

103d Expeditionary Sustainment Command



ANNUAL HISTORICAL SUMMARY

1 January - 31 December 2011

**225 East Army Post Road
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**LTC Reggie Richardson
Historical Officer
225 East Army Post Road
Des Moines, Iowa 50315-5899**



Brigadier General Mark W. Corson

*Commanding General
103rd Expeditionary Sustainment Command*

BG Mark W. Corson majored in government while attending the University of San Francisco on a ROTC scholarship. He entered the Army in 1983 as an Armor Second Lieutenant. His military education includes the Armor Officer Basic and Advanced Course, advanced civil schooling earning a masters degree in geography from the University of South Carolina in 1992, and the Army War College in 2007 earning a Masters of Strategic Studies Degree.

His first active duty assignments were as a tank platoon leader, company executive officer, support platoon leader, and battalion S-4 in 3-63 Armor in Kitzingen, Germany from 1983 to 1986. He then served as a battalion S-3 Air and commander of B Company, 3-69 Armor at Fort Stewart, GA from 1987-1990. BG Corson was then selected for instructor duty at the United States Military Academy at West Point. After receiving his master's degree in geography, he served as instructor and assistant professor in the Department of Geography and Environmental Engineering at USMA from 1992-1994.

BG Corson left the regular Army in August of 1994, and returned to the University of South Carolina and completed his doctorate in geography in December 1997. BG Corson joined the 1189th Transportation Terminal Brigade in Charleston, SC as a Terminal Operations Officer for one year, and the Chief of Cargo Documentation for three years. In 1998, he took a job as Assistant Professor of Geography at Northwest Missouri State University, and became the Transportation Officer for the 326th Area Support Group in Kansas City, KS. BG Corson took command of the 77th TC Detachment in Manhattan, KS in 2000, and served as Deputy Chief of Multi-National Brigade East Joint Implementation Commission (JIC) in Kosovo during the summer of 2001. Upon return, BG Corson took command of the 450th Movement Control Battalion in Manhattan, KS in August 2002. He led the battalion and more than 30 movement control teams through Operation Iraqi Freedom I, conducting theater movement control operations in the largest and most concentrated military movement since World War II. BG Corson took command of the 561st Regional Support Group in Omaha, NE on 4 December 2005.

Upon selection for brigadier general, he assumed command of the 94th Training Division (Force Sustainment) at Fort Lee, VA on 18 September 2008. He subsequently assumed command of the 103rd Expeditionary Sustainment Command in Des Moines, Iowa on 8 August 2009. He led the 103rd through deployment in April 2010, where the command provided operational level sustainment throughout Iraq in support of Operations Iraqi Freedom and New Dawn, executing one of the most historically complex drawdowns of equipment and personnel ever undertaken in modern warfare.

BG Corson's awards and decorations include the Legion of Merit, Bronze Star Medal with one oak leaf cluster, Meritorious Service Medal with four oak leaf clusters, Army Commendation Medal with four oak leaf clusters, Army Achievement Medal with two oak leaf clusters, Army Reserve Components Achievement Medal with two oak leaf clusters, Kosovo Campaign Medal, Iraqi Campaign Medal (with one star), Global War on Terrorism Expeditionary Medal, Global War on Terrorism Service Medal, Armed Forces Reserve Medal (with Bronze Hourglass, "M" and "2" devices), Army Service Ribbon, Overseas Service Ribbon, Army Reserve Overseas Training Ribbon, NATO Service Medal with Kosovo Device, Parachute Badge, Air Assault Badge, and the Combat Action Badge.

BG Corson is a life member of the Reserve Officers Association, Senior Army Reserve Commander's Association, Veterans of Foreign Wars, and a member of Maryville Post 100 of the American Legion.

BG Corson has been married to the former Michelle L. DesChamps for over 20 years. They have two daughters, Ansley and Ashton.

Mission and Organization

Chapter I

Command Group

Commander	BG Mark Corson
CSM	CSM LeRoy Haugland
Deputy Commander	COL Arlen DeBlicek
CoS	COL David Elwell
ACoS G1	LTC Joseph Pienezza
ACoS G2	LTC Benjamin Morris
ACoS G3	COL Robert Wiley
ACoS G4	LTC Shad Smith
ACoS G6	LTC Dennis Preacely
ACoS SPO	COL Gus Checketts
SJA	LTC Nathaniel Reitz
IG	LTC Erik Verhoef
PAO	MAJ Monica Radtke
Chaplain	LTC Richard Piontkowski
Comptroller	LTC Tuan Nguyen

Mission Statement

Operational: The 103d Expeditionary Sustainment Command (ESC) will plan, coordinate and provide sustainment forces; plan, prepare and execute theater opening and reception, staging, onward movement and enable integration of forces; provide Movement Control; establish and operate sustainment facilities and bases.

Peacetime: Provide peacetime mission command of specified (4) brigade/group sized logistical units totaling over 5,330 Soldiers in CONUS.

