehicle. "And then we got hit. It was a Soviet-made rocket-propelled grenade. It flattened three tires and blew off the oil pan. The driver was wounded so I got behind the wheel and we took off again. Then another (grenade) hit the wall next to our vehicle. I took a piece of shrapnel in the forehead. Everything went kind of gray. And then there was this spurt of blood. I pushed my helmet down a little harder on my head to stop the flow of blood and drove us out of there. We reached our objective and got our guys out."*

....

*"The call went out for all able-bodied Rangers," said Lamb, who found himself in an armored personnel carrier with seven Army cooks, heading for the battle. "Don't misunderstand. These guys are Rangers first, cooks second. They're first-rate people." - John Carlson, "'City Was Crawling With Bad Guys,' Iowa Native Recounts Attack on Army Rangers in Mogadishu," October 9, 1993, Copyright 2002, reprinted with permission by *The Des Moines Register*.*

MSG Lamb, who was interviewed at a US military hospital in Germany hours after being flown there from Somalia, was the operations sergeant for Task Force Ranger in Somalia. He was always someone we could look to for

motivation. I thank God and him that I am still here today. MSG Lamb's eyewitness account was published a few days after a fierce firefight and subsequent rescue operation in the city of Mogadishu, 3-4 Oct 93.



Recently, a popular movie titled *Black Hawk Down* depicted the 1993 mission of the US Rangers and a Delta Force commando squadron sent to Mogadishu to capture two top lieutenants of a Somali warlord. Two US Army Black Hawk helicopters were shot down in the city's Bakara Market, crowded with heavily armed Somali men, women and children. The next 18 bloody hours ended with 18 US soldiers dead and a wide-ranging estimate of hundreds of Somalis dead. Television broadcasts showed films of crowds dragging the corpses of two US soldiers through the streets.

### ***Ranger Qualifications***

The Army's Rangers, an elite light infantry force, maintain a constant state of readiness with constant training that focuses on realism and live-fire exercises. The 75th Ranger Regiment, headquartered at Fort Benning, GA, consists of the 1st, 2d and 3d Ranger Battalions. Each battalion can deploy anywhere in the world within 11 hours notice to infiltrate by air, land and sea. Ranger battalions are ideally suited for swift attack missions of a time-sensitive and strategic nature. However, each Ranger battalion must be able to sustain conventional infantry operations of limited duration.

The 75th Ranger Regiment accepts male soldiers on active duty as volunteers who must pass a stringent selection and assessment program before assignment. Enlisted Quartermasters with the military occupational specialties (MOSs) 92G (Food Service Specialist), 92A (Automated Logistical Specialist) and 92Y (Unit Supply Specialist) are among the soldiers with combat support and combat service support MOSs in Ranger battalions. Soldiers with combat support and combat service support MOSs perform their jobs in a tactical environment.

I found that most Rangers volunteered for such difficult duty for the personal and professional satisfaction of contributing to the finest Regiment in the Army. This was especially the case with the soldiers I served with. Most came to the 3d Ranger Battalion as food service specialists because they could take the 92G MOS to get into Ranger training. Nevertheless, whatever the reason, the Ranger cooks were the hardest-working, toughest, most dedicated individuals that I have had the privilege to lead in my life.



**Ranger Cooks in the 3d Ranger Battalion Dining Facility in 1993 at Fort Benning, Georgia**

For each mission, Rangers consider the augmenting and tailoring of a unit's table of organization and equipment (TOE) as a normal practice. This TOE adaptability results in multiple, unique missions for the Quartermasters who are food service specialists in the 75th Ranger Regiment.

A Food Service Section conducts individual cross-training in organic weaponry, communications equipment, and Ranger small unit leadership tactics. The section's primary mission in garrison is quality food service to its battalion. However, during rapid deployments and brief missions, Rangers mainly eat operational rations. For such operations, a Quartermaster with the 92G MOS can find himself working on a team at a casualty collection point (CCP) attached to a line company or augmenting a critically short mortar squad or machine gun team. During rotations at the Joint Readiness Training Center, I found myself attached to Bravo Company as a CCP team leader with the mission of timely evacuation support or assigned as the commander's radio/telephone operator (RTO) carrying a PRC 77 with a KY 57 and enough equipment to equal a rucksack weighing more than 100 pounds.

Without the Ranger Support Group, another scenario facing a Ranger cook might be providing food service in the field during limited duration or conventional operations. Ranger cooks attached to

Bravo Company went to Somalia in August 1993 as part of the United Nations' effort called UNOSOM II. We deployed with Task Force Ranger to provide Class I (rations) in the field. Typically, when I informed my cooks of our UNOSOM II mission, they only asked questions such as "When do we get there, yesterday I hope?"

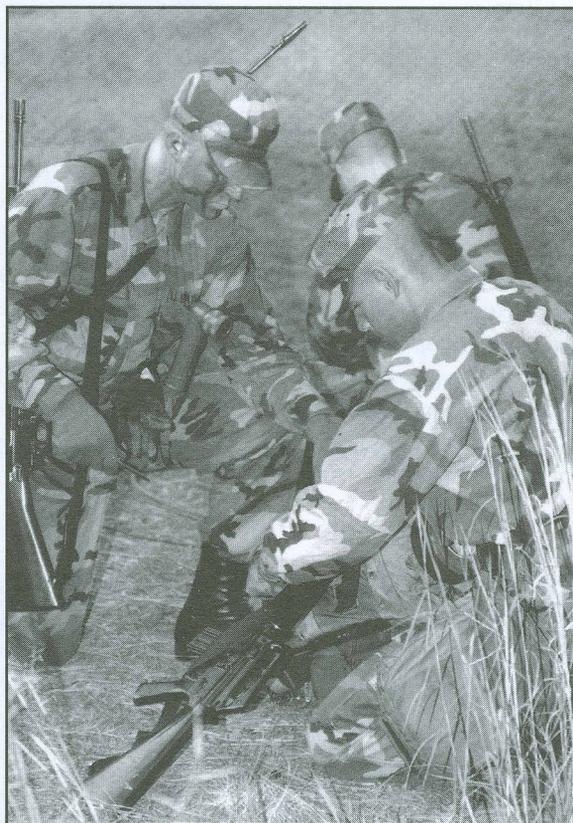
### ***Training Every Day***

Special missions were the reason I conducted training that caused the cooks to ask: "Why do we need to do this every day?" My reply: "Rangers just never know when something will happen. Today might be your last training opportunity!" It is hard to mix the proper amounts of leadership traits to attempt to win the respect of soldiers. They always did what I expected. They shouldered more than their share of tasks, gave 110 per cent, and then some.

In Somalia, my 4 soldiers supported the Task Force of 530 personnel: a mission that normally requires up to 17 soldiers. The Ranger cooks were assigned an area west of the main hanger in Mogadishu, previously occupied by a transportation platoon food service section of two soldiers. We Quartermasters were faced with limited field feeding equipment and an unplanned unit push for Class I.

I hoped that the training we had conducted daily would be enough to ensure our ability to fight, survive and win in any situation. During UNOSOM II, the Ranger cooks went on numerous Class I supply runs and received enemy fire from several rocket-propelled grenades. The threat of mortar attack and sniper fire was constant. In between meals, an alert system was established. The Ranger cooks conducted their alternate wartime mission of enemy prisoner of war (EPW) collection and processed 66 prisoners during the mission.

Not satisfied with going to sleep after dinner, the Ranger cooks volunteered to man the profile flights required by the mission. I conducted nine flight missions, and my soldiers conducted many more than I did. I lost count of their dedicated efforts, which seemed endless. Fortunately for me, a sergeant first class from the Special Forces Group took over my responsibilities as the Senior Food Service Sergeant before we were alerted 3 Oct 93 for operations of a



**Food Service Specialists Conducting Deliberate Ambush Training Before Deployment**

different type. Our buddies needed us to step up to the plate.

We cooks had gained a closeness with the boys in the unit. MSG Lamb would come to our field kitchen to say: "Morecock, Connor, Pagan, Taylor...give me some more of them outstanding pancakes. You guys are great...!" MSG Lamb was referring to the pancakes that were so big that one had to be folded to fit on a serving dish.

These Ranger cooks not only went into Mogadishu the first time with MSG Lamb and faced immediate onslaught by a relentless enemy, they also volunteered to go out a second time. Their actions reinforced words of a creed dear to Ranger hearts: "never will I leave a fallen comrade to fall into the hands of the enemy..." and "readily will I display the intestinal fortitude required to fight on to the Ranger objective...." RANGERS LEAD THE WAY!

**EDITOR'S NOTE:** The bulk of the US forces left Somalia by April 1993. The first of



about 25,000 US troops had joined United Nations forces in 1992 for a hunger relief effort to counter the African country's history of

famine. Early in 1993, the US had expanded the original humanitarian mission to include "nation building."

*MSG Todd W. Lutz currently is Brigade Food Service Supervisor assigned to the 3d Brigade, 1st Infantry Division, Vilseck, Germany. Previous assignments include D Troop, 4th Cavalry, 3d Battalion, 75th Ranger Regiment, 94th Air Defense Artillery Brigade, and 2d Battalion, 2d Infantry. He has served during Operation Desert Shield/Storm in Southwest Asia, Task Force Ranger in Somalia, Task Force Falcon in Kosovo, and other operations in the Middle East. His Quartermaster positions with the 92G (Food Service Specialist) military occupational specialty (MOS) and his non-MOS related duties include Casualty Collection Team Leader, Enemy Prisoner of War Team Leader, Quick Reaction Force Team Leader, Field Trains Security Noncommissioned Officer in Charge (NCOIC), Camp Monteith (Kosovo) Force Protection NCOIC, and Operation "Road-Dog" Thunder First Sergeant for operations in Mitrovica, Kosovo.*

## ***2002 Hall of Fame, Distinguished Members and Units of the Regiment***

During Quartermaster Regimental Week in 2002, the Hall of Fame formally inducted six new members, 15-18 May, at the US Army Quartermaster Center and School, Fort Lee, VA. The Hall of Fame annually recognizes military personnel of all ranks who are retired and civilians who have made lasting, significant contributions to the Corps. Also, 29 were inducted as Distinguished Members of the Regiment and 6 units as Distinguished Units of the Regiment.

The theme for 2002 was *Quartermasters: Learning from the Past, Commanding in the Present, and Leading into the Future*. Conference attendees participated in group discussions to assist in shaping the Quartermaster Corps for the future. Building 3004 was dedicated in honor of the late Major General (Retired) James M. Wright, who was the 45th Quartermaster General. The following are the names of the regimental inductees for 2002:

### **2002 Quartermaster Hall of Fame**

MG John P. Dreska (Retired), MG Robert K. Guest (Retired), MG Richard E. Beale Jr. (Retired), BG Billy J. Stalcup (Retired), COL Philip J. Saulnier (Retired) and COL Charles D. Bartlett (Retired).

### **2002 Distinguished Members of the Regiment**

MG Celia F. Adolphi, MG Willie A. Alexander (Retired), BG Lloyd T. Waterman, BG John T. King, BG Ann E. Dunwoody, BG Gary L. Border, COL James L. Kennon, Donna L. Shands, COL Peter B. Mack, COL Susan L. Junker, COL W. Mark Hendon (Retired), COL James M. Joyner, LTC Stanley M. Jenkins, CW5 Galen L. Gibson, CW5 Peter Motrynczuk, CW5 Arthur L. Waldo, CW5 John J. Lowes (Retired), CW5 Vince T. Nichols Jr. (Retired), CW4 Pablo A. Brown, CW4 Michael L. Braddock, CW4 Gary A. Marquez, CSM Roscoe L. Johnson Jr., CSM Eusebius P. Cadet, CSM Perry K. Washington, CSM Donald F. Barningham, CSM Troy J. Welch, CSM Bradley J. Peat, SGM Wardell Carey (Retired) and SSG Christopher D. Braman.

### **2002 Distinguished Units of the Regiment**

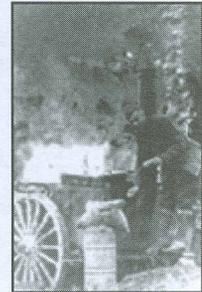
The 3d Forward Support Battalion; Headquarters and Headquarters Company, 55th Quartermaster Base Depot; 95th Quartermaster Battalion; 142d Corps Support Battalion; 148th Supply and Service Company; and 260th Quartermaster Battalion.



# Quartermaster Cooks – History of Dedication

Today, one of every four Quartermasters in the Active Army, US Army Reserve and Army National Guard is a cook – a soldier with the military occupational specialty of 92G (Food Service Specialist). Throughout the Army's history, Quartermaster cooks have distinguished themselves in combat.

**World War I.** Sergeant Edward Greene, a cook for Battery F, 10th Field Artillery, 3d Infantry Division, found himself without a mission when his field kitchens were destroyed in a pre-assault bombardment. The Germans were mounting a major offensive July 15, 1918, near the Marne River in France before the newly arrived American Army could make a difference in Europe. SGT Greene, without being ordered, began carrying ammunition forward to his battery's guns. For several hours while under constant artillery shell fire and enemy observation, he performed his mission until wounded. He had to be ordered to the rear for medical attention. For his singular act of personal courage, SGT Greene was awarded the Distinguished Service Cross.



**World War II.** Technician Fifth Grade (T/5) Eric G. Gibson was posthumously awarded the Medal of Honor for his conspicuous gallantry and courage under fire. He was a company cook for the 30th Infantry Regiment who participated in the Allied invasion of Sicily, the Anzio Beach landing, and subsequent drive up the Italian peninsula. On January 28, 1944, near the village of Isola Bella, T/5 Gibson's India Company came under withering enemy attack. He mobilized a tiny squad of replacements to rush out and secure the unit's right flank – and in so doing, destroyed 4 enemy positions, killing 5 and capturing 2 Germans. He then went out a full 50 meters in front of the squad. Running, leaping and dodging automatic weapons fire, he single-handedly knocked out another enemy position with his machine pistol.



T/5 Gibson continued moving toward other bunkers and firing a submachine gun with almost every step forward, as enemy artillery began to zero in on his position. Refusing to stop his advance, he crawled the last 125 meters right through a concentrated artillery and small arms barrage. Dropping two hand grenades in a German machine-gun emplacement, he killed two more of the enemy and wounded another. In one final face-to-face engagement, he was mortally wounded.

**September 11, 2001.** A Quartermaster chef was among 10 soldiers who received both the Soldier's Medal and the Purple Heart for his actions immediately following the terrorist attack on the Pentagon's west wing. Staff Sergeant Christopher D. Braman, a sous-chef who also was a purchasing agent at the General Officer's Mess in the Pentagon, stated in print and broadcast interviews that "I believe you should never leave a fallen comrade." Terrorists had hijacked four commercial airliners on September 11, 2001 to explode the jetliners into four targets within the United States: two into the World Trade Center's twin towers in New York City, one into the Pentagon, and a fourth aircraft that crashed into a Pennsylvania field instead of the White House as passengers tried to subdue the terrorists.



*Photo by Marine Corps Cpl. Jason Ingersoll*

SSG Braman voluntarily ran back into the flaming Pentagon with other military personnel to take out as many badly burned victims as they could locate in the ruins. General John Keane, Army Vice Chief of Staff, described the actions of soldiers and civilians who received awards after the Pentagon attack: "when they reached a point of relative safety, some turned back...some entered the burning building from the outside...making multiple trips...until they were physically restrained by the firefighters and told 'No more.'"



# THE BEST FEEDING THE BEST

## A Brief History of Army Food Service

Dr. Steven E. Anders,  
Quartermaster Corps Historian



Before an army can be armed, equipped and trained to fight, first and foremost it must be *fed*. Without adequate food, the most dedicated, spirited soldiers in the world will not long survive, on or off the battlefield. For as the old French proverb has it, “the soup makes the soldier.”

“*Nasty Cloaths – Nasty Cookery.*” From the very creation of the American Army, the Continental Congress recognized the patriots’ need for a stable diet. Early legislation passed in November 1775 authorized a basic ration, a daily allotment of meat, bread, vegetables and milk for every soldier who took up arms. But as any student of the Revolution knows, such mandates often fell far short of the mark. Troops occasionally suffered to the point of near starvation. During that terrible winter at Valley Forge, General Washington had only to open his door and hear the mournful chant of hungry troops – “No meat! No meat!” – to realize that his army teetered on the verge

of collapse. Fortunately for us they endured the hardships, staved off defeat and the nation was born.

Ironically, the Army ration prescribed by Congress in the post-Revolutionary decades appeared less generous than before. It called for the usual salted meat and bread, and some form of beverage; but lacked perishables – fresh vegetables, milk, butter and fish. Without such fruits and vegetables the men found themselves vulnerable to disease, the most common and dreaded being scurvy. Doctors of the day, though lacking dietary and nutritional knowledge, recognized such deficiencies and urged reform, but were largely unheeded before the Civil War. In 1832, however, President Andrew Jackson took the bold step of substituting coffee and sugar for the traditional allowance of rum, whiskey or brandy. To this day, coffee remains a mainstay of the soldier’s diet.

**Hardtack and Coffee Days.** During the American Civil War, both Union and Confederate governments had to gear up for what amounted to total war, to sustain the largest armies ever seen on this continent from 1861 to 1865. Ultimately more than a half million Union troops in the field had to be fed daily. Theoretically each was to receive 20 ounces or more of salt pork or beef, 18 ounces of flour, some dried beans, coffee, sugar, vinegar and salt. However, as in the past, reality proved otherwise.

Especially on the march, both Billy Yank and Johnny Reb had to make do with “iron” rations: an unsliced piece of salt pork, more like cheap bacon, which the troops called “sowbelly.” Hardtack – a three-inch square, quarter-inch thick “cracker” made of compressed white flour and shortening – which was often so hard they became known as “teeth-dullers.” In order to consume the hardtack, soldiers had to break it into bits and soak it in coffee, or fry it up in grease into a concoction known as “skilleygalee” or “hellfire stew.”

And, of course, coffee. Each soldier was supposed to get enough coffee beans to make six strong cups a day.

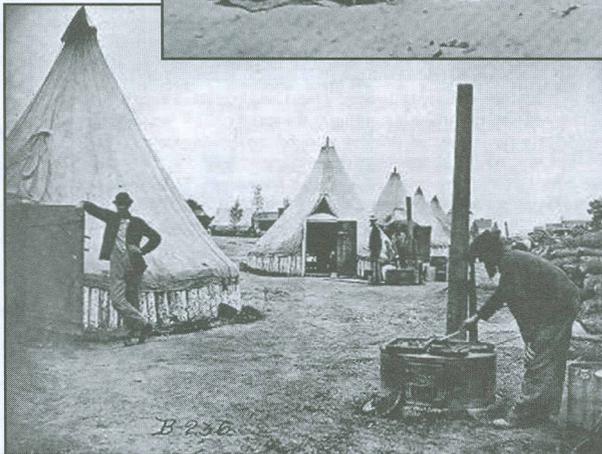
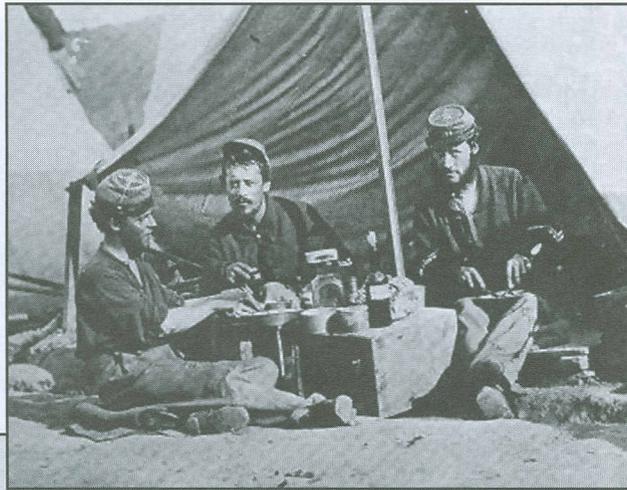
The Civil War era did reflect some notable innovations in subsistence. For years the Underwood Company of Boston had shown how canning could improve food preservation, and in 1856 Gail Borden began producing condensed and evaporated milk. The Army’s Subsistence Department also introduced widespread use of desiccated vegetables. These were steamed onions, cabbage, turnips and carrots that were pressed into thin sheets and dried. When boiled in water, they expanded into a vegetable dish

sufficient to feed four soldiers. The problem was that the dish looked unappetizing, smelled bad and tasted worse. As a result, many refused to eat what they scoffingly referred to as “desecrated vegetables.”

America’s Army is, and always has been, a reflection of the broader society. Improvements in such things as agriculture, science and industry, in domestic habits, and overall standard of living have invariably made life better for those in uniform. That was certainly the case in the late nineteenth and early twentieth centuries. Increased scientific evidence made clearer than ever before the importance of proper nutrients in a healthy diet, and the role of carbohydrates, fats, proteins and minerals as the body’s “building blocks” for growth and energy. And vitamins as well. Thus setting the stage for a revolution in our understanding of how and why good food is critical to the well-being of us all.

At the same time, one can look back on the post-Civil War’s industrial age as a period of markedly improved food processing, handling, packaging and transporting. Published cookbooks became a staple in middle class homes, as did sinks with running water, iceboxes, and cast iron ranges for the modern kitchen. Advances soon to be felt within the nation’s Army as well.

During the Civil War, the typical soldier in the field had to cook for himself. More likely, he and a few buddies pooled their rations and ate together as a “mess,” assigning the role of cook to the one who best knew his way around a campfire. In the postwar years, the value of a uniformed cook was eventually rewarded with increased rank and a hike in pay. Yet it was not until the first Cooks and Bakers School



was opened at Fort Riley, Kansas, in 1905 that a serious attempt was made to train cooks to an acceptable standard.

**“Remember the Maine!”** As much as anything, perhaps it was the experience of the Spanish American War (1898) that convinced senior leaders of the need for reform in the way field feeding was handled. The “Splendid Little War,” as Secretary of State John Hay once called it, proved remarkably successful from a strategic and a tactical perspective. Logistically, however, there were some equally spectacular shortcomings. For many, field feeding topped the list.

Troops alleged that the canned boiled beef they were fed was “uneatable.” Stringy, smelly and sometimes spoiled from having sat too long in the hot Cuban sun, the beef looked to be adulterated. Rumor was that it was leftover meat from the Civil War, covered with preservatives. Before long the cry of “embalmed beef!” was echoing through the halls of Congress, prompting a series of investigative committees.

