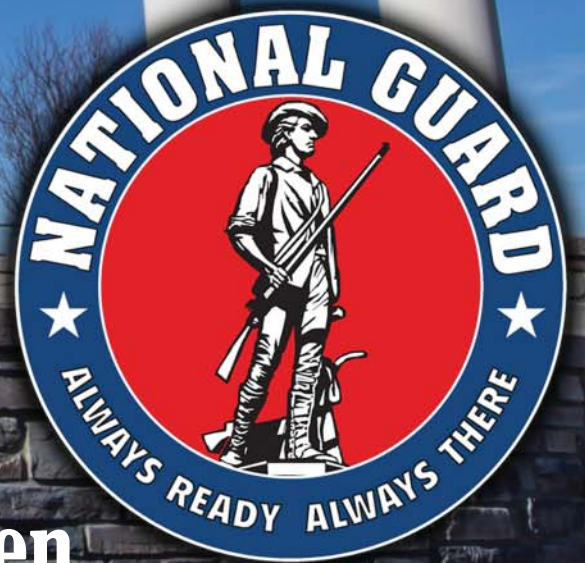


MISSOURI NATIONAL GUARD 2016 ANNUAL REPORT



Building a future today,
for tomorrow's Guardsmen



FROM THE ADJUTANT GENERAL

Jeremiah W. (Jay) Nixon
Governor



STATE OF MISSOURI
OFFICE OF THE ADJUTANT GENERAL
DEPARTMENT OF PUBLIC SAFETY
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Stephen L. Danner
Major General, MONG
The Adjutant General



Dear Governor Nixon,

The Missouri National Guard has experienced a period of unprecedented growth. Despite a constrained resource environment, implementation of our Missouri National Guard Strategic Plan has resulted in a record of success. While many states experienced a reduction in force structure, Missouri has continued to grow thanks to the vision of our senior leaders, the dedication of our service members and the support of their communities. Our success is due in large part to the leadership established through the bold reforms made in our officer and NCO promotion processes. Today we have seasoned combat veterans empowered to serve at every echelon, ensuring we accomplish every assigned mission. A key player in the Total Army construct, we remain poised to operate at a high operational tempo and provide capable, ready forces to the state and nation.

The Missouri National Guard's recognition as a national leader is evidenced in the five new units we have acquired this year, adding 577 Soldiers to the Missouri Army Guard, which ended the year at 107.9% endstrength, coupled with the Missouri Air Guard's achievement of 100% endstrength for the first time ever. Other significant accomplishments achieved include Missouri's 35th Engineer Brigade being chosen as one of only two Army National Guard lead command elements in the Army's Associated Unit Pilot Program, the Attack Helicopter Battalion completing their transition to an Assault Helicopter Battalion and the 311th Brigade Support Battalion standing up a new light transportation company in Bridgeton, the first armory established in North St. Louis County—an eight million dollar facility leased from the City of St. Louis for 15 years for one dollar per year. Over the past eight years, thousands of Missourians have deployed to Iraq, Afghanistan, Kosovo, the Sinai Peninsula, Qatar and other critical areas worldwide. We have built even stronger ties with our state partner, Panama. On the domestic front, thousands of Missourians have responded to requests for assistance to other states and conducted 15 challenging state emergency and active duty missions at home since 2009, including Joplin and Ferguson.

Our Family Warrior Support programs are now stronger than ever through the assistance of outside non-governmental organizations like the Missouri National Guard Foundation and volunteer efforts of our Family Readiness Groups. Our new Chapel and Resiliency Center is being fully utilized for soldier, airmen and family assistance training. Our Partners in Care Program, one of the first in the nation, is a successful faith-based family outreach program. The Show Me Heroes jobs program manned by National Guardsmen has found employment with Missouri businesses for 8,473 service members—the only such state sponsored jobs program in the nation. These are just a few unique programs taking care of the Missouri Guard Family.

As the most visible instrument of the state's commitment to the safety and security of its citizens during times of extraordinary crisis, we continue to be Always Ready, Always There.

Sincerely,

STEPHEN L. DANNER
Major General, MONG
The Adjutant General



MISSOURI NATIONAL GUARD

2016 ANNUAL REPORT

LEADERSHIP

Maj. Gen. Stephen L. Danner
The Adjutant General

Chief Warrant Officer 5 Michelle Struempf
State Command Chief Warrant Officer

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 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

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.

VALUES

Soldier, Airmen and Family Focused
Honor in all we do
Opportunities for all
Willingness to learn
Meet changing demands
Empower and mentor

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Cover Image: A new Minuteman Statue was placed at the entrance of the Ike Skelton Training Site in May 2016. During colonial times, the Minutemen were militia members who volunteered to respond within 30 minutes with their own arms. The plowshare in the Minuteman symbol represents the civilian job the Citizen-Soldier leaves to pick up a musket and answer the call to serve our state or nation.
(U.S. Army photo by Cpl. Samantha J. Whitehead)

EXECUTIVE SUMMARY

The Missouri National Guard continued performing at a high level overseas. Trained to the same standard, Missouri Guardsmen and active duty service members are indistinguishable on the battlefield. Sixteen units with over eleven hundred Missouri Guardsmen deployed to six countries and returned home after distinguished service.

Because the Missouri Guard is known for outstanding leadership, the 35th Engineer Brigade was selected as part of the Army's Associated Unit Pilot to work closely with the active component's 5th Engineer Battalion. While several units across the nation participate in the associated unit pilot, the 35th Engineer Brigade is the only one serving as the senior command. The Air Force has had associated units for several years. Missouri's 131st Bomb Wing and the active component's 509th Bomb Wing are the most successful pairing in the nation; selected best bomb wing in the nation four out of the last six years.

In 2016, the Missouri National Guard continued building upon previous successes, recruiting and retaining the nation's finest volunteers. That volunteer spirit was evident when over 600 Missouri Guardsman volunteered to give up their New Year's holiday to serve their neighbors during historic flooding in January. Once again Guardsmen lived up to the motto, "Always Ready, Always There."

While some states struggle to recruit patriotic citizens, Missouri has many willing to serve. As a result, the Missouri National Guard gained new units – a Transportation Battalion

Headquarters, two Transportation Companies, and a Military Police Company. This produced over 500 jobs and boosted economic opportunities in Bridgeton, Columbia, Fredericktown, Columbia, Lebanon, and Rolla. New in Bridgeton, the Guard leased and revitalized a vacant city government building to open a readiness center and station Military Police and Transportation units.

As a champion of readiness, the Missouri Guard has few peers; only four other states relatively compete with Missouri across the several key readiness metrics. With focus on employment, numerous Missouri National Guard units and individuals received national awards and reflected the Show-Me state's high standards. In a constrained fiscal environment, the Missouri National Guard are excellent stewards of resources, synchronizing efforts to operate more effectively and maximize every dollar's return on investment.

The successes of the Missouri National Guard are a direct reflection of focused efforts applying the Adjutant General's three strategic goals.

- 1) Champion a Culture of Readiness
- 2) Empower the organization
- 3) Optimize Responsible Resource Management.

None of these successes could be accomplished without the amazing support of Guard families, communities and employers. Guardsmen are proud to serve their country and state and could not do it without their fellow Missourians.



FINANCIAL IMPACT

FISCAL YEAR 16

Federal and state funding for the Missouri National Guard 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 FY 16, financial information was collected from the official accounting records of the Missouri Army and Air National Guard. The total economic impact figure was accelerated 1.8 times to reflect the National Guard Bureau's economic money-multiplier effect of dollars in action throughout Missouri communities.

Traditional Guard Pay	\$118,593,472
Active Guard Pay	\$90,394,067
Civil Service Technician Pay	\$128,311,899
Mobilized Pay	\$5,843,509
State Pay	\$3,274,141
Total Guard Related Payrolls	\$346,417,088
Total Contracts, Supplies Equipment, Maintenance, and Repair	\$210,737,087
Local State & Federal Construction Projects	\$22,235,586
Total Guard Related Operational Expenditures	\$232,972,673
Total Missouri Guard Expenditures	\$579,389,761
x Missouri National Guard Multiplier	1.8
Total Economic Impact:	\$1,042,901,570

City (COUNTY)