METL:

- 1. Conduct Mission Command - T**
- 2. Provide Logistics Support - P**
- 3. Participate in Tactical Reception, Staging, Onward Movement and Integration Activities - P**
- 4. Provide Personnel Services Support – P**
- 5. Conduct Area and Base Security Operations - P**

Plans

Chapter II

Established Operational Planning Team (OPT) with representatives from the G1, G2, G3, G4, SPO, G6, and G8 to determine the training plans in preparation for deployment in FY13. The OPT ensured the planning efforts looked at maximizing the efficiency and effectiveness of integrated staff functions to include the mission requirements, training objectives, and SOP/Battle Drills for each staff Section.

Established Operational Planning Team (OPT) and determined the STAFFEX Training Plan requirements for Battle Assemble Weekends. The 103d ESC planned and coordinated with BCTC-Camp Dodge to incorporate Train-the-Trainer distributive learning capabilities within 103d ESC Facilities for BCS3, CPOF, and MCS.

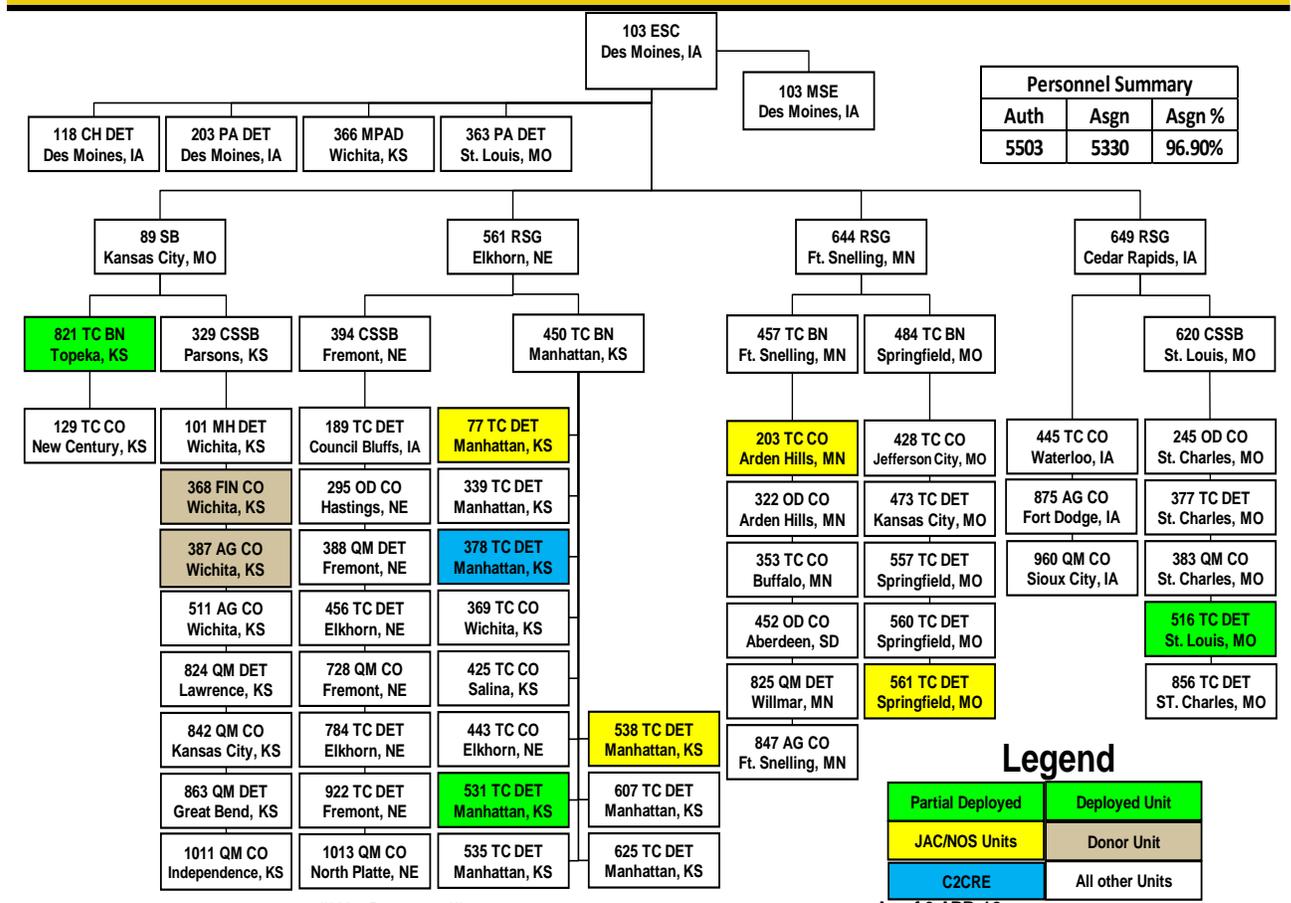
Force Structure

Chapter III



FOUO

103rd ESC Task Organization



"We Succeed"

As of 9 APR 12

POC: Mr. Terry Slagg/515-285-4692/terry.slagg@usar.army.mil

FOUO

Calendar year 2011 continued to be a busy year of transformation for the United States Army Reserve and the 103d ESC. For the first three months of 2011, while deployed to Iraq, the 103rd ESC functioned as the senior Army Command on Joint Base Balad. On 7 April 2011, the 103d ESC returned to the United States from deployment in Iraq where they operated in support of Operation Iraqi Freedom and Operation New Dawn.