Even though it later turned out that many of the harshest criticisms were unwarranted, the need for change was obvious. One need only contemplate the fact that in the so-called “Splendid Little War” of a century ago, only 268 of the 3,862 who died were killed by bullets or wounds. The overwhelming majority of fatalities (by a margin of 14 to 1) succumbed from disease and illness – including foodborne illness.

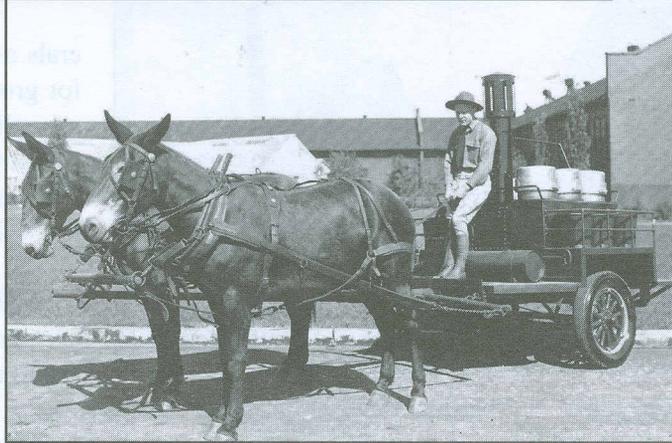
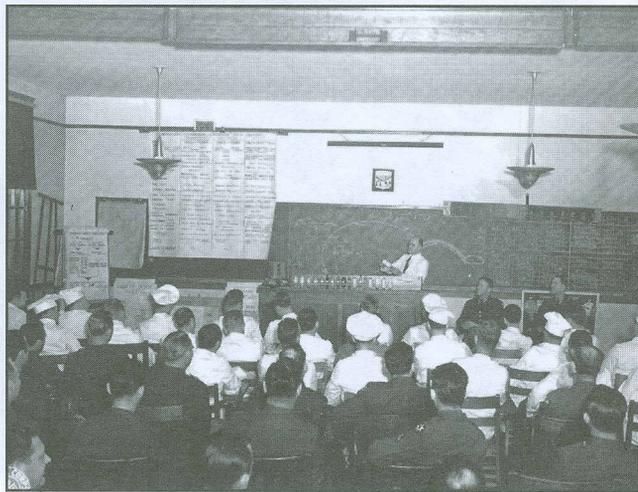
The period separating the Spanish American War from World War I indeed proved to be a reformist era, for the US military in general and Quartermaster

food service in particular. Cooks and Bakers Schools began popping up at other locations beyond Fort Riley. Here and there, enterprising souls could be found experimenting with new types of camp stoves, mobile kitchens, field bake ovens and other types of cooking utensils. Not much, but at least it was a start.

More important, in August 1912, Congress merged the old Pay, Subsistence, and Quartermaster

Departments into a single Quartermaster Corps. From now on the Army subsistence and food service mission belonged squarely to the Quartermaster Corps. This same piece of legislation also had the effect of “militarizing” the Corps, by allotting trained military

personnel to do the work formerly done by hired civilian clerks, carpenters, packers, teamsters, blacksmiths, laborers, etc. – as well as cooks. Thus was born what today has become the Army’s highly trained, professional Food Service Specialist who has the 92G military occupational specialty (MOS).



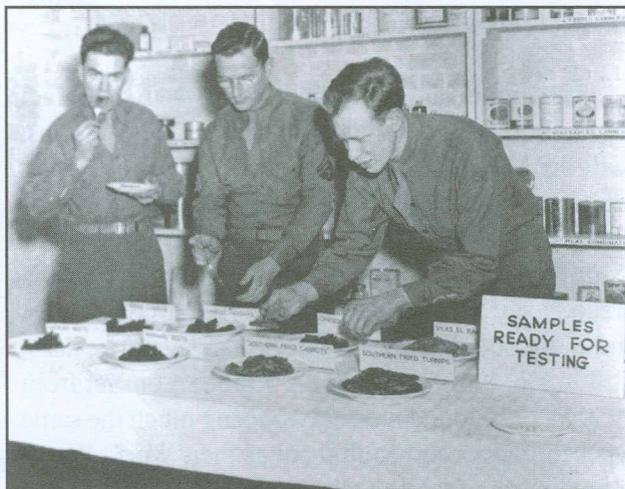
**Over There.** The US entry into World War I saw a rapid expansion and development of the Quartermaster food service mission beyond anything previously imagined. Technological breakthroughs permitted vast shipments of refrigerated foods, boneless beef, and much-improved dehydrated vegetables to Allied forces on the Western Front. Monster-size depots equipped with the world’s biggest refrigerator plants made possible the storage and distribution of millions of rations, including fresh meats, vegetables and dairy products. For the first time, trained cooks led their mule-drawn mobile kitchens, called “slum burners,” right into

the trenches. Not perfect by any means, but their overall effectiveness lent more than passing truth to the notion that General John J. Pershing's doughboys were the best-fed army in World War I. Likewise, their courage under fire from 1917 to 1918 often earned for them a level of respect usually reserved for combat veterans alone.

World War I failed to ensure a lasting peace. Within a few short years after the Armistice was signed, war clouds again appeared on the horizon. During that all too brief interlude, Quartermaster food service personnel served the nation in places other than the battlefield proper. Quartermasters provided much-needed relief to victims of natural disaster throughout the 1920s and 1930s and also supported President Franklin D. Roosevelt's Civilian Conservation Corps (CCC) – an “army” of several hundred thousand workers doing the nation's bidding from coast to coast at the height of the Great Depression. Although unappreciated until years later, the CCC experience held a foretaste of what it would be like when forced to mobilize again for World War II.

in the late thirties, to use scientific data in the development of new multi-use rations.

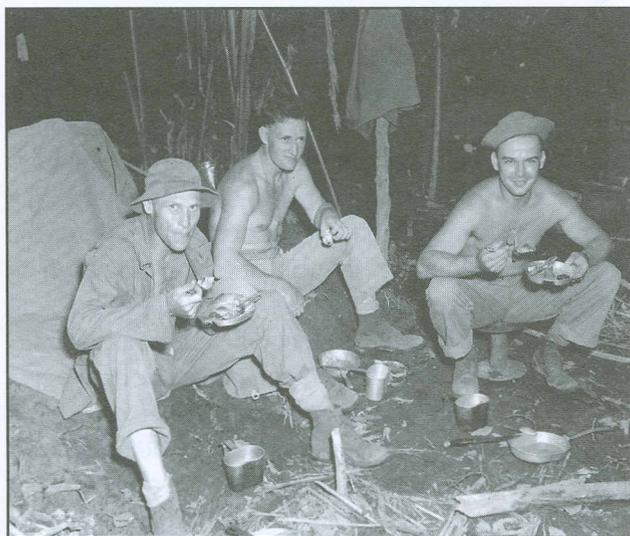
**Feeding a Global Army.** With the sudden attack on Pearl Harbor in December 1941, followed by full-scale mobilization in the months that followed, a



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steady stream of diverse rations made their way through the developmental process and were rushed into production: A-, B-, C-, D- and K-Rations, arctic and jungle-type rations, 5-in-1 and 10-in-1 group rations, assault packs and many, many more.

New equipment as well, from truck-mounted stoves and ovens, to new types of cans and can openers, materials handling equipment, refrigerator vans, and again much more – all for the purpose of providing combat soldiers (unprecedented mobile troops at that) with the best, and the best prepared,



In other developments, the Quartermaster Corps opened a new Subsistence School in Chicago, Illinois, in 1920 to train officers, warrant officers, civilians and senior noncommissioned officers (NCOs) in all aspects of Army food service. Hundreds graduated from the program before it ended on the eve of World War II. Even though money for research was all but non-existent, some initial steps were taken, especially



food available. At the height of World War II, Army cooks were serving upwards of 24 million meals a day. Army cooks saw the overall consumption of nearly 13 billion pounds of meat and an estimated 12 billion pounds of fresh, dehydrated and canned vegetables. Clearly, from farm and factory to the foxhole at the front, World War II set a new standard for Army food service.

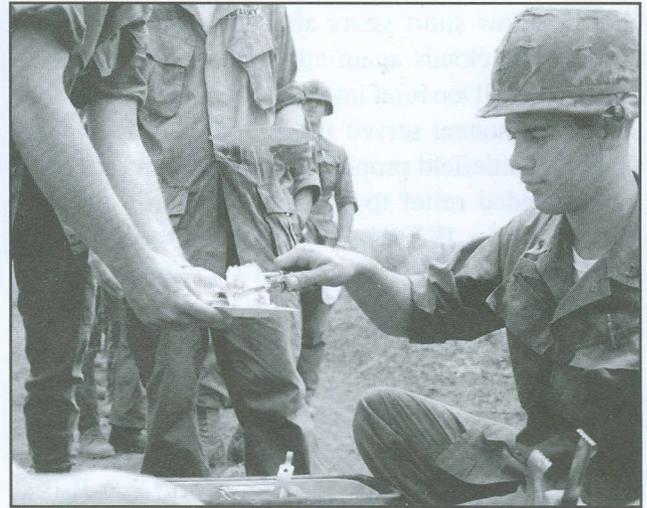
The immediate postwar years saw only marginal improvements in the development of field rations, with the Meal, Combat, Individual (MCI) gradually replacing C-Rations. The Army introduced the 5-pound, canned E-Ration in 1947 and a host of new "survival food packets" for various climates, precooked frozen meals, "quick serve" group rations, and more brand name accessories and sundry packs. Still in all, Army cooks in the Korean Conflict from 1950 to 1953 found themselves using much the same types of rations and equipment as their World War II counterparts of a few years back.

Experimenters at Natick Laboratories outside Boston, Massachusetts in the mid- to late-fifties did extensive testing on irradiated food products. These never reached the fielding stage.

The 1950s, however, did seem to take full advantage of the postwar revolution in commercial kitchen appliances to help modernize garrison dining



facilities throughout the military. (Here we have to remind ourselves that the Quartermaster food service mission involves far more than wartime field feeding and the evolution of combat rations. After all, most of the soldiers, most of the time, even in the face of modern war, will find themselves eating in a garrison-type setting. So improvements in this area too are vitally important.)



A tour through a late-fifties vintage, up-to-date dining facility might reveal such marvelous innovations as: an electric "potato peeler" or "KP's delight" (technical name Vegetable Peeling Machine) capable of peeling 100 to 400 pounds of potatoes per hour. A 140-quart, Vertical-Type Rotary Mixing Machine for mixing doughs, batters, potatoes and the like. Large-scale refrigerators called "reach-in boxes." Stoves and ranges with "hot tops" and griddles, and an assortment of "range assistants" (steam kettles, deep-fat fryers, *bain marie* or "veggie warmers," and triple deck ovens). A conveyor-type toaster for toasting upwards of 500-600 slices of bread per hour. And a shiny new twin coffee urn, for perking 15 gallons of java at a time. And, of course, an industrial strength dishwasher to help clean up. Though taken for granted by today's Food Service Specialists, these must have been rather awe-inspiring devices a half-century ago.

**From Saigon to Dhahran.** One thing can be said with certainty about Vietnam – "America's longest war" – the US soldiers there ate well. Not from the moment the first troops arrived, but over time as the logistics infrastructure improved. By the late 1960s,

it was not uncommon to find ice cream and eggs to order at far-flung fire support bases. The Sea Land Corporation off-loaded large refrigerator cargo vans and conveyed them to major distribution centers throughout the country. Use of helicopters permitted troops in the field to enjoy garrison-type meals almost on a daily basis.

In 1965-66, subsistence personnel instituted the "Push Package" system to funnel rations into South Vietnam. With the rapid buildup of troops in-country, it did not take long to convert from MCI feeding to the feeding of B-Ration meats and components of the A-Ration. By 1969 a new

28-day menu had been successfully instituted, reducing somewhat the need for refrigeration. More than 90 percent of the meals were being served hot.

Troops on patrol could usually expect at least one hot meal a day delivered in insulated food containers. At other times they could rely on canned MCIs and the newly created Long Range Patrol (LRP) Packets, with their assortment of dehydrated components. Also, new ration sundry packs contained such items as candy, tobacco products, stationery, shoe laces and sewing kits. For those stationed at base camps in the rear, the 1968 "cantonment mess" project led to major upgrades in dining facilities all across Vietnam.

In the quarter-century since the war ended in Southeast Asia in 1973, there have been other major changes in the way America's Army is fed. Thermal processed Meals, Ready-to-Eat (MREs), sealed in soft brown, lightweight retort pouches, were added to the growing family of field rations in the late 1970s and fielded in the decade that followed. To these were later

added flameless ration heaters, giving soldiers the option of eating a balanced hot meal anytime, anywhere. Since then, the variety of MRE menus has also expanded.

With the sudden call-up and rapid expansion of troops sent to Saudi Arabia in late summer 1990 in response to *Operation Desert Shield*, Army food service



personnel faced an enormous challenge: how to feed a force of nearly 400,000 troops, deployed at a distance of some 8,000 miles from home, in an inhospitable desert environment. Yet, they more than met the challenge - served upwards of 94 million meals over the

course of six months. Broke new ground by maximizing the use of host nation support in the form of contracted dining facilities, milk, bread, fresh fruits and vegetables. And successfully used a mixture of B-Rations, MREs and T-Rations (Tray Packs) for field feeding. *Operation Desert Shield/Storm* also saw the hurry-up development and fielding of such unique items as pouch bread and slow-to-melt, high-energy "Desert Bars."

**Today's Food Service Specialist is the product of more than two-and-a-quarter centuries of steady change and improvement. From the constant introduction of new technology and our increased understanding of the body's dietary requirements, to the vastly improved training environment provided every soldier who attends the Army Center of Excellence, Subsistence (ACES) located at Fort Lee, Virginia, the message is the same. The US Army Quartermaster Corps remains committed to *Supporting Victory* - and to the idea of *The Best Feeding the Best*.**

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# *The Army Center of Excellence, Subsistence*

## *The Ingredients for Success*

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The Army Center of Excellence, Subsistence (ACES) was established in 1989 as a part of the US Army Quartermaster Center and School at Fort Lee, VA. The center trains all US Army and US Marine cooks and serves as the Army G4 (logistics) focal point for Army Food Program issues. Logistics issues include garrison and tactical feeding, materiel development monitoring, and equipment acquisition and fielding. For the ACES mission, a staff of more than 140 military personnel and civilians focus on the following Mission Essential Task List:

- Provide training to support the Army Food Program
- Support mobilization
- Develop doctrine and manage Army food publications
- Serve as the Army's focal point for concepts, programs and assistance

ACES is organized as follows:

### ***TRAINING IS PRIORITY ONE***

#### ***Directorate of Training***

The Directorate of Training supervises and conducts technical and managerial training. Supporting more than 5,000 subsistence students in FY01, the directorate provides classroom and hands-on training in garrison and field feeding operations.

ACES is proud to have a strong partnership with the US Marine Corps, whose food service training is co-located with the Army as a result of an Inter-service Training Review Organization (ITRO). Army cooks have the military occupational specialty (MOS) 92G (Food Service Specialist), and Marines have a 3381 MOS for cooks. The ACES entry-level course for cooks trains both soldiers and marines in critical tasks. The directorate also works with the Quartermaster Noncommissioned Officer Academy on 92G training in the Basic and Advanced Noncommissioned Officer Courses.

In addition to initial-entry training for marines and 92G soldiers, the directorate organizes and conducts food service managerial training at higher levels, such as the Warrant Officer Basic and Advanced Courses and the Food Service Management Course. The directorate also offers the Advanced Culinary Skills Course about five times per year. This high-level craft course includes participants from all military services with instruction focused on the most technical culinary skills in the Army.

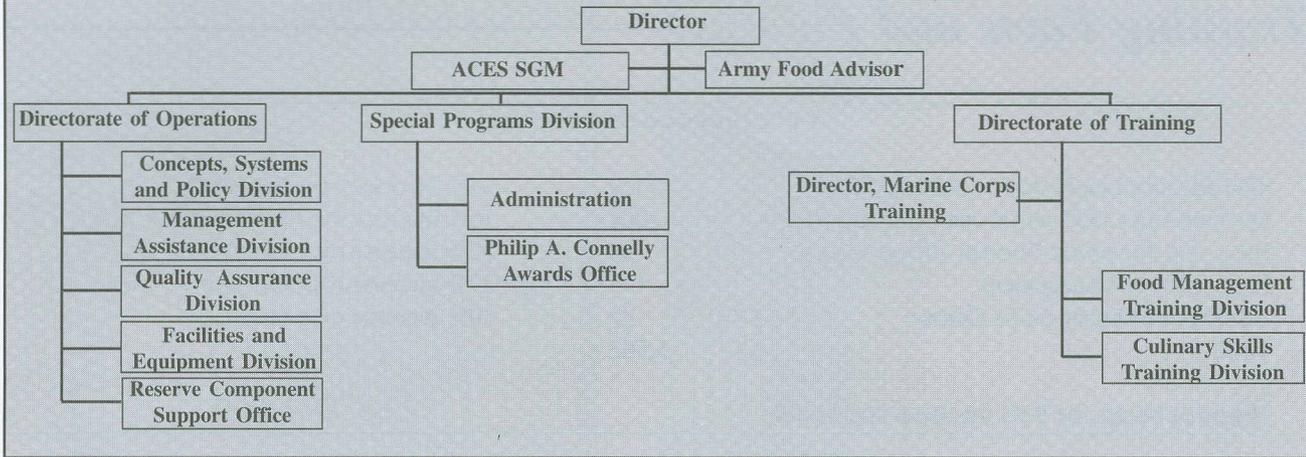
Annually, the directorate conducts the US Army Culinary Arts Competition to stimulate interest in the creativity and level of skills necessary for static exhibits and also hot stove competitions. A tremendous success, this annual competition provides opportunities to recognize individual excellence by evaluating each competitor's entries, as well as scoring at the team level. The US Army Culinary Arts Team (USACAT) represents the highest level of skill in the Army. The continuous USACAT activities promote pride in the profession, public interest in the Army Food Program, and self-improvement on the part of thousands of cooks in the Active Army, US Army Reserve and the Army National Guard.

### ***THE EYES AND EARS OF THE ARMY G4 AND THE QUARTERMASTER GENERAL Directorate of Operations***

The Directorate of Operations executes the second major mission of ACES, which is administration of the overall Army Food Program. The following five divisions within the Directorate of Operations manage the Army Food Program:

**Concepts, Systems and Policy Division.** Responsible for the following major tasks: developing new concepts; developing, coordinating and publishing food service policy, doctrine and operating procedures; and providing Prime Vendor managerial assistance to installations and units.

## Organization of the Army Center of Excellence, Subsistence



**Management Assistance Division.** Provides technical assistance through the Food Management Assistance Team. These teams periodically visit installations and units to provide onsite training, assess the strengths and weaknesses of a command food program, and give feedback to The Quartermaster General and the Army G4 on the overall strengths and weaknesses of the Army Food Program. The Management Assistance Division hosts video-teleconferences with installations around the world to wrap up each onsite visit.

**Quality Assurance Division.** Provides Army staff oversight of the operational ration program, including the full family of operational rations. The division annually conducts the Joint Service Operational Rations Forum (JSORF), which continually improves operational rations through a joint service integrated product team. Also, the division develops and publishes menu guidance and oversees the Army Food Program Safety Program.

**Facilities and Equipment Division.** Monitors the acquisition and fielding of tactical equipment required by field feeding doctrine. The staff provides timely information to units, both onsite and during video teleconferences, on the delivery schedule for new equipment. The division also works with installations on their new military construction requirements as well as renovations of existing facilities. The staff uses the Equipment Prime Vendor Program to acquire garrison food service equipment.

**Reserve Component Support Office.** This staff of consultants provides continuous input to the entire ACES staff on US Army Reserve and Army National Guard issues related to the overall Army Food Program. The team visits units in the Reserve Component to evaluate their programs as part of Command Logistics Review Teams.

**Special Programs Division.** Performs essential administrative and supply support tasks for ACES, as well as planning and executing the annual Philip A. Connelly Awards Program. In cooperation with the International Food Service Executives Association (IFSEA), the Department of the Army Connelly Team provides staff leadership to this vital recognition program for both soldiers and units. For more than 25 years, the best units in the Active and Reserve Components of the Army have been recognized for superior performance in serving quality meals to soldiers in both garrison and the field. In recent years, the Army has partnered with the US Navy, US Marine Corps and the US Coast Guard to conduct a single ceremony recognizing food service excellence, in conjunction with the annual meeting of the IFSEA.

ACES serves a critical role in continually improving food service support to soldiers. Quality meals for soldiers, in garrison and in tactical environments, are important as readiness multipliers and morale boosters.