City (COUNTY)	Total
Albany (GENTRY)	\$2,359,878
Anderson (McDONALD)	\$1,293,084
Arnold (JEFFERSON)	\$313,733
Aurora (LAWRENCE)	\$2,016,697
Boonville (COOPER)	\$3,382,754
Bridgeton (ST LOUIS)	\$10,879,695
Camdenton (CAMDEN)	\$114,793
Cape Girardeau (CAPE GIRARDEAU)	\$6,846,302
Carthage (JASPER)	\$1,752,828
Centertown (COLE)	\$3,026
Chillicothe (LIVINGSTON)	\$1,686,093
Clinton (HENRY)	\$1,530,576
Columbia (BOONE)	\$3,984,252
DeSoto (JEFFERSON)	\$1,768,420
Dexter (STODDARD)	\$1,441,239
Doniphan (RIPLEY)	\$1,031,040
Farmington (ST FRANCOIS)	\$2,667,438
Festus (JEFFERSON)	\$4,880,455
Florissant (ST LOUIS)	\$229,152
Fredericktown (MADISON)	\$735,491
Fort Leonard Wood - Army (PULASKI)	\$18,324,642
Fort Leonard Wood - Air (PULASKI)	\$3,100,504
Fulton (CALLAWAY)	\$1,334,530
Hannibal (MARION)	\$2,082,331
Harrisonville (CASS)	\$4,328,003
Independence (JACKSON)	\$2,352,519
Jackson (CAPE GIRARDEAU)	\$1,158,713
Jefferson Barracks - Army (ST LOUIS)	\$13,315,369
Jefferson Barracks - Air (ST LOUIS)	\$18,591,846
Jefferson City - Army (COLE/CALLAWAY)	\$81,649,230
Jefferson City - Air (COLE/CALLAWAY)	\$4,980,932
Joplin (JASPER)	\$4,471,800
Kansas City (JACKSON)	\$16,589,500
Kennett (DUNKLIN)	\$1,353,779
Kirkville (ADAIR)	\$1,134,773
Lamar (BARTON)	\$655,732
Lebanon (LACLEDE)	\$3,042,154
Lexington (LAFAYETTE)	\$7,019,973
Macon (MACON)	\$4,321,508
Marshall (JALINE)	\$3,348,336
Maryville (NODAWAY)	\$3,699,976
Mexico (AUDRAIN)	\$1,978,384
Moberly (RANDOLPH)	\$1,271,978
Monett (BARRY)	\$1,271,626
Neosho - Camp Crowder (NEWTON)	\$3,041,305
Nevada - Camp Clark (VERNON)	\$4,481,434
Ozark (CHRISTIAN)	\$221,236
Perryville (PERRY)	\$1,230,320
Pierce City (LAWRENCE)	\$2,276,915
Poplar Bluff (BUTLER)	\$4,361,244
Portageville (NEW MADRID)	\$1,035,821
Raytown - Field Maintenance Shop (JACKSON)	\$1,364,183
Richmond (RAY)	\$3,078,832
Rolla (PHELPS)	\$3,360,334
Sedalia (PETTIS)	\$4,592,414
Sikeston (SCOTT)	\$1,244,417
Springfield (GREENE)	\$119,320,547
St. Clair (FRANKLIN)	\$2,605,706
St. Joseph - Air (BUCHANAN)	\$101,966,345
St. Joseph - Army (BUCHANAN)	\$6,057,340
St. Louis - Air (ST LOUIS)	\$3,115,004
St. Louis - Army (ST LOUIS)	\$4,111,851
St. Peters (ST CHARLES)	\$435,301
Trenton (GRUNDY)	\$4,742,651
Wappapello (WAYNE)	\$104,585
Warrensburg (JOHNSON)	\$2,284,295
Warrenton (WARREN)	\$2,964,042
West Plains (HOWELL)	\$1,760,766
Whiteman Air Force Base - Army (JOHNSON)	\$13,398,211
Whiteman Air Force Base - Air (JOHNSON)	\$35,939,578

Total: \$579,389,761

STATE OF THE MISSOURI NATIONAL GUARD

Air National Guard

The Missouri Air National Guard achieved 99.78 percent strength with 2,283 Airmen.

Army National Guard

The Missouri Army National Guard achieved 106 percent strength with 9,340 Soldiers.

Organization

The Missouri National Guard provides organized, trained, ready, and operational forces.

The Missouri National Guard provides organized, trained, ready, and disciplined forces to the governor and president. Readiness is the formation's cornerstone; Missouri Guard's number one priority. As the global security environment evolves, readiness is paramount to ensure relevance and ability to deploy, fight, and win, and succeed in any mission. The Missouri National Guard is a readiness metrics national leader. Metrics demonstrate a capability, but Missouri Guard forces carry the capability forward. Missouri National Guard units always respond when called, empirically exceeding standards and expectations; a true operational force.

Personnel

Sustaining all-time highs for several years, Missouri is a national leader in individual and unit personnel readiness. Individual Soldiers and Airmen are proficient leaders, disciplined, duty-qualified, professionally developed, medically and administratively ready, and resilient.

Recognizing how diversity improves organizations, the Missouri National Guard has increased gender and racial diversity for several years. Objective promotion board processes have ensured equal opportunity and allowed the Missouri Guard to grow diverse leadership teams at all levels.

Several years ago, the Missouri National Guard recognized how sexual harassment and assault destroys organizations. Through self-initiated prevention programs, respectful survivor care, and deliberate investigation and discipline pursuit, the Missouri National Guard is on the culture change vanguard. Culture change is showing as survivors are empirically demonstrating trust and working with the command. Survivors are now reporting assaults immediately which facilitates law enforcement investigation and improves conviction rates. Equally important, survivors are reporting less violent assaults. These early in the continuum of harm reports help mitigate the more violent assaults experienced in the past.

Equipment

From the equipping aspect, Missouri National Guard units have never been better postured to meet readiness objectives. The Missouri Guard's logistics community has made significant strides updating enterprise data systems to more rapidly and accurately anticipate requirements, identify sources, and ultimately fill equipping needs. As equipment needs are satisfied, units have resources on hand to focus on proper training. All this equates to more ready and capable units.

That said, enduring equipping readiness is far from assured. The Army will continue emphasizing equipping, sustaining, and modernizing units to ensure necessary equipment is not only on hand, but technologically up to date to effectively engage and defeat future threats. Equipment compatibility has overcome long-standing strategies of cascading legacy equipment from the active to reserve components. Continued congressional support for equipping initiatives through National Guard and Reserve Equipping Appropriation (NGREA) remains vital to ensure state and federal response capability.

Training

Fully manned and well equipped, the Missouri National Guard commanders continuously train their units into cohesive and effective forces for both state emergency response and federal overseas missions. To ensure support to the governor, the Missouri National Guard conducted emergency response training exercises and participated in additional interagency exercises. These exercises covered a wide array of themes including continuity of operations, mass evacuation and care, collapsed structure, chemical spill, and large scale earthquake. Federally, Missouri National Guard units creatively pursued training opportunities. They participated in war fighter exercises, combat training center rotations, theater engagement exercises overseas, and even hauled ammunition across the nation for the Army. All the while, Missouri Guard units transitioned training from counterinsurgency operations to a decisive action focus.



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, Veterans Service Organizations and Funeral Directors. The Missouri National Guard is the lead element for this program.

The program 147,224 funerals coordinated between July 1, 1999 and August 31, 2016. The program coordinated 9,672 funerals during FY16. Missouri Military Funeral Honors, Honor Guard Teams and/or members of the Missouri National Guard, performed over 4,865 services. An average of 879 funerals (29 per day) were arranged through the program.



Missouri Veterans Recognition Program

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, and World War I.

In 2000, the General Assembly passed legislation recognizing Missouri WWII Veterans who participated in the D-Day invasion of Europe between the dates of June 6 - Sept. 30, 1944. The General Assembly also authorized a replica of the 50th Anniversary Jubilee of Liberty Medal. Legislation was passed in 2003 in recognition of those who supported the Korean War beginning June 27, 1950 – January 31, 1955. The Vietnam award was created in 2006 in recognition of those who served from February 28, 1961 to May 7, 1975.

Awards were authorized in 2014 recognizing service members who supported operations Desert Shield, Desert Storm, Iraqi Freedom and New Dawn.



Award	Total Awards	FY 16
World War II	46,959	92
Jubilee of Liberty	5,313	4
Korean War	18,407	79
Vietnam War	30,715	229
TOTAL	101,394	404

Show Me Heroes

Show-Me Heroes is a state 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 support the initiative. 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 list of employers who have taken the pledge that they value the skills and experience of Missouri’s servicemen and women. Job seekers and employers can take advantage of Missouri Career Centers located throughout the state. Veterans outreach staff consist of local veterans employment representatives who provide assistance in job placement and advocate for veterans. Program specialists who provide case management and develop career and job training opportunities are available to assist Disabled Veterans, with emphasis on those with significant barriers to employment. Military service members are given priority of service at Missouri Career Centers. Employers and job seekers are encouraged to register for an account with jobs.mo.gov.

Additional information about the program can be found at www.ShowMeHeroes.mo.gov

ACCOMPLISHMENTS

National Leadership

The Missouri National Guard has a long national leadership history; 2016 was no exception with many Missouri Guardsmen contributing significantly at the national level.

Gen. Frank Grass served as the 27th Chief National Guard Bureau and member of the Joint Chiefs of Staff from September 2012 to August 2016. He advised the president, Secretary of Defense, National Security Council, and was the Department of Defense's official channel of communications to the governors and state adjutants general. He ensured over 470,000 Guardsmen were accessible, capable, and ready to protect the nation at home and abroad.

Maj. Gen. Stephen Danner serves, since January 2009, as Missouri Adjutant General. Nationally, he served as the National Guard Association of the United States (NGAUS) Chairman from 2012-2014. Additionally, in 2016 the Secretary of the Army appointed him to the Army Reserve Forces Policy Committee (ARFPC) where he counsels senior Army leadership on key emerging Army policy issues affecting the reserve components.

Maj. Gen. Gregory Champagne is the Air National Guard Assistant to the Commander Air Force Global Strike. He is a principle advisor, experienced as a prior bomb wing commander, to the command which organizes, trains, equips, and maintains all US intercontinental ballistic missile and bomber forces.

Brig. Gen. Wendul (Glenn) Hagler II is a Special Assistant Director Army National Guard (DARNG). On behalf of the DARNG, he represents a myriad of high level Guard Nation issues and equities to the Department of the Army.

Brig. Gen. William Blaylock II began serving as the National Guard Bureau J4 in December 2016. He is responsible for National Guard policy and logistics to support homeland security and defense support to civil authorities.