In 2011, the 103d ESC Force Management team stayed very busy supporting Force Modernization missions. The 103d ESC completed many Mission Support Plans (MSP) for the issue of new equipment to its down trace units, thus improving overall mission readiness for 64 Army Reserve units. Hundreds of pieces of rolling stock were issued from the production line to units, thus allowing 103rd Soldiers to train to fight on the newest equipment available to them.

Intelligence

Chapter IV

While deployed to Iraq, the G2 was responsible for providing timely and accurate intelligence reporting to the Commanding General and subordinate S2's within two Sustainment Brigades. In this effort, they provided situational awareness of enemy activity, trends, tactics and threats along sustainment routes throughout the Iraqi Theater of Operations, ensured early warning detection in support of Force Protection, contributed Subject Matter Expertise toward planning efforts, and oversaw the implementation of an Intelligence, Surveillance, and Reconnaissance Program. As the senior Army Command on Joint Base Balad, the section also served as the single point of contact for all personnel on the installation in regard to Personnel Security matters.

In April of 2011, the section completed its Relief in Place with 310th ESC and began its transition back to Home Station along with other components of the 103D ESC Headquarters Soldiers and staff. This return marked a transition of duties and responsibilities from the sections Wartime function to its Garrison function, which is focused primarily on Personnel Security, protecting classified information, and providing all intelligence products necessary in the preparation for any and all follow on deployments. After staff members completed Yellow Ribbon Reintegration briefings during the months of May through July, forward deployed staff within the G2 conducted a Battle Handover with Rear Detachment staff. During this transition, the G2 experienced a leadership change with the retirement of the ACoS G2 as well as changes throughout the entire section with nearly 50 percent of the staff departing to outside sections and units.

Remaining personnel in the section began focusing heavily on APFT readiness, professional development, medical fitness, training, and bringing quality Soldiers into the section. From August throughout the remainder the year, the section was required to reengineer its Personnel Security Program from the Joint Personnel Adjudication System to the Personnel Security Investigation Portal, requiring the command to alter long standing procedures for security clearance requests, as well as the role Security Managers at all levels within the command would facilitate this process. With the Personnel Security revision, the section also reviewed and revised its Operational and Information Security and Administrative SOPs, which were published in a Command wide OPOD in October 2011. In November,

the section planned and hosted an Operations Security Level II course instruction by the Intelligence Operations Command, responsible for certifying 15 members throughout the command. By December, the section had reversed early losses and was at 80 percent strength by recruiting and receiving a replacement ACoS G2 as well as other staff members.

Current Operations

Chapter V

Rear Detachment leadership at the 103rd HQs in Des Moines, Iowa continued the course with the Army Reserve Mission Command responsibilities, but also prepared for the redeployment of the 103rd Soldiers whom were mobilized in support of Operation Iraqi Freedom and Operation New Dawn.

The 103rd Soldiers operating in Iraq finalized their mission as they moved toward the Relief in Place with the 310th ESC. During the course of the 103rd's deployment, they coordinated more than 31,000 convoys consisting of more than 1.2 million vehicles moving on Iraqi roadways, delivering the supplies needed to sustain the force and aid in the drawdown of equipment. On an average day, the 103rd ESC conducted more than 120 convoys moving hundreds of cases of food, thousands of cases of bottled water, hundreds of tons of mail and delivering millions of gallons of fuel to combat bases throughout Iraq.

Financial Management & Fiscal Controls

Chapters VI

2011 for the 103D G8 can be summed up with "transformation." While working to transition from a STANFINS "legacy" command to a General Fund Enterprise Business System (GFEBS) cost accounting command. G8 was busy preparing and executing 1 April 2011 'Go Live' with GFEBS. 103 ESC G8 successfully managed the General Fund Enterprise Business System (GFEBS) Project implementation while anticipating requirements and challenges associated with the April 2011 "Go Live" date, ensured completion of several hundred hours of CBT's and classroom instruction to properly posture the command for the system migration. Currently have 2 Power Users (SME), 12 trained operators that have completed approx. 160 Computer Based or Instructor Lead Training Courses and developed plan with higher headquarters to phase in capabilities at MSC commands.

Developed and aggressively worked massive DTS Registration effort to implement the command wide migration of TPU personnel into DTS utilization, efforts are represented by a 48% increase in registered users. The 103rd ESC was the first in the 377th TSC to bring TPU's into DTS.

