

MISSOURI NATIONAL GUARD ANNUAL REPORT 2021



MISSOURI
BICENTENNIAL
PAST. PRESENT. FUTURE.

Michael L. Parson
Governor



STATE OF MISSOURI
OFFICE OF THE ADJUTANT GENERAL
IKE SKELTON NATIONAL GUARD TRAINING SITE
2302 MILITIA DRIVE
JEFFERSON CITY, MISSOURI 65101-1203

Levon E. Cumpton
Major General, MONG
The Adjutant General



Dear Governor Parson,

It is with great honor and humility that I report that your Missouri National Guard continues its tradition of being a well-trained, well-staffed and a highly skilled organization, capable of supporting the citizens of the great state of Missouri and our nation. Though the year 2021 presented many challenges, our Guard responded to each challenge head-on as part of a greater team of state, national and international partners.

As the COVID-19 pandemic continued, the Missouri National Guard worked with our interagency partners from the state of Missouri, as well as our national partners from the active duty Navy, Marines and the Federal Emergency Management Agency to best protect our citizens from the impacts of the virus. The Missouri National Guard mobilized mass vaccination teams, targeted vaccination teams and adaptive vaccination teams across the state, while supporting the FEMA Community Vaccination Center at the Edwards Jones Dome in St. Louis with a Dual Status Command. Under the leadership of your office, and together with our partners in the Department of Health and Senior Services, the State Emergency Management Agency, the Department of Public Safety and others, the Missouri National Guard assisted in providing vaccines to 441,000 Missouri citizens.

Alongside our vaccination assistance efforts, the Missouri National Guard continued providing assistance to Missouri food banks, community testing, warehouse support, data entry and call center operations. In total, the Missouri National Guard mobilized 2,115 Missouri Guard men and women in support of the state response to the COVID-19 pandemic this year alone. We could not be more proud of our efforts to assist our fellow citizens in their time of need.

In addition to our efforts in the COVID-19 response, our Guard team mobilized around the country to support our fellow Guard men and women in both Washington D.C. and the state of Louisiana in response to mutual aid requests. In Washington, the Missouri National Guard provided 300 Soldiers to support the D.C. National Guard and local law enforcement as part of a National Guard-wide effort to provide security to our nation's capital region. In Louisiana, the Missouri National Guard mobilized over 300 Soldiers to provide post-Hurricane Ida relief in the form of humanitarian support, equipment, debris removal and general assistance.

Lastly, our team continued to train and deploy in support of our federal mission. Our Guard members ensured the health of the force and supported deployments around the globe to U.S. Central Command, U.S. European Command, U.S. Africa Command, U.S. Southern Command and U.S. Northern Command. Alongside this effort, our National Guard supported multiple subject matter exchanges with our Panama state partners, building upon our strong and enduring relationship with that country.

As always, I am honored to serve as your Adjutant General and proud of the achievements of our great National Guard team. This report will showcase the accomplishments of our Citizen-Soldiers and Airmen over the last year and reinforce that fact that your Missouri National Guard is Always Ready, Always There.



A handwritten signature in black ink, appearing to read "Levon E. Cumpton".

LEVON E. CUMPTON
Major General (MO), MONG



MISSION

The Missouri National Guard organizes, trains, and equips a community-based public service oriented operational force of ready Citizen Soldiers and Airmen as a cohesive organization to defend and serve the people of Missouri and the United States of America.

VISION

We Train, Fight, and Win while Taking Care of Each Other as One Team.

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OUR LEADERSHIP

Maj. Gen. Levon E. Cumpston, The Adjutant General



Major General Levon E. Cumpston assumed duties as the Adjutant General of the Missouri National Guard, Jefferson City, Missouri, on August 2, 2019. As the Adjutant General, on behalf of the Governor, he provides command and control of over 12,000 Missouri National Guard Soldiers, Airmen, Federal, and State employees. He ensures the Missouri National Guard is manned, trained, equipped and resourced for its dual state and federal missions.

General Cumpston was raised on a farm in Bates County, Missouri and graduated from Ballard High School. He commissioned in 1990 through the Wentworth Military Academy Reserve Officer Training Corps program.

He previously served simultaneously as the 35th Engineer Brigade Commander and the Director of Manpower and Personnel for the Missouri Army National Guard. Prior assignments include: Deputy of Operations/Plans/Training, Missouri Army National Guard; Deputy Brigade Commander, 110th Maneuver Enhancement Brigade; Commander, 1-138th Infantry Battalion; Training/Operations and Executive Officer, 1138th Engineer Battalion; Commander, C Company 2-502nd Infantry, Fort Campbell, KY.

General Cumpston's operational deployments include peacekeeping missions in the Former Yugoslavian Republic of Macedonia and Kosovo, stability operations in Bosnia, and a combat tour in support of Operation Iraqi Freedom. Additionally, in Missouri, he has supported numerous declared state emergencies.

General Cumpston earned a Bachelor of Science degree from Central Missouri State University in Warrensburg, Missouri and a Masters of Strategic Studies from the Air War College at Maxwell Air Force Base in Montgomery, Alabama.

His awards, decorations, and badges include the Legion of Merit, Bronze Star Medal, Purple Heart, Meritorious Service Medal (with one silver oak leaf cluster), Ranger Tab, Combat Action Badge and the Missouri Conspicuous Service Medal. He was awarded the Bronze Order of the de Fleury Medal and the Order of Saint Maurice (Legionnaire). Major General Cumpston and his wife Linda have two children, Emily and Chance, and reside in Jefferson City, Missouri.

Command Sgt. Maj. Kannon John, State Command Senior Enlisted Leader



Command Sgt. Maj. Kannon John began his military career in April 1989, enlisting as a Petroleum Supply Specialist with the Kansas Army National Guard. In December 1990, he transferred to the Missouri Army National Guard (MOARNG) with Headquarters Support Company (HSC), 203rd Engineer Battalion in Joplin, MO.

He began his full-time career in July 1997 as the Detachment Readiness NCO of Detachment 1, HSC 203rd Engineer Battalion in Neosho, MO. In March 1998, he served as the Unit Supply Sergeant for Alpha Company, 203rd Engineer Battalion in Springfield, MO for three and a half years. In 2001, CSM John served as the Battalion Supply Sergeant for the 203rd Engineer Battalion.

He deployed to Iraq in support of Operation Iraqi Freedom in 2003-2004. From 2008-2009, he served as the Assistant Operations Noncommissioned Officer (NCO) for the 35th Engineer Brigade. In November 2009, he served as the MOARNG State Logistics Trainer. CSM John served as the 220th Engineer Company First Sergeant in 2010 and as the Senior Logistics Sergeant Major (SGM) for the 35th Engineer Brigade from 2011 to 2013. He served as the Logistics SGM for the MOARNG and served as the 311th Brigade Support Battalion CSM in 2015 and the 70th Troop Command Brigade CSM from 2016 to 2018. CSM John served as the MOARNG State Command Sergeant Major from 2018 to 2019. He currently serves as the Command Senior Enlisted Leader for the Missouri National Guard.

Command Sgt. Maj. John has a Bachelor of General Studies with minors in Management and Business (Cum Laude honors) from Columbia College and a Master of Business Administration from Columbia College. His military education includes the Nominative Leaders Course, Strategic Execution Course, Sergeants Major Academy, First Sergeant Course, Battle Staff NCO Course, Unit Supply Specialist Advanced NCO Course, Unit Supply Specialist Basic NCO Course, Primary Leadership Development Course, Sapper Leader Course, and numerous Military Occupational Specialty and professional development courses.

CSM John's awards include the Legion of Merit, Meritorious Service Medal (5th Award), Army Commendation Medal (2nd Award), Army Achievement Medal (3rd Award), Army Good Conduct Medal (6th Award), Army Reserve Component Achievement Medal (2nd Award), National Defense Service Medal with Bronze Star Device, Global War on Terrorism Expeditionary Medal, Iraq Campaign Medal (2 Campaign Stars), Humanitarian Service Medal, Armed Forces Reserve Medal (Silver Hourglass, M-Device), Missouri Legion of Merit, Missouri Conspicuous Service Medal, and numerous other State awards.

He is a member of the Missouri National Guard Association, Association of Quartermasters, and Veterans of Foreign Wars. CSM John is married to his wife, Angela of 24 years and they reside in Henley, MO with their son, Matthew.

OUR LEADERSHIP



**Maj. Gen.
Levon Cumpton**
The Adjutant General



**Brig. Gen.
Sharon A. Martin**
Assistant Adjutant General - Army



**Brig. Gen.
James P. Schreffler**
Assistant Adjutant General - Army



**Brig. Gen.
Charles D. Hausman**
Director of the Joint Staff



**Brig. Gen.
Kenneth S. Eaves**
Assistant Adjutant General - Air



**Brig. Gen.
Kimbra Sterr**
Chief a Staff - Air



**Col.
Robert Payne**
Chief of Staff - Army



**Col.
Patrick L. Lanaghan**
Director of Staff - Air



**CW4
Isom Folsom**
Command Chief
Warrant Officer



**Command Sgt. Maj.
Kannon John**
Command Senior
Enlisted Leader



**Command Sgt. Maj.
Javier Acosta**
State Command
Sergeant Major - Army



**Chief Master Sgt.
Jessica L. Settle**
Command Chief
Master Sergeant - Air

MISSOURI NATIONAL GUARD UNITS

Missouri Joint Force Headquarters - Jefferson City

- Office of the Adjutant General
- Air National Guard Headquarters
- Headquarters & Headquarters Detachment
- Family Warrior Support/DEERS/ID Card Office
- Retirement Services Office
- Funeral Honors Office
- Museum of Missouri Military History
- Combined Support Maintenance Shop
- 429th Judge Advocate General Detachment
- 529th Judge Advocate General Detachment

110th Maneuver Enhancement Brigade - Kansas City

220th Transportation Battalion

- 548th Trans Co.
 - Det. 1, 548th Trans Co.
- 1231st Trans Co.
 - Det. 1, 1231st Trans Co.
- 1241st Trans Co.
 - Det. 1, 1241st Trans Co.
- 1251st Trans Co.
 - Det. 1, 1251st Trans Co.

135th Signal Co.

1-129th Field Artillery Regiment

- Headquarters and Headquarters Battery
- Battery A
- Battery B
- Battery D
- 1128th Forward Support Co.

1-138th Infantry Regiment

- Headquarters and Headquarters Co.
 - Det. 2, 1-206th Fire Support Team
- Co. A
- Co. B
- Co. C
 - Det. 1, Co. C
- Co. D
- Company I, 39th Brigade Support Battalion

Combat Aviation Brigade, 35th Infantry Division - Sedalia

1/135th Aviation Regiment (Assault)

- Headquarters and Headquarters Co.
- Co. A
- Co. B
- Co. C
- Co. D
- Co. E

- Det. 3, Co. B, 935th Aviation Support Bn.
- Co. C, 935th Aviation Support Bn.
- Det. 6, Co. D, 3/238th MEDEVAC
- Det. 7, Co. E, 3/238th MEDEVAC
- Det. 2, Co. G, 3/238th MEDEVAC
- Det. 2, Co. C, 2/245th Aviation Regiment
- Det. 40, Operational Support Airlift Command
- Co. B, 1/376 Aviation Regiment

935th Aviation Support Battalion

- Headquarters Support Co.,
- Co. A, 935th Aviation Support Bn.

35th Military Police Brigade - Jefferson Barracks

235th Engineer Team

175th Military Police Battalion

- 1139th Military Police Co.
- 3175th Military Police Co.
 - Det. 1, 3175th Military Police Co.

205th Military Police Battalion

- 1175th Military Police Co.
 - Det. 1, 1175th Military Police Co.
- 1137th Military Police Co.
 - Det. 1, 1137th Military Police Co.
- 1136th Military Police Co.
 - Det. 1, 1136th Military Police Co.