Brig. Gen. Christopher Knapp serves as Air National Guard Assistant to the Command Surgeon, Air Combat Command, Langley Air Force Base, Virginia. In this position, he assists the Command Surgeon in organizing, training, equipping and maintaining Air Combat Command assigned Air National Guard medical forces for rapid deployment and employment in wartime and peacetime defense of the nation. He also advises on waiver processes, policy decisions, plans and programs and acts as liaison to the Air National Guard Air Surgeon and National Guard Bureau Surgeon General.

Brig. Gen. William (Bill) Ward is the Missouri Assistant Adjutant General - Army. Nationally he serves within the Corps of Engineers as the Deputy Chief of Engineers for National Guard Affairs. In this role he is the principle advisor to the Chief of Engineers and proponent for policies, procedures, readiness, and integration of National Guard Engineers within the total force.

Brig. Gen. David Boyle is Missouri's Director of Joint Staff. Nationally he served as Chiefs of Staff Advisory Council (COSAC) Chairman in 2015 and 2016. He communicated Guard Nation issues with the National Guard Bureau. He now serves on DARNG's End Strength and Force Structure Readiness Advisory Council; advising where to distribute forces across Guard Nation.

Chaplain (Col.) Michael Butler works at Africa Command (AFRICOM), as a Chaplain Assistant with the National Guard State Partnership Program (SPP). In this role, he facilitates communication and collaboration between SPP state chaplains and African partner nation military chaplains.

Col. John Oberkirsch is Missouri's Director of Personnel. Nationally he is Vice-Chairman to the Military Personnel Council. In this role he facilitates personnel issue identification, communication, and resolution between the 54 states, territories, the District of Columbia, and the National Guard Bureaus, Army Guard Directorate.

Cyber

In 2012, the Missouri Guard self-established a Joint Cyber Computer Network Defense Team with 25 Air and Army cyber warriors. By 2016, Missouri's team has developed into a nationally elite team. Most team members are employed within the intelligence or information technology community, including both federal government and civilian industry; averaging eight years cyber experience.

In 2016, the team's key accomplishments included supporting and training the Army National Guard's Cyber Protection Team for mission readiness accreditation. Additionally, the team extended its elite reputation at the national Cyber Shield exercise.

The Missouri Guard team's reputation has drawn cyber warriors from Oklahoma, Nebraska, Virginia and Texas. Additionally, the team is pursuing partnerships with state government, critical infrastructure owners and universities.



Force Structure

The Missouri Army National Guard added four new units in 2016. Missouri stood up the 220th Transportation Battalion in Fredericktown; the 1241st Transportation Company in Monett with a detachment in Anderson; the 1231st Transportation Company in Bridgeton with a detachment in Columbia; and the 1136th Military Police Company in Lebanon with a detachment in Rolla. These new units brought the Missouri Guard over 500 new positions.

The Missouri Army National Guard's 1-135th Attack Reconnaissance Battalion converted to an Assault Helicopter Battalion through the Army Aviation Restructure Initiative (ARI). This transition brought the Missouri Guard an additional 10 UH-60 Blackhawk helicopters, an essential emergency response capability. Senior Army officials specifically complemented Missouri Guard aviators for a professional transition. Awaiting the final Secretary of Defense ARI decision, the Missouri Guard maintains one attack helicopter company; keeping open the possibility of re-growing an entire battalion.

Key Training Exercises

Panamax

In 2016, the Missouri Guard's 110th Maneuver Enhancement Brigade participated in PANAMAX 16, a multi-nation exercise to protect the Panama Canal. During the exercise, the 110th simulated the US response command and control headquarters.

Operation Anakonda 16

The Missouri Guard's 175th Military Police Battalion joined 25,000 servicemenbers from 24 nations participating in exercise Anakonda 16 in Poland. This multinational military exercise is designed to enhance joint and combined interoperability. The battalion deployed approximately 430 Soldiers and was tasked to conduct two deliberate water crossings across the Wisla River in Chelmno to demonstrate NATO nations can work for collective security.

Operation Patriot Bandoleer

Missouri Guard's 835th Combat Support Sustainment Battalion led Operation Patriot Bandoleer, an operation focused on the movement and distribution management of munitions returning from stockpiles around the world. Eight National Guard transportation companies participated in the operation under the 835th CSSB's direction, including Missouri's own 1221st Transportation Company. With 135 Soldiers, 55 trucks and trailers, and 5.5 million pounds to move, the 1221st Transportation Company spent its two-week annual training driving nearly 3,000 miles from Military Ocean Terminal Sunny Point, North Carolina, to Hawthorne Army Depot, Nevada.

Aviation Classification and Repair Depot (AVCRAD)

Supporting 14 states and over 376 aircraft, the Missouri AVCRAD is universally recognized as the best in the nation. Beyond tremendous quality depot level maintenance support, the AVCRAD is a tremendous national value added organization. Specifically, the Missouri Guard AVCRAD's efforts, repair vice replace methodology, saved the US government \$88 million in 2016.

Museum

The Missouri National Guard's Museum of Missouri Military History, which boasts over 6,500 square feet of exhibit and static display space, has had a busy year. A major highlight this fiscal year is the acquisition of several exceptional items for outside exhibits: a C-130 A Hercules model manufactured in 1957, a Vietnam-era M-60 Patton tank, two 16-inch US Navy shells of the type fired from the USS Missouri, and two WWI-era US Navy 3-inch deck guns used by the Missouri Naval Militia. A bronze statue dedicated to Missouri Soldiers and Sailors who served in the Spanish-American War and Philippine Insurrection is on display near the museum's front entrance. The 2nd Annual Missouri Military History Appreciation Weekend drew approximately 2,000 visitors. Attendance for the museum rose from approximately 6,000 visitors last year to 8,000 this year.



State Partnership Program

In 2016, the Missouri National Guard celebrated its 20th year partnering with the Republic of Panama. As well, Panama specifically requested Missouri Guard support in protecting its new canal opening. This rich and productive partnership generally focuses on four key areas: humanitarian assistance and disaster relief, counter illicit trafficking, aviation maintenance, and hazardous materials emergency response.

Through the program, the National Guard conducts bi-lateral subject matter expert engagements in support of defense security goals but also facilitates broader interagency areas spanning military, government, economic and social spheres. In 2016, the Missouri Guard and Panama participated in eight various subject matter expert exchanges.

Associated Unit Pilot Program

The Missouri National Guard's 35th Engineer Brigade was chosen as one of only two Army National Guard lead command elements in the Army's Associated Unit Pilot Program. The program partners the 35th Engineer Brigade with the active duty 5th Engineer Battalion. Both units are stationed at Fort Leonard Wood, and held a patching ceremony to symbolize the beginning of their partnership on Oct. 17, 2016.

The pilot program tests the total Army concept allowing the Army to leverage active component, Army Reserve and Army National Guard as one Army. The program allows the two units to train together more closely on their shared missions before deploying.

Given the increasing demands on the Army coupled with the reduction in active duty forces, the need to integrate reserve forces into the operational deployment structure is greater than ever. Nearly 70 percent of the Army's engineer units are in the reserve components, so during deployments active engineer units like the 5th will inevitably work with reserve Soldiers. The program allows that partnership to extend into their time at their home station.



STATE EMERGENCY DUTY

The state mission of the Missouri National Guard 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.

Operation Show-Me Burning Wood - Winter Flood Response

In late December 2015, heavy storms caused flash flooding along several rivers; most specifically the Meramec River. The Missouri National Guard immediately provided 627 personnel to flight floods from St. Louis to southeast Missouri. Missouri National Guard support continued until February 22, 2016 as the Missouri National Guard coordinated debris removal in several communities along the Meramec River.

Continuity of Operations Exercise

On June 23, 2016, the Missouri National guard conducted a continuity of operations (COOP) exercise. To support the Governor and protect Missourians, the Missouri National Guard must maintain operations at all times under all circumstances. This COOP exercise demonstrated the Missouri Guard's ability to maintain operations while simultaneously relocating its headquarters due to an emergency.

National Mass Care Exercise

In August 2016, the Missouri National Guard joined a myriad of state and federal agencies in the National Mass Care Exercise (NMCE). The NMCE focused on mass evacuation and care following a New Madrid Seismic Zone earthquake. Missouri is only the third state to conduct such an exercise.

Collapsed Structure Response Exercise

In September 2016, the Missouri National Guard's Homeland Response Force (HRF) conducted a collapsed structure disaster response exercise with Missouri Task Force One. The exercise demonstrated HRF's ability to respond to collapsed structures in a potentially chemically contaminated environment.

Civil Support Team Exercises

The Missouri National Guard's 7th Civil Support Team (7th CST) supported numerous high profile sporting events (i.e., World Series games and parade, Ozarks Boat Shootout, Mizzou football and Kansas City Chiefs games. Additionally, the 7th CST conducted 5 exercises, across Missouri, with community, state, and national law enforcement, fire, and EMS.

Missouri Hope Exercise

In September 2016, the Missouri National Guard participated in Northwest Missouri State University's (NWMSU) Missouri Hope Exercise. NWMSU's exercise places interagency equipment and personnel in multiple disaster scenarios to provide disaster training for emergency management students.



FEDERAL DEPLOYMENTS

The Missouri National Guard provides the president with organized, trained, ready and disciplined military manpower and equipment to defend the nation at home and abroad.

