

2015 ANNUAL REPORT



A Bear Facts Publication

Resiliency Center, Ike Skelton Training Site



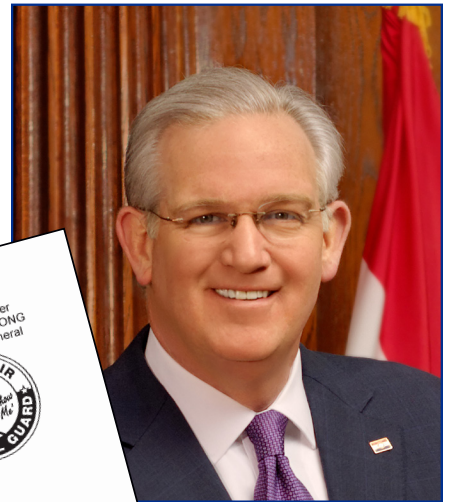
Museum of Missouri Military History, Ike Skelton Training Site



Building a future today,
for tomorrow's Soldiers



140th Regional Training Institute, Fort Leonard Wood



Gov. JEREMIAH W. NIXON

Jeremiah W. (Jay) Nixon
Governor



STATE OF MISSOURI
OFFICE OF THE ADJUTANT GENERAL
DEPARTMENT OF PUBLIC SAFETY
IKE SKELTON NATIONAL GUARD TRAINING SITE
2302 MILITIA DRIVE
JEFFERSON CITY, MISSOURI 65101-1203
<http://www.moguard.com>

Stephen L. Danner
Major General, MONG
The Adjutant General



Dear Governor Nixon,

In this time of uncertainty where state, national and global security challenges are intertwined with fiscal constraints, your Missouri National Guard stands ready to meet these ongoing challenges as we have always done. The 2015 Annual Report represents the best of Missouri's nearly 12,000 Citizen-Soldiers and Airmen.

Your Missouri National Guard entered 2015 at historic strength and readiness levels. Our capability to support the state during emergencies and boost our economic impact in communities around the state has never been better.

This year we made great strides in Soldier, Airman and Family readiness when we dedicated the Resiliency Center and Chapel, further establishing robust programs to help ensure Citizen-Soldiers and Airmen are successful in and out of uniform. We also emphasized diversity and equal opportunity. In the past year, our diversity numbers have increased by 25 percent. We also established a mentorship program to help retain female service members.

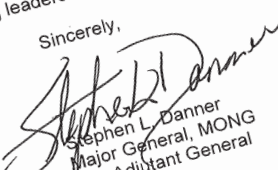
We have a great leadership team that has enabled us to reach the goal of adding more than 546 full-time and part-time Army and Air Guard personnel to the force. These significant gains are a result of achieving an all-time high strength level of 110 percent. We've also seen an example of responsible resource management, through the opening of the Regional Training Institute's new state-of-the-art facility at Fort Leonard Wood. As its former commander, I'm extremely proud of having a schoolhouse worthy of our students and mission.

A strong National Guard is an economic engine for Missouri. Many communities around the state find the National Guard to be an excellent neighbor that makes a positive impact in surrounding areas. This year we did so with more than a billion dollars directed into communities, which includes more than 180 million dollars in contracts, supplies, maintenance and equipment.

Missouri's Soldiers and Airmen are among the top in the nation – setting the standard for missions at home and abroad. The professionalism of your Missouri National Guard is unprecedented. As we grow in strength and capability, serving both our state and nation, there has never been a more exciting time to be a Missouri National Guardsman. We are looking forward to bringing new Citizen-Soldiers into our ranks and working closely with communities to further strengthen our military and economic footprint.

It is my honor and privilege to lead some of the finest Soldiers and Airmen in the country. Like our motto, we are "Always Ready, Always There" to support our state and nation. As our commander in chief, thank you for continued support and outstanding leadership.

Sincerely,


Stephen L. Danner
Major General, MONG
The Adjutant General



MAJ. GEN. STEVE DANNER

MISSOURI NATIONAL GUARD

2015 ANNUAL REPORT

Maj. Gen. Steve Danner
Adjutant General

Command Sgt. Maj. Will Pierce
State Command Sergeant Major

Command Chief Master Sgt. Joseph Sluder
State Command Chief Master Sergeant

MISSION

The Missouri National Guard has a long, proud history of service to the state and nation. With more than 11,800 Soldiers and Airmen, the Missouri National Guard stands ready to meet its dual state and federal mission.

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Missouri National Guard Office of the Adjutant General
2302 Militia Drive, Jefferson City, MO 65101

Visit us online at www.MoGuard.com

EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

The Missouri National Guard is strong, vibrant, ready, resilient, effective, efficient, and growing. After reaching historic strength and readiness highs in fiscal year 2014, the Missouri National Guard only grew larger and more ready in fiscal year 2015. Moreover, as the nation searches for an affordable, effective, and efficient force mix, the Missouri National Guard demonstrates leadership and capabilities for all Guard Nation. In short, a wise investment, the Missouri National Guard remains postured for additional growth.

The Missouri National Guard's assigned strength is currently 109% and growing. Other states may lament an inability to recruit in rural areas, but the Show-Me State's Guard proves selfless service values and a high propensity to serve are as important as demographic shifts. Equally, people join a proven winner; the MONG has consistently demonstrated a winning aptitude with Soldiers and Airmen alike confidently espousing the organization's greatness. A quality organization attracts talent so it's no surprise MONG continues to excel.

Leading the way is nothing new to the Missouri National Guard. National strength and personnel readiness leadership are just the latest in a long list of Missouri Guard accomplishments. In the 1980s, Missouri led the way with engineer, medical, aviation, and logistics exercises in Central America. In the 1990s, Missouri implemented its State Partnership Program with Panama.

In the 2000s, Missouri National Guard was in on the very start of the Chemical, Biological, Radiological, Nuclear, high Explosives wave. First with the 7th Weapons of Mass Destruction Civil Support Team; 2nd with the CBRNE Enhance Response Force Package, and now with the FEMA Region 7 Homeland Response Force. As well, MONG placed the first Agribusiness Development Team in Afghanistan. The Missouri National Guard leaned forward in 2012 and established a Cyber Protection Team. The Missouri National Guard continues as one of Guard Nation's premier innovative leaders.

Missouri National Guard has three strategic goals that serve as overarching priorities to transform the Missouri National Guard to its visional state:

- I. Champion a "culture of readiness."
- II. Empower the organization.
- III. Optimize responsible resource management.

The Missouri National Guard always responds when called. Most recently Missouri Soldiers and Airmen have deployed to Afghanistan, Iraq, Kuwait, Egypt, Kosovo, Guatemala, Panama, and Germany. Inside the U.S., the Missouri National Guard responded to civil disturbances in St. Louis and deployed Soldiers to the southwest border to support law enforcement immigration control efforts.

The Missouri National Guard is "Always Ready, Always There."

MISSION

The Missouri National Guard organizes, trains and prepares a Family and community-based force of ready Citizen-Soldiers and Airmen as units to defend and serve the people of Missouri and the United States of America.

VISION & VALUES

The Missouri National Guard is a recognized community and national leader in Soldier, Airman and Family readiness, possessing agile and effective units capable of responding to changing demands.



Soldier, Airman and Family-focused
Honor in all we do
Opportunities for all
Willing to learn

Meet changing demands
Empower and mentor

MISSOURI NATIONAL GUARD FINANCIAL IMPACT

FISCAL YEAR 2015



Traditional Guard Pay	\$119,376,891
Active Guard Pay	\$93,674,640
Civil Service Technician Pay	\$126,028,370
Mobilized Pay	\$29,559,158
State Pay	\$3,307,090
TOTAL GUARD RELATED PAYROLLS:	\$371,946,149
Total Contracts, Supplies Equipment, Maintenance, and Repair	\$196,651,808
Local Construction Projects, State and Federal	\$36,465,658
TOTAL GUARD RELATED OPERATIONAL EXPENDITURES:	\$233,117,466
TOTAL MISSOURI GUARD EXPENDITURES:	\$605,063,615
x Missouri National Guard Multiplier	1.80
TOTAL ECONOMIC IMPACT	\$1,089,114,508

Federal and state funding for the Missouri National Guard (ARNG/ANG) provides an economic benefit to communities throughout Missouri. Money received through this community-based organization is turned over several times in every segment of the state economy.

Economic benefits occur in the form of military and civilian pay and allowances, the purchase of goods and services, and through capital investments in military construction projects. In deriving the economic impact data for FY15, financial information was collected from the official accounting records of the Missouri Army and Air National Guard. The total economic impact figure was accelerated by 1.80 times to reflect the National Guard Bureau's economic money-multiplier effect of dollars in action throughout Missouri communities.

CITY (County)	TOTAL
ALBANY (GENTRY)	\$1,678,809
ANDERSON (McDONALD)	\$1,281,513
ARNOLD (JEFFERSON)	\$338,745
AURORA (LAWRENCE)	\$2,023,956
BALLWIN (ST LOUIS)	\$9,416
BOONVILLE (COOPER)	\$2,551,830
CAMDENTON (CAMDEN)	\$120,751
CAPE GIRARDEAU (CAPE GIRARDEAU)	\$6,631,322
CARTHAGE (JASPER)	\$2,063,259
CENTERTOWN (COLE)	\$3,213
CHILLICOTHE (LIVINGSTON)	\$1,655,291
CLINTON (HENRY)	\$1,421,319
COLUMBIA (BOONE)	\$3,386,099
DeSOTO (JEFFERSON)	\$1,286,525
DEXTER (STODDARD)	\$1,431,710
DONIPHAN (RIPLEY)	\$977,927
FARMINGTON (ST FRANCOIS)	\$2,237,172
FESTUS (JEFFERSON)	\$17,705,433
FLORISSANT (ST LOUIS)	\$242,020
FREDERICKTOWN (MADISON)	\$332,962
FORT LEONARD WOOD (PULASKI)	\$26,515,207
FORT LEONARD WOOD Air (PULASKI)	\$1,723,957
FULTON (CALLAWAY)	\$1,326,426
HANNIBAL (MARION)	\$2,094,685
HARRISONVILLE (CASS)	\$4,169,978
INDEPENDENCE (JACKSON)	\$2,229,729
JACKSON (CAPE GIRARDEAU)	\$1,270,784
JEFFERSON BARRACKS (ST LOUIS) Army	\$12,156,857
JEFFERSON BARRACKS (ST LOUIS) Air	\$18,446,838
JEFFERSON CITY Army (COLE/CALLAWAY)	\$84,816,124
JEFFERSON CITY Air (COLE/CALLAWAY)	\$3,661,625
JOPLIN (JASPER)	\$4,350,126
KANSAS CITY (JACKSON)	\$17,710,403
KENNETT (DUNKLIN)	\$1,294,184
KIRKSVILLE (ADAIR)	\$1,175,364
LAMAR (BARTON)	\$540,899
LEBANON (LACLEDE)	\$2,912,806
LEXINGTON (LAFAYETTE)	\$6,009,964
MACON (MACON)	\$10,700,493
MARSHALL (SALINE)	\$3,246,463
MARYVILLE (NODAWAY)	\$3,598,683
MEXICO (AUDRAIN)	\$1,860,827
MOBERLY (RANDOLPH)	\$1,302,814
MONETT (BARRY)	\$1,720,186
NEOSHO (NEWTON) Camp Crowder	\$3,406,253
NEVADA (VERNON) Camp Clark	\$5,336,175
OZARK (CHRISTIAN)	\$234,548
PERRYVILLE (PERRY)	\$1,903,086
PIERCE CITY (LAWRENCE)	\$11,293,198
POPLAR BLUFF (BUTLER)	\$3,459,218
PORTAGEVILLE (NEW MADRID)	\$1,042,842
RAYTOWN (JACKSON) Field Maintenance Shop	\$1,130,657
RICHMOND (RAY)	\$3,061,406
ROLLA (PHELPS)	\$2,820,744
SEDALIA (PETTIS)	\$4,458,153
SIKESTON (SCOTT)	\$1,231,438
SPRINGFIELD (GREENE)	\$113,509,605
ST. CLAIR (FRANKLIN)	\$2,425,943
ST. JOSEPH (BUCHANAN) Air	\$100,600,954
ST. JOSEPH (BUCHANAN) Army	\$7,256,854
ST. LOUIS (ST LOUIS) Air	\$2,651,153
ST. LOUIS (ST LOUIS) Army	\$13,071,851
ST. PETERS (ST CHARLES)	\$482,188
TRENTON (GRUNDY)	\$3,850,040
WAPPAPELLO (WAYNE)	\$88,935
WARRENSBURG (JOHNSON)	\$2,123,409
WARRENTON (WARREN)	\$2,319,336
WEST PLAINS (HOWELL)	\$1,305,502
WHITEMAN AIR FORCE BASE (JOHNSON) Air	\$40,295,110
WHITEMAN AIR FORCE BASE (JOHNSON) Army	\$13,490,323
TOTAL:	\$605,063,615

STATE EMERGENCY MISSIONS

MISSION

The Missouri National Guard's state mission is to support the governor by providing trained personnel and equipment to protect life and critical infrastructure, and to maintain peace, order and public safety.

STATE EMERGENCY MISSIONS AND EXERCISES

Operation Show Me Protection II: The Missouri National Guard responded to civil disturbance in the town of Ferguson in November. Guardsmen were supporting the unified command and provided security around the Missouri Highway Patrol's Incident Command Post, freeing civilian law enforcement personnel to focus on public safety issues in the area. More than 2,400 answered the call.

Cyber Shield: Missouri continues to train nationally in response to cyber threats. The Missouri Guard recently participated in Cyber Shield 2015, an exercise sponsored by National Guard Bureau that allows states to train on the processes and procedures required to respond to a cyber incident. Missouri's cyber unit has proven effective and has been asked to train other Soldiers and Airmen across the country.