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# Army Center of Excellence, Subsistence Training Facts and Figures

## FY02 Projected Student Load

92G advanced individual training (AIT)	4,459	35% increase over last year*
Marine Corps 3381 initial entry training (IET)	800	16% increase over last year*
Basic and Advanced Warrant Officer Course	38	52% increase over last year*
Food Service Management	114	37% increase over last year
Advanced Culinary Skills Course	92	30% increase over last year
<b>Total</b>	<b>5,503</b>	

\*Signing bonus for 92G has been successful

## Courses Offered

### Army - 10 Resident Courses

92G/3381 Food Service Specialist AIT  
 Food Service Management Course  
 Advanced Culinary Skills Course  
 Basic and Advanced Noncommissioned Officer (NCO) Courses  
 Food Service Contracting Course  
 Active and Reserve Warrant Officer Basic and Advanced Courses  
 Distance Learning via web, CD-ROM and teletraining network (TNET)

### Marine Corps - 5 Resident Courses

Food Service NCO Course  
 Food Service Staff NCO Course  
 Senior Food Service Course  
 Food Service Subsistence Clerk Course  
 Field Food Service Reserve Component Course

## Contributing Courses

Quartermaster Officer Basic Course  
 Combined Logistics Captains Career Course  
 Reserve Component Food Service Courses, including The Army School System (TASS) Battalion Training  
 Pre-Command Course  
 Adjunct Instructor Course  
 Supply and Service Management Officer's Course  
 Reserve Component Office Advanced Course

In ACES, student training focuses on specific critical tasks associated with equipment and systems used in the food service field. The following charts are designed to familiarize the field with the tasks offered during the ACES courses:

**92G/3381 Food Service Specialist Critical Tasks**

*Training 8 weeks/2days*

**General Subjects**

Food Safety and Protection  
Nutrition  
Small Quantity Cooking

Small Quantity Baking  
Garrison Feeding Operations  
Field Feeding Operations

**Equipment**

Mobile Kitchen Trailer (MKT)  
Modern Burner Unit (MBU) and M2 Burner  
Containerized Kitchen (CK)  
Kitchen Company Level Field Feeding (KCLFF)

Sanitation Center  
Generators  
Family of Medium Tactical Vehicles (FMTV)  
Army Food Management Information System (AFMIS)

**Food Service Management List of Tasks**

*Training 4 weeks*

**General Subjects**

Garrison Operations Review  
Field Operations Review  
Food Safety and Sanitation for Area Managers

Functions of the Brigade Food Operations Team  
Army Food Management Information System (AFMIS) for Area Managers (Brigade/Division Staff Functions)

**Advanced Culinary Skills Course List of Tasks**

*Training 4 weeks*

**General Subjects**

Techniques of Advanced Food Preparation  
Advanced Menu Design

Producing, Serving and Evaluating Menus  
Nutritional Menu Planning

**Certification**

US Army Quartermaster Center and School Food Safety and Protection Certificate  
ServSafe Certification

**Army Center of Excellence, Subsistence (ACES) Contact Information**

For more information, visit the ACES website at <http://www.quartermaster.army.mil/aces/> This site will provide valuable information about the Army Food Program, the training courses that ACES offers, and upcoming events such as the Culinary Arts Show, the Philip A. Connelly Awards and the Army Worldwide Food Conference.

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# 266th Quartermaster Battalion Providers

CSM Dwight Williams, Command Sergeant Major, 266th Quartermaster Battalion, Fort Lee, VA

The 266th Quartermaster Battalion strives to teach and lead Quartermasters into the new millennium as Army Transformation soldiers capable of fighting and surviving on today's modern battlefield. The dictionary defines the word "provide" this way: "to make preparation to meet a need; supply something for substance or support." The *Providers* of the 266th Quartermaster Battalion supply this necessary support. Soldiers within the five companies of the 266th certainly epitomize this mindset. The battalion consists of company teams that represent a vital piece of Team Provider.

For new soldiers with the military occupational specialty (MOS) of 92G (Food Service Specialist), Tango and Bravo Companies share responsibility for training with the Army Center of Excellence, Subsistence (ACES) in the US Army Quartermaster Center and School, Fort Lee, VA. ACES is the Army's only facility for classroom and hands-on instruction in food service. Instructors and leaders within ACES and these two companies in the 266th work together with the food service specialists in advanced individual training (AIT). Leadership stresses basic soldier skills, MOS-specific tasks, physical fitness and the seven Army Values. The 92G graduates serve worldwide in all types of Army units from conventional units to airborne and special operations units in the Active Army, US Army Reserve and the Army National Guard.

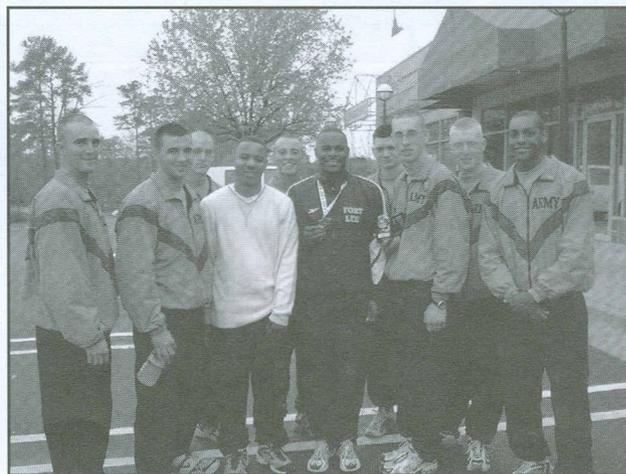
For all enlisted soldiers with Quartermaster MOSs, Lima Company in the 266th serves as the reception and integration company at Fort Lee, "Home of the Quartermaster Corps." Other companies in the 266th Quartermaster Battalion train Quartermaster soldiers who come to Fort Lee for AIT in the MOSs of 77F (Petroleum Supply Specialist), 92Y (Unit Supply Specialist) and 92A (Automated Logistical Specialist). A wide scope of *Provider* leadership ranges from drill sergeants with the same MOSs as the AIT students to instructors, cadre and a civilian team - collectively

representing more than 500 years of Quartermaster experience. This leadership and experience sustain the expertise and continuity that every successful organization requires.

Providing a team that supplies soldiers with the opportunity to grow, learn and lead is one of the 266th Quartermaster Battalion's proudest accomplishments. Academic requirements and physical fitness standards are the two critical areas for AIT students. The *Provider* team continues to excel with a 98 percent graduation rate.

As one testament to ordinary people able to do extraordinary things as a team, the 266th Quartermaster Battalion's championship runners have won or placed in six of seven races. The core of the running team's success is that a belief in self and team can overcome all obstacles.

Within the 266th Quartermaster Battalion, soldiers feel a part of a team of teams. The *Providers* believe that people and circumstances may change, but one constant remains. Hard work and strong leadership, coupled with a strong commitment and compassion for all soldiers, are the keys to any organization's success.



**Providers Championship Running Team**

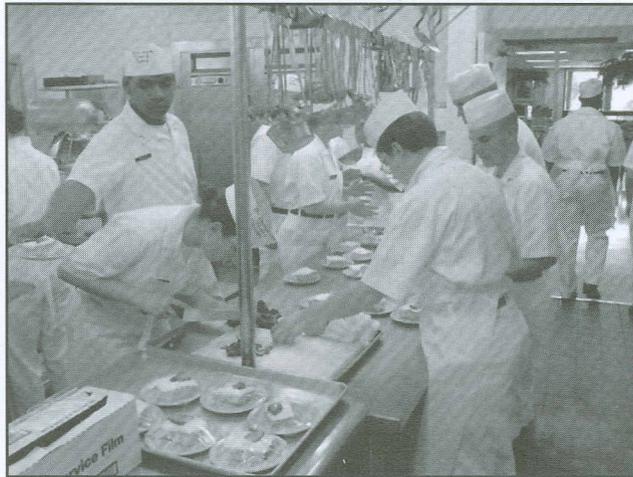
# Soldiers and Marines Combine For Joint Training

The Army and Marine Corps personnel assigned to the Army Center of Excellence, Subsistence (ACES) provide food service instruction to more than 5,000 soldiers and marines per year. This unique joint training and leadership opportunity at the US Army Quartermaster Center and School (USAQMC&S), Fort Lee, VA, allows the Army and the Marine Corps to explore new ideas as a team with the goal of enhancing both garrison and field feeding operations.

An evolution in thought has occurred since the Marine Corps Food Service Courses relocated in 1995 from Jacksonville, NC, to Fort Lee. This training arrangement not only has made resourcing more efficient, but also has strengthened the relationships between soldiers and marines. The Inter-service Training Review Organization (ITRO) was implemented, with its basis in the same training and garrison operating philosophies under which both services operate.

Soldiers and marines begin their eight weeks and two days of training together in the Basic Food Service Course. The students remain together as a class for the first phases to train in safety, sanitation, nutrition, small quantity cooking, small quantity baking, and garrison operations. During their final phase, the soldiers and marines move directly into field operations for their individual services. Students separate for field operations because of the equipment and doctrinal philosophies unique to each military service. During the Field Training Annex, the individual services will receive 120 hours of Field Kitchen/Mess Operations.

During the Army students' final week in advanced individual training (AIT), the soldiers will participate in a Log Warrior field training exercise designed to expose students to a real-life deployment scenario. Quartermaster students from all four USAQMC&S training departments make up the bulk of the soldiers in Log Warrior, which at times exceeds 600 personnel. Their mission is to conduct training unique to their military occupational specialties



(MOSs) and also individual common skills training tasks. Upon completion of this final AIT phase, the original class of students will reunite, graduate and receive a food service specialist MOS of either 92G for soldiers or 3381 for the marines.

The noncommissioned officer (NCO) career cycle of a marine and a soldier differ very little. To become a Marine Corps food service instructor, candidates are thoroughly screened by personnel managers. Each applicant must be physically fit, technically proficient, and present a professional appearance. Their first sergeant and their commanding officer (before the departure of that current command) then interview Marines selected for duty as an instructor.

What makes the collocation and joint training of soldiers and marines so effective and successful? Attitude fostered by mutual respect! The instructors within the Army Center of Excellence, Subsistence have developed a sense of camaraderie and unity. As a team, they have accepted common goals: to train, lead and instruct all junior personnel in the techniques of cooking and baking. This realistic training depicts how operations in the future will be conducted. On the battlefield will be the joint services of the Army and Marines Corps, side by side, supporting and defending the country's values.



# 92G Training and Career Life Cycle Model

*SGM Loyd O. Taylor, Sergeant Major of the Army Center of Excellence, Subsistence*

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The Army Center of Excellence, Subsistence, with the US Army Quartermaster Center and School, developed the Training and Career Life Cycle Model for enlisted soldiers and noncommissioned officers (NCOs) with the military occupational specialty (MOS) 92G (Food Service Specialist). The model assists food service soldiers managing their careers from the rank of private through sergeant major. This 92G model defines the career progression recommended for 92G soldiers in terms of education and years of Army service.

For leaders, the model is a tool to assist in developing these enlisted personnel and NCOs. Senior food service leaders may find this tool useful when conducting career counseling and mentoring.

## **92G Job Constant**

Although the food service identifier has changed several times during the past 90 years, the soldier's job has remained constant for the most part. Quartermasters with the 92G MOS are responsible for preparing, cooking and serving food. They provide three quality meals a day to US forces in garrison, in the field and in operations other than war. In addition, certain assignments and work-related jobs available to the food service soldiers could amplify their military careers.

The foundation of this 92G model is the training base at Fort Lee, VA. The MOS training for 92G soldiers begins with advanced individual training (AIT), an eight-week course that provides basic food service skills to the soldier.

The career progression schools in the Noncommissioned Officer Education System (NCOES) are the building blocks for advancement of enlisted soldiers. Each level of the NCOES is defined by a set of requirements that must be achieved before promotion to the next higher grade.

Also, every level of the NCOES has prerequisites to meet before attending a specific school. Some

prerequisites are time in service and retention on active duty. However, Army schooling does not start or stop with the NCOES. The heart of sustainment training is conducted daily at the unit of assignment. Soldiers report to their units and begin to develop their fundamental skills. Leaders at every level of assignment in units assume the responsibility of trainers and continue the training process for soldiers. Leaders must be proactive and educate commanders on the importance of their 92G soldiers attending the functional courses in the 92G career model.

The unit manages the selection process for the Primary Leadership Development Course (PLDC) with an order of merit list (OML). The Department of the Army assignment branch manager schedules school dates for the Basic Noncommissioned Officer Course (BNCOC). After the centralized selection boards have convened, the branch manager schedules dates for attendance at the Advanced Noncommissioned Officer Course (ANCOC) and the Sergeant's Major Academy.

## **Work Toward College Degree**

Food service soldiers should begin working toward a college degree as early in their careers as possible. Soldiers should start taking college classes no later than their fifth year of service. However, unit missions and family responsibilities will not always allow 92Gs to attend college programs during this timeframe. Leaders have a responsibility to counsel and mentor these soldiers, guiding them to the right path for success.

The model shows different jobs coded for 92Gs as they advance in rank. In the first few years of a 92G soldier's career, the primary job is food service specialist. At skill levels 10 and 20, the Army develops those common core and food service skills. It is not recommended to assign soldiers at skill levels 10 and 20 outside of their core MOS.

As food service soldiers advance to skill level 30, they have several opportunities to work in other

## Career Development Model for a 92G (Food Service Specialist)

Years of Service	1-3	4-6	7-9	10-15	16-19	20-30
Rank	PVT/SPC/CPL	SGT	SSG	SFC	MSG/ISG	SGM/CSM
Duty Assignments	Team Leader Equip Oper	Recruiter/ Squad Leader Shift Supv	Drill Sergeant SGL/Instructor Section Chief	Platoon SGT Section Supv USAR Advisor Staff NCO	First Sergeant Section Chief	
Institutional Training	BCT AIT	PLDC	BNCOC	ANCOC	Sergeant Major Course	
Recommended NCOES-Related Courses	Prior to PLDC: 1. English Composition 2. Basic Mathematics 3. Computer Literacy  Recommended Reading Standard: 10 Achieve Writing Standard	Prior to BNCOC: 1. Communication Skills 2. Personnel Supervision 3. SL 10/20 ACCP 4. Speech  Recommended Reading Standard: 10 Achieve Writing Standard	Prior to ANCOC: 1. Principles of Management 2. Effective Writing 3. Leadership and Counseling 4. Effective Communication  Recommended Reading Standard: 10 Achieve Writing Standard	Recommend: Battle Staff NCO Course	ISG Course	Prior to SMC: 1. Research Techniques (Statistics) 2. Human Resource Management 3. Time Management  Recommended Reading Standard: 12 Achieve Writing Standard
Recommended CMF-Related Course and Activities	Skill Level 10	Skill Level 20 1. Reading Development 2. Role of Military and Human Growth and Development	Skill Level 30 1. Contemporary Moral Issues 2. Stress and Crisis Management 3. Counseling Principles and Practices 4. Database Management	Skill Level 40 1. Accounting or Finance 2. Personal Finance 3. Principles of Business 4. Economics	Skill Level 50 Additional Skill Identifiers	
Recommended CMF-Related Certification or Degree Goal	Associate of arts/associate of science degree in applied science in management or liberal arts by the 11th year of service			Bachelor of arts/bachelor of science degree by the 19th year of service		
<b>LEGEND:</b>						
ISG	First Sergeant	Oper	Operator	PLDC	Primary Leadership Development Course	
ACCP	Army Correspondence Course Program	PVT	Private	SFC	Sergeant First Class	
AIT	Advanced individual training	SGT	Sergeant	SGL	Small group leader	
ANCOC	Advanced Noncommissioned Officer Course	SGM	Sergeant Major	SL	Skill level	
BNCOC	Basic Noncommissioned Officer Course	SMC	Sergeant Major Course	SPC	Specialist	
BCT	Basic combat training	SSG	Staff Sergeant	Supv	Supervisor	
CMF	Career Management Field	USAR	US Army Reserve			
CPL	Corporal					
CSM	Command Sergeant Major					
Equip	Equipment					
MSG	Master Sergeant					
NCO	Noncommissioned officer					
NCOES	Noncommissioned Officer Education System					

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areas of their MOS. Some will work as food operations sergeants and dining facility managers.

Each job opportunity outside the food service track requires some special skills, training and personal commitment. The 92G soldier's job performance, special duties and also the Army's needs are the keys to special assignments. Assignments such as drill sergeant, recruiter and equal opportunity advisor are just a few of the demanding jobs that help enhance a food service

specialist's career. After a soldier serves in a special assignment, return to a more specific 92G job within two years is recommended.

At skill level 40, the primary position is food operations sergeant and dining facility manager. Food service soldiers reaching skill level 50 will usually work at the brigade. The food service sergeant major will usually work at the division level or higher or with the Department of the Army Food Program.



# The Army Food Service Warrant Officer

CW5 Peter Motrynczuk, *The Army Food Advisor, Army Center of Excellence, Subsistence*

A career for a warrant officer in Army food service is professionally challenging and personally rewarding. Quartermaster warrant officers manage or direct food service programs at all echelons from brigade, group, regiment, division, corps and installation to major commands (MACOMs) and Department of the Army staff. These leaders and technical experts provide valuable guidance to commanders on the Army Food Service Program. The Army aggressively searches for the most qualified food service professionals to serve as Army food service warrant officers.

## Warrant Officer Procurement

Warrant officers are highly specialized, single-track specialty officers who receive their authority from the Secretary of the Army upon initial appointment to warrant officer one (WO1). Title 10 of the United States Code authorizes the commissioning of warrant officers upon promotion to chief warrant officer two (CW2). Direct representatives of the president of the United States, these commissioned warrant officers derive their authority from the same source as commissioned officers.

The US Army Recruiting Command (USAREC) procures warrant officer candidates for the Active Army. The Army develops a recruiting goal by military occupational specialty (MOS) for each fiscal year. Most applicants come from the Active Army enlisted ranks, primarily sergeant to staff sergeant (SGT to SSG) in rank. The minimum prerequisites for the food service warrant officer application include the following:

- Minimum of six years, most recent experience in MOS 92G (Food Service Specialist).
- Rank of SGT (Promotable) or above.
- Completion of the Basic Noncommissioned Officer Course (BNCOC) or Advanced Noncommissioned Officer Course (ANCOC) in MOS 92G and documentation of a minimum of one year successfully serving in a supervisory and/or leadership position.

- Copy of three NCO Evaluation Reports (NCOERs) that show recent outstanding and exceptional duty performance ratings in MOS 92G.
- Completion of a minimum of six credit hours of college-level English.
- Approval of applicants exceeding 12 years of Active Federal Service (AFS) by Headquarters, Department of the Army (HQDA).
- It also helps and is strongly encouraged that each applicant encloses a letter of recommendation from a senior food service technician/advisor.

A USAREC selection board evaluates applications from eligible soldiers. Those recommended by the board are slated to attend, in a candidate status, the Warrant Officer Candidate Course (WOCC) at the Warrant Officer Career Center, Fort Rucker, AL. After completing WOCC, candidates receive a conditional appointment to WO1. Each WO1 attends the appropriate Warrant Officer Basic Course (WOBC) to complete certification training. Upon WOBC graduation, the appointment becomes permanent.

The recruitment, application processing and selection of warrant officers for the US Army Reserve (USAR) is similar to the Active Component. However, USAREC recruits warrant officer candidates against specific vacancies in USAR units. The Army National Guard (ARNG) solicits applications by announcing vacancies through internal recruiting. The ARNG boarding and school-scheduling procedures are determined by each state's Adjutant General. Reserve Component WO applicants must attend WOCC and WOBC, except for those with prior Officer Candidate School who do not attend WOCC.

## Warrant Officer Development

Warrant officer career development relies on the systematic application of institutional training, operational assignments and self-development. Such a plan prepares warrant officers for progressively



## Career Development Model for the Army Food Service Warrant Officer

Years WO Service	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24-30		
Grade	W O 1	C W 2					C W 3					C W 4					C W 5									
Institutional Training	W DL O C B C C	W O B C					DL O A C					W O S C					W O S C									
922A Food Service Technician	♦ Brigade FA ♦ DISCOM FA ♦ ACR FA ♦ Installation Food Pg Mgr (Forts Gordon, Eustis, Bliss, Huachuca)		♦ ASG FA ♦ Spt Gp FA ♦ COSCOM FA ♦ COR (Kwajalein) ♦ USAQMC&S ♦ Doctrine Writer ♦ Instructor/Writer ♦ US Military Academy Food Tech				♦ Division FA ♦ Corps FA ♦ DLA/DSCP FA ♦ Installation Food Pg Mgr (Schofield Bks, Forts Jackson, Leonard Wood, Carson) ♦ USACASCOM CD ♦ USAQMC&S ♦ Doctrine Writer ♦ Instructor/Writer ♦ Mgr Sec Army Mess						♦ The Army Food Advisor ♦ FORSCOM Food Advisor ♦ Third Army Food Advisor ♦ USAREUR Food Advisor ♦ EUSA Food Advisor													
Operational Assignments																										
Self-Development	Directed Professional and Technical Reading or Study																									
	Associate Studies						Baccalaureate Studies										Graduate Studies									
	MOS-related Certification and Licensing																									

NOTE: Promotions/institutional training based on five-year promotion gates. See DA Pamphlet 611-21 (Military Occupational Classification and Structure) for detailed descriptions of individual MOSs by grade.

LEGEND:					
ACR	Armored Cavalry Regiment	DSCP	Defense Supply Center Philadelphia	Tech	Technician
ASG	Area support group	EUSA	Eighth US Army	USACASCOM	US Army Combined Arms Support Command
Bks	Barracks	FA	Food Advisor	USAQMC&S	US Army Quartermaster Center and School
CD	Combat Developments	FORSCOM	Forces Command, Army	USAREUR	US Army Europe
COR	Contracting officer's representative	Gp	Group	WO	Warrant officer
COSCOM	Corps support command	Mgr	Manager	WOAC	Warrant Officer Advanced Course
CW	Chief warrant officer	MOS	Military occupational specialty	WOBC	Warrant Officer Basic Course
DISCOM	Division support command	Pg	Program	WOCC	Warrant Officer Candidate Course
DL	Distance Learning	Sec	Secretary	WOSC	Warrant Officer Staff Course
DLA	Defense Logistics Agency	Spt	Support	WOSSC	Warrant Officer Senior Staff Course

challenging positions and provides the Army with warrant officer leadership and technical expertise for a full 30-year career as a warrant officer.

### Warrant Officer Education and Training

The Total Warrant Officer System (TWOS) in 1986, the Warrant Officer Management Act (WOMA) in 1991, the Warrant Officer Leader Development Action Plan (WOLDAP) in 1992, and the Warrant Officer Education System (WOES) in 1993 had significant impacts on the management and professional development of warrant officers. Under the TWOS, the Army recruits warrant officers earlier in their careers, trains them more effectively, and retains them longer. Every warrant officer position in the Active Army has been classified by rank based on the skills, knowledge, abilities and experience needed in that position. All 922A position requirements are ranked at four levels: entry (WO1 and CW2), advanced (CW3), senior (CW4), and CW5 at MACOMS and Department of the Army staff. The Warrant Officer Career Center at Fort Rucker is the executive agent

for all common warrant officer training. The center exercises command and control over the Warrant Officer Candidate School as well as the Warrant Officer Staff Course and Warrant Officer Senior Staff Course.

### Warrant Officer Promotions

Warrant officers are promoted under a single, permanent promotion system. Promotions to CW3, CW4 and CW5 for warrant officers on the active duty list are administered by HQDA. Promotion authority to CW2 is delegated at the 05 level and above. Warrant officers are authorized advancement to CW2 after completion of 24 months in the grade of WO1. Promotions to CW3, CW4 and CW5 occur at about five-year intervals, which may be adjusted to meet end strength requirements. The WOMA allows considering chief warrant officers for promotion after completing three years in their current grade.