2016 Mobilization and Overseas Engagement Missions

Unit	Home Station	Unit	Home Station
Joint Force Headquarters	Jefferson City	935th Aviation Support Battalion	Springfield
110th Maneuver Enhancement Brigade	Kansas City	35th Infantry Division Mission Command Post	Lamar
35th Combat Aviation Brigade	Sedalia	206th Area Support Medical Company	Springfield
139th Airlift Wing	St. Joseph	1137th Military Police Company	Doniphan, Jackson Kennett
131st Bomb Wing	Whiteman Air Force Base	2175th Military Police Company	Hannibal, Moberly
175th Military Police Battalion	Columbia	1139th Military Police Company	Harrisonville
203rd Engineer Battalion	Joplin	3175th Military Police Company	Warrenton, Mexico
1-138th Infantry Battalion	Kansas City	1035th Maintenance Company	St. Louis

Projected 2017 Mobilization and Overseas Engagement Missions

Unit	Home Station	Unit	Home Station
Headquarters, 35th Infantry Division	Lexington, St. Louis, St. Joseph	1-138th Infantry Battalion	Anderson, Boonville, Bridgeton, Jefferson Barracks, Kansas City, Monett, Perryville
Headquarters, 35th Engineer Brigade	Fort Leonard Wood		Jefferson City
139th Airlift Wing	St. Joseph	229th Medical Battalion	Nevada
131st Bomb Wing	Whiteman Air Force Base	311th Brigade Support Battalion	Doniphan, Jackson, Kennett
110th Maneuver Enhancement Brigade	Kansas City	1137th Military Police Company	Trenton
1107th Aviation Group	Springfield	548th Transportation Company	

STATE AND FEDERAL CAPABILITIES

Aviation

- Airport operations
- Command and control aircraft
- Supplies and equipment distribution
- Reconnaissance
- Search and rescue
- Security operations
- Command and Control Headquarters
- Command and control of military forces
- Military forces support to civil authorities coordination
- Support for government continuity of operations
- Response planning and coordination support

Chemical, Biological, Radiological and Nuclear (CBRN)

- Military CBRN forces command and control
- Security operations
- Search, rescue and extraction
- Technical and mass decontamination
- Medical triage and lifesaving

Engineer

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

Infantry

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

Medical

- Health and wellness checks
- Medical assistance
- Sustainment operations

Military Police

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

Signal

- Communications
- Cyber network security and defense
- Information management and distribution

Support Battalion/Units

- Health and wellness checks
- Security operations
- Sustainment operations

Transportation

- Distribution of supplies/equipment
- On- and off-road transportation
- Incident management communications
- Hazard identification and mitigation advice

UNIT ORGANIZATION

35th Engineer Brigade Headquarters & Headquarters Company - Fort Leonard Wood

1140th Engineer Battalion

- 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/Kirkville

229th Multifunctional Medical Battalion

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

203rd Engineer Battalion

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

235th Engineer Detachment (Construction Management) - Fort Leonard Wood

110th Maneuver Enhancement Brigade Headquarters & Headquarters Company - Kansas City

1st Battalion, 138th Infantry Regiment

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

1st Battalion, 129th Field Artillery

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

311th Brigade Support Battalion

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

135th Signal Company - Kansas City

70th Troop Command Headquarters and Headquarters Detachment - Jefferson Barracks

175th Military Police Battalion

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

205th Military Police Battalion

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

835th Combat Sustainment Support Battalion

- Headquarters and Headquarters Company - Jefferson City
- 735th Quartermaster (Field Service Company) - DeSoto
 - Detachment 1, 735th Quartermaster (Field Service Company) - Rolla
- 1035th Support Maintenance Company - Bridgeton (Lambert)
- 1221st Transportation Company - Dexter
 - Detachment 1, 1221st Transportation Company - Portageville
 - Detachment 2, 1221st Transportation Company - Sikeston
- 1138th Transportation Company (Medium Truck) - Jefferson Barracks
- 317th Chemical Company - Bridgeton (Lambert)

7th Weapons of Mass Destruction Civil Support Team - Jefferson City

Homeland Response Force - Jefferson Barracks

1107th Aviation Group Headquarters and Headquarters Detachment - Springfield

- Company A - Springfield
- Company B - Springfield

35th Infantry Division, Missouri Headquarters and Headquarters Company - Lexington

- Detachment 1, Company A - St. Joseph
- Company B - St. Joseph
 - Detachment 2, Company B - Jefferson Barracks
- Company C - St. Joseph

Combat Aviation Brigade, 35th Infantry Division - Sedalia

1-135th Assault Helicopter Battalion

- Headquarters and Headquarters Company - Whiteman Air Force Base
- Company A - Whiteman Air Force Base
- Company B - Whiteman Air Force Base
- Company C - Whiteman Air Force Base
- Company D - Whiteman Air Force Base
- Company E (-) - Clinton
 - Detachment 1, Company E - Whiteman Air Force Base

935th Aviation Support Battalion

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

Support Elements (Generating Force)

Headquarters & Headquarters Detachment, Joint Force Headquarters (Army) - Jefferson City

- 135th Army Band - Jefferson City
- Counterdrug 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

131st Bomb Wing - Whiteman Air Force Base/Jefferson Barracks/Fort Leonard Wood

131st Operations Group - Whiteman Air Force Base

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

131st Maintenance Group - Whiteman Air Force Base

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

139th Airlift Wing - St. Joseph

139th Operations Group -

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

139th Maintenance Group -

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

139th Medical Group -

- Detachment 1, Medical Element, Homeland Response Force, FEMA Region VII

3-135 Aviation Battalion

- Headquarters Theater Division - 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
 - Detachment 10, Company D, 1-169th (MEDEVAC) - Springfield
- Company E, 1-106th Aviation - Fort Leonard Wood
 - Detachment 10, Company E, 1-169th (MEDEVAC) - Springfield
- Detachment 3, Company F, 1-169th (MEDEVAC) - Springfield
- Detachment 40, Operations Support Airlift Command - Jefferson City

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

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

Missouri Medical Detachment

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

131st Mission Support Group - Whiteman Air Force Base

- 131st Logistics Readiness Squadron
- 131st Force Support Squadron
- 131st Civil Engineer Squadron -Jefferson Barracks
- 131st Communications Flight - Jefferson Barracks/Whiteman Air Force Base
- 239th Combat Communications Squadron - Jefferson Barracks/Whiteman Air Force Base
- 231st Civil Engineer Flight Jefferson Barracks/Whiteman Air Force Base

131st Medical Group - Whiteman Air Force Base

157th Air Operations Group - Jefferson Barracks

- 157th Combat Operations Squadron
- 157th Air Intelligence Squadron
- 157th Air Communications Squadron

139th Mission Support Group -

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

Advanced Airlift Tactics Training Center

- Air Mobility Command Headquarters, Air Operations Squadron, Detachment 5



MISSOURI NATIONAL GUARD

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- 2 Albany**
Btry A, 1-129 FA Regt
- 3 Kirksville**
Det 1, 1438 En Co
- 4 Trenton**
548 Trans Co
- 5 Chillicothe**
Btry B, 1-129 FA Regt
- 6 St. Joseph**
Det 1 MO R&R Bn (RSP)
Det 1, Co A, 35 ID
Co B, 35 ID,
Co C, 35 ID
- 7 Macon**
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- 8 Hannibal**
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- 9 Moberly**
Det 1, 2175 MP Co
- 10 Richmond**
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- 19 Fulton**
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3175 MP Co
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MO Recruiting & Retention Bn
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- 32 Jefferson City (ISTS)**
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HHD, JFHQ (Army)
135 Military History Det
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1 MONG S