Vibrant Response: The Missouri Guard successfully participated in the Vibrant Response Exercise in May. This exercise is a U.S. Northern Command and Army North planned national level event. The exercise allowed Missouri Guard personnel to plan, coordinate, and exercise a simulated response with state and federal level partners, and ensure an adequate response in the event of a major Chemical, Biological, Radiological, or Nuclear Attack in Missouri.



STATE AND FEDERAL CAPABILITIES

Command and Control Headquarters *Army/Air*

- Command and control of military forces
- Military forces support to civil authorities coordination
- Support for government continuity of operations
- Response planning and coordination support

Aviation *Army/Air*

- Airport operations
- Command and control aircraft
- Supplies and equipment distribution
- Reconnaissance
- Search and rescue
- Security operations

Engineer *Army/Air*

- Barrier construction
- Health and wellness checks
- Horizontal and vertical construction
- Emergency route clearance
- Search and rescue
- Power generation
- Security operations

Infantry *Army*

- Health and wellness checks
- Search and rescue
- Security operations

Medical *Army/Air*

- Health and wellness checks
- Medical assistance
- Sustainment operations

Military Police *Army/Air*

- Health and wellness checks
- Search and rescue
- Security operations
- First responder and key personnel transportation support

Signal *Army/Air*

- Communications
- Network security
- Information management and distribution

Support Battalion/Units *Army/Air*

- Health and wellness checks
- Security operations
- Sustainment operations

Transportation *Army/Air*

- Distribution of supplies/equipment
- On- and off-road transportation

Chemical, Biological, Radiological and Nuclear (CBRN) *Army/Air*

- Military CBRN forces command and control
- Security operations
- Search, rescue and extraction
- Technical and mass decontamination
- Medical triage and lifesaving
- Incident management communications
- Hazard identification and mitigation advice

FEDERAL DEPLOYMENTS

MISSION

The Missouri National Guard supports national military objectives by providing trained and equipped Soldiers and Airmen for federal mobilization. From October 2014 through September 2015, the Missouri National Guard deployed 346 Soldiers and 395 Airmen around the world.

OVERSEAS DEPLOYMENTS

Unit	Home station	Deployed Location
131st Bomb Wing	Whiteman Air Force Base	Kirkland, Fairford, Hickam, Anderson, Afghanistan, Nakhom Nayok
139th Airlift Wing	St. Joseph	Afghanistan, Antarctica, Qatar, Germany, Kuwait
35th I.D. (Mo) Elements KFOR 18	Lexington	Kosovo
276th EN CO Vertical Construction	Pierce City	Afghanistan
220th EN CO Horizontal Construction	Festus	Afghanistan
35th I.D. (Mo) Elements KFOR 19	Lexington	Kosovo



ACCOMPLISHMENTS

FAMILY RESILIENCY CENTER

The Missouri National Guard Foundation began working with private partners five years ago to build a resiliency center. This fiscal year, the doors to the new Family Resiliency Center and the Danner Chapel – situated overlooking the Missouri River from the scenic bluffs at Guard headquarters at Ike Skelton Training Site in Jefferson City – opened for business July 11, 2015.

The foundation utilized more than \$600,000 in donated funds from organizations, businesses and individuals to bring the project to fruition. Generous benefactors included Veterans United, World Wide Technology, the Ameren Corporation, and J.E. Dunn Construction and other key contributors to the project included Joel Denney, executive director of the Missouri National Guard Association, retired Lt. Col. Don Koonce and retired Col. Peter Goldschmidt. Countless individuals also donated through the federal and state combined charitable campaign and personal donations.

The center provides a cornerstone of programs designed to combat military service-related challenges that face Guardsmen and their Families. With a formal end to combat operations declared, the Missouri Guard welcomed home its last combat unit from supporting Operation Enduring Freedom in Afghanistan last year. Now the organization has a large representation of combat troops in its

ranks as well as combat veterans in its communities. This diversity has brought with it an increase in the need for various services to address the issues that come with adjustment from active duty to civilian life often experienced by Guard members and their Families.

The building prominently features six support columns symbolic of the heart of the Pillars of Resiliency, a focal point for spiritual well-being, Family counseling and embedded behavioral health care. With screening and counseling rooms to accommodate individuals and groups, the center supports an array of services including 15 different Army programs to help Guardsmen improve mental health, deal with grief, address stress-related matters, advance suicide awareness, and reunite with Family.

The facility also serves as a great venue for Family and veteran events such as promotion and retirement ceremonies. The non-denominational chapel is available for members of the armed services, Veterans, and their Families to host funerals, memorial services, weddings and other ceremonies.

For detailed information about the Resiliency Center, please visit www.mongf.org.



MISSOURI RESERVE FORCE

Maj. Gen. Steve Danner, the Adjutant General, has established the Missouri Reserve Force to complement the Missouri National Guard in its mission to assist civil authorities in emergencies and natural disasters, to assist the National Guard in carrying out its mission to recruit, train, and prepare National Guard Soldiers and Airmen to deploy in service to the U.S. and to assist Family members at home during deployments. Every member is a true volunteer who serves without pay and will bear their own expense for service, travel, uniforms and incidentals.

We have recruited Missouri Reserve Force volunteers from Missouri Army and Air National Guard retirees. Their experience and knowledge of emergency and disaster operations in support of civil authorities are valuable assets to the state. The Missouri Reserve Force is working with the Missouri Department of Health to establish a medical section made up of doctors and nurses from the Show-me Response organization. They will provide another means of assisting the citizens of Missouri during natural or man-made disasters. We are also recruiting those individuals with back-

grounds in counseling, amateur radio operations, law enforcement, firefighting and emergency response experts and National Incident Management System emergency management-qualified citizens.

Since this is a truly civilian-skills oriented reserve force, weapons training or use of arms are not part of the Missouri Reserve Force mission. Membership in the Force may not include any person serving in the active duty, National Guard or Army Reserve, to include Ready Reserve and Standby Reserve. Retired Reserve members may volunteer for the Force.

Missouri Reserve Force applicants and members must self-certify that they are able-bodied citizens and capable of performing moderate physical activity. Personnel in the professional and Partners in Care categories must self-certify they are licensed and capable of performing their professional capabilities.

If you are interested in becoming a volunteer member of the Missouri Reserve Force please contact the Office of the Adjutant General at 573-638-9633 or e-mail: ngmo.mrf@ng.army.mil

ACCOMPLISHMENTS

COUNCIL OF GOVERNORS AND NATIONAL GOVERNORS ASSOCIATION

The Missouri Guard's commander-in-chief, Gov. Jay Nixon, holds a critical position serving on the Council of Governors.

In 2015, the Council of Governors took on several challenges including:

- DoD Cyber Policy Development
- Defense Budget
- The use of the National Guard for Defense Support to Civil

Authorities (DSCA)

Cybersecurity and cyber-attack response are significant concerns for the Council of Governors. Numerous topics were addressed with the Department of Homeland Security, specifically the topic of cyber threat information sharing with both the public and private sector.

The Council of Governors is deeply apprehensive about the pending cuts in the Department of Defense budget. The turmoil created by the uncertainty of resources is a challenge and affects training, morale and the confidence of Soldiers/Airmen in their leadership. The need for certainty and stability is one reason governors urge the Army to leverage the National Guard's cost-effectiveness

to preserve greater mission capability for the Total Army while still reducing costs.

The Department of Defense's current policy outlining the use of the National Guard for defense support of civil authorities raised both process and substance concerns within the Council of Governors. Specifically, the prohibition on governors' long-standing ability to request the use of the National Guard in Title 32 status for emergency response. The council has provided DoD written feedback, as well as, a draft policy on dual status commanders addressing these much needed changes.

The council's mission is to strengthen the partnership between the federal and state governments and enhance the protection of the homeland. The president selects governors for the council with input from governors and governors' associations to serve two-year terms. The council reviews matters involving the National Guard, homeland defense, civil support, synchronization and integration of state and federal military activities in the U.S., and other matters related to the council's charter.

ARMY RESERVE FORCES POLICY COMMITTEE

The Missouri Guard's Adjutant General, Maj. Gen. Steve Danner, has been appointed to a critical position serving on the Army Reserve Forces Policy Committee (ARFPC).

As one of the seven prescribed elements of the Office of the Secretary of the Army, the ARFPC's mission is to review and comment upon major policy matters directly affecting the reserve component and the mobilization preparedness of the Army. The committee's comments on such policy matters accompany the final report regarding any such matters submitted to the Secretary of the Army and the Chief of Staff.

The committee meets monthly to discuss Reserve Component and mobilization readiness policy issues and conducts a quarterly meeting in the Pentagon. It provides recommendations on these policy issues by means of a briefing to the Secretary of the Army at the close of the committee's quarterly Pentagon meetings.

The committee has two standing subcommittees that are required by law: one composed of Army National Guard members to review issues that pertain only to the National Guard and one composed of Army Reserve members to review issues that pertain only to the Army Reserve. Other subcommittees may be established and tasked by the chairman to consider emerging issues that are of interest to the full committee.

The chairman presides over a steering committee that has overall responsibility for reviewing the activities of the full committee, subcommittees, and ad hoc subcommittees. It reviews administrative matters that affect the Committee. The steering committee is a mechanism for introducing short-fused issues for discussion and serves as a means by which non-members may surface issues for committee review.

MUSEUM OF MISSOURI MILITARY HISTORY

This fiscal year the Museum of Missouri Military History opened its doors December 7, 2014 featuring a newly renovated building at the entrance to the Ike Skelton Training Site with over 6,500 square feet of added exhibits and static display space.

The effort to relocate the museum from the old 900-square-foot Thomas Hall facility was initiated in fiscal year 2013 as part of a long-held vision of Maj. Gen. Steve Danner. The museum is now co-located with the Patriot Center – home of Family and Warrior Support programs – near the front gate, making the facility much more accessible to visitors.

Inside the museum are exhibits and artifacts from the Revolutionary War to modern conflicts in Iraq and Afghanistan. Displays generally include several cannons, uniforms, weapons and equipment. Specifically, the museum is home to a 1952 Jeep, 1927 Chrysler staff car, Model 1841 6-pound cannon, WWI French 75mm cannon, M1902 3" cannon, and at the centerpiece is a Vietnam era UH-1 "Huey" helicopter that was fully restored by the Missouri Theater Aviation Sustainment Maintenance Group.

Other exhibits include several display cases about Missouri citizens serving in WWI. A major feature includes WWII exhibits noting Missouri's military contributions to both the Pacific and Euro-

pean theaters of action during the war. To take advantage of oral history depiction, there are several flat screen monitors installed in the new facility that exhibit clips of videos detailing Missouri's military history while some screens provide images about specific battles, conflicts, or events in Missouri's military history.

The outdoor space adjacent to the front entrance provides for exhibition of macro artifacts. Currently located in the area are an M4 E8 Sherman tank, F-15 Eagle jet fighter, M551 Sheridan tank, a Huey Cobra attack helicopter, and a F4 Phantom II jet fighter.

The museum hosted its first-ever Military History Day on Oct. 3, 2015. Guests interacted with living historians displaying military uniforms and equipment from the Revolutionary War to World II. The museum also had exhibits featuring historic and modern military vehicles and equipment for viewing.

Future plans include a C-130 exhibit and to host an 'Antiques Roadshow' type of event in the spring.

Since opening, over 7,000 visitors have toured the museum. The museum is free and open to the public every day except Sundays and holidays, 10 am – 4 pm. For additional information, please visit the museum's Facebook page or call: (573) 638-9603.

STATE OF THE MISSOURI NATIONAL GUARD

AIR NATIONAL GUARD

The Missouri Air National Guard achieved 99.43 percent strength with 2,270 Airmen.

ARMY NATIONAL GUARD

The Missouri Army National Guard achieved 110 percent strength with 9,574 Soldiers.

ORGANIZATION

The Missouri National Guard provides trained, ready forces to the Governor and President. Readiness is the formation's cornerstone. Having achieved all-time highs, Missouri is a national leader in individual and unit readiness. Individual Soldiers and Airmen must

be proficient leaders who are disciplined, duty-qualified, medically and administratively ready, professionally developed, and resilient. Units respond when called, empirically exceeding standards and expectations.

EQUIPMENT

According to the 2016 Army Equipment Program, the Army's goal is to ensure Soldiers have the right equipment, for the right missions, at the right time. However, a fiscally constrained environment, uncertainty amid future force structure reductions, and equipment reset and redistribution is forcing the Army to accept levels of risk with respect to equipping. The rate of modernizing equipment is slowing in favor of redistributing equipment in order to balance unit readiness. This is the likely pattern to continue until force structure reductions stabilize allowing acquisition and development to develop and grow.

Army senior leaders continually engage the equipping topic via forums such as the Army equipping and reuse working group - which facilitates the Army-wide collaboration among Army commands, Army service component commands, direct reporting units, and reserve components to discuss future equipping strategies and resolve Army-wide equipping issues.

To more effectively manage redistribution, the Army National Guard has developed a plan to integrate the Decision Support Tool (DST) into equipment management systems. DST allows for a strategic view of Army-wide assets available for distribution and redistribution, supporting enhanced readiness at the best possible

value. The DST approach presents the Army National Guard with multiple opportunities to increase readiness, obtain Army-wide materiel distribution with speed and precision, and divest our legacy non-enterprise automation systems. The Missouri Army National Guard was one of two states selected to beta test the DST system as well as provide critical input to the standard operating procedures to be used by all 54 National Guard states and territories.