While focusing on the intense GFEBS transformation and migration of TPU using Defense Travel System, 103 ESC G8 continually assisted and advised staff sections and subordinate commands with funding their missions (i.e. mobilization training, annual training, and all necessary schools) to bring them on par with command guidance. Additionally, the 103 ESC G8 assisted and advised new program managers with the development of program spend plans and Program Budget Advisory Committee (PBAC) process to accomplish their requirements as listed on their decrement list to support current OPTEMPO requirements in accordance to Army Regulations, command priorities, and fiscal guidelines.

Resource Management

Chapter VII

Significant Internal Review activities during calendar year 2011:

- a. All newly assigned personnel attended the USAR Internal Review Basic Course in August 2011 in order to meet Army Reserve Internal Review qualifications.
- b. Administered the Managers' Internal Control Program (MICP) for the 103rd ESC and major subordinate commands. Coordinated the preparation of the CG's Annual Statement of Assurance and submitted the statement to 377th TSC on 17 November 2011. This was two weeks earlier than in past years. 377th TSC set an earlier suspense date without prior notice on 19 September 2011 when they released the Annual Statement of Assurance guidance. Other significant MICP changes:
 - (1)The MICP guidance was issued in a 103rd ESC OPORD on 7 February 2011, significantly earlier in the year as compared to April 2010. The internal control evaluation requirements were phased throughout the year, similar to 2010, but over a longer period of time from March through September as compared to May through October 2010. We also reduced the workload during the heavy Annual Training months of June, July, and August.
 - (2)Internal Review used the new 103rd ESC SharePoint process to assign, review, and control receipt of internal control evaluations and other MICP tasks. However, SharePoint had significant limitations: notifications didn't work for two months, followed by several difficulties attaching documents to tasks. Eventually most staff and MSCs resorted to email to satisfy MICP requirements and abandoned the SharePoint process.
- c. Internal Review began, and then terminated, a review of the Wright Express tactical fuel cards. There were significant program challenges that resulted in 103rd ESC G4 resetting the program in August 2011.
- d. Internal Review initiated a review of the HHC Family Readiness Informal Fund at the request of the Rear Commander. However, we were not able to complete the review with the final report until December 2011. Also, Internal Review performed one significant consultation in 2011: advised on the planning for the Leadership Triad Conference.

Mr. Hartman continued as a member of the USAR Internal Review Executive Council (IREC). There was one meeting of the IREC in June 2011.

Information Management

Chapter VIII

Introduction

The G6 section during the Calendar Year (CY) was comprised of two different echelons: forward detachment (deployed in support of Operation Iraqi Freedom (OIF)) and the rear detachment (mobilized in support of Army Reserve Command and Control (ARC2)). The

Relief in Place (RIP) began in April 2011 and culminated with the Transfer of Authority (TOA) in July 2011.

Base Operations (BASEOPS)

The 103d SC(E) BASEOPS providers are USARC and 88th Regional Support Command (RSC). BASEOPS includes support for facility telephone communications, copiers, local area network cables, secure telephone equipment (STEs), and communications security (COMSEC) support. Normally, the providers are funded through management decision packages (MDEPs) that enable them to accomplish the mission. However, timely support for current ESC mission is sometimes hampered by bureaucratic obstacles and other temporal intrusions. In those situations, or in situations where the BASEOPS providers are unable or unwilling to assist, the 103d utilizes its own internal organic support to bridge the gap between obvious BASEOPS functions and direct mission support.

Mission Support

As an Operational & Functional (O&F) command, the 103d ESC is obligated to provide direct mission support to its headquarters element and subordinate units. The 103d ESC has support to accomplish the mission from the 377th TSC and USARC. Mission support is distinctly defined in the C4IM service list and can include Tier 1 local help desk, personal interface device (PID) (i.e. Blackberry) support, video telephone conferencing (VTC) support, local SIPR account maintenance, automation lifecycle management, advisement of communications capabilities during operational planning groups, tactical and non-tactical radio communications, spectrum management, facsimile, local and network printer, and digital sender management, automation usage and allocation policies, and local information assurance policy and compliance enforcement.

Telecommunications

The 103d ESC supplemented BASEOPS support by assigning – as an extra duty – a local, headquarters focused, telecommunications officer (TCO). The TCO works in conjunction with the BASEOPS providers to service the headquarters' support staff. In addition to the TCO, the command utilized the talents of its organic staff to provide telecommunication support to its subordinate units as required.

The building housing the command underwent an extensive renovation in lieu of the Army Reserve providing a new facility. The renovations caused several displacement actions of the command staff. In order to minimize mission turbulence during renovations, the G6 section undertook the responsibility to move telephone line extensions and/or created new telephone line drops in support of the temporary displacement. Since this is generally a service provided by the 88th RSC, special dispensation was required and obtained to manage these moves. The final arrangement and location of the staff sections was also actioned by the G6. Additionally, the G6 TCO – a certified Nortel technician – gained limited rights to manage the building's internal voicemail system. This permitted greater autonomy and a smoother resolution to the changed landscape.