For more information on becoming a warrant officer, contact the USAREC's information site at [www.usarec.army.mil/hq/warrant/Woentry.html](http://www.usarec.army.mil/hq/warrant/Woentry.html)

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# *Subsistence Training on the Cutting Edge*

*MAJ Willie Rios III, Acting Director of Training, Army Center of Excellence, Subsistence*  
*CPT Sandra Rodriguez, MS, RD, Staff Dietician, Army Center of Excellence, Subsistence*

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Training within the US Army Quartermaster Center and School (USAQMC&S) has taken a different flavor within the past couple of years at Fort Lee, VA. New ways to teach and learn enable soldiers to train through different media formats, such as Distance Learning. The Army Center of Excellence, Subsistence (ACES) is leading this transformation by developing innovative instructional concepts for both junior and senior food service personnel in the Army and Marine Corps.

The US Army Training and Doctrine Command (TRADOC) Lifelong Learning model offers military students the opportunity to continue their education regardless of location. Whether in a formal school setting or within their units, soldiers now can remain proficient and stay abreast of changes in doctrine during Army Transformation. The ACES is committed to providing the best instruction by resident, nonresident or Distance Learning media.

## ***Distance Learning Courses***

Currently, ACES is validating the first web-based course within the USAQMC&S. Titled "Food Protection and Sanitation Certification," this course will allow Quartermasters in both the Active and Reserve Components to receive certification from their home stations. After completing this 40-hour course and a proctored examination, students will receive the USAQMC&S certification required for all food service personnel by Technical Bulletin (TB) Medical 530 (Food Service Sanitation). One of the great features of this online course is the interactive capability that the students will have. Students can access ACES instructors through a discussion link with the course's web site. Within 24 hours after posting a question, an ACES instructor within the Directorate of Training will provide feedback. For the certification course's starting dates, check the ACES website at <http://www.quartermaster.army.mil/aces/>.

Another Distance Learning initiative undergoing validation is titled "Unit Dining Services

Management Course." This interactive course on CD-ROM will be available to units through education centers at each installation, as well as through the Army Training Support Center (ATSC). This course on CD-ROM also follows TRADOC's Lifelong Learning model by providing food service managers with a tool to use for managing Army dining facilities. The model for this CD-ROM course is the Food Service Management Course, which is a resident ACES course at Fort Lee. Key modules were extracted from the resident course as a basis for the Distance Learning portion. The cornerstone of instruction is a Great Customer Service Model that emphasizes civilian food service industry concepts.

Other courses under development for Distance Learning include the 92G30 Basic Noncommissioned Officer Course (BNCOC) and 92G40 Advanced Noncommissioned Officer Course (ANCOC) for soldiers on both active duty and in the US Army Reserve and Army National Guard. These BNCOC and ANCOC initiatives by ACES will enable both Active and Reserve Component students to complete portions of the courses either within their units or at home.

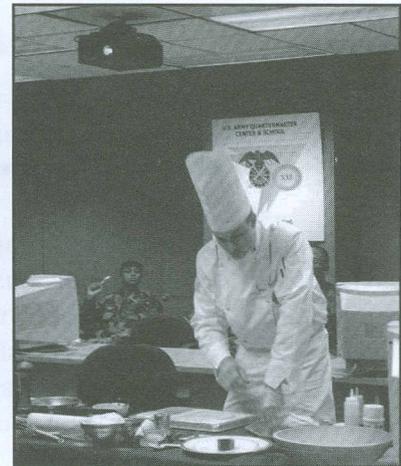
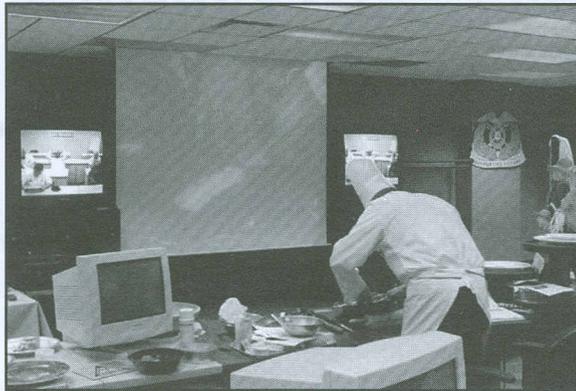
## ***TNET Broadcasts***

Since FY98, ACES has been active in sending Teletraining Network (TNET) instruction to more than 1,000 soldiers and civilians worldwide. The TNET broadcasts on televisions to one or more TNET or video teleconference (VTC) sites. The television broadcasts allow an instructor to use multimedia presentations with two-way, real-time communication between sites. Students at a training site see both the TNET instructor and one of the receiving sites simultaneously.

Units throughout the continental United States (CONUS), Europe, Hawaii, Alaska and Korea have taken advantage of this training opportunity. In the past, soldiers either went on temporary duty (TDY) status or waited until an instructor traveled to their location for training. Now, with satellite technology,



**Two-way TNET broadcasts Army chef's instruction on the spot.**



military and civilian personnel from all over the world can remain at their duty stations and attend training. During the past year, more Army installations have joined in as they learned the ropes of TNET and the availability of this new training option on their installations.

Some ACES courses taught via the TNET include Food Service Contracting, Nutrition/Menu Planning, Gourmet Ingredients, Marketing, Modern Burner Unit training, Management by Menu, Culinary Demonstrations and Preparing for Culinary Competitions, the Army Food Management Information System (AFMIS), Food and Water: Vehicles for Bioterrorism, and Food Service Contracts. Also, TNET sessions are videotaped and sent to interested units that are unable to participate. For the TNET schedule, check the ACES web site.

### ***Resident Courses***

ACES resident courses at Fort Lee have changed or are undergoing extensive revisions. For example, training developers are currently incorporating the Army's new field feeding equipment into the 92G (Food Service Specialist) course at skill level one. The Containerized Kitchen, Family of Medium Tactical Vehicles, and the Modern Burner Unit are few of the items being added. The Food Service Management Course, considered the premier instruction for food service managers, also has undergone revisions within the past three years. Concepts from the food service industry, as well as experiences from the Army's

Training With Industry participants, have made this course much sought after. Both the 92G30 BNCOC and the 92G40 ANCOC courses also recently were revised to reflect industry food service standards and Army field feeding changes.

### ***Nontraditional Training Programs***

In addition to traditional instruction, ACES also uses nontraditional methods. One example is the Commercial Dining Services Management (CDSM) Course, a 30-day resident course for NCOs. Much like the Department of the Army's Training With Industry Program for officers and warrant officers, ACES provides the CDSM Course to NCOs. Selected NCOs usually train on a university campus with Sodexo, a company providing food and facilities management in the United States and Canada. The soldiers' experience with civilian food practices directly impacts the quality of food service throughout the Army by instilling new concepts and management skills into the senior NCO Corps.

The ACES Directorate of Training is committed to ensuring that each soldier and marine receives the best possible training while assigned either at Fort Lee or stationed abroad. The ACES team of professional instructors constantly seeks ways to improve the quality of instruction by developing unique and innovative teaching methods for use around the world. The future of the Army starts with quality training. The ACES goal is to ensure that every soldier and marine receives the skills necessary to succeed in their missions on the battlefield.



# The Army Culinary Arts Program

CW2 Travis W. Smith, Chief, Craft Skills Training Branch,  
Army Center of Excellence, Subsistence

The Army Culinary Arts Program is more than an incentive to recognize individuals who participate in competition. It is about soldiers training at different levels to achieve the highest possible results in food service. The culinary program trains military cooks to master the fundamentals of food preparation and provide customers with consistent, high-quality meals in a pleasant environment. By combining hands-on training with the study of cookery, sanitation, nutrition, management and food science, the food service professional can achieve the highest level of recognition: consistently satisfied customers.

The Culinary Skills Training Division within the Directorate of Training at the Army Center of Excellence, Subsistence (ACES) offers the Army's most advanced instruction in hands-on food preparation at Fort Lee, VA. Also, the directorate annually conducts the US Army Culinary Arts Competition at Fort Lee for cooks in the Active Army, US Army Reserve and Army National Guard. Outstanding individual competitors in the US Culinary Arts Competitions are selected for the prestigious US Army Culinary Arts Team (USACAT). In turn, members of the Army team of cooks travel, train and compete around the world in a variety of culinary events.

## Advanced Culinary Skills Course

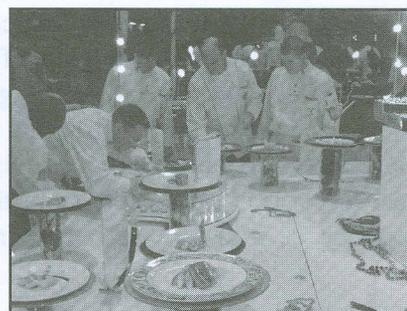
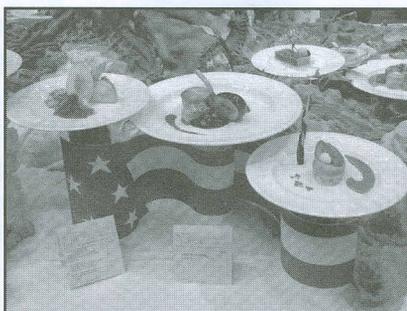
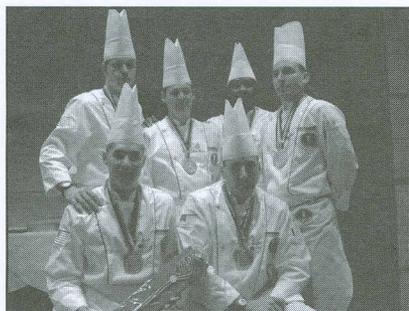
The Advanced Culinary Skills Course, highly sought by students in all branches of military service, is taught about five times a year at Fort Lee. This four-week course trains the military food

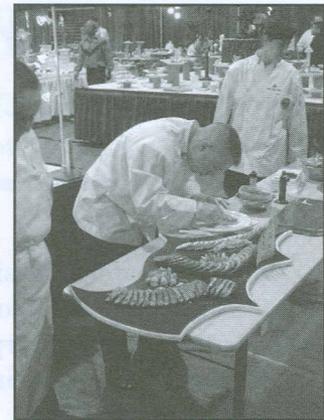
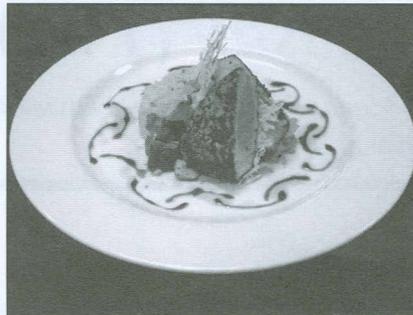
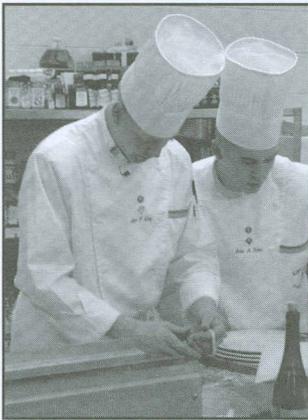
service professional at the level of middle management. Students master the fundamentals of cookery and pastry preparation. The curriculum covers classical French sauces; nutrition; three-course meal production; hors d'oeuvres; table and wine service; advanced pastry production and presentation; buffet layout, design, food production and service; and the preparation of a seven-course meal to conclude the course.

## Annual Culinary Arts Competition

The 27th Annual Culinary Arts Competition was held at Fort Lee in March 2002 to recognize excellence by individual chefs and military teams. The first culinary competition had its beginnings in 1976 as a way to motivate soldiers pursuing a food service career and has grown through the years. Since 1992, the American Culinary Federation (ACF) has sanctioned this annual competition for teams that must enter 14 separate categories, including live cooking, team cold buffet, ice sculpting and a Culinary Knowledge Bowl. All judging is performed by strict ACF standards by professional chefs during the two weeks. Nineteen teams with 198 military chefs from 22 installations worldwide entered 264 exhibits in 2002, competing for team and individual honors.

Finalists in all categories at all levels of the 2002 Culinary Arts Competition were extremely close in point spreads, an indicator of high expertise and competitiveness. Some of the events were so close





that the scores were triple-checked. Installation of the Year and field cooking are the most coveted awards for teams. The same three installations won top honors in both the Installation of the Year scoring and the field cooking competition, although in different rankings. For Installation of the Year medals, Fort Bragg, NC, took the Gold; United States Army Europe (USAREUR) the Silver; and Fort Lewis, WA, the Bronze. In field cooking, Fort Lewis scored in first place, Fort Bragg in second place, and USAREUR in third place. Individuals win titles for National Military Culinary Champion, Chef of the Year, and Junior Chef of the Year.

The ACES implemented the Culinary Knowledge Bowl in 2002 as a scored event for the Installation of the Year competition to encourage competitors to study the theory of cooking. Pairing the study of theory with developing hands-on skills during the cooking and pastry events will surely have a positive impact on the professionalism of Army cooks, quality of food available to soldiers, and the food service training programs throughout the military. As a whole, goals of the annual event include continually raising the standards of excellence in the armed forces and promoting camaraderie and educational opportunities among culinary professionals.

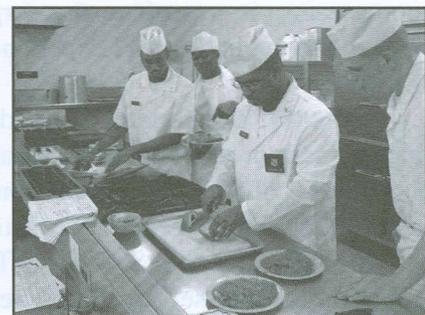
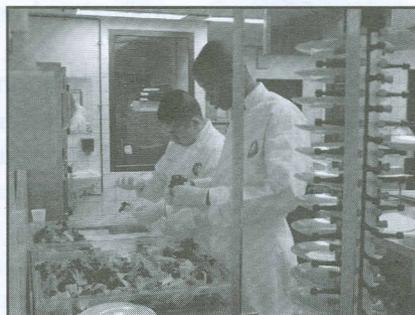
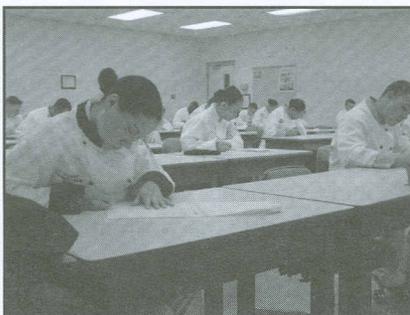
### ***US Army Culinary Arts Team (USACAT)***

The USACAT will hold the title of the Culinary Olympic Champion until 2004. The Army team bested 14 national military teams in 2000 at the international championship held every four years. Team members are the best Quartermaster chefs available to participate.

The USACAT's schedule through 2004 includes competitions and training events around the world. For example, members of the USACAT traveled to London, England, to compete in the National Chefs Championships in February 2002. Some members also were invited to the St. Paul Winter Carnival in Minnesota to sculpt in ice a commemorative memorial dedicated to families and casualties of the terrorist attacks in the United States on September 11, 2001.

The USACAT trained at Fort Lee in May 2002 to prepare for the Culinary World Cup in Luxembourg. The World Cup is the second most prestigious event in which the USACAT participates. Many of the same national military teams participate in both the Culinary World Cup and the Culinary Olympics.

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# *Training With Industry (TWI) at Sodexo*

*CW3 Reginald Griffin, Chief, Food Management Training Division,  
Army Center of Excellence, Subsistence*

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Imagine wearing a business suit to work with a routine schedule of 0800 to 1800 every day for one year at the Sodexo corporate headquarters in Gaithersburg, MD. Now, imagine doing that while still serving in the military. Well, this could happen to a few Quartermasters who are food service warrant officers selected for the Army's Training With Industry (TWI) program.

The Army initiated TWI in the 1970s in response to a critical need for officers with state-of-the-art skills in industrial practices and procedures not available through military or civilian education programs. TWI's major objective is professionally developing soldiers through experience in senior-level management in the civilian workplace. Completing TWI provides the soldier an advanced understanding of the relationship between specific industry standards and Army-related functions.

Graduates of the 12-month TWI program incur a 2-year utilization tour at Fort Lee, VA, for duty either with the US Army Quartermaster Center and School or the US Army Combined Arms Support Command. Also, participants incur an active duty service obligation of three active duty days for every one day served with the civilian industry.

Once selected for TWI, a Quartermaster warrant officer will receive orders of assignment to the Training Center at Fort Jackson, SC. The Training Center will handle all administrative actions on the officer during TWI. For me, upon completion of inprocessing, it was off to the corporate world at Sodexo to begin the TWI experience.

Sodexo, a provider of food and facilities management in the United States and Canada, has annual sales of \$4.9 billion. The company has more than 130,000 employees at more than 6,000 locations across North America. Sodexo offers outsourcing solutions in food service, housekeeping, grounds

keeping, plant operations and maintenance, asset and materials management, and laundry services. Sodexo customers include corporations, health care and long-term care facilities, retirement centers, schools, college campuses, remote and military sites.

While training with Sodexo, I was introduced to several levels of management. Some of the more significant areas during my tour of duty included management and associate programs, visiting and meeting with various corporate marketing subdivisions to determine how they support customer accounts, planned and current food service industry trends and concepts, and corporate operations to determine how these business strategies are applied to support the accounts throughout Sodexo.

I teamed up with Sodexo's Education Service Customer Driven Process Group. This group audits and provides management assistance to college and university accounts. As a team member, I was actively involved in these business processes.

The objectives and mission of this process action team are very similar to the Army Food Management Assistance Teams. The overall industry objective is to improve university and college feeding concepts and apply these improved business practices.

Sodexo provides a highly technical and professional training environment. The Sodexo personnel were very receptive and enthusiastic about having an Army warrant officer who is a food service professional on their team.

TWI is an outstanding opportunity for food service warrant officers. The TWI participant is effectively immersed in the commercial food service culture. The training and experiences coupled with a follow-on tour at Fort Lee enable the warrant officer to positively influence and shape the Army Food Service Program in the future.



# Evolution of the Army Field Feeding System-Future (AFFS-F)

CW5 Peter Motrynczuk, *The Army Food Advisor, Army Center of Excellence, Subsistence*

During *Operation Desert Storm* in the early 1990s, senior leaders and logisticians identified many shortfalls with the Army's field feeding system. In particular, they wanted soldiers to have more "cook-prepared meals." As a result, the US Army Quartermaster Center and School (USAQMC&S) began a study of the Army Field Feeding System (AFFS) in March 1991 to develop a strategy for the future. The USAQMC&S concluded an independent evaluation entitled *Army Field Feeding System - Future Concept Evaluation Program Data Collection Effort (AFFS-F)* on 2 Jun 92 and presented the future AFFS-F strategy to the Army Chief of Staff.

The study's primary recommendation was to provide soldiers daily with at least one hot meal prepared by cooks, depending upon the mission, enemy, terrain, troops and time available (METT-T). The Army Chief of Staff approved the AFFS-F concept, contingent upon its validation to ensure the concept's effectiveness. This conditional approval resulted in increases in personnel and new equipment and also changes in the ration concept.

From December 1992 through June 1993, field trials validated the AFFS-F study and the concept was approved. Units participating in these trials included the 82d Airborne Division, 24th Infantry Division (Mechanized), 101st Air Assault Division, and the 49th Armored Division.

## **Field Feeding Standard**

The approved field feeding standard is three quality meals per day for all soldiers, plus the capability to distribute, prepare and serve at least one hot cook-prepared meal daily (METT-T dependent).

## **Class I (Rations) Supply**

Theater subsistence distribution activities and subsistence platoons provide Class I support required by AFFS-F within an operational theater. These units

support all subsistence requirements once the theater has matured to accommodate Unitized Group Rations (UGRs) forward. Subsistence platoons work under the operational control of general support (GS) companies at theater Army (TA) and corps levels. Platoons are organized to provide refrigerated storage and transportation assets to support the UGR cycle at GS and direct support (DS) levels. Teams from the subsistence platoons operate at the DS ration break points (RBPs) under the operational control of the supported DS unit commander.

## **AFFS-F Operations**

AFFS-F supports soldiers in areas of operations ranging from humanitarian assistance to full-scale war. Different mission and employment tactics mean differences in feeding operations between light and heavy divisions, the echelons above division (EAD) and echelons above corps (EAC), and separate brigades. The AFFS-F diminishes those differences by providing identical equipment to each type of division. The primary emphasis is on the commander's ability to seize tactical opportunities as they occur. So, the AFFS-F provides commanders a variety of equipment in order to determine the optimal feeding method based on their METT-T.

The Mobile Kitchen Trailer (MKT) is the primary field kitchen used to prepare the full range of rations on the battlefield. The Kitchen Company Level Field Feeding-Expanded (KCLFF-E) is an assemblage of equipment with limited capability for preparing and serving hot meals at company or battery levels. The KCLFF-E may be employed to the forward line of own troops (FLOT) in order to support companies, platoons, squads, and tracks and tanks. The KCLFF-E includes a High Mobility Multipurpose Wheeled Vehicle (HMMWV) and High Mobility Trailer (HMT) for movement. The Sanitation Center, which replaces Immersion Heaters, supports sanitation requirements at the MKT.



Each divisional brigade-sized unit is authorized a food service technician to manage and oversee the brigade food service program. More cooks were added to the staffing level of Infantry, Field Artillery and Armor maneuver battalions, separate brigades and regiments to ensure enough cooks to prepare the one hot meal per day.

### Army Family of Rations

The family of rations for AFFS-F consists of individual rations and UGRs. The individual meal is best used when the levels of combat are intense or unit activity prevents the use of a prepared group ration. Individual meals include the Meal, Ready-to-Eat (MRE), Ration Cold Weather (RCW), and the Food Packet, Long Range Patrol (LRP). The UGR comes in two types. The UGR Heat & Serve (UGR-H&S) has shelf-stable entrees, starches and desserts. The UGR-A ration includes perishable and frozen entrees. The variety of foods in the UGR consists of 7 breakfast and 14 lunch/dinner menus. Bread and milk supplements are required to ensure nutritional adequacy of the UGR-A and the UGR-H&S. Fresh fruits, salad material with dressings, and dry cereal may be issued to enhance the meal. The UGRs are best used when units are in more stable or uncontested regions on the battlefield or area of operations.