Interstate

U.S. High

State High

Installation

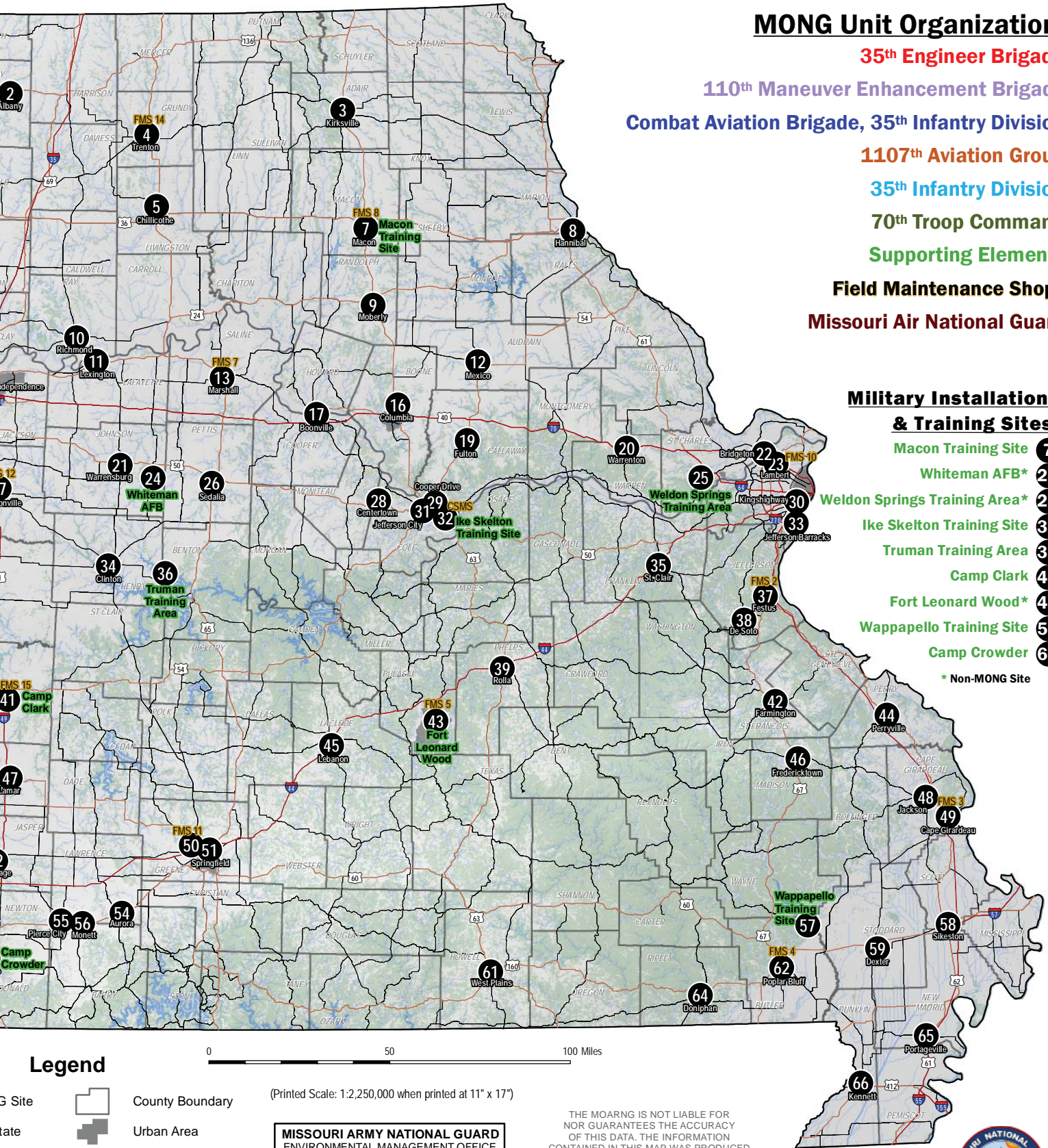
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CLASSIFIED

NATIONAL GUARD UNITS

JUL 2016



MONG Unit Organization:

- 35th Engineer Brigade**
- 110th Maneuver Enhancement Brigade**
- Combat Aviation Brigade, 35th Infantry Division**
- 1107th Aviation Group**
- 35th Infantry Division**
- 70th Troop Command**
- Supporting Elements**
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Legend

- MONG Site
- County Boundary
- Urban Area
- Woodland
- Water Body
- Stream or River

(Printed Scale: 1:2,250,000 when printed at 11" x 17")

MISSOURI ARMY NATIONAL GUARD
ENVIRONMENTAL MANAGEMENT OFFICE
 6819B North Boundary Road
 Jefferson City, MO 65101-1207

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 GRID UNIT: UTM ZONE 15 N METERS
 PROJECTION: TRANSVERSE MERCATOR
 VERTICAL DATUM: MEAN SEA LEVEL
 HORIZONTAL DATUM: WGS 1984
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 CARTOGRAPHER: NICHOLAS J. YOUNG
 NOVEMBER, 2016

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SPECIALIZED UNITS

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

The Center for Sustainment of Trauma and Readiness Skills is designed to immerse Air Force doctors, nurses and technicians in civilian level one trauma centers for the purpose of wartime clinical currency. The C-STARS program is recognized as the premiere Air Force training site for trauma sustainment training with hands-on patient care experience supplemented by didactic lectures with state-of-the-art high-fidelity human patient simulation, all of which are integral to trauma combat casualty care in theater. St. Louis University Hospital is one of only three Air Force academic partnership programs nationwide which delivers this type of cutting edge trauma training to clinically immerse military medical personnel.

The St. Louis program trained over 240 doctors, nurses and medics during FY 16, a training platform which completes 100 percent of their wartime readiness skills. C-STARS St. Louis has teamed up with St. Louis University Hospital and Cardinal Glennon Children's Hospital in developing, planning and executing mass casualty exercises for civilian medical personnel.

Counterdrug Task Force

The Counterdrug Task Force in FY 16 continued to leverage its unique assets on three fronts; providing analytical support to law enforcement to reduce the supply of illicit drugs; providing coalition drug prevention training and support 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 50 personnel supporting over 75 law enforcement agencies and 145 community coalitions. The Missouri National Guard Counterdrug Task Force this year increased its total seizure value by 180 percent. The Task Force has directly contributed to the arrest of 931 suspects and the seizure of drugs, weapons, vehicles, property, and cash valued at \$80,974,747.66.

Drugs - \$75,508,726.66	Currency - \$5,254,919
Weapons - \$139,831	Vehicles - \$42,961
Chemicals - \$12,722	Property - \$11,001
Equipment - \$4,857	

The Missouri National Guard Counterdrug Criminal Analysts have provided analytical case support to 21 different federal, state and local law enforcement agencies (LEA) throughout the state over the last year. The LEAs are comprised of nine federal, three state and nine local agencies with area of responsibility that spans multiple states, counties, cities and task forces.

The criminal analyst developed intelligence products to ensure timely prosecution of suspects, allowing agency manpower to focus on the criminal investigation. Intelligence efforts directly contributed to \$56,504,256 in total seizures.

During FY 16, Counterdrug Civil Operations supported the Department of Mental Health and multiple state agencies, which led to increased support for 145 community coalitions throughout the state with community drug prevention training and technical 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 trainings.

Missouri National Guard Counterdrug aviation flew 619 hours conducting aerial surveillance and reconnaissance missions of suspected

drug activity, to include vehicle and fixed target surveillance, as well as marijuana eradication. Overall, total flight time increased from FY 15 to FY 16 by approximately 32 percent. The unit supported 48 federal, state, and local agencies and task forces in Missouri and Kansas, which resulted in the planning and execution of over 160 missions.

Seizures, related to aviation efforts, increased by 168 percent and resulted in the total seizure of \$24,848,762 in drugs, cash, property and weapons. Notable seizures include a 4,000-plant marijuana seizure in Laclede County, 300 pounds of processed marijuana in St. Louis, and 22 pounds meth ice seizure in Kansas City.

7th Weapons of Mass Destruction - Civil Support Team (WMD-CST)

The 7th WMD-CST conducted a total of 14 company lanes training exercises in St. Louis, Kansas City, Sikeston, Moberly and surrounding communities in FY16. The team played an active role with the FEMA Region 7 HAZMAT community conducting more than 24 joint hazard assessment team missions across Missouri with the NFL and Major League Baseball communities.

The team participated in the 2016 Multiple CST training event in Kansas City, Kansas. This event also included multiple other agencies in the Homeland Security Program to include the Department of Energy, the FEMA Region 7 FBI HAZMAT Coordinator, Environmental Protection Agency, and the Kansas City Metropolitan area HAZMAT teams.



140th Regiment - Missouri Regional Training Institute

The mission of the 140th Regiment 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 noncommissioned officer professional development courses to Army Training and Doctrine Command accreditation standards. On order, regimental units instruct functional courses, provide pre-mobilization training and defense support to civil authorities. All operations, training, and support are conducted while integrating risk management.

The 140th consists of three battalions that conduct training and training support at Fort Leonard Wood. 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.

1st Engineer Training Battalion conducted 10 classes training 153 Soldiers in MOS-qualifying engineer skills.

2nd Training Battalion (General Studies) conducted 11 classes, training 190 Soldiers in MOS-qualifying transportation, military police, and functional training skills. Eight Soldiers graduated from Warrant Officer Candidate School and 29 from Officer Candidate School.

5th Ordnance Training Battalion, Regional Training Site-Maintenance trained 350 Soldiers in 38 MOS-qualifying and NCOES maintenance-related classes this year.

The 140th Regiment participated in the planning and execution of Missouri's, Region V's, and the National Best Warrior competitions and provided planning, preparation, and command oversight of the Army National Guard Warrior Training Center's Air Assault, Rappel Master, and Pathfinder courses in Missouri. These courses successfully trained 196 Soldiers.

The regiment also reinitiated the Fitness Improvement Training Program (FIT-P) and the Pre-mobilization Training and Assistance Element (PTAE) in FY 2016. Eighty-two Soldiers graduated from FIT-P, and 24 of those students improved sufficiently to meet retention standards. The PTAE prepared for upcoming deployments occurring in 2017 and successfully negotiated with federal entities for units to spend a minimum amount of training days at mobilization stations.

Missouri 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 FEMA Region VII, which includes Iowa, Kansas, Nebraska, and Missouri.

The HRF responds to natural or man-made chemical, biological, radiological, or nuclear (CBRN) events beyond the capability of civil authorities. Under Department of Defense guidelines, each HRF consists of 583 Army and Air Guardsmen with expertise in mass-casualty disaster response.

The HRF conducted the fifth large scale exercise since its inception in support of Washington's Vigilant Guard Exercise in June 2016 at multiple training locations. The HRF conducted this exercise, which tested the National Guard's ability to respond to a massive earthquake along the Cascadia Subduction Zone, with 340 personnel, including representation from each element of the HRF: Mission Command, CBRN Assistance Support Element (CASE), the CBRN Task Force Mission Command, decontamination, search and extraction, medical, Fatality Search and Recovery Team, and joint incident site communication capability.

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.