Another venue for engaging equipping issues is through the National Guard and Reserve Equipment Appropriation (NGREA). The NGREA is a special defense appropriation that enables Congress to provide direct funding to the Reserve Components (RC) for the purpose of procuring equipment and modernization upgrades. NGREA is intended to procure critical modernization items of equipment that the base appropriation is not able to fund. Continued funding of NGREA will ensure the ARNG continuous procurement of items that improve interoperability in the future joint environment and support its domestic response dual mission role.

Through the success of increasing force structure for the Missouri Army National Guard, systems like DST and processes like NGREA will enhance equipping strategies and ensure critical capabilities are available to the Soldiers, for the right missions, at the right time.

OPERATIONAL FORCES

The Missouri Guard has always been able to complete any mission whenever the nation or state has called and fiscal year 15 was no different. Missouri deployed Soldiers and Airmen overseas and within our own state on missions vital to stability and protection that included a national stage.

While the Missouri National Guard deployed fewer Soldiers to overseas missions in fiscal year 15, two companies from the 35th Engineer Brigade were welcomed home after completing very successful deployments: the 276th Engineer Company (Vertical) and the 220th Engineer Company (Horizontal) had supported the draw-down of forces in Afghanistan. The 35th Infantry Division (MO) also deployed and welcomed home elements from two different units that supported NATO Headquarters in Kosovo in the ongoing efforts in that region.

The 70th Troop Command is tasked as the FEMA Region VII

Homeland Response Force (HRF) and is one of only 10 HRFs nationwide. In fiscal year 2015, the HRF conducted a week long accreditation exercise validating their capabilities to respond as an all-hazards response force. The HRF excelled in all areas of their accreditation conducted at Camp Gruber, Oklahoma.

The Missouri National Guard also responded to state emergency duty for Operation Show Me Protection in the fall of 2014. In two separate activations over 350 Soldiers and Airmen provided stability and protection operations in August of 2014 and more than 2,395 Soldiers and Airmen were activated for Operation Show Me Protection II in November and December of 2014.

These two successful operations were conducted in front of a world and national audience and the Missouri National Guard once again displayed incredible professionalism in all aspects of these operations.



PLANNING AND PREPAREDNESS

During fiscal year 2015, the Missouri National Guard participated in Vibrant Response 2015. This exercise sponsored by U.S. Army North and National Guard Bureau trains and prepares National Guard states to respond to a catastrophic CBRN event occurring within the continent of the United States. This exercise also allows organizations like the Federal Emergency Management Agency, State Emergency Management Agency, and the Department of Defense (to include the Missouri National Guard) to participate in much needed interagency coordination.

Missouri continues to train Soldiers, Airmen and members of the Missouri Reserve Force on the duties and responsibilities of the Liaison Officer. Liaison Officers coordinate with emergency management directors, civilian and military leaders at various levels to ensure Missouri National Guard capabilities are understood and used in the most efficient manner. Liaison Officers continue to be an invaluable asset to ensuring mission success during an emergency response.

In 2015, the Missouri National Guard began the planning process

to ensure that a comprehensive continuity of operations program plan is in place. This plan would ensure the Missouri National Guard would be able to sustain command and control as well as perform essential functions without interruption during a local disaster or catastrophic event.

Missouri Guardsmen are scheduled to participate in a State Emergency Management Agency mass care exercise in 2016. This exercise, based on an earthquake response in the New Madrid Seismic Zone, will allow federal and state partners, along with the Missouri National Guard to train on the necessary requirements to evacuate citizens from the affected area.

The Missouri National Guard continues to employ a Joint Planning Team to construct and review all Defense Support to Civil Authorities planning documents. The JPT allows all internal agencies of the Missouri Guard the opportunity to provide much needed input. This input ensures a more consistent and holistic product.

The Missouri National Guard continues to stand trained and ready to respond to any mission whether at home or aboard.

SUPPORT ELEMENTS (GENERATING FORCE)

JEFFERSON CITY

ORGANIZATION

Headquarters and Headquarters Detachment, Joint Force Headquarters (Army)

Jefferson City

- 135th Army Band - Jefferson City
- Counter Drug Task Force - Jefferson City
- 70th Mobile Public Affairs Detachment - Jefferson City
- 135th Support Detachment (Rear Operations Center) - Jefferson City
- 135th Military History Detachment - Jefferson City
- 429th Judge Advocate General Detachment - Jefferson City

Missouri Army National Guard Training Center

Nevada

- MOARNG Training Center - Camp Crowder
- MOARNG Training Center - Fort Leonard Wood
- MOARNG Training Center - Macon
- MOARNG Training Center - Camp Clark
- MOARNG Training Center - Wappapello
- MOARNG Training Center - Jefferson City

Recruiting and Retention Battalion

Jefferson City

- Detachment 1 (RSP) - St. Joseph
- Detachment 2 (RSP) - Kansas City
- Detachment 3 (RSP) - Clinton
- Detachment 4 (RSP) - Springfield
- Detachment 5 (RSP) - Cape Girardeau
- Detachment 6 (RSP) - Jefferson City
- Detachment 7 (RSP) - Festus
- Detachment 8 (RSP) - Macon

140th Regional Training Regiment

Fort Leonard Wood

- Regional Training Site Maintenance - Fort Leonard Wood
- 1st Battalion (Engineer), Training Battalion - Fort Leonard Wood
- 2nd Battalion, 140th Regiment (Regional Training Institute) - Fort Leonard Wood

Missouri Medical Detachment

Jefferson City/Neosho/Jefferson Barracks

- Troop Medical Clinic 1 - Jefferson City
- Troop Medical Clinic 2 - Jefferson Barracks
- Troop Medical Clinic 3 - Neosho



35TH ENGINEER BRIGADE

FORT LEONARD WOOD



MISSION

Missouri Engineers will always lead, clear the way, and build in any environment; selflessly serving and defending those in need. Our 229th Multifunctional Medical Battalion, headquartered in Jefferson City, provides command and control for the 205th and 206th Area Support Medical Companies.



ORGANIZATION

Col. William B. Blaylock II
Command Sgt. Maj. Steven A. Stuenkel

Headquarters and Headquarters Company

Fort Leonard Wood

1140th Engineer Battalion

Cape Girardeau

- Headquarters and Headquarters Company - Cape Girardeau
- 220th Engineer Company (Horizontal) - Festus
- 880th Engineer Detachment (Haul) - Perryville
- Forward Support Company - Cape Girardeau
- 1138th Engineer Company (Sapper) - Farmington
- 1438th Engineer Company (Multi-Role Bridge) - Macon/Kirksville

203rd Engineer Battalion

Joplin

- Headquarters and Headquarters Company - Joplin
- 1141st Engineer Company (Sapper) - Kansas City
- 1135th Engineer Company (Route Clearance) - Richmond
- 294th Engineer Company (Support) - Carthage/Anderson
- Forward Support Company - Joplin
- 276th Engineer Company (Vertical) - Pierce City/Springfield
- 335th Engineer Team (Area Clearance) - Rolla

229th Multifunctional Medical Battalion

Jefferson City

- Headquarters Detachment - Jefferson City
- 205th Area Support Medical Company - Kansas City
- 206th Area Support Medical Company - Springfield/Jefferson Barracks

235th Engineer Detachment (Construction Management)

Fort Leonard Wood

HIGHLIGHTS

• The 35th Engineer Brigade continued its support of the Global War on Terror. This past year saw the redeployment of both the 220th and 276th Engineer Companies from extremely successful deconstruction missions in Afghanistan.

• 276th Soldiers quickly transitioned from combat operations to stability operations by deploying to El Salvador and participating in Beyond the Horizons 2015. 276th Soldiers began construction of a school and medical clinic in the country to improve health and welfare and combat the spread of drugs in the region.

• Soldiers from the 203rd Engineer Battalion were recognized nationally with Engineer Regimental Awards. 1st. Lt. Jason M. Lewis, 294th Eng Co., was recognized as the 2015 Engineer Platoon Leader of the Year. Sgt. 1st Class Randy D. Holt, 276th Eng Co., was the recipient of the 2015 Sturgis Award, which recognizes the Engineer NCO of the Year, and Spc. Drake A. Leith, 276th Eng Co., received the 2015 Van Autreve award, which is awarded to the engineer Soldier of the Year. In addition, Spc. Christian J. Lindhardt, 1135th Eng Co., won the State

and Region V Best Warrior competitions and went on to finish third in the national competition.

• The 229th Multifunctional Medical Battalion was the lead command in providing medical support to more than 2,400 Soldiers and Airmen of the Missouri National Guard, and first responders during state emergency duty in Ferguson. In addition 229th staff conducted extensive planning and training in preparation for participation in WAREX 2016 at Fort Hunter Liggett, California.

• The 1140th Engineer Battalion's 220th Engineer Company performed a civil military community project in Jefferson City during the summer of 2015. The unit began construction of an 18-hole fully handicapped accessible golf course created to support handicapped children and disabled veterans.

• The 1140th and 203rd Engineer Battalion units successfully completed troop projects at Camp Clark, Camp Crowder, Macon Training Site, and Wappello Training Site in order to improve both the training value to Soldiers and the quality of life of those Soldiers while training.



110TH MANEUVER ENHANCEMENT BRIGADE

KANSAS CITY

ORGANIZATION

Col. John M. Oberkirsch
Command Sgt. Maj. John B. Sportsman

Headquarters and Headquarters Company

Kansas City

1st Battalion, 138th Infantry Regiment

Kansas City

- Headquarters and Headquarters Company - Kansas City
- Company B - St. Louis
- Det. 1, Company C - Perryville
- Det. 1, Company D - Anderson
- Company A - Boonville
- Company C(-) - Jefferson Barracks
- Company D(-) - Monett
- 138th Forward Support Company - Jefferson City

1st Battalion, 129th Field Artillery

Maryville

- Headquarters and Headquarters Battery - Maryville
- Battery B - Chillicothe
- 1128th Forward Support Company - Marshall
- Battery A - Albany
- Battery D - Independence

311th Brigade Support Battalion

Lexington

- Headquarters and Headquarters Company - Lexington
- Company B - Fulton
- Company A - Nevada
- 548th Transportation Company - Trenton

135th Signal Company

Kansas City

HIGHLIGHTS

• Through enhanced personnel readiness actions and deliberate training, the brigade became the top rated MEB in the nation in the 3rd quarter of the training year. The brigade completed multiple annual training periods in support of varied operations. The 35th Infantry Division Warfighter exercise provided the unit with enhanced staff experience as well as maneuver support expertise. The Vibrant Response exercise was a scenario that allowed the staff to function with local, state and federal governments while reacting to a nuclear scenario. The staff provided engineer assessments and notional support to local authorities for civilian evacuations. The headquarters company completed the Blue Force Tracker II fielding and training and a combat lifesaver training block.

• The 311th BSB elements highlighted their training year by conducting the German armed forces proficiency badge qualifications, conducting convoy operations to Camp Shelby, Mississippi, and exceeding the maintenance standard in caring for tax-payer funded equipment for every company.

• The 1-138th Infantry Regiment exercised their staff and ground forces through personnel, logistics and training efforts. Staff sections used a situational training exercise with the battle command training center to prepare for a War-Fighter exercise at Ft Chaffee, Arkansas. Soldiers executed preliminary training prior to the culminating exportable combat training capability event held during

annual training which included air assault and forward support operations, scout/sniper training, mortar company individual movement training and mounted heavy weapons live fire exercises.

• The 110th MEB promptly and professionally deployed a battalion-sized element to assist in quelling unrest in Ferguson. While in an environment that frequented national headlines, numerous Soldiers received commendation for their leadership, training and courtesy to the citizens of Missouri.

• The 135th Signal Co increased unit functionality and proficiency by providing tactical communications at the 35th Infantry Division Warfighter Information Network-Tactical Communications Exercise and fielded the new Blue Force Tracker II system.

• The 1-129th FA Regiment had several accomplishments this year. Staff Sgt. James Chevalier (1128th FSC) won the Region V Best Warrior Competition and placed fourth overall at nationals. Spc. Aaron Magers (Battery B) excelled at the state Soldier of the Year competition and the 1128th FSC was the runner-up for the Region V Army Award for maintenance excellence. Annual training was conducted with the 45th Field Artillery Brigade at Ft. Sill, Oklahoma, where the unit used external meteorological data to shoot time-on-target missions with two high mobility artillery rocket systems battalions.



MISSION

The 110th Maneuver Enhancement Brigade is a mission tailored force that conducts support area operations, maneuver support operations, and support to consequence management and stability operations in order to assure the mobility, protection, and freedom of action of the supported force.