### AFFS-F Equipment

The field kitchens supporting the battalions are normally set up in the battalion field trains within the brigade support area (BSA). Under AFFS-F, the field kitchen supporting the task force is normally staffed with 18 to 20 cooks in the table of organization and equipment (TOE), including the food operations sergeant. Field kitchen equipment includes three MKTs and four KCLFF-Es.

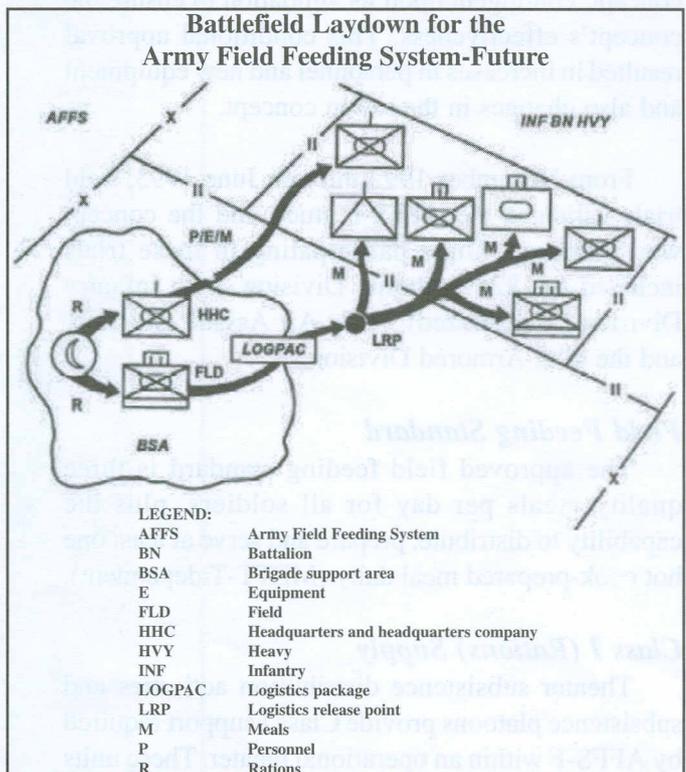
### AFFS-F Doctrine

Under AFFS-F, divisions have cooks and equipment assigned at battalion level. By assigning resources to the battalions, commanders can respond to changing tactical situations. One option: prepare food in the BSA or at the battalion field trains and send the food forward on the LOGPAC for serving at the company trains area or for further distribution to platoon, track or tanks. A second option: send two cooks, equipped with the KCLFF-E, FLOT to support

each maneuver company or forward task force's feeding requirements. This second option provides a choice between cooking some of the food at the battalion field kitchen and completing the meal with limited food preparation forward in the company trains or cooking entire meals such as the UGR-H&S forward. The commander controls these arrangements through an approved field feeding plan normally developed by the appropriate food advisor.

Using a typical battalion-sized task force in a mechanized Infantry battalion as an example will show the flow of Class I and food service support to companies, platoons, tracks and tanks to the FLOT. (See diagram of the AFFS-F Battlefield Laydown.)

The ultimate objective of AFFS-F is to provide the soldier the right meal, at the right place, at the right time, served hot. By achieving this objective, AFFS-F provides the field commander maximum flexibility to adjust to the METT-T and logistical support available on the battlefield. If a commander forecasts these METT-T conditions, the opportunity for a hot cook-prepared meal is enhanced. Meeting this standard contributes significantly to the morale, health and welfare of soldiers while increasing tactical responsiveness and flexibility at the same time.



# Improving Operational Rations for Warfighters

CPT Caroline M. Kalinowski, Environmental Science Officer

Helen Richardson, Quality Assurance Specialist, Army Center of Excellence, Subsistence

Each year key representatives from the operational rations community converge near Fort Lee, VA, to discuss changes and improvements to support warfighters. Logisticians and procurement experts from the Defense Supply Center Philadelphia (DSCP), research and development personnel from the US Army Soldier Systems Center, and user representatives from the four military services make up the 75-member forum known as the Joint Service Operational Rations Forum (JSORF).

## The Roots of the JSORF

The 1980s marked a change in the Army's individual operational ration. The familiar canned rations, commonly referred to as C-rations, were replaced by the Meal, Ready-to-Eat (MRE). Soldiers accepted the new ration as a practical and tasty solution to the bulky C-rations. In 1991, operations in the Persian Gulf provided the ultimate test for the MRE to validate its acceptability and functionality. By the end of *Operation Desert Storm*, feedback on the MRE echoed loudly in the operational rations community. Soldiers addressed quality issues such as expanding the menu variety, incorporating ethnic foods, reducing casserole-style entrées, and providing nutrition data on MRE packages.

The voices from the field did not go unnoticed. In 1992, the MRE Improvement Forum was established with the Army serving as the lead agent. The US Army Quartermaster Center and School, Army Center of Excellence, Subsistence (ACES) was



given sponsorship. When the MRE forum met in 1993, attendees determined that all operational rations used by multiple services should be handled through this formal body. As a result, the forum's name was changed to its current title, the Joint Service Operational Rations Forum or the JSORF.

Several years after the JSORF's creation, the operational rations industry requested a meeting with government to provide a voice in the JSORF decision-making process. As a result, the Government/Industry Meeting was established. Chaired by the DSCP, this meeting is held annually, the day before the JSORF. This partnership has worked in improving and prioritizing requirements for operational rations.

## JSORF Composition

The operational rations community is a very diverse collection of organizations that constitute the Department of Defense (DOD) Combat Feeding Program. Representatives from the Deputy Chief of Staff, G4, Directorate of Sustainment, Troop Support Division (formerly the Deputy Chief of Staff, Logistics); ACES; Defense Logistics Agency; DSCP; Army Soldier and Biological Chemical Command (SBCCOM) that includes the US Army Soldier Systems Center, known as Natick Labs; Office of The Surgeon General; Army



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Medical Command (MEDCOM); Army Veterinary Command (VETCOM); Navy; Air Force; Marine Corps; Reserve Components; US Army Combined Arms Support Command (CASCOM); and the US Department of Agriculture (USDA) attend the JSORF. They traditionally meet the first week in February each year.

### ***JSORF Activities and Milestones***

Ration requirements for warfighters in the combat environment dictate the need for nutritionally adequate meals that are readily available, convenient and lightweight. The DOD Combat Feeding Program is constantly developing, evaluating and procuring ration items. Each year Natick Labs conduct field tests for MREs and the Unitized Group Ration, Heat and Serve (UGR-H&S). The services dictate what items should be tested. Then Natick Labs coordinate with individual units to perform the tests during routine field training exercises. Upon completion of the tests, data is compiled and reported at the next scheduled JSORF for discussion of issues such as acceptance of ration components, menus, and adequacy of individual portion size.

Decisions made at the JSORF have significantly improved both the quality of the operational ration and the logistics of managing rations. One of the greatest JSORF milestones was the successful development of the UGR-H&S. Development of the unitized group ration streamlined the procurement process by reducing the cumbersome ordering of individual line items. Also, complete menus were packaged in modules ready to serve a population of 50. In 2000, a decision was made to replace the metal tray can in the UGR-H&S ration with a polymeric tray. This change eliminated many problems such as the difficult and time-consuming process of opening the metal tray, personnel injuries from cuts from open lids, and gray spots on the food surface.

Responding to issues raised during the Persian Gulf war, nutrition labeling was added to major MRE components. Menu selection was expanded from 12 to 24 varieties, with new menus introduced each year to replace less popular ones. Two vegetarian meals have also been added per MRE box. Popular commercial items, such as name brand hot sauce and candies are now readily found in many MRE menus.

Other noteworthy changes stemming from the JSORF include adding the flameless ration heater in the MRE meal bag, which enhances the quality of the meal by heating and increases the nutritional benefit as a result of greater meal consumption. The response to soldier feedback for more “whole-muscle” meats and greater ethnic menu selections has resulted in a variety of MRE menu entrées. The variety includes the grilled chicken breast, ham slice, pork rib, steak, bean and rice burrito, pork chow mein, beef ravioli, turkey breast with gravy, and boneless pork Jamaican, to name a few. In 1999, the UGR-H&S breakfast selection was expanded to include plain and blueberry waffles. The UGR-H&S received an additional seasoning enhancement from the 2001 JSORF when hot sauce, red pepper, and salt alternative were added to select menu boxes.

### ***This Year’s JSORF Decisions***

Ongoing projects managed by the JSORF involve reformulation of the Pouch Bread, the development of rations tailored for the Initial Brigade Combat Team (IBCT), and performance-enhancing ration components or *CarboPack*.

Issues involving menu variety and acceptability serve as a focal point at the JSORF. Each year through a forum consensus, less popular ration components are replaced with new items. New menus are developed to increase diversity. The following MRE table illustrates a sample of changes for the FY 2004 ration production cycle:

<b>MRE</b>	
<b>Entree</b>	<ul style="list-style-type: none"> <li>• Mexican Macaroni and Cheese</li> <li>• Veggie Griller</li> <li>• Cajun Rice with Sausage</li> </ul>
<b>Fruit</b>	<ul style="list-style-type: none"> <li>• Strawberry-Rhubarb Compote</li> <li>• Dried Cherries</li> <li>• Dried Cranberries</li> </ul> 
<b>Spread</b>	<ul style="list-style-type: none"> <li>• Cheese with Bacon</li> </ul>

The military moves on its stomach. Keeping soldiers fueled with meals that are tasty, nutritious and acceptable is of primary importance to representatives of the DOD Combat Feeding Program. The JSORF ensures optimum ration quality for the warfighter.

# Feedback From the Army's Food Management Assistance Teams

Michael J. Damico, Food Service Analyst, Army Center of Excellence, Subsistence

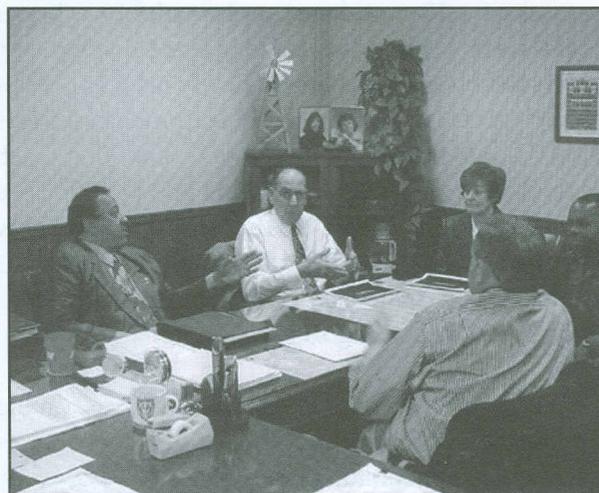
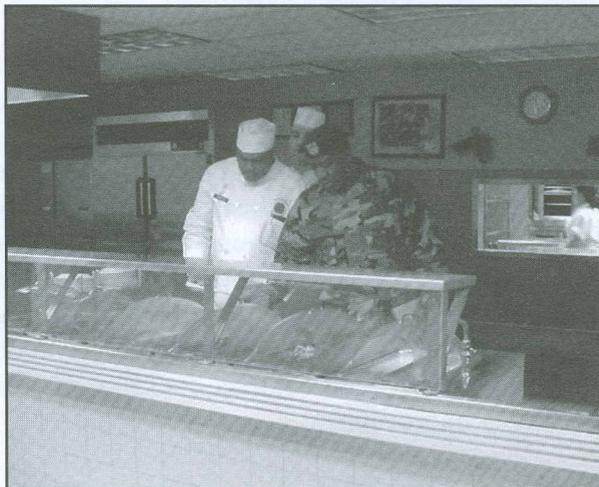
## *Food Management Assistance Team (FMAT) observations, based on Armywide review of operation and management of the Army Food Service Program -*

Army soldiers and civilians serving as food operations professionals deployed around the world are very familiar with the responsibilities of the Food Management Assistance Teams. FMATs schedule visits to their activities to assist with support of Army Food Service Program objectives. FMATs exist for three reasons: assess, advise and assist.

The objectives of the Army Food Service Program and the Food Management Assistance Teams are straightforward. FMATs actively assist local food program managers to ensure that current Army Food Program regulatory guidance and standards are being effectively implemented, work with local food program managers to maximize the use and expenditure of all subsistence resources, identify and record limitations that hinder achieving food program objectives, and provide lessons learned and feedback from real-time operations to the field. Each team helps identify and resolve issues beyond the control of local food program managers. The FMAT visits ensure quality standards for foods and services purchased by the government, whether soldiers are dining in a garrison or a field-feeding environment.

The specific areas of the Army Food Program reviewed by the FMATs include the following:

- ✓ Installation and individual dining facility account statuses
- ✓ Subsistence Prime Vendor program operations by the Department of Defense (DOD)
- ✓ Food service contracting operations
- ✓ Installation dining facility construction projects and dining facility equipment
- ✓ Installation dining facility utilization rates
- ✓ Army Field Feeding System operations
- ✓ Basic Allowance for Subsistence, field meal reimbursement procedures
- ✓ Food protection and food service sanitation
- ✓ Food preparation and serving
- ✓ Dining facility administrative procedures, Army Food Management Information System (AFMIS), inventory management operations, cash control procedures, meal service schedules, and Army menu standards



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- ✓ Specific food management functional areas or concerns expressed by the major command and installation food advisory staff

The FMAT gives the local food program manager oral and written assessments. The team recommends improvements and solutions to problems in food program management. The team provides any follow-on assistance required by the local food program manager to meet the Army Food Service Program's objectives.

### **On-the-Job Training in Food Service**

During the past 18 months, the FMATs have noted that training of assigned food operations staff is well managed in some dining facilities, but more of a paper exercise in others. In some Army facilities, no real effort is being made to further train the assigned staff. This trend was noted in both military and contractor-operated dining facilities. Formal, on-the-job training of Army food service specialists and contract cooks is an area that needs improvement.

Effective training increases proficiency, individual self-confidence and results in a better employee or soldier. Also, training is not always being conducted by management on newly installed, state-of-the-art food preparation equipment such as combination ovens, rotisserie ovens and other such items that require special cleaning and maintenance procedures. Training to the standard on new equipment extends the life of the equipment, ensures safe operation, builds skills, and ensures that foods are prepared according to standard.

**Management Trends.** Consolidation of dining facilities has reduced the number of opportunities for a senior noncommissioned officer (NCO) to be assigned as a manager of a dining facility or food program. In several military-operated consolidated facilities, the command of the tenant units dining in the facility was reluctant to enter into Memoranda of Agreement (MOA) for food service. Such MOA signed by the command assign operational control and management of evaluation reports to the NCO assigned as the manager of the dining facility. Not having this operational control hinders effective supervision, management and team building. This is



a no-win situation for the NCO in charge of the dining facility. Command support in this type of situation is apparent and necessary.

The use of commercially prepared, heat and serve entrées is increasing. These commercially prepared foods have their place on the dining facility's menu and are available for use when dictated by issues of staffing or mission/training. The obvious trade-off for the convenience of these commercial items is the increased cost. The FMAT asks that food program managers and dining facility managers review the use of heat and serve products in their menu planning. If a dining facility has sufficient staff and is not constrained by mission/training requirements, facility managers should ensure that subsistence dollars are supporting the soldiers instead of increasing the variety in the center of the plate. Also, facility managers should ensure that individual accounts are being managed within established guidelines.

**AFMIS Operations.** At Army installations where the installation food advisor's office is actively involved in day-to-day and weekly maintenance and updates of system files, the FMAT noted significantly fewer AFMIS problems. When the installation food advisor, troop issue subsistence officer and dining facility management staff are communicating and working closely together, the resulting collaboration is an installation AFMIS that is current. Such collaboration also increases the efficiency of operations at the dining facility level and Troop Issue Support Agency (TISA) level.

Passwords should be controlled by installation systems management and assigned only to those who have AFMIS management or administrative responsibilities within the dining facility. In some dining facilities, the AFMIS computers had unauthorized software programs loaded on them. AFMIS systems are restricted to AFMIS software only. Weekly reconciliation and catalog import to AFMIS Dining Facility Operations (DFO) and TISA files are required of installation food advisory and TISA staff. Because AFMIS will be in operation for the foreseeable future, management must stay current as the system continues to be upgraded. The FMATs recommend that dining facilities maintain a current AFMIS End User Manual, and use the AFMIS "help desk" for assistance with systems problems.

**Vendor Operations.** Subsistence Prime Vendor provides direct delivery to the loading dock of each dining facility three times per week. Army customers can assist the vendors by requiring them to meet the contract standards for service. The best place to assess the vendor's level of service and product is the loading dock of the dining facility as the vendor is delivering. Government staff must review the vendor's delivery documents to ensure that they are legible, contain correct product quantities as ordered, include correct units of issue, have unit price per item, list correct order and issue quantities, clearly indicate any product substitutions, and show the order's total price.

There are two key points to remember. One, products delivered by the vendor remain the vendor's property until the government representative signs for them on the loading dock. Two, delivery drivers



for vendors quickly understand which facilities are checking for condition and quantity of products and which are not. Products with defects discovered after delivery or during the cooking process should be reported to the installation food advisor.

Value-added services such as Point of Sale marketing materials should be used to promote the name brand products being offered to the soldier. Vendors should provide new product training. Installation management should be using the Descending Dollar Value Report to monitor movement of cataloged subsistence items. Items with little or no movement should be reviewed during next management board for possible catalog deletion. Food program managers should be working toward the development of a core catalog to support installation feeding that contains Best Value items. Understanding that Best Value does not mean the cheapest product available, food program managers should seek products that provide maximum value, an acceptable level of quality, and are normally used in significant quantities.

**Food Protection and Sanitation.** Overall, the FMATs found food protection and sanitation satisfactory. Food service personnel, in most cases, are doing a good job keeping Army facilities clean. The FMATs recommend using both installation preventive medicine and veterinary personnel as resources to keep food service staffs trained on food safety and sanitation.

**Food Preparation and Quality of Service.** Generally, the FMATs found food preparation up to standard. Managers in some facilities still need to stress batch and progressive cooking, as well as product presentation. These cooking methods need to be practiced and trained by management. They result in better-quality products, less waste, reduction in leftovers and savings in food dollars.

The Army Food Service Program has come a long way in just a few years in both automation systems and the availability of product selections. However, in the final analysis, an Army facility brings diners to its doors with service, variety, menu choices, and foods served at the correct temperature by a customer-oriented staff. In the food service business, the Army is only as good as the soldier's last meal.



# Redesigning Garrison Dining Facilities

Goldie Bailey, Chief, Facilities and Equipment Division, Army Center of Excellence, Subsistence

A major tenet of business strategy for the garrison feeding program is improvement of the dining environment for soldiers. All evidence suggests that today's soldier wants to eat somewhere similar to fast food establishments and casual-themed restaurants in the community. The Army Center of Excellence, Subsistence (ACES) is promoting improved designs for Army dining facilities to achieve this more desirable dining environment. "Design *charrette*." is a term used by the ACES and the Army Corps of Engineers for Major Construction, Army projects for dining facilities.

## What Is A Design Charrette?

*Charrette* is a French word derived from "a collection of ideas." The words design *charrette* are describing more and more Army dining facility projects.

Nowadays, the design process, which often takes months to complete, is compressed into a two- to five-day planning and brainstorming session involving an entire team that includes the client and consultants. During this *charrette* process, the team works side by side for an intense exchange of ideas to develop planning concepts and architecture to fit the project's criteria. This approach ends with workable solutions supported by all major players.

## How Can A Charrette Help?

Project teams, created to improve the dining facility environment, consist of representatives from the ACES and design professionals from the Corps of Engineers, such as planners, architects and interior designers. Team members meet onsite to work directly with the field users, the food service staff and Directorate of Public Works representatives on Army installations. Project team members suggest ideas and novel designs. The project team also solicits input on customer needs and wants for new facility construction.



Serving lines in new garrison dining facilities are similar to fast food franchises.

Project teams can provide rapid problem resolution at the user level.

## What Are the Benefits?

- ✓ Quicker, workable solutions to specific problems.
- ✓ More likely future support by various client groups that had input into the design process.
- ✓ Research combines with solutions because of onsite problem-solving approach.
- ✓ Benefits built into design *charrette*, such as team consideration of site assessment, preplanning, predesign, architectural character and delivery approaches.
- ✓ A predevelopment phase that is months shorter.
- ✓ Solutions that include knowledge of local methodologies.

The design *charrette* represents one more application of total quality management to dining facility design. Success is predicated on the belief that knowledgeable people, working together, can make great things happen.



# Prime Vendor for Food Service Equipment

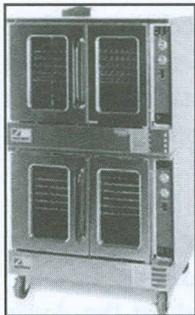
James Wisniewski, Food Service Systems Analyst, Facilities and Equipment Division,  
Army Center of Excellence, Subsistence

Are you involved in the purchase of a dining facility's food service equipment? Are you using your Prime Vendor? Are you familiar with the Prime Vendor full life cycle support program? Are you taking full advantage of your Prime Vendor's pledge to provide full life cycle support? This article answers these questions about ordering food service equipment.



## Streamlining

In September 1999, the Army was introduced to the Food Service Equipment Prime Vendor Program, as an alternative to the traditional method of requisitioning through the supply system. The Prime Vendor program was primarily designed to streamline the acquisition of food service equipment and to give managers the latitude to requisition the latest, state-of-the-art equipment on the market. Additional benefits when ordering through the Prime Vendor program are the full life cycle support and warranty program for food service equipment.



## Purchasing

Purchasing food service equipment is a relatively new area of the food service business for Army installation and dining facility managers. Have you ever ordered food service equipment that was the wrong size, voltage, amperage or utility? If your answer is "no," then you may not have to read any further. Those with a "yes" answer will want to read

more in order to understand what your food service equipment's Prime Vendor now provides.

## Maintaining

Full life cycle support begins with the customer in the planning stage. The Prime Vendor gives technical support to assist in choosing the most efficient, economical piece of equipment. Consider the Prime Vendor as your one-stop shop for brand name products and services. The Prime Vendor maintains constant relationships with multiple, reliable industrial manufacturing representatives.