The G6 provided wireless capabilities down past the AA level to all the Detachments. This wireless capability increased all units' productivity and enhanced the flexibility of key command staff personnel. The resulting products from this fielding significantly improved communication and operational readiness. In addition, the G6 section assisted with the migration of Blackberry devices from locally managed services to a better managed enterprise-level solution. Like the wireless capability, Blackberries or cell phones were pushed down to the Detachment level. In a distributed command environment, the ability for command triads to be connected to the command significantly improved coordination and readiness.

Lastly, the G6 coordinated two major moves: (i) 89th Sustainment Brigade's (SB) move from Wichita, KS to Kansas City, MO and (ii) 649th Regional Support Group's (RSG) Base Realignment and Closure (BRAC) ordered transition from their old facility to an Armed Forces IA National Guard led facility. The 649th RSG move required intervention with the final design process specifically the Secret Internet Router Protocol (SIPR) café and LAN server closet. The SIPR café failed to meet basic AR security policies and had to be rectified prior to obtaining a certificate to operate. The LAN closet was never completed and the G6 had to step in to order various switches and servers that a Reserve unit would need to operate. The 89th SB's move had the 103d ESC G6 in a project management position coordinating the efforts of the two BASEOPS providers, various contractors, and the needs of the client unit. The synchronization between these parties was a direct contribution to the successful move. The G6 dispatched various teams to coordinate the transfer of the building from the Marine Reserve to the Army Reserve. We also coordinated the transfer of the phone system savings tens of thousands of dollars. We managed to rewire the third floor and coordinated the programming and shipment of both the router and numerous switches.

Communications Security

During CY 2011, the command's COMSEC account was located OCONUS in support of Operation Iraqi Freedom (OIF). As a result, the rear detachment became a hand receipt holder for the 88th RSC. The 103d ESC retained its legacy account that exists through circuits maintained at Offutt Air Force Base. As a hand receipt holder, there is no requirement to have on staff qualified COMSEC custodians. Those specialties existed in the forward element and were required for proper management and operation of their account while in theater. Upon return from theater, the 103d ESC transferred their active COMSEC account to the 310th ESC which did not have one. The trained COMSEC custodians eventually transferred out of the unit and the unit was left without any qualified COMSEC custodians. Additionally, the 310th ESC was directed by CENTCOM and FORSCOM to deactivate the 103d's COMSEC account. Although the 103d no longer has their own account, they remain a valid hand receipt holder of the 88th RSC.

Contingency of Operations Plan (COOP)

The G6 initiated a formal COOP with the Iowa National Guard (IANG). Since the 2/34th BCT was deployed in support of Operation Enduring Freedom (OEF), the IANG command declined to work on a formal memorandum of mutual support. Instead, we worked on a

solution to permit select individuals from either organization access to our SIPR café in order to meet some of the intent of a more formal COOP. To date, we utilized the IANG SIPR capabilities to support several Unit Status Report (USR) submissions that otherwise would not have been properly submitted.

Information Management

We hired a new Military Technician IT Specialist. We created and maintained an information technology asset tracking database of the computer and peripheral data for the entire command, which greatly enabled the section to assist the G-4 with USARC's initiative to account for all IT systems.

G6 provided Signal Soldiers certification training for Security+ not only to meet the Army's requirement, but to empower technicians to provide local technical support. We successfully created an Information Management Representative (IMR) program. Units lacked full-time organic technicians which we bridged by designating IMR's to learn rudimentary information technology skills to support their units. Some of the duties included installation of operating system to computer systems, IT asset tracking, and serving as the unit's point of contact for IT issues. We were also established a weekly Information Management Representatives (IMR) training session at the headquarters.

Planned and successfully executed the Transfer of Authority of over 200 communications devices during the redeployment of Forward personnel and the demobilization of the Rear Detachment. We conducted the life-cycle replacement of 25% the commands old computer systems. We increased the availability of computer systems to TPU Soldiers by providing a 20% computer allocation for TPU Soldiers and distributed 12 notebooks to create a computer classroom for each Brigade, Group, and Battalion level units.

In effort to meet the command's vision of improving collaboration between the headquarters and its down-trace units, we established a Microsoft Office SharePoint Services (MOSS) site. The site created a paradigm shift on how we processed and tracked human resource and logistical transactions. Packet trackers provided the command the ability to process transactions with documents and view its current progress through each step of the process. We conducted weekly training to Knowledge Management Representatives who were responsible for maintaining their section's site.

We successfully supported the first Leadership Triad Workshop (LTW) for the command. The LTW was a critical event that provided an opportunity for the ESC Commanding General (CG) to meet the entire leadership team at one venue. The workshop leveraged technology to message the CG's philosophy and guidance. We set up a booth to capture all IT issues and held IT classes to improve local unit self-sufficiency.