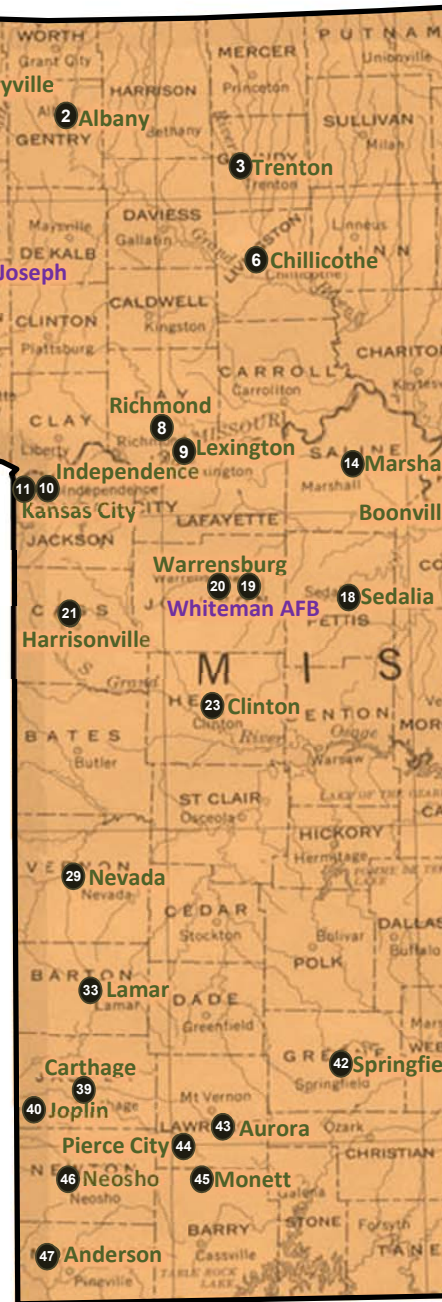


MISSOURI NATIONAL

- 2 Albany
Btry A, 1-129 FA
- 47 Anderson
Det 1, 294 EN CO
Det 1, Co D, 1-138 IN
- 43 Aurora
Co A, 935 AV SPT BN
- 17 Boonville
Co A, 1-138 IN
- 28 Bridgeton (LIA)
3175 CM CO
1035 MAINT CO
1231 Trans CO (-)
- 52 Cape Girardeau
HHC, 1140 EN BN
FSC, 1140 EN BN
Det 5, MO R&R Bn (RSP)
- 39 Carthage
294 EN CO (-)
- 6 Chillicothe
Btry B, 1-129 FA
- 23 Clinton
Co E (-), 1-135 AV
Det 3, MO R&R Bn (RSP)
- 16 Columbia
HHD, 175 MP BN
Det 1, 1231 Trans Co
- 35 De Soto
735 QM CO (-)
- 55 Dexter
1221 TRANS CO (-)
- 57 Doniphan
Det 2, 1137 MP CO
- 41 Farmington
1138 EN CO
- 34 Festus
220 EN CO
Det 7, MO R&R Bn (RSP)
- 37 Ft. Leonard Wood
HHC, 35 EN BDE
235 EN DET
Co C, 1-106 AV
Det 1, HHC, 1-106 AV
Det 1, Co D, 1-106 AV
Det 1, Co E, 1-106 AV
HQ, 140 REGT (RTI)
2 BN, 140 REGT (GS)
1 BN, 140 REGT (EN)
RTS-M MO
- 49 Fredericktown
220 Trans BN
- 22 Fulton
Co B, 311 BSB
- 12 Hannibal
2175 MP CO (-)
- 21 Harrisonville
1139 MP CO
- 10 Independence
Btry D, 1-129 FA
- 50 Jackson
Det 1, 1137 MP CO

- 31 Jefferson Barracks
70 TROOP COMMAND
1138 TRANS CO
Det 1, 206 MED CO
Det 2, MOARNG MED DET
Det 2, CO B, 35 ID (ACE)
Det 1, 1175 MP CO
Co C (-), 1-138 IN
- 26 Jefferson City (Blue Armory)
HHC, 835 CSSB
138 FSC, IN
MO Recruiting and Retention Bn
Co B, 1-376 AV
Det 6, MO R&R Bn (RSP)
- 25 Jefferson City (CFF)
Det 40, OSACOM
Det 2, CO C, 3-135th AV
7 CST (WMD)
- 27 Jefferson City (ISTS)
HHD, JFHQ (ARMY)
JFHQ (JOINT)
429 JAG DET (-)
HHD, 229 MED BN
70 PUBLIC AFFAIRS DET
MOARNG MED DET(-)
135 MIL HIST DET
- 40 Joplin
HHC, 203 EN BN
FSC, 203 EN BN
- 11 Kansas City
HHC, 110 MEB
HHC, 1-138 IN
1141 EN CO
205 MED CO
Det 2, MO R&R (RSP)
135 SIG CO
- 59 Kennett
1137 MP CO (-)
- 5 Kirksville
Det 1, 1438 EN CO
- 33 Lamar
135 SPT DET
- 38 Lebanon
HHC, 3-135 AV
1136 MP CO (-)
- 9 Lexington
DET 1 HSC, 35 ID
HHC, 311 BSB
- 7 Macon
1438 EN CO (MRBC)(-)
Det 8, MO R&R Bn (RSP)
- 14 Marshall
1128 FSC, FA
- 1 Maryville
HHC, 1-129 FA
- 15 Mexico
Det 1, 3175 MP CO
- 13 Moberly
Det 1, 2175 MP CO
- 45 Monett
Co D (-), 1-138 IN
- 46 Neosho
Det 1, MOARNG MED DET

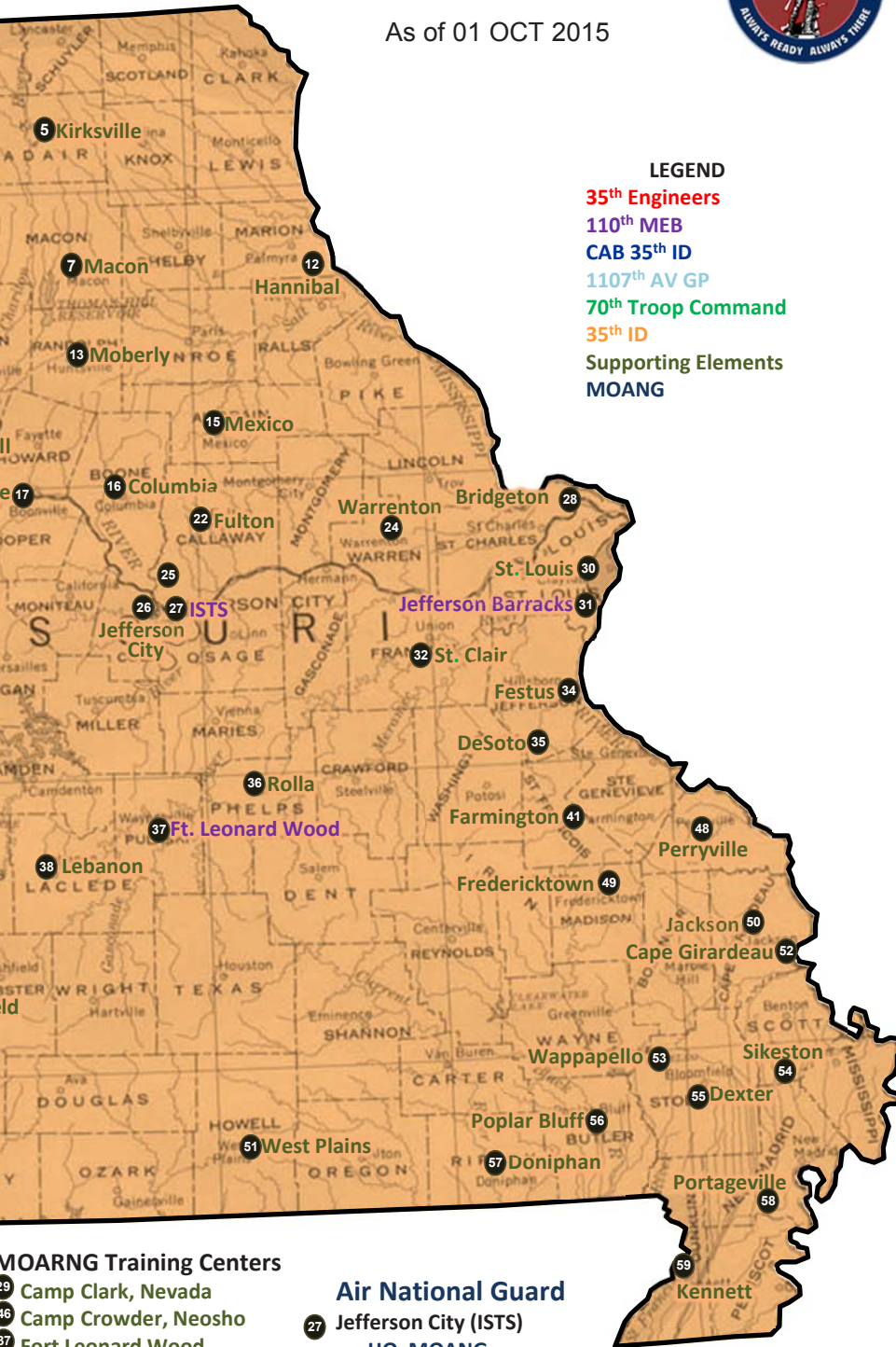
- 29 Nevada
Co A, 311 BSB
- 48 Perryville
880 EN TM
Det 1, Co C, 1-138 IN
- 44 Pierce City
276 EN CO (-)
- 56 Poplar Bluff
HHD, 205 MP BN
- 58 Portageville
Det 1, 1221 TRANS CO
- 8 Richmond
1135 EN CO
- 36 Rolla
Det 1, 735 FSC
335 EN CO
Det 1, 1136 MP CO
- 32 St. Clair
1175 MP CO (-)
- 4 St. Joseph
Det 1, Co A 35 ID
Co B, 35 ID(-)
Co C, 35 ID
Det 1, MO R&R BN (RSP)
- 30 St. Louis
Co B, 1-138 IN
- 18 Sedalia
HHC, CAB 35 ID
- 54 Sikeston
Det 2, 1221 TRANS CO
- 42 Springfield (Armory)
HSC, 935 CS AV SPT BN
206 MED CO
Det 1, 1138 MP CO
Det 4, MO R&R BN (RSP)
Det 1, 276 EN CO
135 ARMY BAND
- 42 Springfield (Airport)
HHD, 1107 AV GRP
Co A, 1107 AV GRP
Co B, 1107 AV GRP
Det 3, Co F, 1-169 AV MEDEVAC
Det 10 CoE 1-169 AV MEDEVAC
Det 10, Co D 1-169 AV MEDEVAC
- 3 Trenton
548 TRANS CO



- 20 Warrensburg
Det 3, Co B, 935 AV SPT BN
Co C, 935 AV SPT BN
- 24 Warrenton
3175 MP CO (-)
- 51 West Plains
1138 MP CO (-)
- 19 Whiteman AFB
HHC, 1-135 AV
Co A, 1-135 AV
Co B, 1-135 AV
Co C, 1-135 AV
Co D, 1-135 AV
Det 1, Co E, 1-135 AV

AIR NATIONAL GUARD UNITS

As of 01 OCT 2015



LEGEND

35th Engineers
110th MEB
CAB 35th ID
1107th AV GP
70th Troop Command
35th ID
Supporting Elements
MOANG

ACRONYM GUIDE

AATTC	Advanced Airlift Tactics Training Center
ACE	Analysis Control Element
AOG	Air Operations Group
ASMC	Area Support Medical Company
ASB	Aviation Support Battalion
ATC	Air Traffic Control
Avn.	Aviation
Bde.	Brigade
Bn.	Battalion
BSB	Brigade Support Battalion
Btry	Battery
CAB	Combat Aviation Brigade
CBCS	Combat Communications Squadron
CF	Communications Flight
CES	Civil Engineer Squadron
Chem.	Chemical
CID	Criminal Investigation Division
Clrnc	Clearance
Co.	Company
Const.	Construction
Contg	Contingency
CBRN	Chemical, Biological, Radiological, and Nuclear
CSSB	Combat Sustainment Support Battalion
CS	Combat Support
Ctr.	Center
Det.	Detachment
Ele	Element
En./ENGR	Engineer
FAR	Field Artillery Regiment
Fld Svc	Field Service
FSC	Forward Support Company
FSS	Force Support Squadron
GS	General Studies
HHB	Headquarters and Headquarters Battery
HHBn	Headquarters and Headquarters Battalion
HHC	Headquarters and Headquarters Company
HHd	Headquarters and Headquarters Detachment
HIMARS	High Mobility Artillery Rocket System
HORIZ	Horizontal
HSC	Headquarters Support Company
Hvy.	Heavy
ID	Infantry Division
IN	Infantry
JFHQ-MO	Joint Force Headquarters - Missouri
LRS	Logistics Readiness Squadron
Maint.	Maintenance
MEB	Maneuver Enhancement Brigade
Med.	Medical
Mgmt.	Management
MOANG	Missouri Air National Guard
MOARNG	Missouri Army National Guard
MP	Military Police
MPAD	Mobile Public Affairs Detachment
MRBC	Multi-Role Bridge Company
MSG	Mission Support Group
MXG	Maintenance Group
NSC	Network Support Company
OG	Operations Group
OSACOM	Operational Support Airlift Command
QM	Quartermaster
RGMT	Regiment
RTI	Regional Training Institute
RTS-M	Regional Training Site - Maintenance
Sec.	Section
SFS	Security Forces Squadron
SMC	Support Maintenance Company
Spt.	Support
Sqdn.	Squadron
STB	Special Troops Battalion
Svc.	Service
Sust.	Sustainment
TASMG	Theater Aviation Sustainment Maintenance Group
TCP	Tactical Command Post
TEBn	Training and Evaluation Battalion
Tm.	Team
Tng.	Training
Trans.	Transportation
Vert.	Vertical
WMD	Weapons of Mass Destruction

MOARNG Training Centers

- 29 Camp Clark, Nevada
- 46 Camp Crowder, Neosho
- 37 Fort Leonard Wood
- 53 Wappapello
- 7 Macon
- 27 Det 1, Macon, Jeff City

Air National Guard

- 27 Jefferson City (ISTS)
HQ, MOANG
- 25 Jefferson City (CFF)
7 CST (WMD)
- 31 Jefferson Barracks
157 AOG
131 CF
131 CES
239 CBCS
231 Civil En Flt
- 4 St. Joseph (Rosecrans)
139 Airlift Wing
241 ATC Sqdn
Det 1, 139 AW
- 37 Cannon Range (Ft. Wood)
Det 1, 131 BW
- 19 Whiteman AFB
131 Bomb Wing

70TH TROOP COMMAND

JEFFERSON BARRACKS



MISSION

The mission of 70th Troop Command is to provide mission command, training guidance, assistance and administrative and logistical support to its subordinate commands.