## Taking Advantage

Other benefits included in the full life cycle service are guaranteed competitive pricing, installation service, warranty service, training, and long-term maintenance repair and replacement. These value-added services are extremely important, considering recent budget cuts and continued downsizing of Departments of Public Works on military installations. Consider taking advantage of the valuable training the Prime Vendor has to offer. Know your rights under the warranty and use them. Consider installation of food service equipment, as well as long term maintenance, repairs and replacements, particularly if you are experiencing in-house repair or maintenance problems. As one final thought, if you find the same food service equipment elsewhere, you may want to check with your Prime Vendor representative to compete for your business.



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# *Bioterrorism and the Food Supply Chain*

*CPT Caroline M. Kalinowski, Environmental Science Officer,  
Army Center of Excellence, Subsistence*

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Since the terrorist attacks of 11 Sep 01 within the United States, civilians and military personnel have become much more focused on areas of daily life previously taken for granted - food safety is one of these areas. Because the Army contracts with Subsistence Prime Vendors to provide much of the food served to troops in military dining facilities, it is important for commanders and soldiers to know how the Army procures and safeguards that food.

Defense Supply Center Philadelphia (DSCP) is the contracting agent for all Department of Defense (DOD) contracts with Subsistence Prime Vendors. The bidder, a company seeking a Subsistence Prime Vendor contract, must include a Hazard Analysis Critical Control Point program, a sanitation program and a quality assurance program for the solicitation process and the technical panel's evaluation.

Once a contract has been awarded to a bidder, the company must operate under DSCP guidelines for Subsistence Prime Vendors. This ensures only food deliveries from approved sources to Army dining facilities, storage in warehouses with safe temperatures and with protection from contamination, and food matching the item descriptions in Army catalogs. DSCP validates the prime vendor's performance by quality audits of meat, poultry, seafood, and processed fruits and vegetables. As partners with DSCP, the US Department of Agriculture and US Department of Commerce assist with performance evaluations.

Prime vendors must maintain tight security at their warehouse complexes, requiring visitors to sign in and out and travel within the complexes with an employee escort. Prime vendor warehouses usually operate around the clock. Most have security systems on access doors not in use at the loading docks.

In addition to federal government evaluations and Subsistence Prime Vendor security measures, installation food advisory and operations personnel

have critical local responsibilities. First, together with the installation physical security manager and the prime vendor's primary point of contact, identify every truck driver and prime vendor employee to be granted access to the installation. Make sure the dining facility personnel know that if someone other than the regular delivery person shows up in a truck at their loading dock, they should validate the driver's identification before accepting the food delivery. Dining facility personnel can telephone the Subsistence Prime Vendor or can check the deliverer's identification card and then ask for both a driver's license and a prime vendor identification card. If that link cannot be established, dining facility personnel immediately contact the installation provost marshal's office.

Secondly, if the dining facility receives a package that appears damaged or defective, personnel contact the veterinary staff office for assistance in further inspection. This will ensure that product perhaps damaged in transit is not accepted.

The Army has no guarantees that a contaminated food item will not appear in a dining facility. However, food service professionals at the Army Center of Excellence, Subsistence believe that DOD is taking all the right precautions, in partnership with Subsistence Prime Vendors, to minimize any risk with food delivered to military dining facilities.

## ***ACES Antiterrorist Support***

**During ongoing antiterrorist actions, the Army was tasked to provide food advisory assistance to the joint forces staff responsible for feeding cadre and detainees brought to Guantanamo Bay, Cuba. At the request of Joint Task Force Bravo, the Army Center of Excellence, Subsistence (ACES) sent a food service contract specialist to Cuba to develop the solicitation package. The goal: serve the first meal under the contract by 1 Jun 02.**



# The ACES Partnership Forum

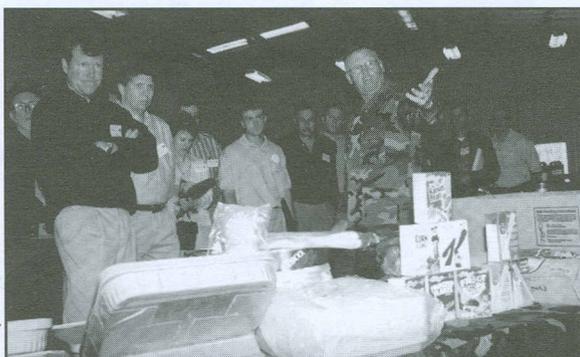
CPT Caroline M. Kalinowski, Environmental Science Officer,  
Army Center of Excellence, Subsistence

As part of a continuing effort to improve operational rations, the Army Center of Excellence, Subsistence (ACES) hosted its first partnership forum in April 2002 with 36 representatives from the commercial food industry at Fort Lee, VA. The forum's purpose was to foster team building between government and industry by allowing participants to examine the interrelationships of their products and services at the customer level - in this case, Army food service operations.

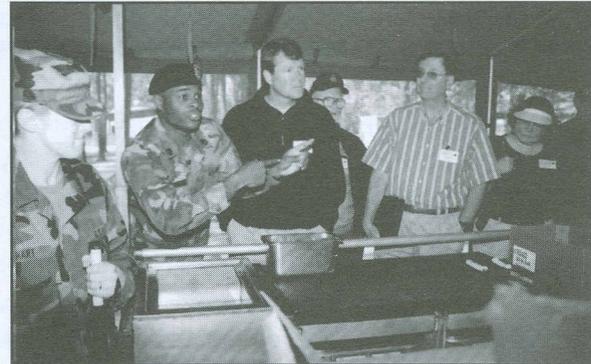
Participants included members of the Research and Development Associates (R&DA) for Military and Food Packaging Systems and the Defense Logistics Agency (DLA)-Combat Ration Network (CORANET) Program. The R&DA is a professional association of governmental, industry and academic personnel, all involved in the manufacture, sale and distribution of foods to the Department of Defense. CORANET is a DLA-funded initiative. CORANET helps operational ration producers modernize their processes, with resulting gains for the Army as the principal buyer of rations for field use.

The 1½-day event was filled with briefings, hands-on equipment viewing in both garrison and field operations, and one-on-one consultations. Also, forum participants received an unclassified briefing on Foodborne Biological Terrorism upon arrival.

The ACES Field Operations Training Branch gave participants an orientation to food operations



Photographs by Jim Bolton, Fort Lee Public Affairs Office



on the battlefield. Equipment briefings included the Containerized Kitchen (CK), the Mobile Kitchen Trailer (MKT), and the Kitchen Company Level Field Feeding (KCLFF). Throughout their tour, participants observed soldiers operating various pieces of equipment in preparation for the lunch meal. The meal consisted of fried chicken, the newest addition to the Unitized Group Ration-A (UGR-A) menus.

Participants visited the Marine Corps field-feeding site for briefings on the differences between Army and Marine practices and equipment. The ACES trains all Army and Marine Corps cooks. Because potable water is a key component of food operations, participants visited the Petroleum and Water Department for briefings on water purification and distribution processes.

From the field operations, the forum transitioned to garrison food service. Participants visited the ACES training facilities and toured the small quantity baking and cooking laboratories where junior soldiers and marines receive initial training. Participants also had an opportunity to visit with the Advanced Culinary Skills training department.

The Partnership Forum concluded with briefings from the Directorate of Operations; a look at the Department of the Army, Phillip A. Connelly Awards Program; and tours of the US Army Quartermaster Museum and Army Women's Museum at Fort Lee.

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# *Philip A. Connelly Awards For Excellence in Army Food Service*

*SGM Willie L. Lee Jr., Noncommissioned Officer in Charge,  
Department of the Army Connelly Awards Program, Army Center of Excellence, Subsistence*

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The annual Philip A. Connelly Awards are cosponsored by the Department of the Army (DA) and the International Food Service Executives Association (IFSEA). Evaluators from IFSEA and the Army Center of Excellence, Subsistence (ACES) travel around the world to judge food service specialists at work during dining facility and field kitchen operations. The program's goal is twofold: stimulate excellence in preparing and serving food to soldiers and provide added incentive for improved food service operations through unit recognition.

Named after a former IFSEA president, the Philip A. Connelly Awards began in 1968 to recognize outstanding Army food service on the job. The late Philip A. Connelly worked throughout his life to promote professionalism in food service, both in the civilian industry and the military services. He served on evaluation committees for the Army, Air Force and Navy and was named Father of Armed Forces Food Service Awards. He is credited with more closely aligning military and civilian food service programs and with unifying goals in education, training, career development and job opportunities.

## ***Multilevel Competition***

The multilevel competition begins at the lowest military echelon. Because of the number of dining facilities and field kitchens in the Active Army, US Army Reserve (USAR) and Army National Guard (ARNG), major commands hold competitions to select finalists to represent their commands. These finalists then continue to do their everyday food service work in the final phase of the Connelly judging that is held from August through December.

Evaluation committees visit each finalist. The evaluation committees consist of one IFSEA civilian and two military representatives (one senior warrant officer and one sergeant major) from the ACES at the US Army Quartermaster Center and School, Fort Lee, VA.

Army winners received the 34th annual Philip A. Connelly Awards on 22 Mar 02 in Tampa, FL, at the annual IFSEA conference. The competition's five categories were Active Army Small Dining Facilities (serving 200 or fewer per meal), Active Army Large Dining Facilities (serving 201 or more), Active Army Field Kitchen in Field Operations, US Army Reserve (USAR) Units and Army National Guard (ARNG) Units in Field Kitchen Operations.

The IFSEA provides the winner and runner-up trophies in each category and national recognition through the IFSEA organization. The winners and runners-up also receive DA-funded training at a culinary university.



# Performance-Based Contracting For Army Food Service

James McGinniss, Contract Specialist, Army Center of Excellence, Subsistence

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The Army's method of contracting food service is changing. In 1999, the Department of Defense spent as much money on services as on new supplies and systems. Services represented 40 per cent of acquisition actions and nearly 30 per cent of the contract dollars. Services have become increasingly significant in what the Army buys.

In April 2001, the Undersecretary of Defense for Acquisition Reform directed the joint military forces to award 50 per cent of all acquisitions for services as performance-based contracts by the year 2005 - measured by dollars and actions. The Army G4, in conjunction with the US Army Training and Doctrine Command (TRADOC), is working toward this goal by developing a new Performance Work Statement (PWS), Performance Assessment Plan (quality assurance) and a solicitation template with incentives to ensure timely success. An Army Center of Excellence, Subsistence (ACES) representative is serving as the team leader of an integrated acquisition planning team to implement the Performance Based Service Acquisition (PBSA) concept for food service.

## **Understanding the PBSA Concept**

PBSA is an *old concept made new*. Around since the end of World War II, the concept now is being used as a way to improve the acquisition process. The PBSA concept has several elements. First and foremost, the PWS must set forth contract requirements in clear, specific and objective terms with measurable outcomes. Requirements must be stated in terms of what is to be accomplished, without describing the process of performing the work. Each task must include a standard by which the government can assess the level of performance.

Secondly, the negotiation method of contracting must achieve a firm, Best Value contract with a fixed price. Lastly and most important, the solicitation should include some incentive for the contractor's

successful performance, at a quality level equal to or above the level stated in the contract. A multifunctional TRADOC acquisition team has trained on how to develop a performance-based work statement that includes these contract incentives.

## **What the Army Hopes To Achieve**

The PBSA concept adopts strategies to achieve the best commercial practices from world-class suppliers, gain technological innovations and encourage maximum competition for contracts while obtaining the best value through opportunities for savings. A contract developed under the PBSA criteria has precedence over others.

If the contract value is estimated at \$5 million or less, the procurement can be treated similarly to a commercial item. The government can award a contract of \$5 million or less under the simplified acquisition procedures of the Federal Acquisition Regulation. The PWS will allow the contractor to interpret the government's requirements and use innovative techniques to perform the work at the specified standards. Incentives incorporated into the contract should motivate a contractor to achieve performance levels of the highest quality consistent with economic efficiency. In other words, a PBSA contract should produce high-quality levels of performance at prices equal to historical costs.

## **Implementation Plan**

A new PWS using the PBSA concept for acquiring food service in FY02 is in draft form, being prepared for staffing and approval. A performance assessment plan for use by contracting officer's representatives to administer contracts will be developed. Contract incentives are being formulated for a solicitation template or some type of implementation guidance for installation uses. The Army, in its continuing efforts to contract food service, is anticipating added value from PBSA.



# What Will the Army's Dining Facility Look Like 10 Years From Now?

Emily Prior, Chief, Concepts, Systems and Policy Division, Directorate of Operations, Army Center of Excellence, Subsistence

If the Army is going to develop budgets and design dining facilities to support soldiers in 2012, now is the time to develop the vision that will help map the way. Think of how dining facilities have changed during the past three decades. In the 1970s, a soldier was offered one entrée, one starch, one vegetable, one salad, and a choice between water, coffee and milk. By the 1980s, that diner got to choose between two entrees, vegetables and beverages. By the 1990s, short orders, multiple entrees, menu items with brand names, and multiple choices of EVERYTHING were in all Army dining facilities.

## *Soldiers of the Future*

Before envisioning how dining facilities will look in the future, perhaps the first step is to look at who the soldiers will be. In the next 10 years, the so-called Generation X will grow up. Therefore, the new Army dining facility customer will be the youngest of the boys and girls who are currently known as Generation Y. The parents of these future customers are the Baby Boomers and the Generation Xers.

The Army Center of Excellence, Subsistence (ACES) defines Generation Y as very conscious of brand names. From their preschool days, these children have been super-independent. They assumed responsibilities earlier and accepted diversity. Generation Y is the digital generation.

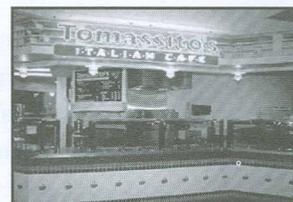
## *Growing Up With 'Fast Food'*

What does this say about what soldiers from Generation Y will expect of a garrison dining facility? Perhaps a look at where they are eating NOW, as they are growing up, provides an indication. Generation Y eats at Domino's pizza, for example, Dunkin Donuts, McDonald's and KFC fast-food franchises, and Red Lobster and Olive Garden restaurants. The last two theme restaurants might be a surprise, but Generation Y children are currently

living at home and going out with their parents to dine. Taking all these observations into consideration, the ACES personnel have a vision of the future dining facility that is very different from today's look.

## *Multifaceted Military Dining*

In the new dining facility, the "non-cafeteria," stainless steel disappears - at least visually to the customer. The building itself is more inviting. The dining facility is multifaceted, with one corner set up with a pair of sofas, several comfortable chairs, tables with lamps and current newspapers and magazines as a quiet reading room. Soldiers who prefer to eat alone or in small groups grab their food and retreat to this quiet area to eat and "recharge."

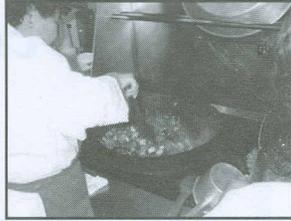


In another area of the dining room, online computers invite soldiers to check out the newest Internet sites or play trivia online while they eat. Board games are available for play in other areas. The Army dining room 10 years from now has an area where small meetings may be held while soldiers are eating their meals. Other areas have digital televisions and video arcade-type games. On a Friday or Saturday evening, a talented soldier may be wandering around the dining area providing free entertainment, singing or playing a musical instrument. This dining facility is DEFINITELY more than a place to eat.



However, after all, soldiers DO come to the dining facility to eat. In this non-cafeteria of the

future, there are no steam tables. There is no long, straight stainless steel serving line. Rather than mass-produced food appearing from a hidden kitchen, there are numerous stations or kiosks, each providing specialized choices.



Much of the cooking is happening before the diner's eyes. As a result, the food is fresher and more appetizing. Stations offer choices ranging from the "Farmer's Market" of fresh salads and fruits to stations serving chicken, pasta, hot dogs, grilled and deli sandwiches, as well as Asian and Southwestern choices. Many stations feature nationally known name brands. Some, such as the Asian area, allow the customer to choose their vegetables, cooking oils and sauces, then hand them over to a chef who adds the customer's choice of meat or seafood and cooks up a sizzling stir-fry in 60 seconds.

One area comes closest to today's dining facility. This is the station that soldiers visit when looking

for Mom's traditional mashed potatoes, roast beef and carrots. Most of these stations make it easy for soldiers to quickly get their meals and go wherever they want to eat.

To incorporate the latest trends, the Army is partnering with colleges and universities, business and industry food operations, and with contractors to see how Army food operations measure up against commercial facilities. Also, the ACES, the Corps of Engineers and civilian architectural engineering firms are developing easier ways to design dining facilities that will meet anticipated requirements and more. This team is identifying new, leading-edge equipment that will be commonplace in another five years. Such food service equipment will allow the Army to work smarter and faster. Equipment of the future will be less labor intensive, as well as easier to clean and maintain while supporting flexible menu operations.

Just as Artillery soldiers constantly readjust their azimuths, the ACES will be adjusting menu standards to permit dining facilities to support the changing tastes of Army diners. Whatever happens in the future, one thing is certain: Army dining facilities will not look the way they do today.

### *Kitchen Philosophy*

**Remember that beans, badly boiled, kills more than bullets; and fat is more fatal than powder. In cooking more than anything else in this world, always make haste slowly. One hour too much is vastly better than five minutes too little, with rare exceptions. A big fire scorches your soup, burns your face, and crisps your temper. Skim, simmer, and scour are the true secrets of good cooking.**

*(U.S. Army Cookbook, 1863)*

**SUPPORTING VICTORY**



# *Field Feeding in the Interim Force and Objective Force*

MAJ Albin R. Majewski

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*The commander who fails to provide his army with necessary food and other supplies is making arrangements for his own defeat, even with no enemy present. - The Emperor Maurice, *The Strategikon*, c 600 AD*

The enemy is changing. This change is prompting changes in the way the Army conducts its warfighting mission. The Army's concept of warfighting is evolving rapidly, based on the new operational environment of threat, technology and range of missions. Therefore, sustaining the warfighter requires change to keep combat service support relevant to national defense.

Currently, the Army is at a crossroads that will determine its future. The Army, consisting of both Active and Reserve Component units operating under Legacy Force (Army of Excellence and Force XXI), Interim Force or Objective Force tables of organization and equipment (TOE), must continuously become more deployable and mobile. The Army requires support with a reduced logistics infrastructure in the battlespace. Not only does food service support focus on the field-feeding equipment, distribution and future rations for the Interim Force and the Objective Force, but also on today's Legacy Force that is undergoing modernization.

## ***Field-Feeding Standard***

An understanding of field-feeding support begins with the field-feeding standard outlined in the Army Field Feeding System-Future (AFFS-F) approved by the Army Chief of Staff in 1993. The AFFS-F standard is three quality meals per day with one A-Ration prepared by cooks, depending on mission, enemy, terrain, tactics and time (METT-T). The other two daily meals come from the family of operational rations that include Meals, Ready-to-Eat (MREs) and Unitized Group Rations (UGRs).

Each MRE is a self-contained ration packaged in a flexible pouch that sustains an individual soldier when food service facilities are not available. In contrast, each UGR provides all components for a complete 50-person meal, with the exception of mandatory supplements such as bread, milk and cold cereal. UGRs have a core of quickly prepared or ready-to-use commercial food products. UGRs come in two versions: the UGR-Heat and Serve (UGR-H&S) with shelf-stable foods and the UGR-A with perishable and frozen entrees (A-Rations).

## ***Interim Brigade Combat Team***

The Army Transformation from the Legacy Force to the Interim Force to the Objective Force is in progress. Standing up the Interim Brigade Combat Team (IBCT) was the first step in that process. The IBCT mission is to deploy anywhere in the world in 96 hours from "wheels up" to closure. This deployment goal dictates that units become leaner, with lighter vehicles and with a reduced logistics force structure. The only Quartermasters assigned to the IBCT to support Class I (rations) operations are the Brigade Food Technician (with the military occupational specialty (MOS) 922A), located in the Support Operations Section of the Headquarters and Distribution Company of the Brigade Support Battalion, and three Automated Logistical Specialists (MOS 92A), located in the Supply Support Section. The IBCT has no Quartermaster cooks with the 92G MOS (Food Service Specialist). Instead, a platoon leader and 103 Quartermasters with the 92G MOS are assigned to the Field Feeding Platoon in the Combat Service Support Company (CSSC). The CSSC was designed specifically



to support the IBCT. These 103 Quartermaster cooks are organized into six field-feeding teams to support the six battalion-sized units. These cooks augment the IBCT, which means they provide a capability not organic to the IBCT.

### **Equipment**

The Field Feeding Platoon has 6 Containerized Kitchens; 6 Heavy Expanded Mobility Tactical Trucks with Load Handling Systems (HEMTT-LHS); 6 8x8x20-foot refrigerated containers; and 20 Kitchens Company Level Field Feeding (KCLFF) that include a High Mobility Multipurpose Wheeled Vehicle (HMMWV) and High Mobility Trailer (HMT). In addition, the Medium Tactical Vehicle (MTV) five-ton trucks will carry the Food Sanitation Center and pull the 400-gallon water trailer (“water buffalo”). During Army Transformation, a 900-gallon water trailer (CAMEL) will replace the current 400-gallon water trailer. Also, the Multi-Temperature Refrigerated Container System (MTRCS) will replace the current refrigerated container that has only a single temperature. A tow bar extension for the Containerized Kitchen trailer will allow the HEMTT LHS to pull the Containerized Kitchen. The CAMEL along with the tow bar extension changes will reduce the field-feeding footprint by eliminating the need for 12 MTV 5-ton trucks and 6 water trailers.

### **Sustainment Distribution**

The days of “iron mountains” of supplies to support military forces will never be completely eliminated, but stockpiles of supplies must be reduced significantly. Configured loads will reduce the required amounts of rations for distribution. Units will deploy with three days of MREs, or the First Strike Rations, and water. MREs and bottled water will sustain the soldier before the availability of cooks and bulk water. When their cooks, field-feeding equipment, and either UGR-A or UGR-H&S rations are available, soldiers can move away from the initial feeding plan of three MREs per day.