State Partnership Program (SPP)

MONG/Panama SPP 20th Anniversary: Maj. Gen. Danner traveled to Panama City, Panama, with Gov. Jay Nixon on the 20th anniversary of partnership between Missouri and the Republic of Panama to conduct a key leader engagement with senior Panamanian leaders.

Water Purification Subject Matter Expert Exchange (SMEE): Missouri National Guard members with expertise in sanitation principles and water purification methods conducted an exchange to share installation and inspection techniques using the EDGE filtration system for remote areas.

Flood Early Warning System SMEE: This exchange provided representatives from the National Civil Protection, the National Police, and the National Aeronaval Service, an opportunity to exchange information related to manmade and natural disasters with a focus on floods.

Aviation Life Support Equipment SMEE: Executed an Aviation Life Support Equipment (ALSE) SMEE with the Panamanian Aeronaval Service and the Missouri National Guard to focus on the ALSE equipment needed to further conduct rotary wing aviation over water and search and rescue operations.

Personnel Recovery (PR) SMEE: Conducted personnel recovery SMEE with Missouri Guard, SOUTHCOM and selected members of the Panamanian Personnel Recovery, Search and Rescue and Humanitarian Assistance, and Disaster Relief organizations.

CBRN Incident Response: Participating Panamanian agencies and Missouri Guard SMEs shared knowledge of current CBRNE incident response protocols and best practices of recent emergency response activities.

Operational Leadership: Conducted a supplemental exchange to build on the planning processes, techniques, and procedures used independently by the Panamanian Public Forces and the Missouri Guard.

Night Vision Goggle Maintenance: Missouri executed an orientation visit with the Panamanian Aeronaval Service to become familiarized with Missouri's night vision goggle care and maintenance program at the Missouri Guard's Army Aviation Support Facility #1.

Security Measures and Temporary Shelters for Displaced People: Missouri executed a subject matter expert exchange with participating agencies to focus discussions and information sharing regarding the physical protection and sheltering of displaced persons.

C-130 Hazardous Materials Cargo Load and Offload: Provided the civil defense with best practices and lessons learned when loading and offloading hazardous materials from a C-130.

35TH ENGINEER BRIGADE

FORT LEONARD WOOD

The 35th Engineer Brigade trains and prepares combat ready, globally responsive Soldiers who are well led, disciplined and proficient, ready to deploy rapidly to seize, retain, and exploit the initiative across the range of military operations. The brigade is well prepared to plan and synchronize operations, and execute mission command over expeditionary forces in a complex operational environment.



Col. Anthony H. Adrian • Command Sgt. Maj. Steven A. Stuenkel

The 35th Engineer Brigade was selected to participate in Department of the Army's Associated Unit Pilot Program. Under the program, the 5th Engineer Battalion, an active duty unit, was associated with the 35th Engineer Brigade in order to train and build readiness together. The program will enable the Army to provide more combat-ready formations to combatant commanders.

The 35th Engineer Brigade provided mission command for state emergency operations during Operation Show Me Burning Wood from December 30, 2015 through January 7, 2016. Soldiers from multiple commands were activated to provide support to local officials in response to flooding along the Meremac and Mississippi rivers.

The 203rd Engineer Battalion's 276th Engineer Company performed a civil military community project in July 2016. The unit completed the construction of a safe room for the Gen. John J. Pershing Boyhood Home State Historic Site in Laclede, Missouri.

HHC, 35th Engineer Brigade; HHC, 203rd Engineer Battalion; HHC, 1140th Engineer Battalion; and HHC, 5th Engineer Battalion conducted a brigade-level command post exercise in June 2016. The exercise improved mission command, staff fundamentals, and battle drill proficiency for participating units, and was the first training event conducted with the 5th Engineer Battalion under the Associated Units Pilot Program.

HHD, 229th Multifunctional Medical Battalion participated in Warrior Exercise 91-16-02 at Fort Hunter Liggett, California, in May 2016. During the exercise, the 229th ran battalion medical operations for seven down-trace Army Reserve units in an austere field environment.

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 their training value to Soldiers and the quality of life of those Soldiers while training.



110TH MANEUVER ENHANCEMENT BRIGADE

KANSAS CITY



The 110th Maneuver Enhancement Brigade provides mission command for 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.

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

Headquarters Company completed dual annual training periods during the year to include rotations with the 1st Infantry Division and 35th Infantry Division at Fort Riley, Kansas and Fort Leavenworth, Kansas respectively. The twin war fighter exercises were key in bringing staff members together in training exercises with division counterparts.

The 1-138th Infantry focused on deployment preparations through enhanced medical training, live fire exercises, defensive operations, sniper training and mobilization staff exercises during their annual training in Fort Chaffee, Arkansas. The battalion also claimed Soldier and NCO of the year honors at the state's Best Warrior Competition.

The 1-129th Field Artillery (pictured above) conducted its annual training period with its alignment for training higher headquarters, the 45th Field Artillery Brigade for the fourth time in five years. The battalion also seized an opportunity to process and shoot direct fire missions with M777A2 howitzers for the first time in 15 years. The 1128th Forward Support Company won the Department of the Army Award for Maintenance Excellence in the Army National Guard, Medium Modified Table of Organization and Equipment category for demonstrating excellence in all maintenance areas, and was subsequently selected to compete for the Secretary of Defense's Maintenance Award

The 311th Brigade Support Battalion delivered 1.1 million gallons of potable water to the citizens of High Ridge, Missouri during a state emergency duty. The 548th Transportation Company (pictured to the right) completed a National Training Center rotation for preparations in their pre-deployment training. The battalion was also able to stand up a new light medium transportation company in Bridgeton with a detachment in Columbia. Also for

the fifth straight year Soldiers of the battalion participated in the State Partnership Program mission in Panama to enhance water filtration systems.

The 220th Motor Transport Battalion stood up its organizational element in anticipation of growth in the coming years.

The 135th Signal Company completed a large scale fielding upgrade and replacement to its Warfighter Information Network-Tactical equipment and also completed a second fielding on the High Capacity Line of Sight shelters.

The 135th Rear Operations Center supported twin annual training requirements by providing Soldiers for the 35th Infantry Division's war-fighter exercise and the Panama Exercise in Panama City, Panama.



70TH TROOP COMMAND

JEFFERSON BARRACKS

The mission of the 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.



Col. William J. McKinney • Command Sgt. Maj. Kannon K. John

70th Troop Command exercised brigade, battalion, and company-level staffs during their participation in the Washington Vigilant Guard exercise, which simulated a large-scale response to the Cascadia Subduction Zone in Spokane, Washington.

70th Troop Command 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 1137th Military Police Company completed three successful overseas deployment tour rotations to Grafenwoehr, Wiesbaden, and Kaiserslautern, Germany, where they conducted law enforcement missions in support of the 18th Military Police Brigade.

During the months of July and August, 2016, the 835th led Task Force Missouri Operation Patriot Bandoleer, where approximately 950 Soldiers from National Guard transportation companies from eight states moved nearly 800 containers of ammunition from

the Military Ocean Terminal Sunny Point, North Carolina, to McAlester Army Ammunition Plant, Oklahoma, and Hawthorne Army Depot, Nevada. In total, the cargo weighed approximately 26 million pounds, and units drove a combined 1.9 million miles.

The 175th Military Police Battalion participated in Exercise Anakonda 16, which is a Polish-led, joint, multinational exercise that involved more than 25,000 participants from 24 nations. The battalion deployed approximately 430 Soldiers, quickly integrating into 18th Military Police Brigade mission sets, providing support operations to a deliberate wet gap crossing in Chelmno, and law enforcement operations throughout Poland.

The 1035th Support Maintenance Company completed three successful rotations to Hohnfels, Germany, where they conducted maintenance support and mission essential task list training.



COMBAT AVIATION BRIGADE, 35TH ID

SEDALIA



The 35th Combat Aviation Brigade 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 and UH-60 Black Hawk utility helicopters. It also has a detachment with a C-12 transport plane. The brigade's units are capable of performing unit and intermediate aviation maintenance.

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

The 35th Combat Aviation Brigade conducted a mission command systems integration exercise at Camp Clark, during annual training in June 2016.

The battalion hosted a Suicide Awareness 5k run/walk at Camp Clark in order to amplify the importance of resilience building and suicide awareness.

The 1-135th Assault Helicopter Battalion completed transition from an attack reconnaissance battalion to an assault helicopter battalion on July 1, 2016.

The 1-135th also completed first ever Total Army Partnership Program (TAPP) combined operations attack helicopter gunnery with 1st Squadron, 6th Cavalry Regiment at Fort Riley, Kansas.

1-135th conducted their first Air Assault in conjunction with the Air Force's 509th Civil Engineering Squadron/Combat Explosive Disposal at Whiteman Air Force Base.

The 935th Aviation Support Battalion, in preparation for annual training at Camp Clark, set up the Joint Network Node, satellite terminal trailers, command post nodes stacks and internet café to support the brigade headquarters.

During annual training at Camp Clark, Company C, 935th ASB, set up tactical Single Channel Ground and Airborne Radio System (SINGARS) network for the entire brigade with multiple OE-254 antennae.



1107TH AVIATION GROUP

SPRINGFIELD

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 premiere Army National Guard Aviation depot-level maintenance unit to deploy in support of both federal and state missions.