The command serves as the FEMA Region VII Homeland Response Force.

ORGANIZATION

Col. Sharon A. Martin
Command Sgt. Maj. Donald E. Hubbard

Headquarters and Headquarters Detachment

Jefferson Barracks

175th Military Police Battalion

Columbia

- Headquarters and Headquarters Detachment - Columbia
- 2175th Military Police Company - Hannibal
- 3175th Military Police Company - Warrenton
- 1139th Military Police Company - Harrisonville
- Det. 1, 2175th Military Police Company - Moberly
- Det. 1, 3175th Military Police Company - Mexico

205th Military Police Battalion

Poplar Bluff

- Headquarters and Headquarters Detachment - Poplar Bluff
- Det. 1, 1137th Military Police Company - Jackson
- 1138th Military Police Company - West Plains
- 1175th Military Police Company - St. Clair
- 1137th Military Police Company - Kennett
- Det. 2, 1137th Military Police Company - Doniphan
- Det. 1, 1138th Military Police Company - Springfield
- Det. 1, 1175th Military Police Company - Jefferson Barracks

835th Combat Sustainment Support Battalion

Jefferson City

- Headquarters and Headquarters Company - Jefferson City
- Det. 1, 735th Quartermaster (Field Service Company) - Rolla
- 1221st Transportation Company - Dexter
- Det. 2, 1221st Transportation Company - Sikeston
- 3175th Chemical Company - Bridgeton (Lambert)
- 735th Quartermaster (Field Service Company) - DeSoto
- 1035th Support Maintenance Company - Bridgeton (Lambert)
- Det. 1, 1221st Transportation Company - Portageville
- 1138th Transportation Company (Medium Truck) - Jefferson Barracks

7th Weapons of Mass Destruction Civil Support Team

Jefferson City

Homeland Response Force

Jefferson Barracks

HIGHLIGHTS

• 70th Troop Command exercised brigade, battalion, and company-level staffs during the FEMA Region VII Homeland Response Force External Evaluation at Camp Gruber, Oklahoma.

• Continued to conduct operations as the Homeland Response Force Mission Command (Headquarters and Headquarters Detachment, 70th Troop Command), Chemical, Biological, Radiological and Nuclear (CBRN) Assistance Support Elements (175th and 205th Military Police Battalions), CBRN Task Force Mission Command (835th Combat Sustainment Support Battalion), Decontamination (3175th Chemical Company), and Search and Extraction (735th Quartermaster Company).

• The 175th sent three rotations of approximately 80 Soldiers each to Germany to participate in overseas developmental training. The Soldiers received training while manning ECPs to the various kasernes in the area of operation, as well as performed mounted patrols with their hosts, the 529th Military Police Company.

• The 205th Military Police Battalion conducted a con-

solidated annual training at Camp Crowder with all of its subordinate units. The 205th MP Bn. supported operations while the subordinate units conducted area security, interment/resettlement, law and order, and oleoresin capsicum pepper spray training.

• The 1221st Transportation Company conducted a line haul mission in support of Army Materials Command, the Military Ocean Terminal at Sunny Point, North Carolina, and Army Ammunition Depots at McAlester, Oklahoma and Crane, Indiana. Over the 15 day annual training period, the unit traveled almost 11,000 miles and carried more than 5.9 million pounds of Class V munitions to the two Army Ammunition Depots.

• 70th Troop Command provided mission command, security, and logistical support for State Emergency operations during Operation Show Me Protection II. November 21 through December 3, 2015, more than 1,800 Soldiers from every unit in the 70th Troop Command were activated to provide emergency support to local law enforcement.



COMBAT AVIATION BRIGADE, 35TH I. D.

SEDALIA

ORGANIZATION

Col. Thomas J. Burson
Command Sgt. Maj. Javier R. Acosta

1-135th Attack Reconnaissance Battalion

Whiteman Air Force Base

- Headquarters Company - Whiteman Air Force Base
- Company B - Whiteman Air Force Base
- Company D - Whiteman Air Force Base
- Det 1, Co E, 1-135th ARB - Whiteman Air Force Base
- Company A - Whiteman Air Force Base
- Company C - Whiteman Air Force Base
- Company E(-) - Clinton

3-135th Aviation Battalion

Lebanon

- Headquarters Theater Aviation - Lebanon
- Headquarters, 1-106th Aviation - Fort Leonard Wood
- Company B, 1-376th Aviation - Jefferson City
- Company C, 1-106th Aviation Regiment - Fort Leonard Wood
- Company D, 1-106th Aviation - Fort Leonard Wood
- Company E, 1-106th Aviation - Fort Leonard Wood
- Det. 3, Company F, 1-169th (MEDEVAC) - Springfield
- Det. 10, Company D, 1-169th (MEDEVAC) - Springfield
- Det. 10, Company E, 1-169th (MEDEVAC) - Springfield
- Det. 40, Operations Support Airlift Command - Jefferson City

935th Aviation Support Battalion

Springfield

- Headquarters Support Company - Springfield
- Detachment 3, Company B - Warrensburg
- Company A - Aurora
- Company C - Warrensburg

HIGHLIGHTS

• S-1 section conducted records reviews, SHARP, Equal Opportunity and NCOER training for all units of the CAB. S-2 and S-3 sections maintained 24-hour flight operations in the tactical operations center and conducted battle drills to verify the tactical procedures while providing aerial gunnery support during annual training at Ft McCoy, Wisconsin. S-4 section provided logistical support for all units and the aerial gunnery. S-6 section along with Co. C 935th ASB conducted a brigade level communication exercise with the Joint Node Network encompassing all aspects of signal operations.

• Medics operated the brigade aid station and completed bi-annual recertification during annual training. Headquarters company operated a consolidated dining facility and ran the all-crew and individual weapon ranges at annual training. Headquarters company provided four Soldiers, two medics, two GSA vehicles and four Humvees to Ferguson.

• Awarded the prestigious Chief of Staff Army Deployment Excellence Award. Qualified 16-day crews and 13-night crews with 383.5 total hours flown during annual training at Ft. McCoy, Wisconsin. 1-135th ARB aviators conducted monthly Joint Terminal Attack Controller missions, further enhancing their ability to operate in a joint and combined arms environment. Provided one Aviation Liaison Officer and 14 Humvees to Ferguson.

• Det. 40 continued to be a national leader of the fixed wing community in the execution of missions in support

of Operational Support Airlift Agency and Joint Operational Support Airlift Center. They also supported the US Southern Command Mil Group by deploying crews and aircraft to Bogota, Colombia. B-Co, 1-376th S&S supported the Southwest border first quarter of fiscal year 15 and made extensive progress in training rated and non-rated crewmembers this past year. Company C, 1-106th conducted missions including state emergency duty support at Ferguson, adjutant general support, Air Force CSAR support, and continued on-going support to Fort Leonard Wood units.

• Det. 3, Company F, 1-169th MEDEVAC deployed a crew to the St. Louis area to provide medical evacuation support to Missouri Guard Soldiers and Airman deployed to Ferguson. 3-135th executed an intense flying hour program during annual training, executing 400 accident free hours.

• Company C, 935th ASB hosted two brigade level communication exercises at the Warrensburg armory which trained the 935th and 1-135th ARB S-6 section on set-up and operation of the Bn CPN. During annual training 2015 at Ft. McCoy Wisconsin, Company C completed a culminating COMMEX and planned and executed the CAB radio retransmission site. 935th supported 1-135th ARB gunnery of 16-day crews and 13-night crews by providing necessary fuel and ammo to the aircrafts. The 935th operated a consolidate ground maintenance operation and completed 969 backlog maintenance hours during annual training.



MISSION

The Combat Aviation Brigade, 35th I. D. deploys to an area of responsibility to provide command, control, staff planning and supervision of combat aviation brigade operations. The brigade's units fly a combination of AH-64D Apache attack helicopters, UH-72A Lakota light utility helicopters (LUH) and UH-60 Black Hawk utility and MEDEVAC helicopters. It also has a detachment with a C-12 transport airplane. The brigade's units are capable of performing field and sustainment level maintenance.



1107TH AVIATION GROUP

SPRINGFIELD



MISSION

The 1107th Aviation Group supports the Missouri National Guard through its mission to provide a fixed-base dedicated theater aviation sustainment/depot-level maintenance capability for rotary-wing aircraft. The 1107th Aviation Group is the premier Army National Guard Aviation Depot level Maintenance unit to deploy CONUS and OCONUS in support of both federal and state missions. The 485-member group supports a headquarters detachment and subordinate companies A and B, all based in Springfield.



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ORGANIZATION

Col. David G. Dippold
Command Sgt. Maj. Edward J. Lambeth

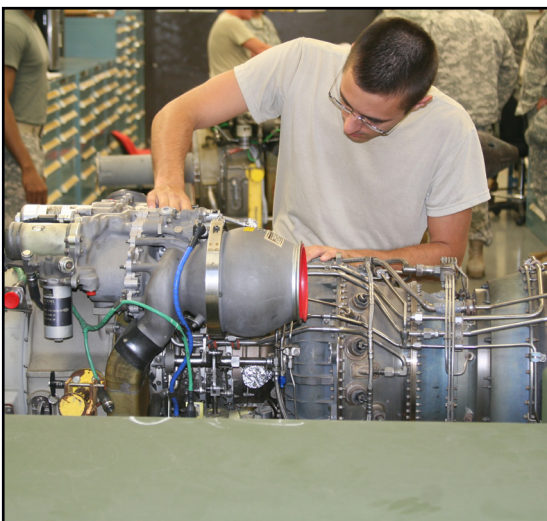
1107th Aviation Group

- Headquarters and Headquarters Detachment - Springfield
- Company A - Springfield
- Company B - Springfield

Springfield

HIGHLIGHTS

- The 1107th Aviation Group focused on reset and recovery from mobilization. After successfully completing a deployment to Southwest Asia in August of 2014, the 1107th Aviation Group continued its stateside operational mission and began posturing its formation for future overseas contingency operation support.
- The group supported the State Partnership Program with Panama, focusing on aviation maintenance and logistics operations.
- They performed multiple annual training rotations in support of the Missouri -TASMG shop, supporting a 14 state region in depot-level aviation maintenance and repair.
- The Depot supported Corpus Christi Army Depot during another annual training rotation to assist with parts classification missions.
- The unit conducted group weapons qualification at Camp Crowder.
- The group supported Sierra Army Depot with personnel to assist in identifying aviation parts and resources for further classification and disposition.
- The 1107th Aviation Group remains vigilant in preparing for future missions including updates to force structure manning take affect while new equipment continues to be fielded.



35TH INFANTRY DIVISION (MO)

LEXINGTON

ORGANIZATION

Brig. Gen. Randy A. Alewel
Command Sgt. Maj. Philip C. Butler

35th Infantry Division Headquarters, Headquarters Battalion

Lexington

- Headquarters and Headquarters Company - Lexington
- Company B - St. Joseph
- Company C - St. Joseph
- Det. 1, Company A - St. Joseph
- Det. 2, Company B - Jefferson Barracks

HIGHLIGHTS

- The 35th Infantry Division is a modular organization that conducts mission command of assigned or attached forces in Unified Land Operations.
- The Division is organized with a Mobile Command Group (MCG), a Main Command Post (MAIN), one Tactical Command Post (TAC), and a Headquarters and Headquarters Battalion (HHBn).
- The Division staff has a single TAC, and places the primary responsibility for mission command to the MAIN. The 35th Division reorganizes, as the Division design changes, and the Division incorporates emerging doctrine. The 35th Infantry Division staff is organized by Warfighting Functional cells.
- The Division formed integrating cells organized across the Warfighting Functions to conduct coordinated planning and execution. Standing Integrating cells include the Current Operations Cell, the Future Operations Cell, and the Plans Cell.
- The 35th Division participated in multiple training events, operations and exercises, while supporting two KFOR rotations.
- 36th ID HICOM Support, May 30 – June 13, Fort Leavenworth, Kansas and Camp Atterbury, Indiana.
- Hawaii Vigilant Guard Exercise May 29 – June 10.



MISSION

On order, the 35th Infantry Division mobilizes and deploys to a theater of operations and conducts Unified Land Operations in joint and coalition environments supporting a Regional Combatant Commander (RCC) or providing Defense Support to Civil Authorities within the United States as directed.



131st Bomb Wing

WHITEMAN AIR FORCE BASE/JEFFERSON BARRACKS/FT LEONARD WOOD



MISSION

The 131st Bomb Wing's mission is to train and equip skilled and proud Airmen who provide full spectrum, expeditionary, B-2 global strike combat support capabilities to geographic commanders and the US Strategic Command combatant commander. The wing also organizes, trains and prepares a community-based force of ready Citizen Airmen to defend and serve the people of Missouri.

ORGANIZATION

Col. Michael Francis
Command Chief Master Sgt. Paul Carney

131st Operations Group

- 110th Bomb Squadron
- Detachment 1, Cannon Range
- 131st Operations Support Flight

131st Maintenance Group

- 131st Maintenance Squadron
- 131st Maintenance Operations Flight
- 131st Aircraft Maintenance Squadron

131st Mission Support Group

- 131st Logistics Readiness Squadron
- 131st Civil Engineer Squadron
- 131st Force Support Squadron
- 131st Communications Flight

131st Medical Group

Tenant Units

- 157th Air Operations Group
- 239th Combat Communications Squadron
- 231st Civil Engineer Squadron

HIGHLIGHTS

• The 239th Combat Communications Squadron travelled to Whiteman during annual training in June to provide full communication connections for a bare-base setup within 72 hours of arrival. The initial package is capable of supporting 300 users.