To feed the warfighter, Quartermasters must be able to receive bulk rations from the strategic level and configure them into loads that will support the field kitchen at battalion level. The Subsistence Platoon of the Quartermaster Support Company, or trained personnel at an Intermediate Staging Base (ISB), can complete this mission. Logisticians will build configured loads for many days, based on a headcount and a ration type rather than a menu. For example, a single national stock number will designate a configured load that supports 800 soldiers for 2 days of eating an UGR-H&S breakfast, an MRE lunch and an UGR-A dinner. The type of UGR depends upon the ration cycle and availability. The UGR’s mandatory supplement (milk) will be automatically included in the UGR module, but enhancements such as fruit, salad and split-top bread will be provided to soldiers as space permits on the configured loads.

Configured loads with semiperishable foods can move via the Container Roll On/Off Platform (CROP), while configured loads that include the UGR-A with perishable and frozen foods (A-Rations) will move via the MTRCS. These loads will be transported to the brigade support battalion and from there to the field kitchen. The fluidity of war requires a 72-hour to 96-hour turnaround from request to receipt. Configured loads built and shipped from the strategic level may not provide the flexibility that commanders need. However, bulk stocks located at a subsistence platoon or ISB allow commanders the flexibility to tailor their own configured loads.

### **Objective Force**

Personnel from the US Army Combined Arms Support Command’s Directorate of Combat Developments for Quartermaster are currently drafting the Objective Force’s field-feeding concept titled *Total Army Field Feeding-2010 (TAFF-2010)* with the Army Center of Excellence, Subsistence (ACES) at Fort Lee, VA, and subject matter experts from the field. This concept will outline how Quartermasters will provide nutritional support to the warfighter, based on the changing operational environment and concept of operations. *TAFF-2010* will be the basis for changes in doctrine, force structure, equipment and rations. The following are some initial thoughts on *TAFF-2010* requirements to support the Objective Force.



The draft concept calls for three-day to seven-day “pulsed” sustainment. The unit of employment (division and above) will provide field-feeding support with a combination of Containerized Kitchens and battlefield kitchens, the future replacement for the Mobile Kitchen Trailer, to the unit of action (brigade and below) during mission staging (a deliberate event when there’s time).

Food sanitation equipment is integral to the battlefield kitchen of the future, thus eliminating the need to set up a sanitation tent and a separate Food Sanitation Center. Planners expect to equip the first units with battlefield kitchens in 2010.

To support “pit stops” when soldiers are moving rapidly during operations, the Army is looking at equipment similar to the US Marine Corps’ Tray Ration Heater System. For high-mobility operations, combat developers are looking at an Assault Kitchen (AK) with the equipment to provide a hot UGR-H&S meal when the warfighter otherwise would eat an MRE. The concept of heat-on-the-move food intuitively makes sense. The MTRCS will be the primary distribution platform for resupply and temporary storage of perishable and semiperishable foods. The bulk water for field kitchen use will be carried in the CAMEL, which will be replenished by a HIPPO (a 2,000-gallon flatrack).

*Understand that the foundation of an army is the belly. It is necessary to procure nourishment for the soldier wherever you assemble him and wherever you wish to conduct him. This is the primary duty of a general. - Frederick the Great, Instructions to His Generals, 1747*

### **Rations**

Operational rations for the dismounted warfighter in the Objective Force will consist of the First Strike Ration, the MRE, and the Remote Unit Self Heating-Meal (RUSH-M). The First Strike Ration consists of lightweight, high-carbohydrate foods to eat out of hand to provide the energy that soldiers need during the initial stage of deployment. The First Strike Ration’s lower weight/cube takes up less space than the MRE and eliminates the need to “field strip” the package. The RUSH-M is envisioned for smaller units operating in remote locations (Special Operations, Signal, Military Intelligence) that may not be supported by cooks on a regularly scheduled basis. When time or distance do not allow for a cook-prepared UGR meal, the RUSH-M can support the warfighter’s nutritional needs. For the Future Combat System (FCS) vehicle crews, a Compressed Meal can be hydrated with hot water generated on the FCS vehicles.

Cook-prepared meals (UGR-A and UGR-H&S) will be prepared during mission staging (a deliberate activity). The UGR-H&S may be provided during replenishment sustainment (hasty action or “pit stop”) operations. Rations will be distributed by configured loads, both to the field kitchen (full range of operational rations but mainly UGR-A/UGR-H&S) and to the supported unit to replenish subsistence onboard (MRE/Compressed Meals). Combat developers anticipate precision aerial resupply for food distribution (MRE/RUSH-M/Compressed Meals) to widely dispersed small units.

During Army Transformation, logisticians have a choice: either determine the best way to provide support and make sure of adequate resources or do nothing, hope for the best and live with the outcome. Logisticians have chosen to take the lead. Quartermasters are stepping up to the plate to determine the future of field feeding before others shape that future instead.

*MAJ Albin R. Majewski is the Subsistence and Field Feeding Equipment Combat Developer at the US Army Combined Arms Support Command, Fort Lee, Virginia. He has a bachelor of science degree in human resource management from Marquette University and a master of business administration degree with a concentration in logistics from the Florida Institute of Technology. MAJ Majewski is a graduate of the Advanced Program Managers Course and also a Certified Professional Logistician.*

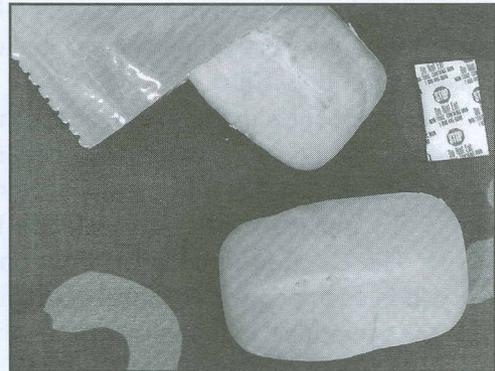


# New, Improved Pouch Bread Rises to the Occasion

Barbara A. Daley, Food Technologist, Natick Soldier Center,  
US Army Soldier Biological and Chemical Command

First produced in 1988, patented in 1991 and successfully fielded during *Operation Desert Storm* in the early 1990s, pouch bread technology led to an expanded variety of shelf-stable bakery items for individual and group rations. In 2003, an improvement called “split-top bread” will be available to soldiers.

Not meant to compete with fresh bread, the split-top bread will go with the Meal, Ready to Eat (MRE) and Unitized Group Ration (UGR) when fresh bread is not available. Studies show that including bread with meals not only increases troop morale, but also improves the soldiers’ acceptability and consumption of rations. However, during combat operations, obtaining fresh bread has proven difficult.



Split-Top Bread

Although the current MRE pouch bread meets nutritional guidelines, the current MRE pouch bread was not well received because of two problems: general staleness and a development of an off-flavor over time. The Natick Soldier Center, locally called Natick Labs in Massachusetts, developed more than 30 prototypes in close cooperation with Sterling Foods, Inc., of San Antonio, TX, before successfully completing a two-year improvement program. As with all combat rations, the goal was to create a highly acceptable product so that warfighters will consume the food to provide the energy and nutrition vital to mission completion.

By using ingredients and techniques to stabilize water activity within the bread, researchers kept staling at a minimum and prolonged shelf life. Also, oxygen-absorbing sachets placed in each foil package ensure quality. Although the improved pouch bread has a minimum shelf life of three years at 80°F or six months at 100°F, the military services have agreed that the longest storage time for the new split-top bread in the system is 18 months. In December 2001, more than 100 US Marines from the 7th Marine Regiment Headquarters, Twenty-nine Palms, CA, validated in-house results with a field evaluation. In February 2002, the Joint Service Operational Rations Forum approved replacing the pouch bread with the new split-top bread.

A current goal is to let soldiers know that the split-top bread is different from MRE bread of the past. As the new split-top bread moves to acquisition and fielding, it is important to differentiate the new product from the old. In addition to formulation changes, the product will have a different appearance. Instead of looking like a flat, round hamburger-like roll, the improved pouch bread will appear as a small, rectangular split-top loaf. For future acquisitions, the new bread will come in a new package with commercial-style graphics. Along with the new name and formula changes, the new packaging will help convey a more modern, upscale food item.

Together with the Army Center of Excellence, Subsistence (ACES), the Combat Feeding Program is working to improve the shipping container for the bread. Also, the Defense Logistics Agency (DLA) will likely buy smaller quantities more frequently, possibly four times a year. The changes in the procurement and distribution, coupled with the new bread ingredients, will ensure that fresher, better-tasting bread reaches the warfighter.

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*(Continued from Inside Front Cover)*

### ***From The Quartermaster General***

a major supply depot at nearby City Point, Virginia, that the logistics tide began to turn in favor of the federal army. The establishment of bakeries and rail lines that carried bread to the Union's rear area gave the North a decided advantage in the 10-month siege of Petersburg.

Today, we have more distribution options in providing rations to soldiers...and to non-soldiers. As part of the ongoing war against terrorism, the US Army Quartermaster Center and School's Aerial Delivery and Field Services Department (ADFSD) provided technical assistance in the air drop of humanitarian rations to the Afghan people. ACES was also actively involved in supporting the war on terrorism. They coordinated food service equipment to support recovery efforts at the Pentagon, conducted training on the bioterrorism threat against the subsistence supply chain, and coordinated food service contracts for detainees and military police in Guantanamo Bay, Cuba.

Future changes in the subsistence arena are geared toward sustaining a more mobile Objective Force while reducing the logistics footprint. To this end, several materiel initiatives are being pursued. One of these is the Containerized Kitchen (CK), which is currently being fielded. The CK will reduce the logistics footprint by 50 percent by replacing the current Mobile Kitchen Trailer (MKT) on a one-to-two (and possibly a one-to-three basis). The CK also provides a better cooking environment where cooks can prepare 800 meals three times daily. It is equipped with a sink for washing hands and the capability to receive running water via water hose.

The operational requirements document for the Multi-Temperature Refrigerated Container System (MTRCS) has been approved. This 8x8x20-foot container for use with the Army's Load Handling System (LHS) has a dual-climate capability with adjustable compartments that will allow cooks to store fresh, chilled and frozen rations. The MTRCS can hold up to two days of rations for 800 personnel and reduces the logistics footprint by replacing the current, cumbersome flatbed trailer/reefer system.

The Objective Force sustainment challenges are being addressed in a series of Army Transformation Wargames (ATWG) which began in 2000. Most recently (21-26 April), Exercise Vigilant Warriors 02 addressed projection and sustainment concepts during wargames at Carlisle Barracks, Pennsylvania. Set in the years 2019-2020, the exercise scenario was designed to stretch the Army's capability to sustain by forcing it to engage in a series of global crises while simultaneously responding to threats in the homeland. The latter requirement was a new challenge in the ATWG exercises.

There were numerous combat service support (CSS) sustainment issues that arose from Exercise Vigilant Warriors 02. Some included the need for a robust Logistics Civilian Augmentation Program (LOGCAP), identification of production shortfalls in our industrial base, the need to reexamine our strategy for Army Prepositioned Stocks (APS), and the requirement for a central, global logistics management agency.

LOGCAP was identified as a critical wedge to mitigate the projected shortfall in our CSS force structure. While these organizations are self-deploying, they will be competing for the limited aerial ports of debarkation and sea ports of debarkation required to get them into the theater of operations.

A second issue that arose was the limited production capability of the American industrial base and its ability to surge to meet the demands of multiple, simultaneous global contingencies while defending against homeland threats. This was particularly true with respect to precision munitions. To minimize cost and time, it is critical for the industrial base to maintain a minimal production level in peacetime to avoid "cold start" production during contingencies.

The need for a new APS strategy was also identified during Exercise Vigilant Warriors 02. To reduce strategic lift requirements for sustainment, APS should move from a force orientation of preconfigured equipment sets toward a sustainment-oriented strategy that would support distribution-based logistics.

A final, overarching recommendation was the need for a "National Provider," a single logistics operator and manager that would exercise global control and management over all logistics operations. This agency would include a sub-component called the "Army Support Provider," a logistics command and control element in the theater of operations.

*(Continued on Page 53)*



## 2001 INDEX

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Designing, developing, building and fielding a revolutionary Objective Force in less than a decade is an enormous and complex endeavor. The Quartermaster Corps is actively partnering with the TRADOC Battle Labs in this process.

The Autumn edition of the *Quartermaster Professional Bulletin* will focus on the Aerial Delivery and Field Services Department to coincide with the opening of the US Army Quartermaster Museum's "Rigger Gallery" in September 2002.

Supporting Victory!

*Major General Terry E. Juskowiak, the 47th US Army Quartermaster General, has served in many command and staff positions. Among early assignments with the 101st Airborne (Air Assault) and the 25th Infantry Divisions, he served in various positions with the Army Materiel Command. In 1984 he was military assistant, junior aide-de-camp to the Secretary of the Army. Then came assignments in Europe where he served with V Corps Headquarters and the 3d Armor Division. As a member of the division staff of the 82d Airborne Division in October 1989, he participated in Operation Just Cause in Panama. During Operations Desert Shield/Storm, he commanded the 407th Supply and Transport Battalion (Airborne), 82d Airborne. After assignment as a special assistant to the Chief of Staff of the US Army, he became Commander of the 10th Mountain Division Support Command and deployed the brigade to Haiti for Operation Uphold Democracy. He then served as the Assistant Division Commander for Support, 10th Mountain Division (Light Infantry), Fort Drum, NY, which included an eight-month rotation to the Bosnian theater with NATO's Stabilization Force for Operation Joint Endeavor/Guard. He was Director of Logistics (J4), US Atlantic Command, during 1997 and 1998. He assumed command of the 1st Corps Support Command, XVIII Airborne Corps, with service as the Commanding General of CJTF-Kuwait (Forward) during Operation Desert Fox in December 1998. During July 2000-01, he was Deputy Chief of Staff for Logistics at Headquarters, US Army Forces Command, Fort McPherson, GA.*





# SAFETY SAVES

## Risk Management Assessment:

Every operation or task requires a risk assessment. The leader is responsible for having a risk assessment done to ensure hazards are identified and personnel are trained to avoid those hazards. The following Risk Management Assessment was completed before preparing the mobile kitchen trailer (MKT) for operation. However, the Risk Management Assessment can be applied to any situation.

*CPT Caroline M. Kalinowski is Safety Officer for the Army Center of Excellence, Subsistence (ACES), Fort Lee, Virginia. MSG Richard Rectenwal is the Senior Food Operations Non-commissioned Officer for ACES.*

### RISK MANAGEMENT

<b>A. Mission or Task:</b> Prepare the Mobile Kitchen Trailer (MKT) for Operation		
<b>D. Prepared By:</b> (Rank, Last Name, Duty Position) CPT Kalinowski, Safety Officer		
<b>E. Task</b>	<b>F. Identify Hazards</b>	<b>G. Assess Hazards</b>
1. Prepare MKT for transport; hitching to vehicle	1.a. Inexperienced equipment and/or vehicle handler/operator. 1.b. Back and arm strain from lifting connection end of MKT. 1.c. Crushed extremities (hands or feet) between vehicle and MKT couplings. 1.d. Crushed persons when backing vehicle to MKT coupling. 1.e. Limited visibility during night operations or adverse weather conditions.	I-D High
2. Unhitch MKT from vehicle	2.a. Same as 1.a. through 1.c., above. 2.b. Crushed feet/toes from 50-pound wheel assembly. 2.c. Crushed person from unsecured trailer tilting backwards. 2.d. Head trauma from unsecured leveling jack falling when pin is removed.	I-C High
3. Prepare MKT for operations	3.a. Pinched/amputated fingers or hand when unfolding side flaps. 3.b. Falling from trailer. 3.c. Arm and shoulder strain when raising canopy. 3.d. Electric shock from modern burner unit (MBU) use. 3.e. Fire and equipment damage from gasoline lantern usage. 3.f. Burns from hot equipment when adjusting roof vents during operations.	I-C High
4. Prepare meals in the MKT	4. Burns, fire, explosion, electrical shock, minor cuts, and foodborne illness.	I-D High
<b>K. Determine overall mission/task risk level after controls are implemented (circle one)</b>		
LOW (L)		<b>MODERATE (M)</b>
<b>Who Has Risk Decision Authority For Risk Level Identified?</b>		

# SOLDIERS

## Mobile Kitchen Trailer (MKT)



CPT Caroline M. Kalinowski

MSG Richard Rectenwal

### WORK SHEET

**B. Date/Time Group:** Begin: 26 Mar 02      **End:** When Superseded      **C. Date Prepared:** 26 Mar 02

MSG Rectenwal, Senior Food Operations NCO

H. Develop Controls	I. Determine Residual Risk	J. Implement Controls ("How To")
1.a. Only licensed driver authorized to transport MKT. 1.b. Use personnel trained in proper hitching procedures. 1.c. Provide NCO supervision during task. 1.d. Use a two-person lift during connection of MKT to vehicle. 1.e. Use two-hand grip and use proper lift techniques (from legs, not the back). 1.f. Use ground guide during vehicle backing; ground guide stays at least five feet from rear of vehicle and equipment couplings. 1.g. Ground guide uses chemical lights or flashlight during times of limited visibility.	II-E Medium	a. Provide sufficient copies of Technical Manual (TM) 10-7360-206-13 for MKT operations; provide Modification Work Order (MWO) 10-7360-206-30-1 for MKT grounding procedures. b. New users receive initial counseling on their Job Hazard Analysis (JHA) from supervisor. Focus on the hazards and specific controls cited in the TM and unit standing operating procedures (SOPs).
2.a. Same as 1.a. through 1.e., above. 2.b. Use two persons when lowering the wheel assembly before unhitching vehicle. 2.c. Lower one of the rear leveling jacks before unhitching vehicle. 2.d. Firmly brace the leveling jack with one hand or have another person secure it in place before removing the pin.	II-E Low	c. Initial training on JHA conducted within 30 days of assignment to duty section and then annually. [Reference: Unit Safety SOP and Risk Assessments] d. Follow safety guidance prescribed in the MKT technical manual. e. Conduct an informal risk assessment at the beginning of each day or before using MKT to assess equipment serviceability and other risk factors.
3.a. A copy of the MKT TM is readily available. 3.b. Two persons unfold flaps; unfold and secure support brackets for each platform and corner pieces. 3.c. Secure hand rails once platform is unfolded. 3.d. Four persons for manual canopy lift, or use roof jacks: one person operates jacks and ensures pawl is in latch position; other person guides/assists/secures locking pins on each side. 3.e. Ground MKT if MBU will be used. 3.f. If using gasoline lanterns, only place on hooks provided in roof brackets. 3.g. For 12-vent model, only adjust roof vents from outside ramp or when ovens and griddle have cooled; use long-handled crank on 6-vent models.	I-E Medium	f. Conduct before, during and after preventive maintenance checks and services (PMCS) on MKT, vehicle and equipment as prescribed in respective TMs. g. Provide risk assessment documents for M2 burner, MBU and Food Preparation in a Field Environment to ensure proper controls are in place.
4. Refer to risk assessment documents for Food Preparation in a Field Environment, Operating the M2 Burner, and Operating the Modern Burner Unit (MBU).	I-E Medium	

**HIGH (H)**

**EXTREMELY HIGH (E)**

(The Assistant Commandant, US Army Quartermaster Center and School, will sign here.)





# CAREER NEWS

## *Professional Development*

As Army Transformation continues in the 21st Century, we at the Quartermaster Branch, US Total Army Personnel Command (PERSCOM) will update Quartermasters about some changes, developments and trends in the assignment and professional development areas. **For more information about Quartermaster Corps officer and noncommissioned officer (NCO) issues, access the PERSCOM web site at <https://www.perscomonline.army.mil/> and the Office of the Quartermaster General web site at [www.quartermaster.army.mil/oqmg/](http://www.quartermaster.army.mil/oqmg/) (Officer Proponency, Warrant Officer Proponency and Enlisted Proponency). Quartermaster warrant officers can access their PERSCOM Quartermaster Warrant Officer Page at <https://www.perscomonline.army.mil/OPwod/marquez.htm>.** To help enlisted soldiers keep track of PERSCOM's new communication tools, the Enlisted Personnel Management Directorate distributed a wallet-sized information card that lists a soldier's career manager's telephone number, E-mail address, FAX number, and telephone Interactive Voice Response System (IVRS) instructions and telephone number. Enlisted soldiers can get their pocket cards at their personnel servicing battalions. Access [www.us.army.mil](http://www.us.army.mil) to set up a free E-mail account with Army Knowledge Online.

## *Military Occupational Specialty 92G (Food Service Specialist)*

*MAJ David V. Gillum, Deputy Branch Chief, Enlisted Personnel Management, Quartermaster Assignment Branch, US Total Army Personnel Command (PERSCOM)*

The Army's cooks, who have the military occupational specialty (MOS) 92G (Food Service Specialist), are responsible for operating garrison dining facilities and feeding soldiers in the field. The Army authorizes 9,530 cooks: 5,379 are privates and specialists, and 4,151 are noncommissioned officers (NCOs). Army Cooks serve all over the world in a variety of locations.

## *Career Development*

The Army defines a successful career in MOS 92G as retirement as a sergeant first class (SFC) between the 20th and 26th year of service. Army cooks who are promoted beyond SFC share a number of characteristics. Most important, these soldiers have a history of exceeding the standard while serving in leadership positions. They served with distinction as first cooks and dining facility managers. Then they sought jobs as platoon sergeants. There is NO SUBSTITUTE for excellence in leadership positions. Most also served as drill sergeants or recruiters. A successful tour in one of these critical jobs can do a lot to set a soldier apart from peers. These jobs are difficult, and Quartermasters who do well at them clearly show potential for increased promotion.

Finally, civilian education beyond a high school diploma shows a commitment to self-improvement. Soldiers who make the effort to earn college credit and a degree clearly demonstrate initiative and a desire to improve themselves.

About one in six SFCs in the 92G MOS will be selected for master sergeant (MSG). Only about 1 in 10 MSGs are selected for promotion to sergeant major/command sergeant major (SGM/CSM).

## *92G Service Schools*

Army cooks may participate many unique service schools and programs. For example, any cook who meets the prerequisites for the following courses and programs may request training:



**Food Service Management.** Graduate of the Advanced Noncommissioned Officer Course (ANCOC). Staff sergeant (Promotable)/sergeant major (SSG(P))-SGM.