35th Engineer Brigade - Fort Leonard Wood

203rd Engineer Battalion

- Headquarters and Headquarters Co.
- Forward Support Co.
- 294th Engineer Co.
- 276th Engineer Co.
 - Det. 1, 276th Engineer Co.
- 1141st Engineer Co.
- 335th Engineer Platoon

1140th Engineer Battalion

- Headquarters and Headquarters Co.
- Forward Support Co.
- 1438th Engineer Co. (MRBC)
 - Det. 1, 1438th Engineer Co. (MRBC)
- 1138th Engineer Co. (Sapper)
- 220th Engineer Co. (Horizontal)
- 1142nd Engineer Co. (Sapper)

635th Forward Engineer Support Team - Main (FEST-M)

35th Infantry Division - Lexington

- Det. 1, Headquarters Support Co., 35th IN Div.
- Det. 1, A Co., 35th IN Div.
- B Co., 35th IN Div.
- Det. 2, B Co., 35th IN Div.
- C Co., 35th IN Div.

1107th Theater Aviation Support Maintenance Group - Springfield

- Headquarters & Headquarters Detachment, 1107th TASMG
- Co. A, 1107th TASMG
- Co. B, 1107th TASMG

MISSOURI NATIONAL GUARD UNITS

131st Bomb Wing - Whiteman AFB / Jefferson Barracks Air Guard Station

131st Medical Group

- 131st Med.Group Detail

131st Operations Group

- 110th Bomb Squadron
- 131st Operations Support Flight

131st Mission Support Group

- 131st Force Support Squadron
- 131st Logistics Readiness Squadron
- 131st Communications Flight
- 131st Civil Engineer Squadron
- 231st Civil Engineer Flight
- 239th Combat Communications Squadron

131st Maintenance Group

- 131st Aircraft Maintenance Squadron
- 131st Maintenance Squadron
- 231st Maintenance Operations Flight

157th Air Operations Group

- 157th Combat Operations Squadron
- 157th Air Intelligence Squadron
- 157th Air Communications Flight
- 257th Combat Communications Flight

131st Bomb Wing Staff

139th Airlift Wing- Rosecrans Air National Guard Base

139th Operations Group

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

139th Mission Support Group

- 139th Force Support Squadron
- 139th Communications Flight
- 139th Security Forces Squadron
- 139th Civil Engineering Squadron
- 139th Logistics Readiness Squadron

139th Maintenance Group

- 139th Aircraft Maintenance Squadron
- 139th Maintenance Operations Flight
- 139th Maintenance Squadron

139th Medical Group

- Det 1- Homeland Response Force

Advanced Airlift Tactics Training Center

- Det 1- 29th Weapons Squadron

139th Airlift Wing Staff

70th Troop Command

7th Civil Support Team

135th Army Band

70th Mobile Public Affairs Det.

135th Military History Det.

Detachment 1, 179th Cyber Protection Team

229th Multifunctional Medical Bn.

- 206th Area Support Medical Co.
 - Det. 1, 206th Area Support Med. Co.
- 205th Ground Ambulance Co.

835th Combat Sustainment Support Bn.

- 1035th Maintenance Co.
- 735th Field Service Co.
 - Det. 1, 735th Field Service Co.
- 1221st Trans Co.
 - Det. 1, 1221st Trans Co.
- 1138th Trans Co.
 - Det. 1, 1138th Trans Co.
- 3175th Chemical Co.
- Counterdrug Task Force

Missouri Army National Guard Supporting Elements

Missouri Army National Guard Recruiting & Retention

- Det. 1, Recruit Sustainment Program
- Det. 2, Recruit Sustainment Program
- Det. 3, Recruit Sustainment Program
- Det. 4, Recruit Sustainment Program
- Det. 5, Recruit Sustainment Program
- Det. 6, Recruit Sustainment Program
- Det. 7, Recruit Sustainment Program
- Det. 8, Recruit Sustainment Program
- Det. 9, Recruit Sustainment Program
- Det. 10, Recruit Sustainment Program
- Det. 11, Recruit Sustainment Program
- Det. 12, Recruit Sustainment Program
- Det. 13, Recruit Sustainment Program
- Det. 14, Recruit Sustainment Program

140th Reg. – Regional Training Institute

- 2nd Battalion, 140th Regiment (RTI)
- 1st Battalion, (En), Training Battalion
- Regional Training Site Maintenance

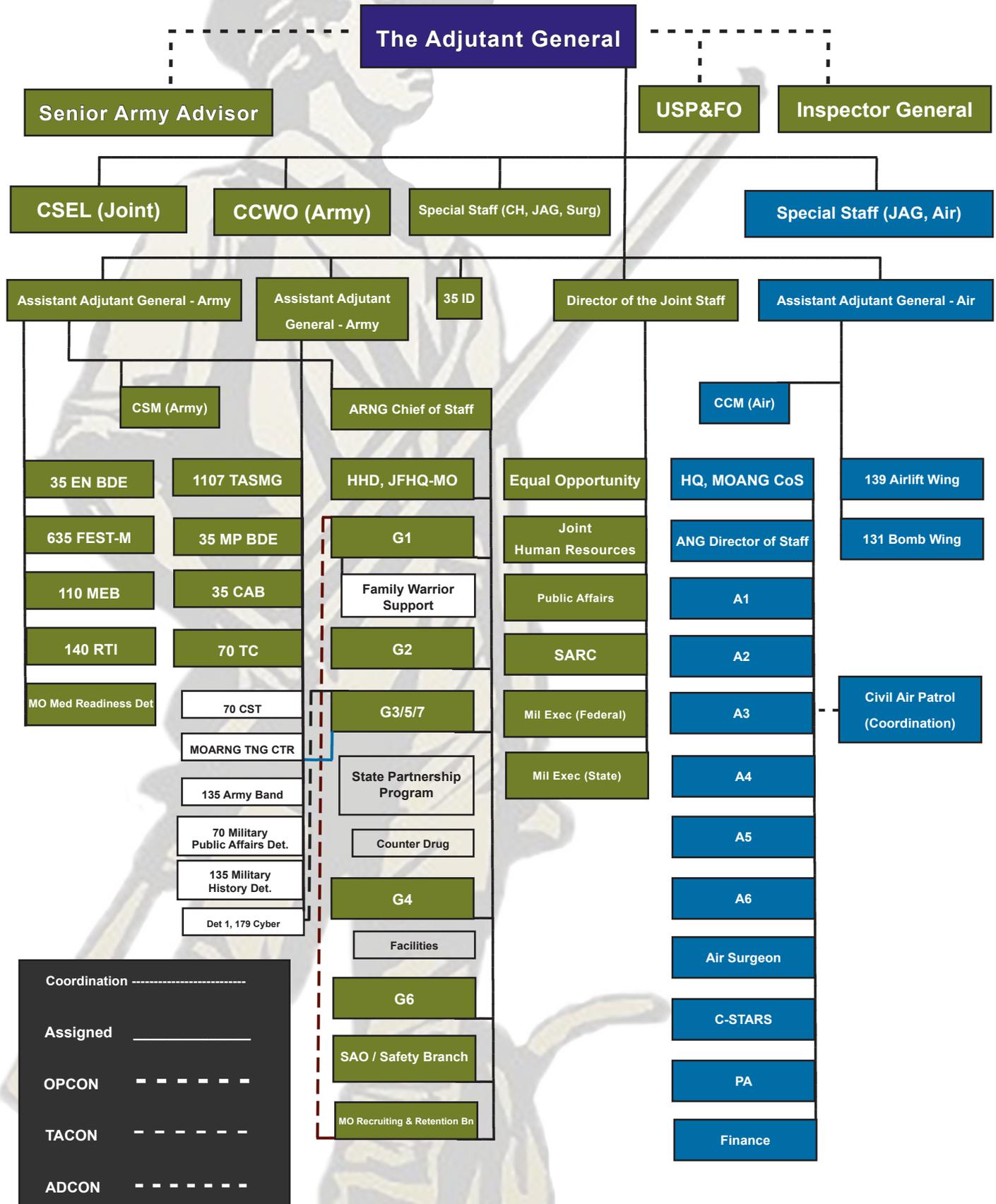
Missouri Army National Guard Training Center

- MOARNG TC - Camp Crowder
- MOARNG TC - Fort Leonard Wood
- MOARNG TC - Wappapello
- MOARNG TC - Macon

Missouri Medical Detachment

- Troop Medical Clinic 1
- Troop Medical Clinic 2
- Troop Medical Clinic 3

ORGANIZATIONAL COMMAND & CONTROL CHART



Coordination -----

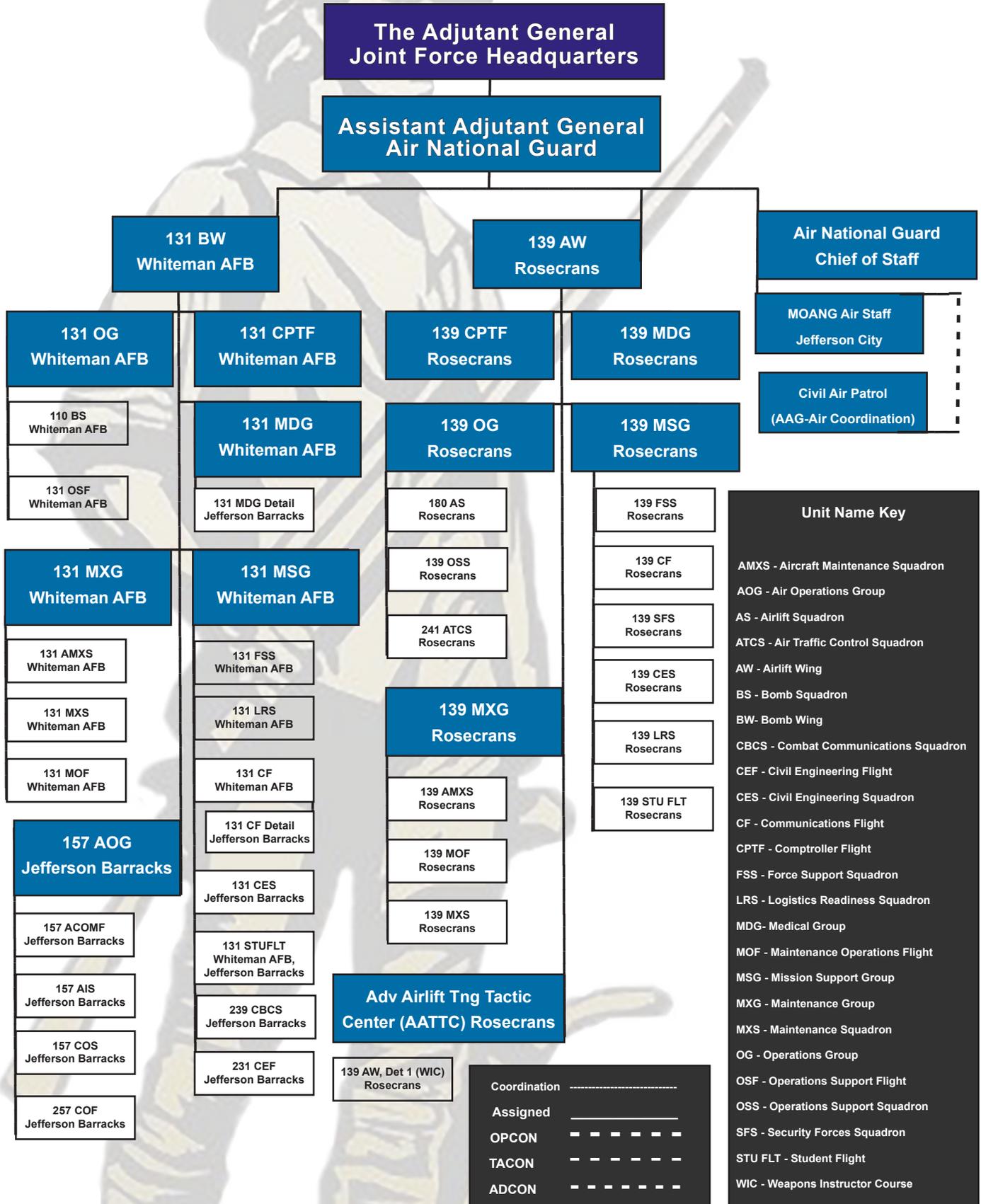
Assigned _____

OPCON - - - - -

TACON - - - - -

ADCON - - - - -

ORGANIZATIONAL COMMAND & CONTROL CHART-AIR



MISSOURI STATE EMPLOYEES



State employees that support the Missouri Office of the Adjutant General are located across Missouri in approximately 65 locations. Of the 441 employees, 399 are benefit eligible, 42 are non-benefit eligible and a total of 42 are part-time employees.