• The 239th Combat Communications Squadron provided communications support for the Missouri Homeland Response Force and Chemical, Biological, Radiological, Nuclear and high-yield Explosive, or CBRNE, Enhanced Response Force Package, or CERFP during the EXEVAL in March at Camp Gruber, Oklahoma. The 239th has two Joint Incident Site Communications Capability kits designed to support the Homeland Response Force mission and train periodically throughout the year.

• The 131st Bomb Wing finalized its Heritage Park at Whiteman during a June ribbon cutting ceremony. The park consists of a display of three models of aircraft moved from Lambert Air Field and formerly flown by the wing, including an F-15A Eagle, an F-4 Phantom II and an F-100 Super Sabre. A bronze Minuteman statue commemorates the wing's continuous Citizen-Airman legacy.

• The 131st Maintenance Group hosted approximately 150 members at Camp Clark to participate in realistic scenarios to help train for state emergency duty during their annual training exercise.

• The 157th Air Operations Group provided skilled manpower to Pacific Air Forces, U.S. Air Forces in Europe,

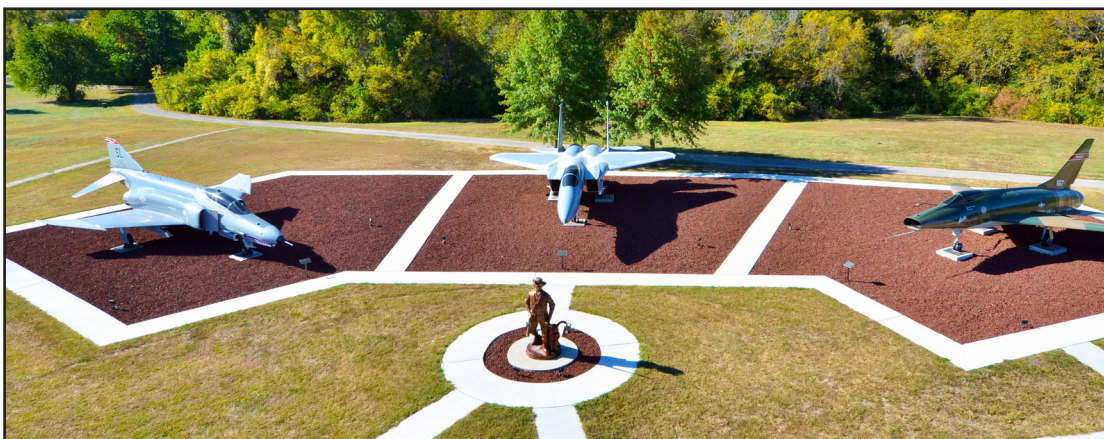
U.S. Africa Command, U.S. Central Command, the National Guard Bureau and civil agencies in support of current operations worldwide and performed in excess of 2,500 total man-days in support of contingency operations.

• The 157th Air Operations Group provided support for exercises around the world and in-garrison, including Exercise Cobra Gold-14 and exercise Talisman Sabre.

• The 110th Bomb Squadron led the first-ever Guard Neptune Falcon exercise with over 60 aircraft, and the first Guard-led bomber assurance and deterrence deployment.

• The 131st Bomb Wing conducted a Nuclear Surety Exercise in April, and a Nuclear Surety Staff Assistance Visit in August, culminating in the highest overall achievable rating of "satisfactory" from Air Force Global Strike Command during the Nuclear Surety Inspection in October.

• The 231st Civil Engineer Flight provided engineering design and construction management support to Air Forces Southern and Army Forces Southern during Humanitarian and Civic Assistance Exercises New Horizons 15 and Beyond the Horizons 15, as well as command staff engineer support to Air Force Global Strike Command. The flight continued its monthly joint training efforts with the Missouri National Guard's Joint Operations Center for state emergency duty.



139TH AIRLIFT WING

ST. JOSEPH

ORGANIZATION

Col. Ralph L. Schwader
Command Chief Master Sgt. Randy Miller

139th Operations Group

- 180th Airlift Squadron
- 241st Air Traffic Control Squadron
- 139th Operations Support Flight

139th Maintenance Group

- 139th Maintenance Squadron
- 139th Maintenance Operation Flight
- 139th Aircraft Maintenance Squadron

139th Mission Support Group

- 139th Civil Engineer Squadron
- 139th Communications Flight
- 139th Services Flight
- 139th Security Forces Squadron
- 139th Logistics Readiness Squadron
- 139th Force Support Squadron
- 139th Environmental Management Office

139th Medical Group

- Medical Element, Homeland Response Force, FEMA Region VII

Advanced Airlift Tactics Training Center

- Air Mobility Command Headquarters, Air Operations Squadron, Det. 5

HIGHLIGHTS

• The 139th Operations Group received a new mission tasking that required aircrews to receive Adverse Weather Aerial Delivery (AWAD) training. This new mission set required initial training with the Kentucky ANG and follow on local training for aircrews to be proficient in adverse weather air drops without being able to physically see the ground target.

• Over 150 members of the 139th Airlift Wing deployed to Al Udeid Airbase, Qatar for up to 120 days ISO (International Organization for Standardization) Operations. Inherent Resolve and Freedom's Sentinel operations personnel flew 466 missions, 1,028 sorties, 2009 combat/combat support while maintenance personnel were "green" in all eight wing metrics three months in a row, winning the Aircraft Maintenance Unit of the Month in April and May 2015.

• In February 2015, the only reserve component Weapons Instructor Course (WIC) began and graduated five new Weapons Undergrads (WUGs) in June, three of which are members of the 139 AW. This doctorate level course is the only C-130H course of its kind and is a demanding five months of academics, mission planning, advanced tactical execution and integration with other USAF weapons system mission sets.

• Two members of the 139th Operations Group deployed for 180 days to Kabul, Afghanistan as Air Advisors to the Afghan Air Force. Their mission was to train Afghan airmen in all aspects of C-130 operations to include initial qualification, aircraft commander qualification, instructor/evaluator qualifications and develop a basic loadmaster and flight engineer course in an effort to make the Afghan Air Force a self-sustaining entity.

• The 139th Medical Group Homeland Response Force (HRF) element and Force Support Squadron Fatality Search and Recovery Team element received validation through an exercise evaluation (ExEval) at Camp Gruber, Oklahoma. Both elements received high marks with the FSRT ranking number one out of 27 elements across the Air National Guard.

• The 139th AW received confirmation that it will receive two multi-mission crew trainers. While these trainers do not replace full motion simulators, they allow invaluable training to aircrews with high fidelity visual databases and graphics, a flight control loading and aircraft air model, random or configurable scenarios, instructor oversight, mission rehearsal, replica flight control hardware, malfunctions/faults insertion and debriefing and replay capability.



MISSION

The 139th Airlift Wing composes 10 percent of the Missouri National Guard and is its largest concentration of personnel. The Wing remains engaged in global operations with well trained, equipped and deployable citizen-Airmen for state and federal missions with immediate combat-ready aircraft. The Wing's C-130 H-models are highly capable, reliable aircraft that perform a variety of roles including airlift and airdrop in peace and war time missions. The Wing offers specialized units, including the 241st Air Traffic Control Squadron and the Advanced Airlift Tactics Training Center, which serves as the Air Mobility Center of Excellence for tactics and electronic warfare development. The Wing is also home for the Medical Element, Homeland Emergency Response Force, FEMA Region VII. The Element provides medical triage as part of the Missouri Guard's joint support to civilian authorities.



SPECIALIZED UNITS AND PROGRAMS

Center for Sustainment of Trauma and Readiness Skills - C-STARS

The Center for Sustainment of Trauma and Readiness Skills - better known as the C-STARS program - is designed to immerse Air Force doctors, nurses and technicians in civilian level-one trauma centers and local EMS for the purpose of wartime clinical currency. Human patient simulation is an important adjunct to ensure all key readiness skills are completed.

The St. Louis program has trained over 2,700 doctors, nurses and medics completing 100 percent of their wartime readiness skills in support of the Air Expeditionary Force and disaster response teams such as the ANG HRF and CERF for the homeland. The C-STARS program is recognized as the premier Air Force training site for trauma sustainment training with hands-on patient care experience supplemented by didactic lectures and world class human patient simulation. It is the only site in the Air Force with a pediatric surgeon and pediatric nurse to maximize hands-on pediatric patient care. Training allocations have been prioritized for the Civil Support Team; Chemical, Biological, Radiological, Nuclear Enhanced Response Force and Homeland Response Force teams for the Air National Guard. C-STARS St. Louis has teamed up with Saint Louis University Hospital, Cardinal Glennon Children's Hospital, Saint Louis City EMS, and ARCH helicopter in developing, planning, and executing mass casualty exercises for civilian medical personnel.



Region VII Homeland Response Force (HRF)

The Missouri National Guard is one of 10 National Guard organizations from across the nation to implement the Homeland Response Force mission. The Missouri HRF covers Federal Emergency Management Agency Region VII which includes Iowa, Kansas, Nebraska, and Missouri.

The HRF responds to natural or man-made chemical, biological, radiological, or nuclear events beyond the capability of civil authorities. Under Department of Defense guidelines, each HRF consists of 577 Army and Air Guardsmen with expertise in mass-casualty disaster response.

The HRF conducted the fourth large scale exercise since its inception as part of the FEMA Region VII HRF External Evaluation in March 2015 at the Camp Gruber training site in Muskogee, Okla. This exercise included all elements of the HRF: Mission Command, Chemical, Biological, Radiological, or Nuclear (CBRN) Assistance Support Element, the CBRN Task Force Mission Command, Decontamination, and Search and Extraction elements. The HRF exercise evaluation validated the capabilities of each element of the HRF and the ability of the HRF as an entity to perform its mission.

The HRF performs mission command of multiple civil support teams, CBRN enhanced response force packages, and security forces to facilitate control in a chaotic CBRN environment. The HRF is supported by additional full-time military personnel to enhance planning, training, and coordination and facilitation of rapid response.



Counterdrug Task Force

The Counterdrug Task Force in fiscal year 2015 transitioned away from prevention training and substance abuse; as that mission is now a skill set of the Family Warrior Support Center. The task force has continued to leverage its unique assets on three fronts; providing analytical support to law enforcement to reduce the supply of illicit drugs, providing prevention professionals to communities to aid in reducing the demand for illicit drugs, and providing aerial surveillance and reconnaissance support. The Task Force at the height of operations had 44 personnel supporting over 50 law enforcement agencies.

- The Missouri National Guard Counterdrug Criminal Analysts have provided analytical case support to 16 different federal, state and local law enforcement agencies throughout the state over the last year. The LEAs are comprised of 8 federal, 3 state and 5 local agencies with area of responsibility that spans multiple states, counties, cities, and task forces.

- The criminal analysts developed intelligence products to ensure timely prosecution of suspects, allowing agency manpower to focus on the criminal investigation. Missouri National Guard Counterdrug criminal analysts

have directly contributed to the arrest of 1,367 suspects and the seizure of drugs, weapons, vehicles, property, and cash valued at \$44,590,326.

- Counterdrug Civil Operations supported communities throughout the state with planning and strategy support. This resulted in over 227 instances of support to community coalitions, which was highlighted by over 160 coaching missions, over 78 facilitation sessions and over 56 training events.

- The Missouri National Guard Counterdrug Aviation Unit flew 490 hours conducting aerial surveillance and reconnaissance missions of suspected drug activity, to include vehicle and fixed target surveillance, as well as marijuana eradication. The unit supported 48 federal, state, and local agencies and task forces in Missouri and Kansas.

- Aviation efforts resulted in the seizure of \$9,238,024 in drugs, cash, property, and weapons. Notable seizures were a 1,700 plant marijuana seizure in Jackson county, 66 lb cocaine seizure in Overland Park, Kansas and a 20 lb meth ice seizure in Kansas City.

Theater Aviation Sustainment Maintenance Group (TASMG)

Renowned as the best group in the nation, this highly specialized aviation maintenance organization is missioned to directly support 14 states. Because of years of demonstrated excellence, Missouri's TASMG performs substantial work for the active component Army and other services.

Operating at the Springfield airport, the Missouri National Guard's TASMG campus has grown substantially in the past several years, receiving addi-

tional highly technical and specialized equipment and facilities. TASMGs are outstanding examples of Guard resource management and ingenuity.

The Department of Defense funds Missouri's TASMG tens of millions, but realizes hundreds of millions in cost savings. Aircraft are serviced, repaired, and retrofitted to "like new" standards; parts are fabricated and sometimes re-designed and improved; all at a small fraction of the cost.

SPECIALIZED UNITS AND PROGRAMS

State Partnership Program

The State Partnership Program is a Department of Defense tool to promote regional stability and cooperation. Leaders of the National Guard and Army Reserve are looking to theater security cooperation missions as a way to keep their forces ready, even as demand for boots on the ground in Iraq and Afghanistan declines after almost a decade of war.

The Missouri National Guard and Panama formally established a state partnership in 1996. The Missouri Guard primarily uses subject matter expert exchanges to encourage economic development, foster democracy and strengthen partnerships between civil, military and non-governmental agencies. Currently, subject matter expert exchange engagement has led to three formal Missouri – Panama civilian agencies continuing cooperation agreements.

In September 2008, Kansas City's Children's Mercy Hospital established an agreement with Panama City's Children's Hospital to provide an opportunity for doctors and nurses to conduct 30-day internships in each country in order to share best practices. This program continues to operate independently from the MONG.

In November 2009, the State of Missouri Department of Higher Education established an agreement with Panama's National Counsel of the Institute for the Formation and Betterment of Human Resources.

In August 2010, the Missouri National Guard began facilitating the Panama International Rotary Club and Missouri Rotary District #6080 for a cooperative project in fiscal year 2012. To date the two rotary clubs are collaborating humanitarian assistance projects independently from the Missouri Guard.