The 103d ESC G6 was the automation and telecommunication project lead for two major unit moves: the 89th SB and 649th RSG. The 89th SB moved from Wichita, KS to Kansas City, MO. We coordinated the efforts of USARC, 88th RSC, Marines Forces Reserve (MARFORRES) and various contractors to prepare Belton USARC facility for occupation. We made several in-person visits to oversee the transfer of IT assets from MARFORRES to USAR. We also served as the project lead for automation and telecommunication actions

during the 649th RSG's Base Realignment and Closure (BRAC) move to their new IANG built Armed Forces Center. We ensured that all technologies built into the facility met USARC and Defense Information Systems Agency (DISA) standards. Finally, the G6 worked with contractors to program routers and switches that connected the facility to Army Reserve Network (ARNet).

The G6 also took the lead in preparing the unit for its tactical mission by arranging the rebuilding of its Army Battle Command Systems (ABCS) and related Lightweight Data. The G6 first lead the refinement of the LDIF (LDAP Data Interchange Format) with support from the Project Managers (PMs) out of Fort Hood, TX. Once we received our equipment from reset, we built the mid-tier server stacks and primary servers with requisite services. We trained our subordinate units as well as sister ESCs and the TSC during the rebuild.

We provided technical support for many ESC missions to include but not limited to: Best Warrior Competition (BWC); Family Readiness Commanders' Workshops; Readiness Resilience Review (R3); Yearly Training Briefs; DCO monthly updates; and Force Modernization planning groups.

Information Assurance

We continued to support USARC efforts to maintain a secure and controlled network by validating all command's users' 75-R and IA training. We began the upgrade of Blackberry devices to comply with current Security Technical Implementation Guide (STIGs). Lastly, we completed our annual statement of assurance to satisfy the Manager's Internal Control Program (MICP).

Unit History

Chapter IX

In 2007, the 103d Expeditionary Sustainment Command (ESC) was reformed after a long and decorated history defending the United States. The 103rd dates back to their original founding as the 103rd Infantry Division in September of 1921, at Denver Colorado. The Soldiers of that division were reservists from the Colorado, New Mexico, and Arizona areas. The unit was activated in November 1942 and fought bravely for three years with allied forces across Europe in support of World War II. After the war, the 103d relocated to Iowa and later became the 103d Corps Support Command (COSCOM). The 103d COSCOM, Des Moines, IA was inactivated in September 1993.

During February 2007, elements of the 3d Corps Support Command (CA) which had been augmenting V Corps returned from Europe. These elements were then assimilated into the 103rd ESC. On 4 August 2007 the final deactivation ceremony and casing of the colors of the 3rd Corps Support Command was conducted at Fort Des Moines, Iowa. The event was hosted by the 103d ESC. MG Rita M. Broadway, Commander of the 89th Regional Readiness Command, presided at the ceremony.

During 2-22 June 2007 the 103d ESC provided exercise over-site for Golden Cargo 2007. Over 1,500 Army Reserve and National Guard Soldiers participated in the exercise. Army Reserve soldiers prepared 25,000 hot meals. Combat Lifesaving training resulted in 234

Soldiers being certified. Thirty-eight thousand tons of munitions were handled during the exercise which realized an estimated savings of 2.5 million dollars for the Joint Munitions Command.

On 5 August, 2007 the 103d ESC hosted a Welcome Home Citizen Warrior ceremony at the Polk County Convention Center in Des Moines, Iowa. A total of 148 soldiers from eleven different units were honored at the ceremony.

During 7-27 June 2008 the 103d ESC provided exercise over-site for Golden Cargo 2008. Approximately 1550 Army Reserve and National Guard Soldiers participated in this exercise. Army Reserve Soldiers prepared 30,000 hot meals. Combat Lifesaving training resulted in 408 Soldiers being certified. Drivers training certification was provided to 182 Soldiers. Over 6,000 tons of munitions were handled during the exercise which realized an estimated savings of over \$1,000,000 for the Joint Munitions Command. This exercise over-site was part of the larger Pacific Warrior Exercise that the 103d ESC participated in during the same time frame. Pacific Warrior provided a realistic simulation of all facets of the logistics mission.

In April 2010, the 103rd ESC was mobilized for deployment to Iraq in support of Operation Iraqi Freedom. On 1 July 2010 at Joint Base Balad, the 13th ESC transferred authority to the 103rd ESC. On 1 April 2011, the 103rd ESC transferred authority to the 310th ESC. On 7 April 2011, the 103rd ESC arrived at Fort McCoy Wisconsin.

Lineage and Honors

Chapter X

In 1985, the 103rd Infantry Division was recognized as a liberating unit by the US Army's Center of Military History and the Holocaust Memorial Museum.