The major divisions/programs include Administration, Environmental, Facilities, Military Funeral Honors, Security, Air Guard which consists of the 131st Jefferson Barracks Air Station, 139th Rosecrans Wing, and Army Guard which consists of AVCRAD and all the armories/readiness centers.

DIVISIONS	POSITIONS	AREAS OF RESPONSIBILITY
Administration	28	Administration consists of 28 employees among the Adjutant General's Office, State Resources Director, State Resources Financial, Human Resources, Purchasing, Archives, Museum, Tuition Assistance, Veterans Recognition Program, Cafeteria, and the Mailroom.
Environmental	19	19 employees that provide three types of environmental actions, including compliance and corrective projects, environmental services, and program management. They are responsible for providing a safe environment for employees.
Facilities	101	Facilities has 101 employees throughout 15 locations across the state. Those locations include AVCRAD, Chillicothe, Clark, Crowder, Farmington, Fort Leonard Wood, Ike Skelton Training Site, Jefferson Barracks, Kansas City, Macon, Moberly, Poplar Bluff, Rolla, Wappapello and Whiteman Air Force Base.
Information Management	9	Two distance learning, seven information technology.
Military Funeral Honors	38	Funeral Honors has 38 state employees throughout 10 locations in Missouri. Those locations include Carthage, ISTS, Jackson, Jefferson Barracks, Kansas City, Rolla, Springfield, St. Joseph, Warrensburg and West Plains.
Security	47	1 Anti-Terrorism, 1 Emergency Management, and 45 Physical Security employees who are responsible for providing security to facilities, equipment and personnel statewide.
USPFO	2	2 employees who provide administrative support.
Air Guard		
131st Bomb Wing - Jefferson Barracks	14	The 131st Bomb Wing located at Jefferson Barracks consists of 13 Operations and Maintenance employees and 1 Environmental employee.
139th Airlift Wing - Rosecrans	67	The 139th Airlift Wing located at the Rosecrans Flight Facility in St. Joseph employ a total of 67 employees. 29 Firefighters, 19 Military Security Officers, 1 Environmental and 18 Operations and Maintenance.
Army Guard		
MO AVCRAD	74	The MO AVCRAD facility located in Springfield employees 74 employees. 53 employees specialize in aircraft maintenance and 21 support staff positions.
Armories & Readiness Centers	42	42 positions supporting 59 armories and readiness centers throughout the state.

2021 OVERVIEW

COVID-19 RESPONSE EFFORTS

The Missouri National Guard began providing COVID-19 response support to multiple interagency partners on April 6, 2020 and continued through the end of the year. The focus areas of support include vaccination operations, testing and screening, sustainment operations and general support. Throughout these operations over 2,115 individual Missouri National Guard Service Members participated in COVID-19 response missions throughout the course of the operation.

The Missouri National Guard worked alongside the Department of Public Safety (DPS) and the Department of Health and Senior Services (DHSS) to provide citizens of Missouri COVID-19 vaccinations. Utilizing mass vaccination events and adaptive vaccination teams, the MONG assisted in giving over 441,000 vaccines to citizens. Missouri established the state's first Dual-Status Command in our history with active duty Navy and Marine Corps elements to support a FEMA Community Vaccination Center that provided over 45,000 vaccinations in St. Louis. Service members supported DHSS in multiple other capacities including call center operations, fielding over 208,700 calls, and assisted with data input of more than 1,164,600 data entries.

In coordination with the Department of Public Safety, the East Missouri Action Agency and the Feeding Missouri food bank operations, the Missouri National Guard assisted with meal distribution, ensuring more than 605,000 Missouri families received nutritional meals. The Missouri National Guard worked alongside DPS and DHSS in the administering of over 73,300 COVID-19 tests across the state. The testing support included mobile community based testing, long-term care facility testing and laboratory support. The Service Members also conducted over 615,000 medical screenings of state employees.

The Missouri National Guard assisted in multiple other support operations to include interagency planning, fusion cell support, warehouse support, and distribution of Personal Protective Equipment (PPE). The Missouri National Guard provided a joint response with Air National Guard and Army National Guard Service Members to assist Missouri state agencies and local governments to protect and assist Missouri citizens. Throughout COVID-19 response efforts, the Missouri National Guard continually provided essential lifesaving support to interagency partners in order to best serve the citizens of Missouri.

HURRICANE IDA RECOVERY

The Missouri National Guard deployed 332 Soldiers from the 1-129th Field Artillery Battalion and the 276th Engineer Company to support the Louisiana National Guard following Hurricane Ida from September 1 to September 14, 2021. During the operation, 79 Soldiers from the 276th Engineer Company conducted route clearance and debris removal operations in the Livingston Parish, assisting in the opening of roadways for emergency and public vehicles. Meanwhile, 253 Soldiers from the 1-129th Field Artillery Battalion conducted general support, helping to supply residents of the state with food and water.



CIVIL UNREST

The Missouri National Guard deployed 300 Soldiers from the 1-129th Field Artillery Battalion and 220th Motor Transportation Battalion to support D.C. National Guard and local law enforcement in the District of Columbia on January 18 through January 25, 2021. The Missouri National Guard helped law enforcement by providing a Quick Reaction Force (QRF) to respond to Metropolitan Police Department requests for assistance. Additionally, the element conducted overnight missions in support of the Capitol Police ensuring security by conducting presence patrols and increasing numbers on the National Capital grounds as a staged force to respond to any civil unrest throughout the district.



110TH MANEUVER ENHANCEMENT BRIGADE

KANSAS CITY



Col. Bradley Leonard
Brigade Commander

MISSION

The Maneuver Enhancement Brigade (MEB) is a mission tailored force that conducts support area operations, maneuver support operations, defense support of civil authorities, and support to stability in order to assure the mobility, protection, and freedom of action of the supported force.

COMMAND STRUCTURE

- 220th Transportation Battalion
- 1-129th Field Artillery Regiment
- 1-138th Infantry Regiment
- 135th Signal Company



Command Sgt. Major
Larry Godsey
Brigade CSM

The 110th Maneuver Enhancement Brigade (MEB) is the largest major senior command of the Missouri Army National Guard. It's nearly 2,500 Soldiers inhabit 20 armories state-wide and are fixtures in local communities and greater metropolitan areas alike. The 110th MEB is composed of a Headquarters and Headquarters Support Company, 135th Signal Company, the 1-129th Field Artillery Regiment, the 1-138th Infantry Regiment and the 220th Motor Transportation Battalion (MTB). 110th MEB Soldiers continually work to meet and exceed the needs of the local community leaders, county and state officials as well as the missions assigned from national leadership.

Faced with the ongoing nature of the COVID-19 pandemic, the 110th MEB hit the ground running to start the fiscal year. The brigade headquarters successfully deployed nearly 100 Soldiers to serve as Task Force Command and Control headquarters for Department of Defense assistance mission. These Soldiers continued to protect the nation for duration of the fiscal year.

The remainder of units in Missouri kept missions running at a high operational tempo. The MEB's COVID-19 pandemic missions composed of testing, food distribution, vaccinations and additional support to local and state entities continued. The MEB was always ready and willing to serve when called. Thousands of Missouri lives witnessed a multitude of positive impacts as a result of the mission success of MEB units. Soldiers of the 220th MTB staffed over

50 food pantry and delivery locations across the state of Missouri and served over one million families. Countless Soldiers were screened, tested and vaccinated and locations staffed by MEB Soldiers. The outcome and impact was far reaching on state and local levels.

In January 2021, 300 Soldiers under the command of Lieutenant Colonel Larry Nanneman, Commander, 1-129th Field Artillery Regiment mobilized in support of the 59th Presidential Inauguration. While in the District of Columbia, Soldiers from both the 1-129th Field Artillery and the 220th MTB provided defense support to civilian authorities for the U.S. Capitol in support of this historical event. Their mission consisted of providing Quick Reaction Force (QRF) sup-



port near the Carnegie Library and overnight security elements at the Capitol Grounds. The professional service of these Soldiers assisted in deterrence of attacks against and protecting the Nation's Capital.

Annual Training season arrived in the summer months and witnessed all units activating to train on critical Soldier and unit collective skills. All elements of the MEB took action to enhance readiness through professional and meaningful exercises.

1-129th Field Artillery personnel travelled to Fort McCoy, Wisconsin and fired nearly 600 rounds of high explosives, white phosphorous, smoke, infrared illumination and visible illumination rounds during their seven days in a field environment. Soldiers ran 24-hour operations over a 72-hour timeframe and, for the first time, fired artillery with the support of the RQ-7B Shadow. This unmanned aerial vehicle is deployed in a tactical environment and (among other things) relays target acquisition data to the Advanced Field Artillery Tactical Data System in near real time. The 1-129th Field Artillery Soldiers converted this data to actual fire missions and put steel on target.

The transporters of the 220th MTB exercised a "divide and conquer" approach to tackle unit training objectives. The 548th Transportation Company travelled across the nation to train at the National Training Center, Fort Irwin, California and the 1241st Transportation Company completed a rotation to the Joint Readiness Training Center, Fort Polk, Louisiana. Soldiers of the 548th, 1231st and 1241st Transportation Companies prepared and trained on HAZMAT operations for the Homeland Response Force and those assigned to the 1251st Transportation Company underwent requisite training associated with the Army Response Force. Each element was challenged and, as always, rose to that challenge to excel with an eye toward complete success.

The rear detachment of the brigade headquarters, took on a mission directive to support the 35th Infantry Division's War-Fighter Exercise at Camp Atterbury, Indiana. The 135th Signal Company co-located with the brigade headquarters element to support the 35th Infantry Division in their train-up, development and exercise of battle operations. This included providing critical communications and technical infrastructure needed for mission command. As a result of the commendable performance, the MEB was recognized for superior service by lead observer controllers and individual Soldiers of the brigade received 26 separate commendations in multiple forms.

Toward the conclusion of the year the 1-138th Infan-

try Regiment saw the culmination of training and effort result in a month-long training activity at the Joint Readiness Training Center. The 1-138th supported the 39th Infantry Brigade Combat Team in conducting large-scale operations on a decisive action battlefield against a near-peer threat with multi-domain capabilities. The 1-138th, composed of 475 Soldiers on mission, was the decisive operation in three of the five phases of the overall mission, Bowie Strike. During the final offensive phase, the battalion conducted a live-fire exercise that included; infantry units, both mounted and dismounted, armed unmanned aerial platforms, large-scale field artillery targeting, and Apache Gunships. The 39th task-organized the 1-138th as a strategic element throughout the operation due to equipment availability, Soldier readiness and overall pre-training certification requirements.

Just when the Soldiers of the MEB thought the year had come to a calm conclusion, Hurricane Ida arose and caused extreme damage to the infrastructure and citizenry in Louisiana. With swift and responsive action, the MEB mobilized 253 Soldiers from the 1-129th Field Artillery and the 220th MTB. In near record time, Soldiers underwent intensive screening and records review to deploy to Louisiana. Once Soldiers reached mission completion the unit had served over 35,000 families and distributed thousands of cases of water, meals ready to eat and tarps. At varied times, the supporting Soldiers were responsible for up to 15 different points of distribution in southern Louisiana.

This year, the Soldiers of the 110th Maneuver Enhancement Brigade proved once again to be the most professional, versatile and service-oriented unit. The brigade takes pride in its amazing ability to meet missions assigned by the Governor of the State of Missouri and the President of the United States.



35TH COMBAT AVIATION BRIGADE

SEDALIA



Lt. Col. Tim Hodges,
Brigade Commander

MISSION

To provide command, control, staff planning and supervision of combat aviation brigade operations to fight and win our nation's wars when deterrence fails, and supporting the State of Missouri in times of disaster and civil unrest.