Highlights from fiscal year 2015:

- Logistics and Supply Management
- 4th Annual State Partnership Planning Meeting
- The Adjutant General Senior Leader Visit to Panama
- Air Staff Talks
- Heavy Equipment & HMMWV Maintenance SMEE

7TH WEAPONS OF MASS DESTRUCTION CIVIL SUPPORT TEAM

The 7th Weapons of Mass Destruction Civil Support Team Support assists civil authorities at a domestic CBRNE incident site by identifying CBRNE agents/substances, assessing current and projected consequences, advising on response measures, and assisting with appropriate requests for additional support.

• The 7th CST participated in and or conducted 15 training events, 13 collective training exercises, eight standby missions, and 58 assist missions, throughout fiscal year 2015.

• Supported the St. Louis Fire Department and Major League Baseball during the 2014 National League Championship as well as the National Football League during Monday Night Football. The 7th CST conducted pre-game sweeps of the stadium, radiological monitoring of the gates, and air monitoring throughout the concourses during the games.

• Supported Kansas City Fire Department and Major League Baseball during Kansas City Royals World Series games. The 7th CST conducted pre-game sweeps of the stadium, radiological monitoring of the gates, and

140th Regiment - Missouri Regional Training Institute

The mission of the 140th Regiment, Missouri Regional Training Institute, is to provide training and training support for supported units. As part of The Army School System (TASS), Regimental units instruct Officer Candidate School, Warrant Officer Candidate School, Military Occupational Skills Training, and Non-Commissioned Officer Education System courses to TRADOC accreditation standards. The 140th Regiment also supports training at those locations, and instructs functional courses. On order, Regimental units provide pre-mobilization training and Defense Support to Civil Authorities. All operations, training, and support are conducted while integrating Risk Management.

Headquartered at Fort Leonard Wood, the 140th consists of three battalions that conduct training and training support at Fort Leonard Wood, Camp Clark in Nevada, and Camp Crowder in Neosho, and Macon and Wappapello Training Sites. The Regiment's philosophy is to instruct officers, warrant officers, and enlisted Soldiers in the basic tenets of leadership, management and skills in order to develop and, in turn, lead the Missouri National Guard into the future.

The 140th Regiment believes in leadership by example, always leading from the front and better management through education and experience.

- Water Purification-Filter Installation PH-5
- CBRNE Emergency Response SMEE (in support of the Summit of Americas Conference)
- Joint AFSOUTH MONG Aircraft Maintenance Assessment
- US Southern Command TAG Strategic Steering Seminar
- DSCA Vibrant Response
- Rotary Aviation Field Maintenance PH-3
- MSAS Aviation Maintenance MTT
- Crime Scene Investigation, PH-1 and PH-II
- 5th Annual State Partnership Planning Meeting
- A-TAG Senior Leader Visit to Panama
- Airport Security Exchange, PH-1

Focus of events planned during fiscal year 2016:

- Humanitarian and Disaster Response
- Law Enforcement
- Aviation



air monitoring throughout the concourse during the games.

• Reached out to 6 separate city and county Fire Departments to include Columbia, Hannibal, Springfield, Sikeston, Jackson, and Central Jackson County throughout the State IOT conduct HAZMAT training. The 7th CST trained over 500 fire department personnel resulting in hundreds of training hours.

• Supported Sunrise Beach Fire Department during the 2015 Lake of the Ozarks Boat Shootout. The 7th CST provided liaison capabilities during the event while providing communications and operational assistance to the Incident Commander.

• Initiated a support mission with the National Football League and the Kansas City Chiefs. The 7th CST will provide radiological and chemical monitoring for the Kansas City Police Department Bomb and Arson during pre-game sweeps and interrogation of suspicious packages during the 2015-2016 season.

Highlights for fiscal year 2015 include:

- 1st Engineer Training Battalion conducted 9 classes training 132 Soldiers, including 29 Missouri Guardsmen, in MOS-qualifying engineer skills
- 2d Training Battalion (General Studies) conducted 9 classes, training 125 Soldiers, including 103 Missouri Guardsmen, in MOS-qualifying transportation, military police, and functional training skills. Six Soldiers graduated from Warrant Officer Candidate School and 17 from Officer Candidate School.
- 5th Ordnance Training Battalion, Fort Leonard Wood trained 311 Soldiers, including 50 Missouri Guardsmen, in 36 MOS-qualifying and NCOES maintenance-related classes this year.
- The 140th Regiment participated in the planning and execution of Missouri's and Region Five's Best Warrior Competitions.
- The 140th Regiment occupied its newly constructed Headquarters and training facility on Ft. Leonard Wood. This state of the art, 53,000 square foot facility, with 10 independent classrooms will increase the educational capability of the schoolhouse.

FAMILY AND WARRIOR SUPPORT PROGRAMS

FAMILY PROGRAM OFFICE

The Missouri State Family Program Office continues to develop resources and strategic partnerships with numerous organizations dedicated to supporting military Families throughout the state. It also proactively facilitates programs that meet the needs of Service Members and Families throughout our Guard Community. The Family Program Office also strives to improve the quality of life for Missouri National Guard men and women and enhance the Service Member's readiness and retention.

The Family Assistance Centers (FACs) provide information, referral, and outreach to geographically dispersed Service Members and Families to support them in times of crisis and to build resilience. While their primary purpose is to assist ARNG Service Members and their Families, they assist Service Members and Families from any branch of service or component. Missouri has seven Family Assistant Center locations: Cape Girardeau, Jefferson City, Kansas City, Macon, Sedalia, Springfield, and St. Louis. Top resources provided to military Families are community resources, financial aid, resolution on communication issues, and counselor support. For more information, call 573-638-9500, ext 39688 or toll-free 866-269-7959.

The FACS provide Employment Assistance within each regional FAC. There are a wide variety of state programs and employment resources for Missouri National Guard Service Members and their Families. The FAC

specialists work closely with the leadership of units returning from deployment in order to provide tools for Service Members transitioning back to the civilian workforce. Questions can be directed to the FAC specialist at 573-638-9688 or toll-free 866-269-7959.

The Family Readiness Support Assistants (FRSAs) provide training and guidance to Commanders and Family Readiness Groups (FRGs) throughout the state. Quarterly Joint Family Team Building events and FRG level Operation Ready Training serves as an opportunity for volunteer supporters to receive training on a variety of curriculum designed to enhance their ability in providing effective services at the unit level. For more information, call 573-638-9500, ext 37733.

The Child and Youth Program promotes and sustains the quality of life and resilience of Missouri National Guard children and youth by providing secure, timely, flexible, high-quality support services and enrichment programs. Events include Yellow Ribbon support, child and youth lock-ins, regional one-day events, teen council, and youth symposium. The program targets youth impacted by deployments by providing support and services to enhance the Guard Families' ability to remain resilient through multiple challenges. For more information, call 573-638-9500, ext 37729.

Yellow Ribbon Reintegration Program

The Department of Defense's Yellow Ribbon Reintegration Program assists Service Members, their supporters, and the local community throughout the deployment cycle. The Yellow Ribbon Program provides reintegration for Service Members and their supporters with information and proactive outreach opportunities to foster healthy life-skills development.

Yellow Ribbon collaborates to expand resources and combine military requirements such as financial workshops, mini job fairs, Operational Security and Threat Awareness and Reporting Program Training, sub-

stance abuse training, extensive planning with the Youth Program, and unified efforts with Family Readiness Support Assistants.

Yellow Ribbon supports community outreach projects. One such event is the annual halloween festivities which opens the Patriot Center to the public. Community daycare centers as well as Guardsmen bring their children to the center to trick or treat, enjoy a hayride, and participate in a group photo with the Family and Warrior Support personnel who are in costumes.

For more information, call 573-638-9504.

Survivor Outreach Services

Survivor Outreach Services are dedicated to helping Families and loved ones of fallen heroes. This unified program embraces and reassures survivors that they are continually linked to the military Family for as long as they desire.

The program provides assistance to survivors of all military members regardless of branch, duty status, or component for as long as assistance is needed and wanted. Coordinators make contact with survivors in their respective geographical area of responsibility at least annually to verify

contact information and check on their needs and changes in their life.

The program works closely with the State Casualty Assistance Team and the Retirement Services office to maintain continuity and offer assistance to military retiree survivors as well. Missouri works with two active duty casualty assistance centers: Fort Leonard Wood, Missouri, and Fort Leavenworth, Kansas. For more information, call 573-638-9500, ext 37784, 417-868-6000, ext 36006 or 314-416-6600, ext 36543.

Unit Ministry Teams

Chaplains and chaplain assistants are Unit Ministry Teams. They assist Missouri National Guard service members and their families in support of First Amendment freedoms. They provide personal guidance and encour-

agement and connect service members with resources. The Chaplains and Chaplain Assistants are combat multipliers in a unit that strengthen the spirit of the service members. For more information, call 573-638-9613.

Strong Bonds Married Couples, Family, and Singles Training

Strong Bonds is a Chaplain-led relationship resilience program. Strong Bonds increases Service Member and Family readiness through relationship education and skills training.

The Strong Bonds Couples training helps the couple in their personal development and relational enhancement in the marriage. The Strong Bonds Family training combines with the Family Child and Youth Program to give

age-appropriate training for members of the Family.

The Strong Bonds Soldier training helps Soldiers in their personal development and strengthens relationship with family and friends. The training can be delivered in a 4 or 8-hour training session at the local unit level by a Chaplain team. For more information, call 573-638-9687.

STATE PROGRAMS

Missouri Military Funeral Honors Program

The Missouri Military Funeral Honors Program provides professional military funeral honors in accordance with service tradition, the National Honor Guard Army Standard Operating Procedure, Missouri State Statutes and Regulations, and Department of Defense Instructions for all eligible Veterans when requested by an authorized family member.

Operational since July 1, 1999, the Missouri Military Funeral Honors Program is a cooperative effort between the Missouri Army and Air National Guard, the active components of the Army, Marines, Navy, Air Force and

Coast Guard, and Veterans Service Organizations and Funeral Directors.

The Missouri National Guard is the lead element for this program. Current program highlights include:

- 137,789 funerals coordinated between July 1, 1999 and August 31, 2015
- 8,845 funerals coordinated between Oct. 1, 2014 and August 31, 2015.
- Over 5,012 were performed by Missouri Military Funeral Honors Honor Guard Teams and/or members of the Missouri National Guard.
- 742 Average number of funerals per month or 26 per day.

Missouri Veterans Recognition Program

Awards consist of a medal, medallion and certificate, along with letters from the Adjutant General and the Governor of Missouri.

• The Missouri Veterans Recognition Program traces its roots to a 1919 Act of the Missouri General Assembly, which authorized the Adjutant General to procure and present a medal to Missouri veterans who served in the Spanish-American War, Mexican border service, or World War I.

• In 2000, the World War II award was created. Missouri also made it available to WWII Veterans who participated in the D-Day invasion of Europe between the dates of June 6-Sept. 30, 1944, a replica of the 50th Anniversary Jubilee of Liberty Medal. In 2003, the Korean War award was created, and the Vietnam award was added in 2006.

• In July 2013, the program exceeded 100,000 awards to service members who were called to support WWII, Jubilee of Liberty, Korea and Vietnam awards.

Award	Program Totals	FY15
World War II	46,888	50
Jubilee of Liberty	5,309	6
Korean War	18,333	78
Vietnam War	30,550	331

FAMILY AND WARRIOR SUPPORT PROGRAMS

Warrior and Family Resilience

Resilience is the ability to overcome adversity and experience post-traumatic growth. At the Family and Warrior Support Center, we enable Service Members to bolster existing strengths and skills and promote the individual's ability to adapt, overcome, and succeed when facing life challenges.

The **Master Resilience Training Program** is the foundation to "Train the Trainer" resilience skills for Service Members and Family Members. It focuses on the twelve resilience skill-sets and targets the six core competencies of self-awareness, self-regulation, optimism, mental agility, strengths of character, and connection. Once trained, master resilience trainers provide a powerful resource to the unit commander to help identify areas of unit readiness concerns using the Unit Risk Inventory Survey and provide targeted proactive prevention training. For more information, contact the State Resilience, Risk Reduction and Suicide Prevention Program Manager at 573-638-9602.

The **Enhanced Resiliency Program** spans the course of two drill weekends and brings younger Soldiers together who are within the first six years of their military career and provides additional training in resiliency, financial management, personality assessments, substance abuse, and personal relationships. The training is geared to fit the needs of the individual Soldier instead of the "one size fits all" approach so that by the end of the second event the Soldier and their Supporter are empowered to take control of the above mentioned topics that can trouble the younger generation of Guardsmen. For more information, contact the State Resilience, Risk Reduction and Suicide Prevention Program Manager at 573-638-9602.

The **Army Suicide Prevention Program** offers unit and individual training in a two-day Applied Suicide Intervention Skills training program and a four-hour Ask-Care-Escort Suicide Intervention. The ASIST training prepares first-line leaders to recognize individuals at risk and provides intervention skills to prevent risk of suicidal thoughts which may become suicidal behaviors. The ACE-SI provides additional suicide intervention training beyond the annual ACE requirement for junior leaders and first-line supervisors. Beyond facilitating the above training, the Suicide Prevention Program Manager aids units in suicide investigations and acts as a liaison between National Guard Bureau and the Missouri Army National Guard in matters pertaining to the larger suicide prevention effort. For information, contact the SPPM at 573-638-9557.

The **Substance Abuse Prevention Program** consists of the Alcohol/Drug Control Officer and two Prevention Coordinators. They fill a critical role by facilitating program development, implementation and enhancement, streamlining program operations, developing standards, drafting policy and guidance for review and implementation, developing relevant workforce training, and serving as a liaison with military and civic organizations. The team also serves as a support method for all commanders and Soldiers throughout the state in the referral process. If you or one of your Soldiers or family members need help with Substance Abuse Treatment, please contact the Substance Abuse Prevention Office at 573-638-9500, ext 37727.