Col. William J. Thomas • Command Sgt. Maj. Edward J. Lambeth

At the beginning of FY 16, the 1107th Aviation Group welcomed Col. William J. Thomas as its new commander. He also serves as the Missouri Theater Aviation Sustainment Maintenance Group shop supervisor, and took on the responsibility of command as the Aviation Group received its next Notification of Sourcing for deployment in 2017. Command Sgt. Maj. Edward “Jack” Lambeth continues to serve as the Command Sergeant Major for the Group.

The unit conducted a deployment validation inspection on an aviation group based in California. This inspection serves to ensure that deploying aviation groups are prepared to sustain depot-level maintenance operations while deployed in support of Overseas Contingency Operations.

The group 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 1107th also supported the State Partnership Program with Panama, including the development of a 5 year engagement strategy during the Air Staff Conference; hosting a tour for the U.S. Security Cooperation Officer to Panama; and sending unit members to Panama to focus on aviation maintenance standardization and night vision goggle program management.

The unit conducted weapons qualification at Camp Crowder. The annual weapons qualification event ensures Soldiers maintain proficiency in basic war fighting skills, and is an essential component of the Enlisted Promotion System. The 1107th Aviation Group continues to maintain its readiness for its upcoming deployment. Preparation in the areas of personnel, equipment and training for its enduring support mission in Southwest Asia remains its highest priority



35TH INFANTRY DIVISION – MISSOURI

LEXINGTON



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 or providing Defense Support to Civil Authorities within the United States as directed.

Col. William B. Blaylock • Command Sgt. Maj. Philip C. Butler

The 35th Infantry Division began to foster a relationship with 1st Infantry Division stationed at Fort Riley, Kansas. Throughout the training year, each division would take turns supporting command post exercises and ultimately each Warfighter Exercise (WFX) 16-3 for the 1st Infantry Division and WFX 16-5 for the 35th Infantry Division.

During WFX 16-5, headquarters was charged with Joint Reception Staging and Onward Integration (JRSOI) operations and conducted personnel in processing at the KCI Expo Center. Over two days, more than 1700 Soldiers and Airmen were in-processed from 21 different units of active and reserve components and the Air National Guard from various locations across the country.

WFX 16-5 was the key collective event for the division. All personnel both Missouri and Kansas had a role in the WFX. Additionally, there were several augmentees from both states utilized to meet the training objectives of the WFX.

For the first time, the division submitted a packet for the Army Award for Maintenance Excellence (AAME) and won the Region V modification table of organization and equipment medium category. The packet is moving on to compete at the National Guard Bureau level. The AAME packet combined elements of both the Missouri and Kansas Soldiers' and leaders' efforts.



131ST BOMB WING

WHITEMAN AFB, JEFFERSON BARRACKS, FORT LEONARD WOOD

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, as well as to organize, train and prepare a community-based force of ready citizen-Airmen to defend and serve the people of Missouri.



Col. Kenneth Eaves • Command Chief Master Sgt. Jessica Settle

The 131st Bomb Wing began the year by flawlessly executing the first Air Force Global Strike Command no-notice Nuclear Surety Exercise, Hectic Roller. This event was followed by a successful unit effectiveness inspection, the first-ever for Team Whiteman.

Also in January, Airmen from four units at Jefferson Barracks supported relief efforts in response to the historic flooding in the St. Louis area. These Airmen provided initial response to protect a water treatment facility with sandbags, communications support for a Festus Army Guard facility damaged by the flooding, liaison officer duty, and public affairs support.

The 157th Air Operations Group deployed for a six-month tour to the Middle East in support of Operation Enduring Freedom where they supported on-going in-theater air operations.

The wing participated in the spring bomber assurance and deterrence deployment as a part of U.S. Strategic Command's continuous regular bomber rotate through the Indo-Asia-Pacific region. Additionally, the wing participated in the recurring Neptune Falcon exercise as well as a new exercise, Neptune Hawk, which

supports combatant commander objectives. The 110th Bomb Squadron flew eight B-2s on 18-hour missions to meet all mission objectives, a first in the history of the wing.

The 131st Bomb Wing conducted the first wing-wide state emergency duty training at Camp Clark in May, training 200 Airmen from all five groups. This two-week event culminated with a tornado response exercise where members were tested on all aspects of the mission, to include convoy, joint operations center, and self-aid buddy care training.

In June, the 131st Medical Group conducted training at the FEMA Centers for Domestic Preparedness Facility in Alabama, a first for the Missouri Air National Guard. During this week-long event, the group participated in health care field training scenarios, and conducted hazardous material, law enforcement, and incident command training.

In August, the wing executed Polar Roar, an event designed and closely coordinated with the nation's allies to ensure integration of bomber capabilities with their military assets. The event provided real-time training with North American Aerospace Defense Command and NATO, and enables the U.S. to build enduring relationships to confront the broad range of global challenges.

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 16 and Beyond the Horizons 16, as well as command staff engineer support to 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



The 139th Airlift Wing is 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.

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

Approximately 130 Airmen deployed to Naval Air Station Key West and participated in a joint natural disaster exercise with U.S. Coast Guard sector Key West. Aircrews and Coast Guard personnel integrated operations to test capabilities in a joint, oceanic environment.

The Mission Support Group's Logistics Readiness (LRS), Civil Engineer (CE) and Force Support Squadrons (FSS) performed annual training in Hawaii, England and Maine, respectively. LRS and FSS were fully integrated with their active duty counterparts performing job duties unavailable at home station while CE personnel built a new dining facility at a Boy Scout camp with other Guard and reserve units.

Aircrews performed the first airdrop of personnel at Fort Riley, Kansas in decades. This joint venture with the 1st Infantry Division and Nebraska Army National Guard enabled all units to complete yearly proficiency and training requirements while gaining critical experience.

Members of the Medical Group's Det. 1, HRF Medical Detachment participated in a national-level exercise in the state of Washington. Members integrated with other military units, local authorities, state officials and federal government entities over the four-day exercise.

In conjunction with the city of St. Joseph and Buchanan County, the wing held its first air show and open house since 2012. The two-day event was a huge success, with an estimated 30,000 spectators in attendance to see static displays and aerobatic acts with the featured act being the F-16 viper demo team which also performed a heritage flight with a P-51.

The wing was honored to host Gen. Frank J. Grass, chief, National Guard Bureau and member of the Joint Chiefs of Staff and was the first visit by a sitting member of the Joint Chiefs in wing history. Grass was given mission briefings, had lunch with Airmen and held a town hall during which he entertained questions from personnel.



FAMILY AND WARRIOR SUPPORT PROGRAMS

Family Programs

The Family Readiness Program held four joint family team building training events, with 144 Family Readiness Group volunteers in attendance. For FY 16 the Missouri National Guard Family Program had 76 statutory volunteers with a total of 8,616 volunteer hours logged.

Family Assistance Center Specialists assisted 231 service members who were unemployed; 243 who were underemployed; provided resume assistance to 72 service members and 273 job referrals, with 36 job placements. The eight Family Assistance Centers logged 430 cases; 14,983 materials provided; 12,059 information/education provided and attended 136 events.

The Child and Youth Program (CYP) hosted two family camps; one youth camp; two one-day events; supported two yellow ribbons and held four face-to-face meetings with the Missouri Teen Advisory Council. One-hundred fifty-nine families and youths attended different CYP events throughout the state; provided 1,657 resources and support, and provided teen master resiliency training to 30 youth ages 12-18. The council attended one annual regional symposium hosted by Nebraska.

total of 113 Soldiers, dependents, and MOARNG civilians trained. Several courses are being established for training year 17.

Enhanced Resiliency Program

The Enhanced Resiliency Program hosted 322 Soldiers in its second year. Increasing their resiliency as individual Soldiers and improving communications and resiliency with their family members.

Employer Support for the Guard and Reserve (ESGR)

ESGR nominated Benjamin Franklin Plumbing of Springfield, winner of the 2016 Secretary of Defense Employer Support Freedom Award. This is the highest honor an employer can receive and only 15 awards are given each year.

Heroes Care

The Heroes Care program is an affiliation of program partners working together to provide support to military families and the communities where they live. This care combines the power of national organizations dedicated to providing emergency financial aid, employment opportunities, and mental health care services through a network of specially trained care givers before, during and after deployment. FWS developed a memorandum of understanding with Heroes Care to support Soldiers and families.

Missouri National Guard Sexual Assault Prevention & Response Program

The Missouri National Guard Sexual Assault Prevention and Response Program (SAPR) conducted over 30 Sexual Harassment and Assault Response Program training events, reaching approximately 1,200 Guardsmen, in an effort to provide awareness and facilitate cultural change. The SAPR program partnered with the state equal opportunity and equal employment opportunity teams to provide greater prevention and bystander training, identifying the need to address inappropriate behaviors early on the continuum of behaviors.

For the first time, annual victim advocate training was conducted with the Kansas National Guard. The SAPR office managed the credentialing of 20 victim advocates with the Department of Defense Sexual Assault Advocate Certification Program and the National Organization for Victim Advocacy. The SAPR program conducted the inaugural sexual harassment/assault prevention program at Fort Leonard Wood. This training included Russell Strand, chief of the U.S. Army Military Police School behavioral science education and training division, an expert in sexual assault investigations, domestic violence intervention training and child abuse prevention and investigation techniques.

Retirement Services Office (RSO)

The Retirement Services Office provided assistance to 452 Soldiers via retirement support briefings, covering gray area retirement, Soldier retirement, and assisting other branches of service. RSO participates in the final formation briefings, assisting Soldiers in eligibility determination. RSO coordinated the Retiree Appreciation Day in conjunction with the Missouri National Guard Association conference, resulting in 160 attendees.