COMMAND STRUCTURE

- 1/135th Aviation Battalion (Assault)
- 935th Aviation Support Battalion



Command Sgt. Maj. Paul Durr,
Brigade CSM

35th Combat Aviation Brigade (CAB) Soldiers worked with the Air National Guard, state and local agencies to develop Missouri's COVID-19 vaccination plan. This plan gained the approval of the Center for Disease Control, as well as the endorsement of the Missouri governor, Mike Parson. Additionally, the 35th CAB participated in the state COVID-19 vaccination tabletop exercise alongside state and county agencies. In total, the 35th CAB provided more than 100 Soldiers in support of multiple lines of effort. These efforts included providing logistical support for PPE, data entry for COVID testing sites, working in the Joint Operations Center and supporting mobile vaccination teams on the western side of the state. The



35th CAB provided Soldiers to the 7-person team that developed a civilian decision-making process, which mirrored the military decision-making process (MDMP) and ultimately streamlined planning efforts between military and civilian entities during times of state emergencies.

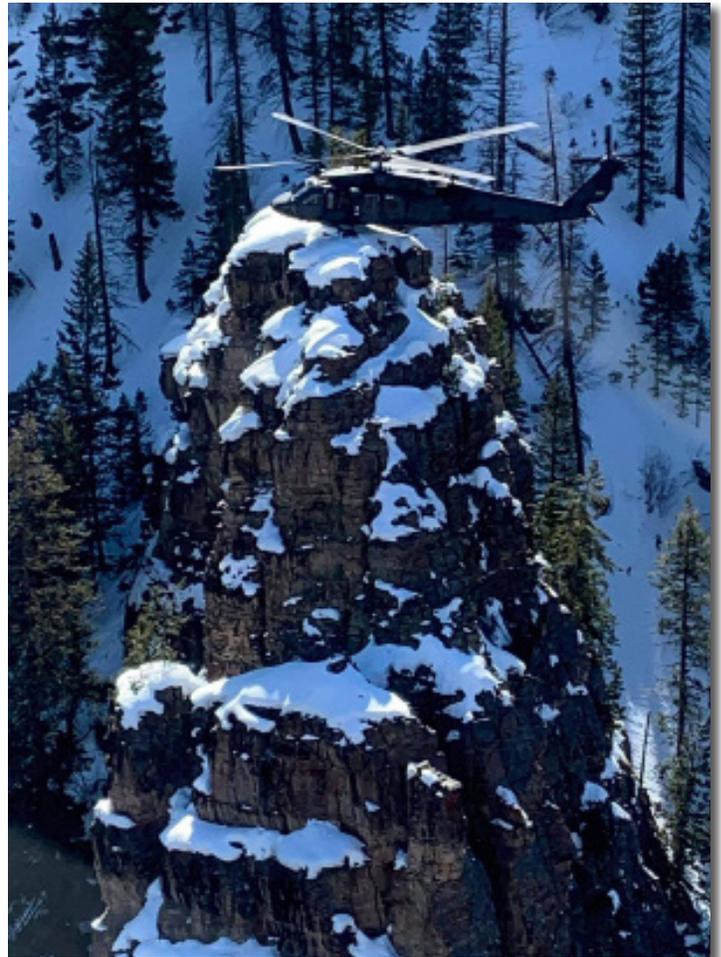


With COVID-19 having a major impact on Soldier readiness and collective training, the 35th CAB made overall readiness a priority for training year 2021. The brigade staff focused on synchronization of each warfighting function and MDMP that culminated with a Command Post Exercise (CPX) during annual training. The CPX provided a great learning opportunity for Soldiers regarding the CAB's subordinate units' capabilities and by working as the response cell during this training event. The unit also conducted a diagnostic Army Com-

bat Fitness Test that not only exposed Soldiers to the Army's new physical fitness test, but was also a great morale builder.

The 1-135th Assault Helicopter Battalion convoyed over 500 miles to Fort Sill, Oklahoma, for annual training. The battalion flew 225 hours, issued almost 16,000 gallons of fuel, fired 75,673 rounds on five weapons systems (qualifying 294 Soldiers on their assigned weapons) executed sling load operations, an air assault with an external unit stationed at Fort Sill, casualty evacuation operations and personnel recovery operations. This was the first time the battalion came together as an entire formation for collective training.

The 935th Aviation Support Battalion convoyed over 3,000 miles, completed over 600 aircraft service hours, 500 ground maintenance service hours and purified over 21,000 gallons of water. Detachment 2, Company G, 3/328 (MEDEVAC) participated in joint training with the U.S. Air Force's Center for Sustainment of Trauma and Readiness Skills (C-STARS). The unit also conducted Advanced Critical Care and Intubation with civilian emergency medical evacuation counterparts. B Company 1/376th dedicated most of this year preparing for their upcoming deployment. Detachment 2, Co. C, 2/245th Aviation Regiment (Fixed Wing) conducted 416 flight hours, flew over 250 passengers and transported more than 10,000 pounds of cargo.



35TH ENGINEER BRIGADE

FORT LEONARD WOOD



Col. Craig S. Gatzemeyer,
Brigade Commander

MISSION

35th Engineer Brigade plans, integrates, and directs the execution of general engineering, counter mobility, survivability, and mobility missions conducted by engineer battalions not organic to maneuver units and augments engineer units organic to Corps and Division. The Brigade provides technical and tactical guidance, command and control (C2) to teams, companies, and battalions.

COMMAND STRUCTURE

203rd Engineer Battalion

1140th Engineer Battalion

ADCON to the 35th Engineer Brigade

- 635th Forward Engineer Support Team



Command Sgt. Maj. Robert M. Iestas,
Brigade CSM

From March 11 to June 30, the 35th Engineer Brigade had 49 Soldiers volunteer to support COVID-19 missions across the state of Missouri. Soldiers participated in numerous supporting roles to ensure the success of the COVID-19 mission. Those areas include, Task Force Response Logistics, Medical, Food Bank, Joint Operations Center, and logistics support support.

The 220th Engineer Company from Festus, Missouri sent 106 Service Members to support and augment the US Capitol Police's planning and operational capacity. The operation lasted from March 11 to April 20. While at the Nation's Capital the 220th conducted presence patrols and roving guard operations alongside units from the Indiana National Guard. Elements from the New Jersey National Guard took the role as the Battalion Headquarters, which provided command and control for the 220th while on ground. This provided the 220th commander valuable experience working directly with another state's National Guard and developed a strong relationship with them.

The 294th Engineer Support Company (ESC) from Carthage, Missouri conducted a month-long rotation in June 2021 at the Joint Readiness Training Center (JRTC) located at Fort Polk, Louisiana. The 294th supported the 37th Infantry Brigade Combat team (IBCT) from the Ohio National Guard. JRTC's main mission is to train brigade combat teams to conduct large-scale combat operations and concentrate on improving unit readiness by providing highly realistic, stressful, joint and combined arms training across the full spectrum of any potential conflict in the world. The 294th ESC took 70 Soldiers to JRTC for Annual Training for the 30-day exercise. They accomplished over 21,000 man-hours of training during this time. The 294th demonstrated excellence in their ability to perform various engineering and construction operations. They were prepared to support the battalion and brigade commanders by executing their tactical mission of mobility, counter-mobility, survivability, and general construction efforts. Their Horizontal section (Heavy Equipment) participated in warfighting operations as the main-terrain shapers and secondary breaches for the maneuver units on the battlefield. They were paramount in deterring the enemies tracked and wheeled elements from advancing further in the battlefield. They also breached multiple

minefields to provide freedom of movement and maneuver for ground units. After completing the mobility and counter-mobility efforts, the 294th ESC provided survivability and protection effects to critical Infantry Brigade Combat Team assets and combat power by completing Position Areas for Artillery (PAA) firing positions, vehicle-fighting positions, individual and crew-serve fighting positions, counter-battery protective berms, and protective berms and trail maintenance for the Tactical Assembly Areas (TAA), and the highly demanded field-sanitation areas for the entire IBCT. They created hasty fighting positions, provided route clearance throughout training scenarios, built an "Engineer Highway" of approximately 1.5-2 miles to allow ease of movement throughout training areas, all while ensuring Soldier care and welfare across the force. The Vertical section (Construction) assisted with all engineering operations during the exercise, but their main mission was to provide combat-general construction for a Non-government Organization (NGO) to rehabilitate wood and metal structures in a local village, all the while, conducting convoy and security operations throughout the mission. They also conducted project management, to in-





clude but not limited to construction estimates, bill of material lists, execution and project delivery plans. Their mission provided a real-world impact in assisting range control construction contractors with enhancing the training area for future rotations at JRTC. They built latrines and facilitated betterment to training facilities in the area.

Overall, the 294th Engineer Company overcame significant challenges in order to achieve mission success. The JRTC operations team was continually impressed at the company's adaptability and flexibility. The company's proactivity and continual planning effort directly contributed to Battalion and Brigade success.

Headquarters, Headquarters Company (HHC), 1140th EN Bn. conducted annual training at Fort Chaffee, Arkansas 4-18 June 2021. HHC completed a 400-mile convoy with a rest over night at Beebe Armory. Soldiers established a battalion tactical operations center, conducted command post operations, supported the 1138th Engineer Company external evaluation, and trained Army warrior tasks. Additionally, Soldiers conducted night driver's training, engagement skills trainer 2000, improvised explosive device reaction lane, virtual convoy operations trainer, suicide awareness, combined arms collective training facility and four lenses training.

Forward Support Company (FSC), 1140th Engineer Battalion conducted annual training at Fort Chaffee, Arkansas 4-18 June 2021. Soldiers conducted a 400-mile convoy with a rest over night at Searcy Armory. FSC supported the Battalion at five different locations with field feeding, maintenance, recovery, and logistical package missions. Soldiers completed day/night drivers training, diagnostic Army Combat Fitness Test, truck rodeo, engagement skills trainer, Tactical Communication, Suicide Awareness, combined arms collective training facility and Four Lenses Training.

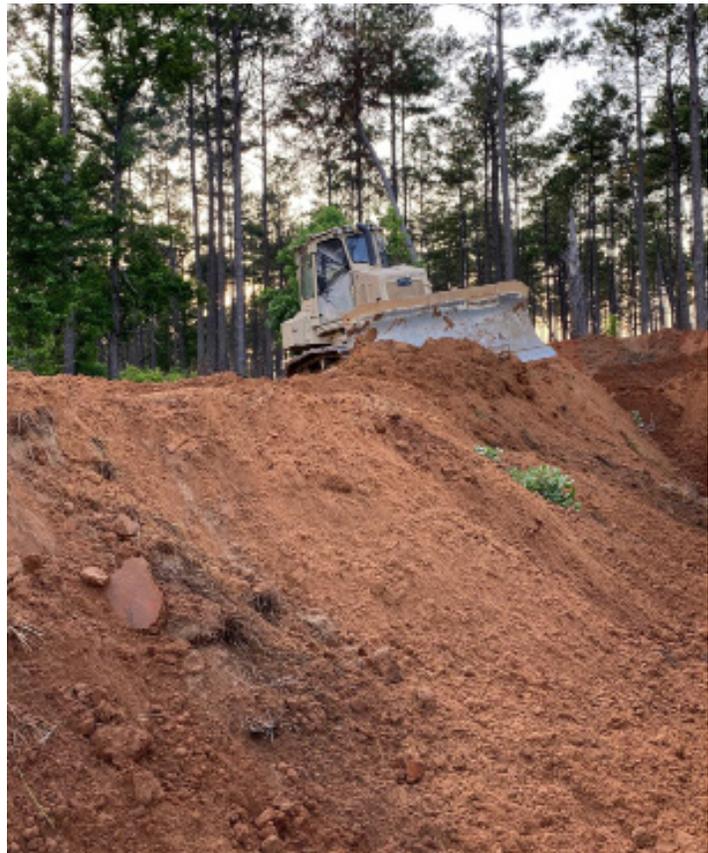
The 220th Engineer Company conducted annual training from 5-19 June 2021. The 220th EN Co. conducted weapons qualification, army combat fitness test, and reconfigurable vehicle tactical convoy training at Fort Leonard Wood. The company then returned to Festus Armory to conduct mission essential task training and motor pool improvement. Additionally, Soldiers conducted site repairs and sidewalk installations, completing troop labor projects.