**Advanced Culinary Arts.** Specialist(P)-SGM

**Food Service Contracting.** ANCOC graduate. SSG-SGM.

**Flight Steward, C-20 (Army Jet Detachment).** The flight stewards' primary mission is the safety and comfort of passengers in flight. They oversee the servicing of the aircraft cabin, develop menus, prepare and serve meals and refreshments, and maintain cabin discipline. During emergencies, the stewards are highly trained for the orderly evacuation of the passengers. They also act as the liaison between the aide de camp and the aircraft commander in flight. Selection Criteria: Grade E-5(P) or E-6 with no pending reclassification actions or record of civil arrest, Article 15, or court-martial conviction. Applicants must meet Army height and weight standards, be less than 69 inches tall, and have a general testing (GT) score of 105 or higher. Contact your assignment manager for a complete list of requirements.

**Enlisted Aide Program, SGT-SGM.** Certain general officers are authorized enlisted aides on their staffs to perform tasks which, if performed by officers, would be at the expense of their military and official duties. Only volunteers will be assigned as enlisted aides. Normally, soldiers with the primary MOS 92G are assigned as enlisted aides. However, volunteers in other MOSs may be assigned to the position if the general officer requests. The PERSCOM CSM/SGM Office (TAPC-EPZ-E) is the career management branch for enlisted aides.

### ***Assignment Locations***

As a result of current Army requirements to keep divisions and Armored Cavalry Regiments at 100 per cent fill, the following are assignment priorities for MOS 92G within the continental United States (CONUS): 3d Brigade (BDE), 1st Armored (AR) Division (Fort Riley, KS), 1st BDE, 1st Infantry (IN) Division (Fort Riley), 4th IN Division (Fort Hood, TX/Fort Carson, CO), 82d Airborne Division (Fort Bragg, NC), 2d Armored Cavalry Regiment (ACR) (Fort Polk, LA), Initial Brigade Combat Team (IBCT) (Fort Lewis, WA), 1st Cavalry (CAV) Division (Fort Hood), 3d IN Division (Fort Stewart, GA/Fort Benning, GA), 10th Mountain Division (Fort Drum, NY), 101st Airborne Air Assault Division (Fort Campbell, KY) and 3d ACR (Fort Carson).

The following are MOS 92G priorities outside the continental United States (OCONUS): 1st AR Division (Germany), 2d IN Division (Korea), 172d Separate Infantry Brigade (Alaska), 1st IN Division (Germany) and 25th IN Division (Hawaii).

Additional assignments are available in Active Component/Reserve Component, recruiting, and as drill sergeants and MOS instructors in a variety of locations across the United States.

### ***Retention Rates***

Retention for initial term 92G soldiers is 37.4 per cent. Mid-term retention is about 71 per cent while career retention remains at about 73 per cent for Quartermaster cooks. In an effort to increase initial term reenlistments, the MOS has a Selective Reenlistment Bonus (SRB) for specialists and sergeants.

### ***Enlistment Bonus***

To improve recruiting for MOS 92G, the MOS carries a \$16,000 enlistment bonus for a six-year enlistment. This is the highest enlistment bonus available for a Quartermaster MOS. Increased accessions are the key to keeping MOS 92G healthy. Also, soldiers enlisting as cooks are also eligible for up to \$50,000 in the Army College Fund.

### ***Contact 92G Assignment Managers at PERSCOM***

For questions about assignments or professional development, please do not hesitate to contact the following 92G assignment managers:



(MSG) SFC Harris at (703) 325-2705 and DSN 221-2705  
(SSG-SFC/ANCOC) Ms. Lybarger at (703) 325-9764 and DSN 221-9764  
(SGT/BNCOC) Ms. Green at (703) 325-9707 and DSN 221-9707  
(PVT-SPC) Ms. Bowie at (703) 325-9681 and DSN 221-9707

**Because of the pages dedicated in this special edition to the Army Center of Excellence, Subsistence, please refer to the PERSCOM web site at [www.perscom.army.mil](http://www.perscom.army.mil) for the complete Career News articles for Quartermaster officers and warrant officers. The following are the Quartermaster Branch authors and their current topics:**

#### ***Annual File Reviews, Points of Contact***

*LTC Scott A. Lang, Chief, Quartermaster Officer Personnel Management*  
*Scott.lang@hoffman.army.mil, DSN 221-5266*

**Annual File Reviews.** Review your personnel files every year and always start your review at least six months before your board. Access <https://www.perscomonline.army.mil/opmd/board.htm> for guidance with this process.

**Point of Contact Information.** I cannot over-emphasize the importance of keeping your point of contact information updated with PERSCOM. This is the only way for us to notify officers of deficiencies in their packets, assignments, special programs and other great opportunities. Your assignment officer can be one of your best assets. I recommend getting an Army Knowledge Online (AKO) E-mail account and then sending your E-mail address to your assignment officer. You can then forward the E-mail that comes into this AKO address into any other E-mail account that you use. With AKO, you will have one E-mail account that will stay with you for your entire Army career.

*MAJ Eugene "Chip" Lilliewood, Lieutenant Colonel/ Major Assignments Officer*  
*Eugene.Lilliewood@hoffman.army.mil, DSN 221-5267*

**Joint Assignments.** Currently, more than 100 Quartermaster officers serve in joint positions. There are 65 joint positions specifically designated for Quartermaster majors and lieutenant colonels and another 73 90A positions that Quartermaster, Ordnance and Transportation officers are eligible to fill. Annually, this means that 20-25 Quartermaster majors and lieutenant colonels will be assigned to Joint Command. Joint positions offer Quartermasters the opportunity to expand their logistics skills. Also, these positions offer the chance for travel and the ability to work with sister services as well as officers from foreign countries.

*CPT Kevin Gilson, Branch-Qualified Captain Assignments Officer*  
*Kevin.Gilson@hoffman.army.mil, DSN 221-5268*

**Open Assignments.** I send out a mass E-mail each month to keep you posted of key events at PERSCOM. At a minimum, I cover upcoming events and Frequently Asked Questions. If I do not have your current E-mail address, you may miss out on critical information about boards, assignments and other important events. I update the Branch-Qualified Captains Open Assignments page on PERSCOM Online each Wednesday with a complete listing of the open assignments.

*CPT Michael E. Sloane, Non-Branch Qualified Captain/Lieutenant Assignments Officer  
Michael.Sloane@hoffman.army.mil, DSN 221-5281*

**FY02 Captain Promotion Board.** During our file preparation for the FY02 Captain Board, more than 30 per cent of the files were missing photographs. A promotion board reviews only three major components: Officer Record Brief (ORB), microfiche and photograph. If your file does not have a current photograph, you are already behind your peers.

**Combined Logistics Captains Career Course (CLC3).** Each year, your assignment officer mails a packet to each eligible first lieutenant who will be considered for promotion to captain. Ensure that your mailing address is current. This process may become more efficient once all officers maintain Army Knowledge Online accounts and the assignment officer can electronically contact the officers. The officer should schedule an appointment with his senior rater to discuss the best CLC3 class to attend on, or about, the promotion date to captain. Many first lieutenants think they can simply call PERSCOM and request an assignment to CLC3 without consulting their chains of command.

*CPT Michael B. Siegl, Future Readiness Officer  
Michael.Siegl@hoffman.army.mil, DSN 221-5645*

**Quartermaster Branch Web Page.** Access <https://www.perscomonline.army.mil/opqm/qm.htm> for the Quartermaster Branch's web page on the PERSCOM site. The page is a great source of information for a myriad of items ranging from boards, open assignments and schools, to various programs available to all Quartermaster officers. As Quartermaster Branch webmaster, I keep information updated on a weekly basis. Please provide me any recommendations on how we can make our web site more useful and user friendly.

**Army Knowledge Online E-mail Account.** Electronic mail is an integral part of the information network within the military. An Army Knowledge Online (AKO) E-mail account will help you stay connected throughout your military career and beyond. Your AKO account will help PERSCOM stay in contact with you no matter what your situation, such as deployments. For example, you can view your official file through AKO. Once you have your AKO address, contact your assignment officer so that we can update your personal contact information and your ORB. Access the AKO site at <http://www.us.army.mil/> to look up military personnel, search Army installations, and conduct research and a wide spectrum of other tasks.

### ***Planning Your Success Rather Than Just Letting It Happen***

*CW4 Gary A. Marquez, Career Manager for Quartermaster Warrant Officers  
Marquezg@hoffman.army.mil, DSN 221-7839*

Three, distinct documents will determine whether you will be selected for promotion in the Army: Official Military Personnel File (microfiche), Officer Record Brief and official photograph. However, we may have become more obsessed with maintaining our personnel resume rather than applying the same amount of focus on building it.

Building great files begins with work, hard work. Unfortunately, hard work alone will neither get you promoted, nor will it get you recognized. There's more to it than that. It really begins with goal setting and developing a personal professional development program. You'll be surprised at the number of warrant officers who plan on getting promoted but do not have a plan to achieve that goal. For promotion, 70 to 80 per cent of the reason is based upon a record of sustained superior performance. (Go to <https://www.perscomonline.army.mil/OPwod/marquez.htm> for the author's complete article on how to plan and set goals for your career as a Quartermaster warrant officer.)



# QUARTERMASTER

## UPDATE

### *Decorated World War II Logistician, LTG Andrew T. McNamara Dies at Age 96*

The 36th Quartermaster General, Lieutenant General Andrew T. McNamara died 6 Apr 02 of pneumonia at the age of 96 at Fort Belvoir, VA. The reputation of the decorated World War II logistician, his leadership experience, and his overall contributions to the Quartermaster Corps are known and admired throughout the Army.

Lieutenant General McNamara was inducted into the Quartermaster Hall of Fame in 1988 and was inducted as a Distinguished Member of the Quartermaster Regiment in 1991 (Charter Year). In June 1999, the US Army Quartermaster Museum opened its state-of-the-art McNamara Supply Gallery as a lasting tribute to him. In 2001 the Defense Logistics Agency (DLA) honored McNamara as the agency's first director by renaming its headquarters complex at Fort Belvoir after him.

McNamara was born on 14 May 1905 in East Providence, RI, where he was an accomplished high school athlete. He graduated from the US Military Academy at West Point in 1928. He transferred to the Quartermaster Corps in 1937 after eight years in the Infantry. He served in various Quartermaster positions until the beginning of World War II. He was appointed Chief Quartermaster of the II Corps and went with them to England to help organize the principal supply line supporting operations in North Africa. In September 1943, following the campaign in Sicily, McNamara was assigned as Chief Quartermaster of the First Army in preparation for the D-Day landing at Normandy, France. As Allied forces pushed across Western Europe, his units were responsible for supplying 12 divisions, which increased to 22 by the end of World War II.

The German counterattack in December 1944 (the "Battle of the Bulge") became something of a personal matter to McNamara. He sensed that the enemy's immediate objective was to seize as much

as possible of the Allies' supplies - especially gasoline. On one occasion, his Quartermasters successfully evacuated more than 3 million gallons of gasoline in three days. By January 1945, the First Army had completely restored its lines of communication and were again moving supplies eastward. For his service in North Africa and Europe, McNamara was awarded the Distinguished Service Medal, Legion of Merit, Bronze Star Medal, Army Commendation Ribbon and several foreign decorations.

After World War II, McNamara served in several key Army staff positions. In 1950, shortly after the beginning of the Korean War, McNamara became Commandant of the US Army Quartermaster School at Fort Lee. He stepped up training to meet the sudden needs of the Korean conflict and oversaw consolidation of airborne logistics operations and training at Fort Lee. In April 1957, President Dwight D. Eisenhower nominated him to become the 36th Quartermaster General. In the next four years, Quartermaster activities expanded worldwide.

McNamara briefly served in 1961 as Deputy Commanding General, Eighth US Army in Korea. In September 1961, he became the first director of an unprecedented military logistics organization, the Defense Supply Agency (now the DLA at Fort Belvoir). He and his relatively small staff of about 100 planners virtually wrote the book at the Defense Supply Agency until his Army retirement in June 1964 after 36 years of active service. For more details about Lieutenant General McNamara's Army career, go to "Museum" at [www.quartermaster.army.mil](http://www.quartermaster.army.mil) on the Quartermaster Home Page.



**COL McNamara,  
World War II**

### **Fort Campbell's Water Purifiers Win SGM John C. Marigliano Award**

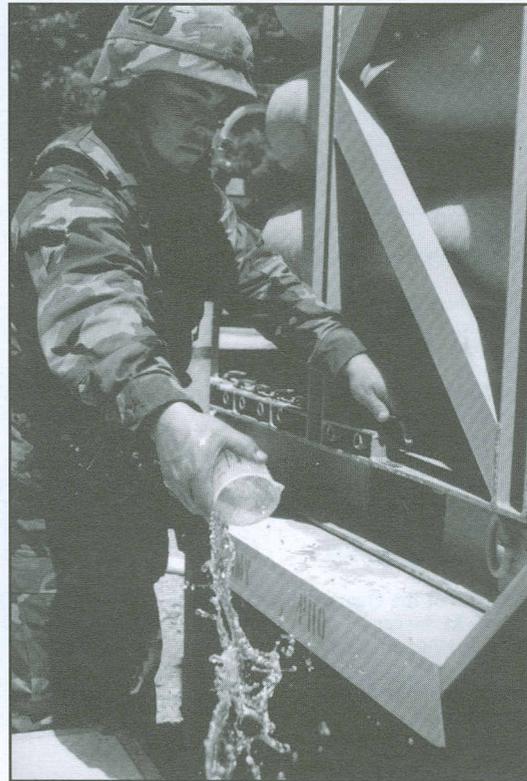
Headquarters and Company A, 801st Main Support Battalion, Fort Campbell, KY, won the SGM John C. Marigliano Award for Excellence for 2002 in the water purification championship, May 20-23, at Fort Lee, VA. The Fort Campbell team members also were recognized as the best operators of the 600-gallon per hour (GPH) and 3,000-GPH Reverse Osmosis Water Purification Units (ROWPUs) in two of the four individual categories. The annual championship formerly was known as the "ROWPU Rodeo."

Only six teams advanced to the championship after 20 teams competed in the preliminary round, May 12-17, at Fort Story, VA. The championship had these four categories in ROWPU use and operation: a written examination; reconnaissance for a suitable water site; and set up, equipment inventory and operation of both 600-GPH and 3,000 GPH ROWPUs.

Second and third place honors in 2002 went to Company A, 703d Main Support Battalion, Fort Stewart, GA, and 8th Engineer Support Battalion, Camp Lejeune, NC, respectively. The other three finalists in 2002 were the 559th Quartermaster Battalion, Hunter Army Airfield, GA; 13th Quartermaster Detachment, Great Bend, KS; and Company A, 701st Main Support Battalion, Kinsegan, Germany. SGT Rodney Brundige, Fort Stewart's team leader, scored highest on the written examination again in 2002.

#### **Quick Facts**

- ▶ **SGT Rodney Brundige has led the Fort Stewart team during four competitions, and the team has either placed or won at the championships every year.**
- ▶ **Reserve Component units are responsible for 89 percent of the Army's water purification capabilities (65 percent Army National Guard (ARNG), 24 percent US Army Reserve (USAR)).**
- ▶ **There were 14 active duty, 3 ARNG, 2 USAR and 1 Marine Corps units participating in this year's competition.**
- ▶ **Water championships have taken place at Fort Lee since 1999.**



*Photograph by Jim Bolton*

#### **Drawing water for testing from a 3,000-GPH ROWPU**

The annual preliminary round and championship have become major events for water purification teams Armywide. Commands assess the capability and readiness of their units during the two-phase competition for all Active and Reserve Components. The proper use of the ROWPU can provide purified drinking water for thousands in a military theater.

James F. Barros, Director of the Petroleum and Water Department that trains soldiers and US Marines at Fort Lee, spoke highly of this year's lone Marine Corps entry. Throughout the Marine Corps, he said, there are only the 600-GPH ROWPUs in inventory. To compete, Barros explained that the Marines had to learn how to operate the 3,000-GPH ROWPU before becoming one of the final six after preliminaries at Fort Story.

John C. Marigliano, for whom the final competition is named, is known as the "father" of modern water operations in the Army. In recent years, Marigliano provided technical assistance and onsite training during water operations in Egypt, Saudi Arabia, Somalia and Rwanda. — *Information provided by Jim Bolton, Fort Lee Public Affairs Office*



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## Metric Survey of Military Occupational Specialty 92G

The US Army Quartermaster Center and School seeks constructive input from the field. The training and quality of the soldiers in the military occupational specialties (MOSs) that we produce are critical to mission accomplishment. Please take the time to complete the following survey. Your suggestions will be used to assess our training and make improvements.

- What is your rank?  
 E1-E4      E5-E6      E7-E9      O1-O3      O4-O5      O6-Above
- To what level of organization are you assigned?  
 Company      Brigade      Division      Corps      Theater      Other
- In what type of unit are you assigned?  
 Combat      Combat Support      Combat Service Support

4. Rate the knowledge/aptitude of soldiers arriving in your unit from advanced individual training (AIT) in the following skill areas. Soldiers graduate AIT with apprentice level knowledge. This survey is a metric to establish if soldiers are arriving at units at the apprentice level.

- Preliminary Food Preparation Procedures. Do soldiers demonstrate aptitude/knowledge associated with completed skill level training? (Measured/assessed by consumer satisfaction with food appearance, presentation, taste, and quality of service.)
- Dining Facility Operation. Do soldiers demonstrate aptitude/knowledge necessary to work as a cook in a garrison dining facility/mess hall? (Presenting acknowledgeable degree of confidence performing dining facility duties, such as food preparation/serving, recipe conversion, and operation/care of equipment.)
- Dining Facility Equipment Operation. Do soldiers demonstrate safe operation and maintenance procedures while performing dining facility duties. (Equipment examples: convection oven, range/oven, meat slicing machine, deep fryer, beverage dispenser, coffee machine, salad bar cold line, and dishwashing, machine.)
- Food Safety and Protection. Do soldiers routinely demonstrate food safety and protection practices while engaged in food preparation and other kitchen duties, such as pest management, proper personal hygiene practices, proper food handling practices, and sanitizing in a dining facility?
- Field Kitchen Operations. Do soldiers demonstrate the aptitude/knowledge required to perform food service tasks under actual or simulated tactical field conditions?
- Basic soldier skills are the cornerstone of the Quartermasters' ability to execute their mission. How do you rate the basic soldier skills of the new soldiers in your unit?
- Instilling the seven Army Values is one of the keys to the development of the holistic soldier, the basis of any successful functional specialization. At what level of indoctrination and adherence to the seven Army Values are soldiers arriving with and exhibiting at your unit?

	Cannot Evaluate	Not Trained	Prepared	Above Average
92G	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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*A 109th QM Bakery Company, 96th QM Battalion, baker shares a sample of his wares with a Mess Sergeant somewhere in France, 1944.*



*Illustration and Lineage by Keith Fukumitsu*



## ***96th Supply and Service Battalion***

*Constituted 1 May 1936 in the Regular Army as 96th Quartermaster Battalion (Bakery).*

*Activated 20 April 1942 at Camp Crowder, Missouri.*

*Redesignated 4 July 1942 as 96th Quartermaster Bakery Battalion.*

*Reorganized 15 September 1943, and elements reorganized and redesignated as follows:*

*Headquarters and Headquarters Detachment, 96th Quartermaster Battalion.*

*(Companies A-D as 109th - 112th Quartermaster Bakery Companies, respectively; separate lineages).*

*Headquarters and Headquarters Detachment, 96th Quartermaster Battalion inactivated 15 March 1947 in Germany.*

*Redesignated 9 May 1949 as Headquarters and Headquarters Detachment, 96th Quartermaster Service Battalion.*

*Activated 1 June 1949 in Philippine Islands.*

*Inactivated 22 July 1949 in Philippine Islands.*

*Redesignated 22 December 1949 as Headquarters, 96th Quartermaster Service Battalion.*

*Activated 27 January 1950 at Guam.*

*Inactivated 26 June 1950 at Guam.*

*Redesignated 7 December 1950 as Headquarters and Headquarters Detachment, 96th Quartermaster Battalion.*

*Activated 19 December 1950 in Korea.*

*Inactivated 25 September 1958 at Fort Hood, Texas.*

*96th Quartermaster Battalion activated 21 October 1961 at Fort Lee, Virginia (Organic elements constituted 12 October 1961 in the Regular Army).*

*Inactivated 6 July 1962 at Fort Lee, Virginia.*

*Activated 26 March 1963 at Fort Riley, Kansas.*

*Battalion reorganized 20 July 1966, and elements reorganized and redesignated or inactivated as follows:*

*Headquarters and Headquarters Detachment, 96th Quartermaster Battalion reorganized and redesignated as Headquarters and Headquarters Company, 96th Supply and Services Battalion.*

*(Companies A and B, 96th Quartermaster Battalion inactivated in Vietnam.)*

*Inactivated 1 September 1968 in Vietnam.*

### **WWII**

**\* NORMANDY \* NORTHERN FRANCE \* RHINELAND \* ARDENNES-ALSACE \* CENTRAL EUROPE \***

### **KOREAN WAR**

**\* CCF INTERVENTION \* FIRST UN COUNTEROFFENSIVE \* CCF SPRING OFFENSIVE \***

**\* UN SUMMER-FALL OFFENSIVE \* SECOND KOREAN WINTER \* KOREA, SUMMER-FALL 1952 \***

**\* THIRD KOREAN WINTER \* KOREA, SUMMER 1953 \***

### **VIETNAM**

**\* COUNTEROFFENSIVE \* COUNTEROFFENSIVE, PHASE II \* COUNTEROFFENSIVE, PHASE III \***

**\* TET COUNTEROFFENSIVE \* COUNTEROFFENSIVE, PHASE IV \* COUNTEROFFENSIVE, PHASE V \***

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### THE COOK'S CREED

Cleanliness is next to Godliness, both in persons and kettles be ever industrious, then, in scouring your pots. Much elbow grease, a few ashes, and a little water are capital aids to the careful cook. Dirt and grease betray the poor cook, and destroy the poor soldier; whilst health, content, and good cheer should ever reward him who does his duty and keeps his kettles clean. In military life, punctuality is to be exact in time. Be sparing with sugar and salt, as a deficiency can be better remedied than an over-plus.

*(U.S. Army Cookbook, 1863)*