Yellow Ribbon Reintegration Program

The Yellow Ribbon Reintegration Program held three events in fiscal year 16. Missouri's program was chosen to host a nine-state regional event for service members from multiple service branches and commands. One hundred sixty-eight Missouri and 460 out-of-state service members and their supporters were trained on deployment benefits, resources and entitlements. The program also coordinated 30 service members and supporters to complete training at out-of-state Yellow Ribbon Events.

Substance Use Reduction Program (SURP)

The Substance Use Reduction Program was generated to assist Soldiers with issues that resulted in substance use/abuse. SURP engaged almost 100 soldiers in FY 16, helping improve resiliency and readiness. Licensed professionals and subject matter experts running the program are discovering additional valuable information in resiliency with attendees of the course. FWS began a partnership with Catholic Charities in a collective effort to provide support by offering instructors and licensed professionals to sustain the program.

Survivor Outreach Services

The Survivor Outreach Services program supports the families and loved ones of our fallen comrades. This programs continuing effort to reach out and assist these families has proven beneficial in numerous ways from finding educational funding to suicide intervention. Keeping the loved ones memory alive is one of the programs primary goals.

Strong Bonds

Strong Bonds held five Army and four Air events in fiscal year 16, strengthening the relationships of 141 couples, along with unit events for families and single Soldiers and Airmen.

Missouri Suicide Prevention Program

The Missouri Suicide Prevention Program piloted a new program to assist families and service members in focusing on prevention and intervention of suicide called "safeTalk." The program facilitated six classes with a



COMPETITIVE EVENTS

Airman of the Year: Senior Airman Nathan Dampf, 131st Bomb Wing Public Affairs
Noncommissioned Officer of the Year: Staff Sgt. Staci Cooper, 131st Bomb Wing Operations Support Flight
First Sergeant of the Year: Master Sgt. Jason Henke, 157th Air Operations Group
Senior Noncommissioned Officer of the Year: Master Sgt. John Illnicky, 131st Bomb Wing Maintenance Squadron

Soldier of the Year: Spc. Sean Parrin, A Company 1-138th Infantry
Noncommissioned Officer of the Year: Staff Sgt. Cristian Santana, B Company 1-138th Infantry

Biathlon

Nationals

10km/7.5km Sprint Competition

Chief Warrant Officer 3 Mitch Simpson - 30th
 Staff Sgt. Justin Neihart - 33rd
 Tech. Sgt. Bruce Vaughn - 51st
 Tech. Sgt. Chris Seibel - 76th
 Master Sgt. Chris Schlichting 80th

12.5km Pursuit Competition

Staff Sgt. Justin Neihart - 25th
 Chief Warrant Officer 3 Mitch Simpson - 30th
 Tech. Sgt. Bruce Vaughn - 61st
 Tech. Sgt. Chris Seibel - 79th
 Master Sgt. Chris Schlichting - 83rd

Team Races

15km Patrol Race - 10th of 26 Teams

Chief Warrant Officer 3 Mitch Simpson
 Staff Sgt. Justin Neihart
 Tech. Sgt. Chris Seibel
 Sgt. Ashley Anderson

7.5km Sprint

Sgt. Ashley Anderson - 6th

10km Sprint Pursuit Competition

Sgt. Ashley Anderson - 6th

4x7.5km Relay - 8th of 28 Teams

Chief Warrant Officer 3 Mitch Simpson - 27.15
 Staff Sgt. Justin Neihart - 28.03
 Sgt. Ashley Anderson - 32.31
 Tech. Sgt. Chris Seibel - 33.32

Marksmanship

2016 Adjutant General's Match

Team Results:

1st place: 139th Maintenance Squadron: Tech. Sgt. Rodd Boyer, Staff Sgt. John Baxter, Tech Sgt. Nathan Nichols, Tech. Sgt. Benjamin Ott
2nd place: A Company, 1107th Aviation Group: Staff Sgt. Andrew Pipkin, Chief Warrant Officer 2 Bruce Daniel, Sgt. Jeremy Simpson, Sgt. Dakota Harter
3rd place: 1139th Military Police Company: 1st Sgt. James Phelps, Staff Sgt. Michael Richey, Staff Sgt. George Washburn III, Spc. Richard McCord

Individual Open Results:

1st place: Staff Sgt. Michael Richey, 1139th Military Police Company
2nd place: 1st Sgt. James Phelps, 1139th Military Police Company
3rd place: Staff Sgt. Andrew Pipkin, A Company, 1107th Aviation Group

Individual Novice Results:

1st place: Staff Sgt. John Baxter, 139th Maintenance Squadron
2nd place: Pfc. Nekoda Massey, A Company, 935th Aviation Support Battalion
3rd place: Sgt. Dakota Harter, A Company, 1107th Aviation Group

Adjutant General's 20 Badge Recipients

Sgt. Maj. Gary Barnes
 Staff Sgt. John Baxter
 Tech Sgt. Rodd Boyer
 Chief Warrant Officer 2 Bruce Daniel
 Staff Sgt. Jerry Dement

1st Sgt. Joseph Dorsey
 Sgt. 1st Class Dino Galanakis
 Pfc. Nekoda Massey
 Master Sgt. Jason Neiswander
 Tech Sgt. Nathan Nichols

Tech. Sgt. Benjamin Ott
 Staff Sgt. Anthony Perez
 1st Sgt. James Phelps
 Staff Sgt. Andrew Pipkin
 Staff Sgt. Joshua Pohlman

Staff Sgt. Michael Richey
 Sgt. Jeremy Simpson
 Sgt. Andrew Smith
 Sgt. 1st Class John Snider
 Staff Sgt. Timothy Trares

2016 Marksmanship Area Council V Regional Match (MAC V)

Alpha Team: Staff Sgt. Michael Richey, Staff Sgt. Cody Walsh, Staff Sgt. Andrew Pipkin, Staff Sgt. John Baxter

Bravo Team: Chief Warrant Officer 2 Gregory J. Schulte, Command Sgt. Major Gary Barnes, Sgt. Andrew R. Smith, Staff Sgt. Jerry Dement

Charlie Team: Tech. Sgt. Nathan Nichols, Tech. Sgt. Rodd Boyer, Master Sgt. Jason Neiswander, Staff Sgt. Anthony Perez

Team Results

Alpha Team: 2nd Place overall finish, 3rd Place Rifle Team, 1st Place Gen. George Patton Match, 4th Pistol Anti-Body Armor Match
Bravo Team: 5th Place overall finish, 2nd Place Rifle Team, 3rd Place Gen. George Patton Match, 2nd Pistol Anti-Body Armor Match

Missouri National Guard Individual Results

Staff Sgt. John Baxter: 3rd Novice Overall Finish, 3rd Novice Pistol Finish, 3rd Novice Rifle Finish, 4th Place Novice Pistol Anti-Body Armor, 4th Place Novice Rifle Reflexive Fire, 5th Place Novice Rifle Special Zero, 5th Place Novice Rifle Excellence in Competition Rifle Match
Staff Sgt. Jerry Dement: 2nd Novice Overall Finish, 2nd Novice Pistol Finish, 5th Novice Rifle Finish, 2nd Place Novice Pistol Excellence in Competition Match, 2nd Place Novice Pistol Anti-Body Armor, 2nd Place Novice Rifle Reflexive Fire, 3rd Place Novice Rifle Excellence in Competition Rifle Match
Master Sgt. Jason Neiswander: 3rd Place Novice Rifle Special Zero
Staff Sgt. Andrew Pipkin: 5th Overall Finish, 4th Overall Rifle Finish, 2nd Place Rifle Close Quarter Battle
Staff Sgt. Michael Richey: 3rd Overall Finish, 3rd Overall Rifle Finish, 3rd Overall Pistol Finish, 2nd Place Pistol Excellence in Competition Match, 4th Place Pistol Anti-Body Armor, 1st Place Rifle Close Quarter Battle, 4th Place Rifle Reflexive Fire, 4th Place Rifle Special Zero
Chief Warrant Officer 2 Gregory Schulte: 4th Place Pistol Excellence in Competition Match
Staff Sgt. Cody Walsh: 5th Place Rifle Close Quarter Battle

2016 Winston P. Wilson Marksmanship Sustainment Exercise

Alpha Team: Staff Sgt. Michael Richey, 1st Sgt. James Phelps, Tech. Sgt. Nathan Nichols, Chief Warrant Officer 2 Gregory Schulte

Bravo Team: Staff Sgt. Andrew Pipkin, Sgt. Andrew R. Smith, Staff Sgt. Jerry Dement, Tech. Sgt. Benjamin Ott

Team Results

Alpha Team: 2nd Place Bianchi Battle Match, 2nd Place Anti-Body Armor Match, 3rd Place Combat Rifleman Match, 4th Place Combined Arms Enemy Barricade Match, Covering Fire Match 1st Place

Individual Results

Staff Sgt. Jerry Dement: Excellence In Competition Rifle Distinguished Badge
Tech. Sgt. Benjamin Ott: 13th Place Overall, Chief's 50 Badge Recipient, Excellence In Competition Rifle Distinguished Badge
1st Sgt. James Phelps: 4th Place Overall, Chief's 50 Badge Recipient, 3rd Place in Combat Rifleman Forward Assault Match
Staff Sgt. Michael Richey: 7th Place Overall, Chief's 50 Badge Recipient, Excellence In Competition Rifle Distinguished Badge

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