1138th Engineer Company conducted annual training at Fort Chaffee, Arkansas 4-18 June 2021. The 1138th conducted a 390-mile convoy with a rest over night at the Springfield Armory. Training focused on an external evaluation involving engineering tasks of supporting mobility and counter mobility operations. The evaluation culminated in a 96-hour field training exercise, operating in an austere environment during heat category five conditions. Training concluded with weapons qualification.

1142nd Engineer Company conducted Annual Training at Fort Chaffee, Arkansas 4-18 June 2021. Soldiers conducted crew serve weapons qualification, demolition certification, and supported the 1138th Engineer Company external evaluation with observer controllers, as well as obstacle builds. Training culminated in a 72-hour field training exercise focused on squad-level mobility and counter mobility operations.

1438th Engineer Company conducted annual training at Macon Training Site and Ike Skelton Training Site 4-18 June 2021. The company conducted training on the ACROW Bridge, dry support bridge, fast water bridging, individual weapons qualification, crew serve weapons qualification, road culvert installation, and completed three road recaps.

The 35th Engineer Brigade sent two senior noncommissioned officers to attend the National Training Center (NTC) rotation 21-08 as guest observer controllers/trainers from May 31 to June 20, 2021. While at Fort Irwin, California, the noncommissioned officers were integrated into the rotational requirements. Headquarters and Headquarters Company, 35th Engineer Brigade staff personnel participated in Command Post Exercise-4 at Fort Knox, Kentucky from July 24 to August 7, 2021. During that time, 35th Engineer Brigade supplied a response cell to act as an exercise enabler for units that were participating as the training audience. The brigade staff continued this roll and support during WFX 22-01 at Fort Riley, Kansas from September 20 to October 8, 2021.



35TH MILITARY POLICE BRIGADE

JEFFERSON BARRACKS



Col. Joy L. Grimes,
Brigade Commander

MISSION

The 35th Military Police Brigade conducts mission command for all task organized units conducting or supporting military police operations. Integrates capabilities from all three police disciplines (police operations, detention operations, and security and mobility support) and integrates police intelligence operations into all military police missions. As required, exercise mission command of a tactical combat force conducting response force operations. When designated, executes the Joint Force Commander of Detainee Operations (CDO) duties and exercises mission command of all assets performing theater-level detainee operations.

COMMAND STRUCTURE

- 175th Military Police Battalion
- 205th Military Police Battalion



Command Sgt. Maj. Bobby G. Richards,
Brigade CSM

The 35th Military Police Brigade comprises a Headquarters and Headquarters Support Company, 175th Military Police Battalion, and 205th Military Police Battalion. Soldiers from the 35th Military Police Brigade supported various state and federal missions over the past year to include two federal deployments and multiple state emergency duty missions.

Over the course of this year, the 35th Military Police Brigade's Headquarters and Headquarters Support Company (HHC) focused on improving Soldier readiness. This was accomplished through physical training towards the new Army Combat Fitness Test, deployment and standard operating procedure development during annual training at Camp Clark in Nevada, Mo., and state emergency duty preparedness training. One of the ways they maintained readiness was through weapons qualification. This year, HHC had 26 Soldiers qualify on the newly issued M17 pistol and 34 Soldiers qualified using the latest marksmanship test. Always moving forward, HHC is planning training until 2025 and conducting field training this November in Weldon Springs, Missouri.

The 175th Military Police Battalion (MP Bn.) focused this past year on increasing their state emergency duty preparedness. For annual training, the 175th MP Bn. went to Camp Gruber, Okla., where they trained on the new M4 qualification course and the new M17 weapon system. They additionally provided command and guidance while conducting a culminating event with the 3175th Military Police Company (MP Co.) and 1139th MP Co, Rear Detachment. The 175th MP Bn. as a whole, trained on crowd control best practices and crowd control tactics, techniques and procedures to ensure that crowd control is conducted effectively and promptly.

The 3175th Military Police Company stood ready to be called upon in the event of potential state emergency duty and / defense support to civil authorities (DSCA) operations. The 3175th performed a 410-mile convoy to Camp Gruber, Okla. for annual training. During annual training, the 3175th

conducted police operations, security operations, and DSCA operations to include crowd control, less-than-lethal training and room clearing. They also qualified Soldiers on the M4 Carbine using the new standards under TC 3-20.40 and law enforcement weapons training and qualifications (LEWTAQ) qualification for the new M17 pistol. A culminating event was conducted with the 1139th MP Co. and 175th MP Bn.

The 1139th Military Police Company assumed the law enforcement mission at Camp Arifjan and Camp Buehring, Kuwait. The 1139th Military Police Company was assigned with policing, security contracting, installation access control, and physical security and investigation operations for Area Support Group-Kuwait (ASG-KU). The 1139th provided professional and competent policing by providing a well-trained,



proactive, and customer service-oriented police force to establish law and order using community-based policing models. The 1139th also provided its protective services detail (PSD) to U.S. Central Command.

The 205th Military Police Battalion continued to maintain readiness for DSCA operations throughout 2021. The 205th Military Police Battalion was activated as a precaution during the 2020 U.S. presidential election in November of 2020 and alerted during the release of the George Floyd verdict in the spring of 2021. Additionally, this past year the 205th Military Police Battalion Headquarters formerly assumed the Army Response Force mission, which requires the unit to achieve and remain in a state of increased readiness in case they are needed for overseas contingency missions. To meet Army Response Force requirements, the battalion headquarters trained on all their assigned mission essential tasks during a week-long staff exercise / external evaluation and developed a mobilization plan. The 205th Military Police Battalion Headquarters also spent this past year formerly handing over their chemical biological radiological nuclear (CBRN) task force mission to 835th Combat Sustainment Support Bn. They shifted their focus to increasing their proficiency in state emergency duty-related tasks.

The 1136th Military Police Company spent the latter part of 2020 preparing and deploying on a Title 10 mission. The 1136th maintained, and is currently maintaining, high levels of discipline, technical proficiency and professionalism for this highly visible and sensitive mission. Throughout their deployment, the 1136th Military Police Company Soldiers have collectively earned over 192 college credits and have collectively earned 18 awards and citations.

The 1137th Military Police Company has continued to maintain readiness for DSCA operations throughout 2021. The 1137th focused on conducting high-payoff mission essential task training. At annual training, the 1137th improved defense support of civil authorities readiness and trained for combat-support operations; especially during low-light conditions.

The 1175th Military Police Company continued its post-mobilization recovery in 2021. The 1175th conducted high-pay-



off individual and mission essential task training throughout 2021. This increased defense support of civil authorities readiness and prepared them for any potential contingency operations. Moving forward, the 1175th Military Police Company will continue to train and develop its team for future operations.

Even though the Brigade is only a few years old, the 35th Military Brigade and its Soldiers have demonstrated this year and previous years that they can handle the most challenging State and Federal missions with professionalism. The Brigade and its Soldiers take pride in answering the call of our State and Federal leaders continually. They will continue to respond throughout our State, Nation, and anywhere else the United States has a presence.



131ST BOMB WING

WHITEMAN AFB & JEFFERSON BARRACKS AIR GUARD STATION



Col. Matthew D. Calhoun,
Wing Commander

MISSION

The 131st Bomb Wing (BW) provides full spectrum, expeditionary, B-2 global strike and combat support capabilities. Wing manpower is dedicated to providing for the unit's overall combat readiness, operating support functions for tenant and attached units and for performing combat and emergency duty in support of both federal and state missions.

COMMAND STRUCTURE

- 131st Bomb Wing Staff
- 131st Operations Group
- 157th Air Operations Group
- 131st Maintenance Group
- 131st Mission Support Group
- 131st Medical Group
- 131st Comptroller Flight



Command Chief,
Chief Master Sgt. LeRoy McCardell Jr.

The 131st Bomb Wing, based at Whiteman Air Force Base and Jefferson Barracks, marked another historic year as the nation's only nuclear National Guard wing. The 131st Bomb Wing, which is a classic associate unit with the active duty 509th Bomb Wing, flies the B-2A Spirit stealth bomber and is capable of hitting any target around the world from its base in central Missouri. At the same time, as a National Guard unit, the Airmen of the 131st stand ready to support their state mission when mobilized by the governor of Missouri to assist the people of Missouri during times of natural disasters. Throughout fiscal year 2021, the wing's Airmen successfully accomplished both missions in the face of a global pandemic and a continued responsibility as one of the nation's most powerful deterrent forces.

Perhaps the largest effort on the part of 131st Airmen in 2021 occurred during Operation Show Me COVID-19 Response. During the first half of the calendar year, the 131st was responsible for leading the 850-member, joint task force. The pandemic marked the first time in its nearly 100-year history the 131st Bomb Wing took command of a state-level task force. During this operation, the 131st led task force efforts aimed at providing mass vaccinations, testing, call centers and other, critical missions throughout the state. During the COVID response, more than 255 unit members mobilized to support their fellow Missourians. Over the course of the mission, Guard efforts had a critical role in supporting mass vaccination efforts which lead to more than 450,000 successful vaccinations of Missouri citizens. Additionally, the 131st worked with community leaders in St. Louis and Kansas City to ensure at-risk populations were well-supported through targeted vaccination efforts. Throughout operations, the 131st worked closely with fellow Airmen from the 139th Airlift Wing, as well as Citizen-Soldiers from the Missouri Army National Guard and active duty members mobilized as part of the federal response. Missouri's Guardsmen proved incredibly versatile, taking on a wide range of missions throughout

the year including, though not limited to, running medical logistics for testing sites, providing trained personnel to assist with the state's public health hotline, interfacing with civilian leadership across a wide range of state and federal agencies and other duties as-assigned.

Throughout fiscal year 2021, the Airmen from the 131st Bomb Wing had key roles in several major exercises around the world. Approximately 27 members of the 131st Logistics Readiness Squadron, Maintenance Group, Operations Group and 157th Air Operations Group participated in the Air Force's annual Red Flag exercise, enhancing interoperability throughout the Air Force. Additionally, 55 members of the 157th Air Operations Group participated in Pacific Fury 21, which honed the nation's ability to operate in the Pacific region. In the spring, 15 131st Airmen participated in a Bomber Task Force mission to Lajes, Portugal, alongside Airmen from the 509th Bomb Wing, testing





B-2 capabilities throughout the region. Later, 44 Airmen from the 157th Air Operations Group participated in Pacific Sentry, one of a series of training exercises focused on joint training and integration of U.S. forces. Six more 157th Airmen participated in the annual Cobra Gold exercise, a multi-national, Indo-Pacific military exercise in Thailand. Six members of the 239th supported the Silent Spirit exercise, providing an expeditionary communications package during an exercise that integrated training with the 509th Communications Squadron to provide tactical communications systems support to Air Force Global Strike Command. During Warfighter 21-3, the 239th Combat Comm. Squadron also provided 12 personnel and a communications package to an international, four-base, three-star warfighting validation exercise.

At the same time, 131st Airmen continued to serve with distinction around the globe. From July 2020 through April 2021, the 157th had personnel deployed to the U.S. Central Command area of operations. From October 2020–October 2021, the 239th Combat Communications Squadron had 22 personnel deployed to U.S. Africa Command. From March–September 2021, four personnel from the 239th were deployed to the U.S. Central Command area of operations. From March–September 2021, the 131st Logis-

tics Readiness Squadron had deployed personnel in the Central Command area of operations. Finally, four 131st Airmen from the 131st Force Support Squadron, Civil Engineer Squadron, and Medical Group are deployed to the Central Command area of operations as part of Reserve Component Period 7.