103d ESC UNIT CREST AND UNIT PATCH



*Distinctive Unit Insignia:
"We Succeed"*

The symbolism of the crest refers to the unit's early history. Gold and Scarlet are the colors associated with US Army Support units. The gold heraldic millrind supporting a gold arrow, point up, is symbolic of strength and support; the stars denote military leadership and

the arrow suggests combat readiness. The Saguaro cactus refers to the unit's early history as the Cactus Division and the key to its later re-designation to a Support Brigade. The fleur-de-lis and two stars represent World War II combat service in the Rhineland, Ardennes-Alsace and Central Europe campaigns. The colors blue, white and scarlet also refer to the flag of Iowa, location of the unit's headquarters. "We Succeed" is centered and is the motto of the Cactus Command.

Shoulder Sleeve Insignia

The Cactus Division soldiers were from Colorado, New Mexico, and Arizona. The division insignia consists of a yellow disc surrounded by an Army green circle with a green Saguaro cactus superimposed upon a patch of ultramarine blue, and was adopted in 1922 when this reserve division had its headquarters in Denver, Colorado. The yellow disc represents a golden sky, while the green cactus growing out of the blue sage-covered earth characterizes the southwest.



We succeed!

Personnel Management & Strength

Chapter XI

Total Authorized strength is 5,503 Soldiers. Total Assigned as of 31 December 2011 was 5,330. The 103rd ESC is comprised of 741 fulltime support staff. In 2011, the G-1 received 104 award nominations, completing 74 and submitting nine to the higher HQs with 21 still being processed.

Training & Exercises

Chapter XII

In 2011, the 103d ESC mobilized approximately 34 units and 1,315 Soldiers from various states in support of Overseas Contingency Operations. In addition, the command contributed 6,233 Soldiers to 23 different collective training exercises in 2011.

Logistics

Chapter XIII

While in Iraq, the 103rd ESC continued Operation Clean Sweep II in order to reduce excess equipment and return valuable Army resources back into the inventory. This all occurred seamlessly while providing sustainment and distribution support throughout the Iraqi theater of operations. Their effort reclaimed more than 4,200 - 20 foot container equivalents full of equipment totaling a savings of more than \$350 million. Equipment returned to the Army's supply system ultimately resulted in direct savings to the American taxpayer and proved yet again the 103rd's commitment to being good stewards of the resources with which they had been entrusted.

Base & Host Nation Support

Chapter XIV

While deployed to Iraq, the 103rd ESC functioned as the senior Army command on Joint Base Balad.

Force Modernization

Chapter XV

Managed mission command of current four Brigades while preparing for the 1 October 2012 re-alignment of MSC's in order to maximize effectiveness and capabilities across the ESC community. Effective 1 Oct 2012, the 103rd ESC will cede command and control of the states of Nebraska, Kansas, North Dakota, South Dakota and Missouri to the 451st ESC. As a result, the 103rd ESC will assume mission command for the states of Michigan, Wisconsin and Illinois.

Welfare, Recreation & Morale Chapter XVI

WINTER PARTY

The annual Fort Des Moines Winter Ball, which occurred in Des Moines, IA on 20 November 2011 was planned and executed by soldiers of the 103d ESC. Soldiers, family and friends of the 103d ESC and other units across the United States attended the Ball.

FAMILY SUPPORT ACTIVITIES

FAMILY PROGRAMS, 103rd ESC



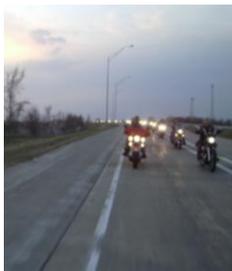
The Family Programs Section for the 103rd ESC is comprised of two DA Civilians ((Family Programs Coordinator (FPC) and a Family Readiness Support Assistant (FRSA)) at the Headquarters and 5 DA Civilians (FRSA) at the subordinate unit (06 Command level) as well as a Contractor (Community Outreach Specialist). Additionally the section has 3 Child, Youth and School Services (CYSS) Contractors – 2 located at the HQs and 1 located in Wichita, Kansas. A fairly new service to the Army Reserve is Survivor Outreach Services (SOS) located at Wichita, Kansas consisting of 2 contracted staff under the support of the 103rd ESC.

Support provided to the command includes but is not limited to: guidance and training in the area of Family Readiness, administrative support to the commanders, wellness checks on deployed Families, outreach to area schools and referral of resource to the commands, Soldiers, and Families of the 103rd ESC.



The entire Family Programs Staff attended the 88th Regional Support Command's Yellow Ribbon Reintegration Program (YRRP) event in Denver, CO. This effort was made in order to experience the training first hand and relate that to Families and Soldiers when they enquire. The staff also picked up information on many ideas to enhance the 103rd ESC YRRP events as well as made valuable community extension contacts. The staff assisted the 88th RSC with registration, assembling welcome packets, manning a resource table, and monitoring breakout rooms.