The **Substance Use Reduction Program** is a one-day program designed to provide additional resources for soldiers who test positive for illegal substances. This program enables soldiers to help themselves to be a successful part of their units, improve opportunities for career progression, and provide overall soldier resilience. For more information, call 573-638-9538.

The **Employment Assistance Office** provides a wide variety of state programs and employment resources for Missouri Guard Service Members and their Families. The family assistance center specialist works closely with the leadership of units returning from deployment to

provide tools for Service Members transitioning back to the civilian workforce. Direct questions to the family assistance specialist at 573-638-9688 or toll-free 866-269-7959.

The **Retirement Services Office** administers the non-regular retirement program. The office provides information on retirement eligibility, qualifying service, retired grade determinations, benefits, and entitlements to Service Members, Retirees, Families, and Annuitants. For more information, call the Retirement Services Office at 573-638-9648 or 573-638-9500, ext 37011.

The **Transition Assistance Advisor** serves as the statewide point of contact to assist service members in accessing Veterans Affairs' health care services and benefits. The advisor also provides assistance in obtaining entitlements through the Military Health System and access to community resources. For more information, call 573-638-9797 or 573-291-8253.

The **Employer Support of the Guard and Reserve (ESGR)** promotes cooperation and understanding between Guard and Reserve members and their employers. Also assists in the resolution of conflicts arising from an employee's military commitment. The Missouri ESGR Committee works with the new jobs initiative (eBenefits Veterans Employment Center) at www.ebenefits.va.gov/benefits/jobs and local chambers of commerce to help Servicemembers, Veterans, and spouses become more marketable for job placement or advancement within the workforce. ESGR conducts briefings for Servicemembers and their families, educates employers through briefings with the Boss and Boss Lifts, and participates in community events, conferences, and job fairs.

The Missouri ESGR Committee is proud to recognize the College of the Ozarks in Branson, Missouri, as the 2015 Secretary of Defense Freedom Award winner.

For information or to nominate your employer for an award, a briefing with the Boss or a Boss Lift, logon to www.ESGR.mil or contact the state ESGR representative at 573-638-9500, ext 37730.

The **TRICARE Specialist** is our local liaison with TRICARE helping Servicemembers and Families with issues and the TRICARE process. And also provide understanding of the TRICARE coding or claims decisions process. The specialist helps deploying Servicemembers and Families with Early Eligibility Benefits. If you need assistance, call 573-638-9500, ext 37681.

The **Sexual Assault Prevention & Response (SAPR) Program** is committed to eliminating incidents of sexual assault by instituting a comprehensive policy that focuses on increasing awareness through prevention and education, victim-centered support, intimidation-free reporting, thorough investigation, and accountability for those who commit sexual crimes.

The goals are to establish sexual assault training and awareness programs to educate Soldiers and Airmen and ensure leaders understand their roles and responsibilities regarding the care and treatment of sexual assault victims while thoroughly investigating and reporting allegations of sexual assault, create a climate that encourages victims to report sexual assault through the chain of command, establish systems that, should an incident of sexual assault occur, victims receive the sensitive and immediate comprehensive care and treatment they need to restore their health and well-being, ensure sexual assault crimes are thoroughly investigated and offenders are held accountable for their crimes, track trends in sexual assault and the effectiveness of response capabilities and track sexual assault training and awareness programs to ensure compliance with NGB policy.

For assistance, call the Missouri National Guard Sexual Assault Response Coordinator at 573-638-9611 or cell (24/7) 573-694-4124.

STATE PROGRAMS

Show Me Heroes

Show-Me Heroes is Gov. Jay Nixon's initiative to provide increased employment opportunities to Missouri's Veterans and members of the National Guard and Reserve forces, and to showcase employers who have pledged to do so. Established as a partnership between the Missouri Guard and the Missouri Division of Workforce Development, Show-Me Heroes helps connect Missouri's job-seeking Veterans with supporting employers.

The Show-Me Heroes website features a comprehensive list of all employers who have taken the Pledge that they value the skills and experience of Missouri's military service men and women. There are numerous additional resources for job seekers including a calendar of upcoming events and regular feature articles aimed at assisting with the modern job search. Job seekers and employers can take advantage of Missouri Career Centers located throughout the state. Dedicated Veterans outreach staff consist of local Veterans employment representatives, who provide assistance in job

placement and advocate for Veterans by developing employment opportunities with businesses, and disabled Veterans outreach program specialists who provide case management and develop career and job training opportunities for Veterans, with special emphasis on those with significant barriers to employment.

All military Service members are given priority of service at Missouri Career Centers. Employers and job seekers are encouraged to register and maintain an account with Jobs.Mo.Gov, Missouri's premier career portal.

Job seekers are able to browse through thousands of careers throughout the state. Jobs posted by Show-Me Heroes employers are marked with a special tag making them easy to identify. Employers can take advantage of the powerful candidate matching tools to make locating the right candidates easy and efficient. Additional information about the program can be found at <http://ShowMeHeroes.mo.gov>

COMPETITIVE EVENTS

MISSOURI SOLDIERS AND AIRMEN OF THE YEAR

Missouri Army National Guard Best Warrior Competition

- **Soldier of the Year:** Spc. Christian Lindhardt 1135th Engineer Company
* Won the Region V Best Warrior competition; Placed 3rd in National Best Warrior Competition
- **Noncommissioned Officer of the Year:** Staff Sgt. James Chevalier, 1128th FSC
* Won Region V Best Warrior Competition; Placed 4th in National Best Warrior Competition

Missouri Air National Guard Airmen of the Year Competition

- **Airman of the Year:** Staff Sgt. Brittany O'Neal, 131st Bomb Wing
- **Noncommissioned Officer of the Year:** Tech. Sgt. Matthew Storm, 131st Bomb Wing
- **Senior Noncommissioned Officer of the Year:** Master Sgt. Melissa Lakin, 131st Bomb Wing
- **First Sergeant of the Year:** Master Sgt. Kirsten Inwood, 131st Bomb Wing

BIATHLON

Nationals

10km/7.5km Sprint competition

Chief Warrant Officer 3 Mitch Simpson - 15th
Staff Sgt. Tim Glavin - 16th
Staff Sgt. Justin Neihart - 17th
Tech. Sgt. Bruce Vaughn - 49th
Tech. Sgt. Chris Seibel - 57th
Travis Smith - 66th

12.5km/10km Pursuit competition

Chief Warrant Officer 3 Mitch Simpson - 16th
Staff Sgt. Tim Glavin - 23rd
Staff Sgt. Justin Neihart - 31st
Tech. Sgt. Bruce Vaughn - 60th
Tech. Sgt. Chris Seibel - 74th
Travis Smith - 79th

Team Races

15km Patrol Race - 5th of 23 teams

Chief Warrant Officer 3 Mitch Simpson
Staff Sgt. Justin Neihart
Staff Sgt. Tim Glavin
Tech. Sgt. Bruce Vaughn

Staff Sgt. Justin Neihart - 32.40
Tech. Sgt. Bruce Vaughn - 41.54

Shoot Off

Staff Sgt. Tim Glavin *quarter finalist winning four mats

4x7.5km Relay - 6th of 27 teams

Staff Sgt. Tim Glavin - 34.37
Chief Warrant Officer 3 Mitch Simpson - 34.25

MARKSMANSHIP

2015 Adjutant General's Match

Team Results:

1st place: Co A 1107th Aviation Group: Staff Sgt. Charles Thomas, Staff Sgt. Andrew Pipkin, Staff Sgt. Joshua Nickels, Sgt. Dakota Harter
2nd place: HHC 110th MEB: Sgt. Maj. Gary Barnes, Master Sgt. Scott Belt, Sgt. First Class Michael Vermulm, Staff Sgt. Jerry Dement
3rd place: Tech. Sgt. Rodd Boyer, Tech. Sgt. Charles Pepper, Staff Sgt. Joseph Foreman, Capt. Jeremy Funk

Individual Open Results:

1st place: Master Sgt. Benjamin Israel, 139th Security Forces Squadron
2nd place: TSgt Rodd Boyer, 139th MXS
3rd place: SSG Charles Thomas, Co A 1107th AVN GRP

Individual Novice Results:

1st place: CW2 Glen Baum, CO B 1-135th AVN REG
2nd place: SFC John Snider, HHC 35th Engineer BDE
3rd place: 2LT Michael Munson, 1135th Engineer CO

Adjutant General's 20 Badge Recipients

Master Sgt. Ben Israel
Tech. Sgt. Rodd Boyer
Staff Sgt. Charles Thomas
Staff Sgt. Andrew Pipkin

Sgt. Maj. Gary Barnes
Sgt. Andrew Smith
CW3 Zachary Barnes
1st Sgt. Russell Pierce

1st Sgt. Joseph Dorsey
CW2 Glen Baum
CW3 Gregory Schulte
Sgt. Zachary Walker

Staff Sgt. BrianWood
Staff Sgt. Jerry Dement
Sgt. 1st Class John Snider
Staff Sgt. Joshus Nickels

2nd Lt. Michael Munson
Spc. John Mahoney
Capt. Jeremy Funk
Spc. Ryan Cox

2015 Marksmanship Area Council V Regional Match (MAC V)

Missouri National Guard Team Results:

Missouri Team: Chief Warrant Officer 2 Gregory J. Schulte; 1st Sergeant Russell W. Pierce; Master Sergeant Benjamin L. Israel; Sergeant Andrew R. Smith

- 2nd Place - General George Patton Pistol Exercise; 2nd Place - Anti Body Armor Match; 5th Place - Pistol EIC; 7th Place - Team Over All, Special Zero, 400-100 Yard Run Down, Rifle EIC; 9th Place - Reflexive Fire Match; 10th Place Pistol Barricade Match

Missouri National Guard Individual Results:

1st Sgt. Russell Pierce: 6th (Anti Body Armor), 10th (CQB), 13th (Rifle EIC), 14th (100-400 Yard Zero), 16th (Individual Rifle Aggregate), 25th (400-100 Yard run Down), 40th (Over All), 45th (Individual Pistol Aggregate), 47th (Pistol EIC);
Chief Warrant Officer 2 Gregory Schulte: - 8th (Pistol EIC), 14th (Individual Pistol EIC), 20th (Pistol Barricade), 21st (Anti Body Armor), 31st (400-100 Run Down), 33rd (Over All), 38th (100-400 Yard Zero), 39th (CQB), 40th (Individual Rifle), 42nd (Rifle EIC);

Master Sgt. Benjaime Israel: 1st (Rifle EIC), 4th (Anti Body Armor), 5th (CQB), 6th (Over All), 7th (Individual Pistol, Individual Rifle, Pistol EIC), 13th (100-400 Zero, Pistol Barricade), 19th (400-100 Run Down);

Sgt. Andrew Smith: 14th (Pistol EIC), 18th (400-100 Run Down), 19th (CQB, 100-400 Yard Zero), 23rd (Individual Rifle Aggregate), 26th (Anti Body Armor), 30th (Over All), 31st (Individual Pistol), 37th (Rifle EIC), 42nd (Pistol Barricade)

2015 Winston P. Wilson Marksmanship Sustainment Exercise

Missouri National Guard Team Results

Team Members: Sgt. 1st Class James T. Phelps; Sgt 1st Class Darwin R. Hukill; Master Sgt. Benjamin L. Israel; Staff Sgt. Michael Richey

- 1st Place Steel Challenge; 2nd Place Bianchi Battle Match, Anti Body Armor match, Combat Rifle Match; 3rd Place Combined Arms Enemy Barricade, Pistol Team Aggregate; 4th Place Gen George Patton match; 8th Overall Team

Missouri National Guard Individual Results

Sgt. 1st Class James T. Phelps - 11th (Combat Pistol), 9th (EIC Pistol), 27th (Anti Armor), 34th (CQB), 60th (Reflexive Fire), 53rd (Special Fire), 1st (EIC Rifle), 4th (Combat Rifleman Forward Assault), 1st (EIC Rifle and Pistol Grand Championship), 12th (Individual Pistol Championship), 6th (Individual Rifle), 5th (Individual Pistol Rifle Championship);

Sgt 1st Class Darwin R. Hukill - 21st (Combat Pistol), 4th (EIC Pistol), 13th (Anti Body Armor), 57th (CQB), 19th (Reflexive Fire), 160th (Special Fire), 111th (EIC Rifle), 59th (Combat Rifleman Forward Assault), 33rd (EIC Rifle and Pistol Grand Championship), 10th (Individual Pistol Championship), 58th (Individual Rifle), 24th (Individual Pistol Rifle Championship);

Master Sgt. Benjamin L. Israel - 19th (Combat Pistol), 46th (EIC Pistol), 55th (Anti Body Armor), 89th (CQB), 53rd (Reflexive Fire), 68th (Special Fire), 2nd (EIC Rifle), 29th (Combat Rifleman Forward Assault), 4th (EIC Rifle and Pistol Grand Championship), 28th (Individual Pistol Championship), 18th (Individual Rifle), 19th (Individual Pistol Rifle Championship);

Staff Sgt. Michael Richey - 73rd (Combat Pistol), 27th (EIC Pistol), 26th (Anti Body Armor), 31st (CQB), 14th (Reflexive Fire), 109th (Special Fire), 30th (EIC Rifle), 48th (Combat Rifleman Forward Assault), 17th (EIC Rifle and Pistol Grand Championship), 40th (Individual Pistol Championship), 25th (Individual Rifle), 25th (Individual Pistol Rifle Championship).

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