From August 12 through September 25, the 131st provided command and control for a joint Bomber Task Force comprising approximately 200 Airmen from the 131st, 509th and personnel from US Air Forces in Europe. B-2 Spirits deployed to Keflavik Air Base, Iceland, for the exercise, which marked the first time continuous B-2 operations launched from Iceland. During the exercise, 23 sorties were coordinated and flown for more than 161 flying hours. These included 11 integration sorties flown with other U.S. Air Force units and international partners. Aircraft participating including F-15C Eagles, Typhoons, F-35A Lighting IIs, and F-18 Hornets. In addition to aircraft, the task force also integrated with Norwegian special forces. Participating partner nations included Canada, the United Kingdom, Norway, Poland, and Iceland. The task force mission included a number of firsts, including the first integration of Norwegian special forces and F-35As, the first B-2 weapons load in Iceland, and the first Royal Air Force Eurofighter Typhoon integration. As part of the operation, Airmen provided B-2 tours to more than 100 personnel.

As the fiscal year drew to a close, the 131st was again called upon for a short-notice tasking following the defeat of the Afghan National Army and Taliban takeover in Kabul, Afghanistan. After the Air Force evacuated more than 140,000 Afghans and others from the nation, a need arose to help re-settle refugees in the United States. Several Medical Group members deployed to Task Force Holloman in New Mexico as part of Operation Allies Welcome. They are part of a larger effort to help tens of thousands of Afghan refugees resettle in the United States. During their mission, the 131st Airmen are supporting more than 50,000 Afghan refugees through a number of medical missions. These include providing physical examinations, ensuring urgent care needs, and practicing preventative medicine.



139TH AIRLIFT WING

Rosecrans Air National Guard Base



Col. John A. Cluck,
Wing Commander

MISSION

First in global airlift, tactics, and combat - always ready, ever willing.

COMMAND STRUCTURE

- 139th Operations Group
- 139th Maintenance Group
- 139th Mission Support Group
- 139th Medical Group
- 139th Comptroller Flight
- 139th Airlift Wing Det. 1, Weapons
- Instructor Course



Command Chief,
Chief Master Sgt. Kris J. Neros



Despite the obstacles the COVID-19 pandemic presented, the 139th Airlift Wing continued to fulfill the mission requirements both at home and overseas. Our uniformed members have gone above and beyond over the past year with a variety of state-side and overseas missions. Additionally, the wing brought back the world-class air show that entertained thousands of spectators and featured the U.S. Air Force Thunderbirds.

When fiscal year 2021 started, hundreds of Airmen and multiple C-130H Hercules aircraft were supporting contingency operations overseas. Aircrews and maintenance personnel supported over 2,200 sorties and transported over 1,100 passengers and 1,000 tons of cargo supporting Operation Inherent Resolve and Operation Resolute Support.

Within four days of Gov. Mike Parson's mobilization

of the Missouri National Guard in January, Airmen from the wing were on orders and beginning the initial stages of supporting the state's mass vaccination efforts. Over 150 Airmen set out across various Missouri counties supporting the State Emergency Management Agency and local health departments. Vaccinations were just one facet of the state's COVID relief efforts. Airmen supported food packaging and distribution, staffed a state call center, and members of our fatality search and recovery team were activated in the event that dignified care became a need. These efforts made it possible to return towards a state of normalcy.

As the Capital region saw an increase in National Guard forces due to protests and riots, airlift proved to be critical in supporting that mission. Not only did the wing provide airlift for Soldiers and their equipment, but Rosecrans also served as a rendezvous location where Missouri National Guard Soldiers boarded a C-17 Globemaster III aircraft bound for the capital region. The wing also supported the 59th Presidential Inauguration by sending ten services Airmen to Washington, where they assisted with the packaging and shipping of 15,000 meals a day to troops in the region.

On the first weekend of May, the wing saw over 30,000 visitors for the Sound of Speed Airshow and Open House, where spectators experienced air power and superiority at its finest. Originally scheduled for the 2020 air show season, the rescheduled 2021 show featured the F-16 Fighting Falcon jets of the U.S. Air Force Thunderbirds in their first appearance in St. Joseph since 1991. The air show highlighted

the Air Force's airpower and served as an opportunity to engage with the public.

This year also marked hails and farewells for key leaders. Col. Ed Black, who had spent the vast majority of his military career with the 139th and had been wing commander since 2017, was tapped for a position in the U.S. Space Force. Col. John Cluck, previously the vice wing commander, was selected to take his place and continue the legacy and progress of those before him. Additionally, the wing's Command Chief Master Sergeant, Chief Master Sgt. Kris Neros accepted a position at the Missouri National Guard headquarters in Jefferson City.

Two milestones occurred in FY21 related to the North Site Development Plan. At the start of fiscal year, the wing broke ground on a new \$5.69 million facility that will eventually house a \$25 million full-motion C-130H Hercules Weapons System Trainer simulator. Nearing the end of the fiscal year the wing held a ribbon cutting ceremony to commemorate the completion of a new state-of-the-art communications building. Construction began in October 2019 for the \$5.87 million communications facility and represents the wing's continued growth and enduring future in St. Joseph.

Airmen continued to receive training despite COVID-19. The 139th Medical Group's Detachment 1 conducted fatality search and rescue training in Perry, Georgia, at the Guardians Center. Part of their life-saving training included navigating partially submerged buildings and rubble piles. They also learned tactical combat casualty care, a newer, battlefield fo-



ocused replacement for self-aid and buddy care. The 139th Logistics Readiness Squadron's air transportation function assisted with loading a Kansas National Guard High Mobility Artillery Rocket System onto a C-130. The 139th Civil Engineer Squadron's fire emergency services played a key role in a Mass Accident Response Exercise where they responded to a simulated aircraft fire.

Despite the challenges COVID-19 presented, the wing executed its mission sets to both the state and nation. The wing's actions this year prove that we accelerate change and continue to be of service to our community for years to come.



70TH TROOP COMMAND

LEBANON



Col. Denise Wilkinson,
Brigade Commander

MISSION

Provide support to civil authorities, area operations, consequence management and stability operations during in order to assure the mobility, protection and freedom of action of the supported force and citizenry in assigned areas.

COMMAND STRUCTURE

7th Civil Support Team

135th Army Band

70th Mobile Public Affairs Det.

135th Military History Det.

Detachment 1, 179th Cyber Protection Team

229th Multifunctional Medical Bn.

- 206th Area Support Medical Co.
- Det. 1, 206th Area Support Med. Co.
- 205th Ground Ambulance Co.

835th Combat Sustainment Support Bn.

- 1035th Maintenance Co.
- 735th Field Service Co.
- Det. 1, 735th Field Service Co.
- 1221st Trans Co.
- Det. 1, 1221st Trans Co.
- 1138th Trans Co.
- Det. 1, 1138th Trans Co.
- 3175th Chemical Co.
- Counterdrug Task Force



Command Sgt. Maj. Philip Butler,
Brigade CSM

The 70th Troop Command (TC) started FY21 by continuing to serve as Task Force Bear in support of Operation Show-Me COVID-19 Response through February 2021. The 70th TC integrated over 1,000 Soldiers and Airmen from multiple major senior commands from across the state. Task Force Bear provided COVID-19 testing, medical screening services, support to local food banks and school meal programs, planned and executed nine mass vaccination operations, and supported countless missions across the state while successfully completing over 500 unique missions across six lines of effort supporting the citizens of the state of Missouri. Additionally, the 70th TC continued to serve as the mission command element for the Region VII Homeland Response Force (HRF). The 735th Quarter Master Company and 3175th Chemical Company also served in critical roles for the HRF that included the search and extraction and decontamination elements, where they supported multiple readiness academies, staff exercises and one culminating training exercise.

The 179th Cyber Protection Team (CPT) had a challenging and productive year. In January and February, 179th CPT Soldiers returned from their deployment of over 400 days. Even though the Soldiers had just returned from a deployment, their annual training was an important mission, as the unit validated its mission essential tasks during a multi-state exercise. The CPT combined with its headquarters from the Nebraska National Guard and another detachment from the Arkansas National Guard in Lincoln, Nebraska. This was the first time that all three locations were together to conduct an exercise. Upon completion of the annual training, evaluators advised that the team was the top Cyber Protection Team during the exercise, and its actions were used as training points for some of the other teams validating.

229th Multifunctional Medical Battalion (MMB) supported Operation Show-Me COVID-19 by helping to administer a total of 94,655 COVID-19 tests, and 447,497 COVID-19 vaccinations to citizens of Missouri. 229th MMB Soldiers also helped to enter a total of 1,060,158 points of data for the Missouri Department of Health and Senior Services. The 229th MMB provided medical command and control over the 205th Medical Company Ground Ambulance, the 206th Medical Company Area Support, the Navy's 4th Dental Squadron and the Air Force's 127th Medical Group – Preventive Medicine Detachment, during Northern Strike 21-2 at Camp Grayling, Michigan from July 30 to August 13, 2021. Northern Strike 21-2 had approximately 4,500 participating Service Members, from the U.S. Army, U.S. Air Force, U.S. Navy, U.S. Marine Corps, United Kingdom and Latvia. The 229th MMB developed the concept of health service support for the entire exercise and provided the medical command and control. The 205th Medical Company Ground Ambulance (MCGA) conducted its first collective annual training at Northern Strike 21-2. During Northern Strike 21-2, the 205th MCGA provided Role 1 support (specialized first aid, triage, stabilization and sick call) to 7 separate range complexes. This support also included providing dedicated Role 1 support and ground medical evacuation



at an isolated training site over 2 hours away from Camp Grayling. Collectively, the 205th MCGA treated over 60 patients across all of the ranges it supported. In addition, the 205th MCGA performed its first ever doctrinal mission of ground medical evacuation from a Role 2 unit to a higher level medical care by transporting 6 patients from the 206th Aera Support Med. Co. to appropriate civilian hospitals for medical care that exceeded the capabilities of a Role 2 unit.

In 2021, the 835th Combat Sustainment Support Battalion (CSSB) engaged in a large variety missions and training exercises. The 835th CSSB participated in homeland deployments, state emergency duties, and training exercises to include Operation TradeWinds, and Joint Readiness Training Center rotation 21-08.5. The 835th CSSB supported the efforts against the COVID-19 virus extending into 2021. Over 150 citizen Soldiers supported Missourians during the pandemic relief effort. The Soldiers from the 835th CSSB provided COVID-19 testing, data entry support, call center operations and logistical resupply missions. Service Members from three separate companies to include the 1035th Support Maintenance Company, 3175th Chemical Company, and the 735th Quartermaster Company were called to support the District of Columbia on a civil disturbance mission. The Task Force was led by the 735th Quarter Master Company and provided 2,800 man hours of coverage in support of Capitol Response II. In addition, the Task Force provided perimeter security for the president's joint address to Congress.

The units of the 835th CSSB participated and two key training events to include TradeWinds 2021 in Guyana and Joint Readiness Training Center in Fort Polk, Louisiana. The 735th Quartermaster Company along with partners from 12 nations participated in this year's exercise that took place from June 13 to June 25. Approximately 1,500 members of the U.S., partner nations, and civilians took part in the 36th rotation of TradeWinds, which comprised of subject matter expert exchanges with the goal of strengthening relationships, sharing knowledge, and increasing security within the Caribbean and Caribbean Basin. Service members from the 735th Quartermaster shared their knowledge on shower and laundry services providing over 800 showers and 500 bundles of laundry for units participating in the exercise.

The second large-scale exercise that the 835th CSSB participated in was JRTC 21-08.5 during the month of July at Fort Polk, LA.



JRTC is a large-scale combat operation that is Brigade Combat Team centric with the intent of training the unit in decisive actions against a peer or near-peer threat with a multitude of capabilities. The 835th CSSB had oversight of six separate companies in excess of 550 Soldiers from five different states. The 835th successfully moved over 80,000 gallons of water, 60,000 Meals Ready to Eat, 90,000 gallons of fuel, 30 flat racks of construction material, and 50 flat racks of ammunition, simultaneously logging over 120,000 miles.