The Family Programs Office hosted a Chain of Command Training in Dallas Texas on 18-20 February for 22 commands comprised of 62 personnel of the 103rd ESC Commands. Other Operational and Functional Commands requested an additional 36 seats, making a total of 98 personnel in attendance for the weekend. The commanders learned the foundation of Family Readiness and then wrote their Family Readiness Plan to include their vision for the Family Readiness Group. The 103rd ESC rear Commander and command group team attended, delivered guidance to downtrace in attendance, and received briefs from the subordinate commands. They returned home to produce the first ever one star command level Family Readiness Plan as guidance to all subordinate commands.



On April 13th, the Family Programs Office coordinated the escort to Welcome Home the 103rd ESC from Iraq. The effort drew upon the community partnership resource of the Legion Riders Post 663 from Urbandale, Iowa. Over 60 motorcycles mounted with 80 riders of the post met the buses 30 miles out from Fort Des Moines at the Ankeny rest stop on I-35. Our patriotic supporters escorted buses of Soldiers in the ultimate style, culminating their 14 month absence from their Family and Friends. We should never underestimate the dedication and value of our community partners as it relates to support of our military branches. Thank you American Legion Riders Post 663!



Army Reserve Child, Youth & School Services personnel hosted a weekend camp at Wildwood Outdoor Education Center in La Cygne, Kansas in partnership with the Family Programs Academy 10-12 June 2011. This camp was instrumental in supporting 47 youth in their efforts to create a strong sense of awareness of the unique obstacles that army reserve Families encounter. Youth participated in the adventure challenge courses and group discussions that were facilitated by the Wildwood and CYSS staff. These discussions allowed youth to connect what they learned from the challenge course and group discussions to their own personal lives all while building leadership, communication, decision making and goal setting skills. Youth also participated in activities such as swimming, arts and crafts, hay riding, canoeing and camp fire. Youth in attendance had a greater awareness of their role in the community, school and most importantly within their family.



Holding a weekend camp and a Family Programs Academy simultaneously was the first in USARC history. Not only did it allow for area youth to participate but also allowed FPA participants to allow their children to associate with other military children while the parents learned all about Family Readiness. Twenty-seven AR youth between the ages of 6-14 years old participated in one or both days of the "Camp Discovery: The 'Scientific Formula' for Academic Success" SBC on 6-7 August 2011 held at the South Suburban YMCA in Des Moines, Iowa. This SBC was organized around several key outcomes. First, it was held on the first Battle Assembly for the

103rd ESC since serving in Iraq in order to provide a safe and nurturing environment for AR youth to create new relationships, foster resiliency, and build upon their support network while also allowing AR Soldiers and Families time to focus on their various missions. Second, it took the term 'science' broadly to include not just the hard sciences but also the social sciences, health, and kinesiology which are being advocated by First Lady Michelle Obama. Third, it was held at the Suburban YMCA, which is located next door to the Fort Des Moines Army Reserve Center complex, to provide a convenient youth option for Soldiers during Battle Assembly.

The first day of camp saw AR youth learn about health, nutrition, and physical fitness. Activities included a discussion, game, and healthy snack demonstration facilitated by a Hy-Vee dietician; relay races, large-group games, arts and crafts, rock climbing, flag football, teambuilding initiatives, and a discussion with the 103D ESC Alcohol & Drug Control Officer, Mike Borah, regarding drug and alcohol awareness. The primary focuses for the morning of day two were science and physical fitness. AR youth started the day with a short hike to the Fort Des Moines County Park where they played a camp-wide capture the flag game, hiked around the lake, and performed a science experiment of Diet Coke and Mentos, using the scientific method: question, research, hypothesis, test, and analyze. Additional activities for the day included leaf rubbings, taste tests, and creating a personal thank you postcard for their AR Soldier. Finally, throughout the SBC a Military & Family Life Consultant (MFLC) Youth and Family Counselor was available for the AR youth who desired to have confidential conversation(s).



Survivor Outreach Services' (SOS) mission statement is to "Build a unified program which embraces and reassures Survivors that they are continually linked to the Army Family for as long as they desire." In 2011, the SOS Team assisted 52 Survivors as well as numerous Veterans and current Soldiers. The SOS Team provides a link for Survivors to support, information, and services in the closest location to where they reside. The SOS Team assists anyone who was affected by the death of the Service member or Veteran.

The SOS Team is composed of a Support Coordinator and Financial Counselor. The Support Coordinator provides referrals to local agencies to assist with various needs of Survivors including grief and bereavement counseling. They also assist in advocating for the Survivors needs to local and government agencies ensuring the Survivors receive any assistance they request. The Financial Counselor provides assistance to Survivors through financial education. The Financial Counselor also works closely with Benefits Coordinators, Service member Group Life Insurance (SGLI) beneficiaries, and legal representation to address the needs of the Survivors.

Overall, the Family Programs Office held firm with a productive year focused on support of the Soldiers and Families of the 103rd ESC. In addition to the above, the Family Programs staff assisted and participated in multiple Soldier Readiness Processing events, all 103rd ESC Yellow Ribbon Reintegration Program events, and multiple Family Readiness day events across our 6 state region. The Family Programs staff is a mighty team – we work hard and we play hard!