The 135th Army Band (135AB) of the Missouri Army National Guard (MOARNG) conducted numerous missions during FY21. While the impact of Covid-19 limited operations, the unit was still able to support the MONG, Service Members, veterans, and citizens of Missouri through both in-person and virtual mediums. The 135AB was able to provide support for 48 missions with roughly 12,000 audience members. Our teams performed high school tours and collaborated MOARNG Recruiting and Retention Command throughout the state of Missouri. Additionally, the 135AB supported the governor's inauguration and performed for the event at the steps of the Capitol in Jefferson City. In July, the marching band marched in the oldest Independence Day parade west of the Mississippi River in Marshfield, Missouri. Finally, the unit was evaluated by its Army Band Prepotency and staff band officers from the Army School of Music. In attaining a standard of excellence, the evaluators determined that the 135AB is fully mission capable and eligible to backfill active duty missions and bands.

Training Center Command's (TCC) focus this year continued to be providing support for the six active training sites across the state. Training Center Command provides personnel, equipment, and overall site support for the training sites when units are scheduled to conduct training. Training Center Command supported numerous units across the state, as well as Army Reserve units from other states. TCC provided support to community organizations such as the Young Marines, Civil Air Patrol and JROTC. Support ranged from providing lodging and classrooms, running confidence courses, providing range safety and support, providing Army Combat Fitness Test equipment, and running virtual trainings. At this time, collective training sites have supported a total of 229,339 personnel training days.

This year, the 70th Mobile Public Affairs Detachment (MPAD) provided coverage of the governor's inauguration, COVID-19 response, food bank and school lunch missions, the Best Warrior Competition, instances of civil unrest, and Public Affairs Officer support to Community-Based Testing teams. Products and support include, conducting public affairs and media engagement training to commanders and organizations, media engagement, assisting key leaders in preparing for interviews, press releases, photographs, video and social media engagement. The MPAD played an important role in mitigating misinformation and disinformation, and established the conditions that lead to confidence in America's Army and its readiness to conduct operations in Missouri and beyond.

The 135th Military History Detachment (MHD) continued its mission of collecting the history of the Missouri National Guard for use by future historians. Collection efforts focused on the role of the MONG in support of the whole of government response to the Covid-19 pandemic. Alongside this effort, the 135th MHD attended Warfighter Exercise 21-5 at Camp Atterbury, Indiana, where the unit successfully validated its Mission Essential Tasks.

1107TH AVIATION GROUP

SPRINGFIELD



Col. Brandon Schulte,
Brigade Commander

MISSION

Position the 1107th Aviation Group (AVN GRP) to be successful in the unit life cycle model (modernize, train, mission) and supporting the United States Army's REARM (Regionally Aligned Readiness Modernization Model) while successfully answering our Nation and Missouri's call to serve.

COMMAND STRUCTURE

- Headquarters and Headquarters Company
- Company A
- Company B



Command Sgt. Maj. David C. Gail,
Brigade CSM

The 1107th Aviation Group (AVN) provides ready formations to the Governor of the State of Missouri and the President of the United States when called upon in times of need. The group's primary mission remains fighting and winning our nation's wars when deterrence fails and supporting the state of Missouri in times of disaster and civil unrest. The group conducts rigorous training that incorporates supply support, theater aviation maintenance support and expeditionary deployment capabilities in support of the ground force commander. We accomplish this by conducting cross-state coordination with all 14 states that encompass the support network of the Missouri Aviation Classification Repair Activity Depots (MO-AVCRAD) and the 1107th AVN GRP. Our primary focus is to provide a reliable, available and cost-effective product to customers in our support region and the forces we support so the Army's mission and operational readiness goals are achieved.

This year brought a major milestone for the 1107th AVN GRP. At the start of the fiscal year, the 1107th AVN GRP completed movement to vacate a decade's long lease, out of an old unit armory building, owned by the Springfield airport. We initiated the construction of a new \$12 million readiness center that has given us the ability to expand our footprint in conjunction with the MO-AVCRAD by 44,000 square feet. With the construction of our new readiness center, the 1107th AVN GRP has the promise of a permanent home for the unit, to help service our Soldiers' needs and better orga-

nize our unit to work and train autonomously within our own unit footprint.

Despite the obstacles the COVID-19 pandemic presented, the 1107th AVN GRP has continued to fulfill the mission requirements both within our state, as well as our nation.

At the start of the fiscal year, the 1107th was feeling the full effects of the challenges of trying to accomplish training requirements while still protecting the force. The first four months of the fiscal year were either virtual drill, or a split one day in-person and one day virtual drill. Due to these efforts, the 1107th was able to quell COVID positive cases at a time when cases were high locally and around the state.



In February, the 1107th AVN GRP was tasked to support relief efforts for the COVID-19 pandemic. These efforts supported a multitude of missions to include: 1. Targeted Vaccination missions to specific sites within Kansas City and St Louis, with 16 Soldiers supporting 4 different sites 2. Mobile vaccination missions that resulted in 26 Soldiers traveling around the state and conduct 25 relief and support missions to all 9 highway patrol regions in the state 3. Regional mass vaccination missions, where 61 Soldiers assisted vaccination missions in all 9 of the highway patrol regions in the state 4. Department of Health and Senior Services call center missions, where Soldiers assisted Missouri residents in gathering information and being connected with those partners around the state who could help with their needs.

Due to the uniqueness of 1107th's Alpha Company mission of aircraft maintenance on various aircraft models and the limited availability of certain aircraft in the Missouri Army National Guard, Alpha Company conducted 10 out-of-state annual training rotations in six different states, sending 50 Soldiers to further their competency and skills in aircraft maintenance. This continues a partnership between the MO-AVCRAD networks and the 1107th Aviation Group that fosters development of 1107th Soldiers, as well as servicing of MO-AVCRAD out-of-state cli-



35TH INFANTRY DIVISION HEADQUARTERS & HEADQUARTERS BATTALION

LEXINGTON



Battalion Commander
LTC Arthur S. Roark

MISSION

Mobilize and deploy to a theater of operations and conduct Unified Land Operations within joint and coalition environments supporting a Regional Combatant Commander (RCC) or providing Defense Support to Civil Authorities (DSCA) within the United States.

COMMAND STRUCTURE

- Det. 1, HSC, 35th IN Div.
- Det. 1, A Co., 35th IN Div.
- B Co., 35th IN Div.
- Det. 2, B Co., 35th IN Div.
- C Co., 35th IN Div.



Command Sgt. Major
CSM Kevin L. Westerhold
Battalion CSM

This training year focused on ensuring 35th Infantry Division (ID) prepared and met the mobilization requirements to support Operation Spartan Shield, while supporting state mission requirements. The COVID-19 environment presented unique challenges throughout training that the 35th ID was able to adapt to and overcome. Headquarters and Headquarters Battalion (HHBn), 35th ID aided the 35th ID's mission through participating in joint training exercises, combatting COVID-19 in support of the Joint Force Headquarters-Missouri (JFHQ-MO) Joint Operations Center (JOC) mission, and ensuring individual readiness training, while preparing the 35th ID to transition to a deployed environment.

The battalion's primary focus was providing life support to ensure 35th ID staff training requirements were met in preparation for the Warfighting Exercise (WFX) 21-05. HHBn, 35th ID prioritized training proficiency that supported follow-on operations as a WFX training audience, preparing for mobilization. Support to this training proficiency occurred through establishing tactics, techniques and procedures that meet the demands of the division.

HHBn, 35th ID established a standard of excellence in sustaining the division headquarters throughout the three command post exercises (CPXs) leading to WFX 21-05. Over the course of three CPXs, the battalion flourished in an austere environment due to the mental resiliency and the

esprit de corps of every Soldier within the ranks. HHBn, 35th ID created and refined a support battle rhythm, conducting sustainment operations that enabled the HQ, 35th ID to maintain their operational tempo.

HHBn, 35th ID demonstrated mobilization readiness during WFX 21-05, conducting command and control operations for sustainment support within a time dominant operational environment. During the 18-day exercise, the HHBn, 35th ID staff supported three division command posts spread throughout the training area of operations.

35th ID embodied flexibility when transitioning to an operational environment. They maintained mil-





itary bearing while navigating through a COVID-19 persistent environment to meet the demands of the intensive warfighting training scenario, meant to expose any weak points within the division. After the completion of WFX 21-05, the 35th ID shifted focus to individual and unit readiness for the future deployment.

HHBn, 35th ID ensured individuals met all mobilization and mission requirements throughout the training year. The Soldiers experienced and embraced challenges while preparing for individual training, supporting their assigned duty position, and the additional individual requirements supporting Operation Spartan Shield. HHBn, 35th ID facilitated the familiarization training of the Army Combat Fitness Test and the new Army Marksmanship Program.

HHBn, 35th ID Soldiers showed their determination, resolve, and resiliency by adapting to the changing dynamics during the COVID-19 pandemic. All Soldiers showed their support with adherence of the established COVID-19 mitigation and restriction policies. Multiple HHBn, 35th ID Soldiers volunteered to support the state JFHQ-MO JOC mission through orders production, data analysis, and coordination with state and local agencies.

This year also marked the end of the 35th ID's Deputy Commanding General (DCG), Brig. Gen. Kevin Fujimoto's decorated military career spanning

over 30 years between the U.S. Army Reserves and National Guard. The 35th ID welcomed the newly promoted Brig. Gen. Martin Clay on his return to the unit, replacing Brig. Gen. Fujimoto.

Soldiers of the 35th ID experienced an intense and challenging training year. The COVID-19 pandemic caused the cancellation of planned FY21 mobilization training exercises and shifted those exercises to FY22. Soldiers adapted to ensure that the division accomplished the adjusted FY21 scheduled exercises while maintaining their current FY22 schedule, creating a substantial training year. Through transparency, coordination and teamwork, the 35th ID accomplished required additional duty training, CPXs, WFX 21-05, medical and administrative readiness events and maintained their garrison operations.

HHBn, 35th ID adjusted to daily operations within the COVID-19 environment. 35th ID implemented all Headquarters Dept. of the Army COVID-19 mitigation requirements to standard ensuring that the unit could safely maintain operational status. The Soldiers within the battalion approached all tasks with careful consideration to optimize operational efficiency while mitigating risk of COVID-19 exposure. The 35th ID accomplished all state and federal training, exercises, and missions with enthusiasm and professionalism, ensuring that the battalion exemplified a standard of excellence and military bearing that adjacent units could follow.



140TH REGIONAL TRAINING INSTITUTE

FORT LEONARD WOOD



Col. Craig Swank,
Brigade Commander

MISSION

The 140th Regiment Regional Training Institute (RTI) provides leadership development, military occupational specialty (MOS), and additional skill identifier (ASI) training for Army National Guard (ARNG), United States Army Reserve (USAR) and Active Component (AC) Soldiers. On order, Regimental units provide pre-mobilization training, instruct functional courses and provide Defense Support to Civil Authorities.

COMMAND STRUCTURE

- HHD 140th RTI
- 1 BN/140th RTI
- 2 BN/140th RTI
- 5 BN/140th RTI



Command Sgt. Maj. Timothy
Meers,
Brigade CSM

In FY21, the 140th Regional Training Institute (RTI) conducted 37 courses in leadership, Military Occupational Specialties (MOS) qualification, and functional training for over 500 students. These courses produced MOS-qualified engineers, military police, mechanics and ordnance personnel. The courses also produced graduates of leadership training from Officer Candidate School (OCS), Warrant Officer Candidate School (WOCS), Senior Leaders Course (SLC) and Advanced Leaders Course (ALC). All courses are instructed to U.S. Army Training and Doctrine Command accreditation standards as part of the Army School System.

Headquartered at Fort Leonard Wood (FLW), the 140th RTI consists of three battalions:



The mission of 1/140th Bn is to provide the engineer community with entry and intermediate level heavy construction equipment operators. The training battalion evaluates Soldiers in mobility, counter mobility, and survivability tasks, which are the center of engineer operations. 1/140th BN Highlights for Fiscal Year 2021 include: 1. Planning and execution of nine heavy equipment operator courses, which qualified 131 Soldiers in MOS 12N10, Horizontal Construction Engineer 2. Providing oversight to forward operating base deconstruction projects at Fort Leonard Wood, where student's projects to demolish and recycle "B" huts at six different training areas and 3. Supporting civil unrest efforts by rapidly qualifying 320

Soldiers on their individual weapons within a 48 hours timeframe.

The mission of 2/140th Bn. is to develop and train future leaders by instructing the Missouri Army National Guard's Officer Candidate School (OCS), Warrant Officer Candidate School (WOCS), Basic Military Police Course (BMPC), and other general studies courses. 2/140th BN Highlights for FY 2021 include: 1. Planning and execution of two Common Faculty Development-Instructor Courses (CFDIC), which produced 26 new Army instructors in the ranks of enlisted, warrant officer, and officer across all branches of the Army 2. Conducting several Military Police re-classification Courses, which graduated 40 new military police Officers from 16 different states throughout the National Guard and the Army Reserves and 3. Graduating 9 Soldiers from Warrant Officer Candidate School and 32 Soldiers from the Officer Candidate School.

The mission of 5/140th BN is to provide ordnance professionals with training and education in wheeled vehicle mechanic (91B) and power Generation Specialist (91D) skills at MOS qualification, ALC, and SLC levels. 5/140th also provides additional skill identifier wheeled vehicle recovery (ASIH8) to support the unit combat readiness goals. 5/140th Bn. highlights for FY 2021 include: 1. Planning and executing five leadership development courses (Senior Leaders Course



and Advanced Leaders Course), which qualified 128 Soldiers in leadership and ordnance operations. Training and graduating over 200 Soldiers in wheeled vehicle recovery operations, wheeled vehicle maintenance operations, and tactical power generation skills.



ARMY NATIONAL GUARD RECRUITING & RETENTION

JEFFERSON CITY



The Recruiting and Retention Battalion has the challenging and demanding mission to grow the formation, prepare and train new Soldiers as they begin their military career and meet end strength objectives as the production arm of the organization.

The Recruiting and Retention Battalion dynamically grows Missouri's formations via multiple avenues and from a variety of platforms throughout the state. In addition to recruiting high-quality future Soldiers, the battalion focuses efforts on preparing recruits to complete Initial Active Duty Training (IADT) and retaining Soldiers in critical disciplines within the state's formations. The battalion is primarily charged with meeting annual end strength objectives and serves as the production arm of the organization.

Missouri's seasoned recruiters are at the tip of the spear in terms of service to their communities and offer a wealth of incentives, knowledge and military experience. Despite COVID-19 restrictions, recruiters found innovative ways to share a message of hope and purpose with their fellow citizens—a positive message that resonates with all Missourians. Recruiters creatively connect with qualified applicants and thoroughly examine perceived barriers to enlistment. Once again, Missouri's premier recruiting force exceeded the state's end strength objective of ultimately supporting numerous Title 10 mobilizations and State Emergency Duty operations during the year. Our recruiters are a cross-section of Missouri's citizens, coming from all walks of life, diverse backgrounds and civilian career fields. The experience, knowledge and skills our new warriors bring to the team build the collective strength and effectiveness of the Missouri National Guard, making our organization a strong, unique and imbedded partner in the community.

The Recruit Sustainment Program (RSP) is directly responsible for preparing, shipping and returning Soldiers to their assigned units after completion of Initial Active Duty Training. The RSP expertly adapted to constant changes during the year caused by the ongoing pandemic, including its effect on direct ship abilities and accessibility of training sites throughout the nation. Despite these challenges, RSP utilized a combination of virtual training and safety protocols to keep new Soldiers engaged, focused, and attain proficiency prior to departing for training.

Officer Strength Management (OSM) continued its mission of increasing officer and warrant officer strength within Missouri's ranks. Concerted efforts from basic branch, warrant officer and specialty branch teams resulted in marked increases in future officer and warrant officer accessions. The OSM implemented a fresh, strategic plan for Missouri's five Show-Me Guard Officer Leadership Development (GOLD) programs that emphasizes demanding Officer Candidate School training and supports officer accessions sustainability. Our Show-Me GOLD Programs are located at: Missouri Southern State University, Southeast Missouri State University, Northwest Missouri State University, William Woods University and College of the Ozarks. The OSM continues to pursue a long-term, comprehensive strategy for officer and warrant officer accessions that prioritizes professional military and civilian experience and requisite education completion among other commissioning qualifications. Foundations laid in FY21 have set the OSM on a steady glide path for success going forward.



AIR NATIONAL GUARD RECRUITING & RETENTION

JEFFERSON CITY/WHITEMAN AIR FORCE BASE/JEFFERSON BARRACKS AIR BASE/ROSECRANS AIR BASE

The Missouri Air National Guard Recruiting & Retention Team works directly with Wing Commanders in sustaining their manning requirements. Together Missouri Air National Guard Recruiting and Retention and both Wing and State Leadership are able to Recruit and retain the future of our Air Force! This is a heavy responsibility as we maintain focus on our objective of obtaining over 100% assigned for the Missouri Air National Guard.



The Missouri Air National Guard Recruiting And Retention team is tasked with the mission of ensuring our State Air National Guard units achieve 100% end strength. This task is accomplished by balancing the needs of the Air National Guard with the desire of the applicant. By adhering to this mantra, recruiters have a direct positive effect on our overall retention rate. In Fiscal Year 2021, our team accessed 165 new members to the Missouri Air National Guard.

This past year there was a focus on getting our team trained for the positions to which they were selected. Overall, we welcomed five new recruiters and promoted three to different positions within the team.

With a total staff of 16 Recruiters & Retainers spread across the state of Missouri, telling the Air Guard story to the Missouri populous can be a challenging task. Unit members help to increase our awareness by utilizing social media to tell their own story, this was evident by the numerous posts that were shared this past year during our COVID-19 operations support. Air Guard state leadership also used



our COVID-19 support mission to form new relationships in areas we were supporting. This led to new partnerships, who have agreed to assist the Missouri National Guard as a whole in our recruiting efforts. It is our hope that we can utilize this as another tool in achieving our overall goal of end strength, as well as help us to increase our diversity.

Despite COVID-19 restrictions, our recruiters were able to attend a few more events this year, as well as get back to visiting our schools. Our recruiters held two mass swearing in ceremonies this year, one at the Sound of Speed Air Show and another at the St. Louis University Basketball game.

With a focus on increasing our presence in the Kansas City Metro area, we celebrated our one-year anniversary of our storefront relocation. It is our intent to make it more convenient for both parents and applicants to meet Air Guard recruiters.



7TH WMD-CST

JEFFERSON CITY



The 7th WMD-CST is designed to provide nuclear, biological, chemical and radiological detection, assessment, advice to the incident commander, and facilitate military support to local first responders and situations involving weapons of mass destruction.



port of Super Bowl LV in Florida, standby support during the Missouri Governor's inauguration, held in Jefferson City, and support of the National Collegiate Athletic Association (NCAA) Basketball Tournament in Indiana. The Analytical section was awarded the Czarnecki-Stone Award of Excellence and was also one of three teams nationwide to receive the David L. Lewis Award of Excellence.

The 7th WMD-CST continued to conduct multiple combined training events which included Joint Radiological and Nuclear Virtual Radiation Training Ubiquity System (VIRTUS) Training with the Homeland Response Force and a combined training event supporting the Federal Bureau of Investigation Special Weapons and Tactics. During the last quarter, the team remained active and responsive by supporting multiple steady-state missions which included the Garth Brooks Concert at Arrowhead Stadium, Boat Shootout at the Lake of the Ozarks and the Ascension Charity Classic - PGA Tour Champions event in St. Louis. The 7th WMD-CST continues to provide rapid response and remains an always ready force supporting local civilians, state, and federal agencies.

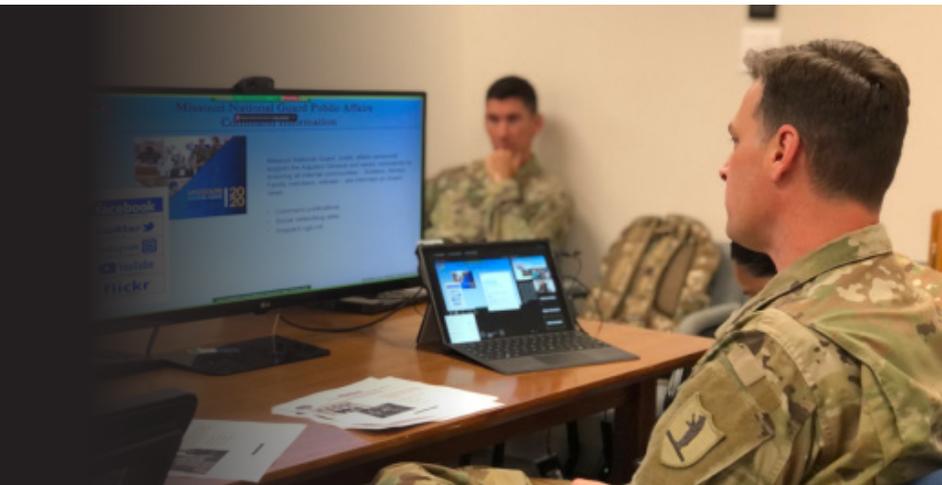
The 7th Weapons of Mass Destruction-Civil Support Team (WMD-CST) began FY2021 at a sprinter's pace after receiving high evaluation marks during the team's bi-annual performance evaluation from US Army North (ARNORTH), which concluded in late September 2020. In October 2020, the 7th WMD-CST hosted CST teams from Oklahoma, Kansas, and Indiana, as well as evaluators from 4 other CST teams across the United States while facilitating a "Best CST" competition. Following a successful training event of that magnitude, the 7th WMD-CST team members conducted multiple real-world support missions for the University of Missouri Football team and the Kansas City Chiefs, rounding out the first quarter and working into the second quarter of the fiscal year. The December-March months focused on preparation for an upcoming US ARNORTH Training Proficiency Evaluation, providing a few team members in sup-



STATE PARTNERSHIP PROGRAM

JEFFERSON CITY

The State Partnership Program office works in conjunction with the country of Panama in a wide range of competencies. Together, Missouri and Panama build capabilities that effectively enhance mission readiness and improve interoperability.



In February 2021, the State Partnership Program (SPP) conducted a subject matter expert exchange (SMEE) with our partner country of Panama. This exchange focused on Virtual Rotary Wing Aircraft Maintenance and a Virtual Aviation Risk Management. During the exchange, Missouri National Guard (MONG) experts Sgt. Bradley Ryan and Chief Warrant Officer 4 Ashley Wischmann discussed rotary wing operation procedures, rotary wing-operator responsibilities, safety, maintenance, communication systems and signaling. The exchange seeks to familiarize the operators, and those responsible for rotary wing operations, with best practices and general aircraft maintenance standard operating procedures.

In March 2021, SPP conducted a virtual cyber security SMEE, led by Lt. Col. Ingrid Hawkins, Lt. Col. Jeffrey Pricher and Chief Warrant Officer 2 Kathleen Herrell. The teams discussed roles and responsibilities of the various agencies and military organizations, as well as the methods Department of Defense utilizes to train and validate cyber forces. They gave ideas on how to rapidly respond to a catastrophic natural or man-made cyberspace attacks that have the potential to disrupt operations. They went into full spectrum planning and execution of whole government cyberspace exercises, steps to identify, prioritize, and defend key cyber terrain against imminent or observed threats. Each spoke on their philosophy on building, training, and strengthening cyber forces and best practices for a stronger common defense of shared networks.

In March 2021, the SPP also conducted a Virtual Emergency Ops Center SMEE, in which participants discussed standard operations and procedures, as well as, developing and refining battle drills to enable personnel to execute real world emergencies. MONG Joint Operations Center personnel also exchanged information on best practices regarding standard operating procedures and discussed refinement of SOPs, battle drills and execution. The exchange resulted in a better understanding of cohesiveness in order to meet mission requirements and furthered development and preparedness of national emergency management programs and protocols.

During the Virtual Hazardous Materials Fire SMEE, our Civil Support Team engaged our partners with considerations for equipment and personnel organization, training and equipment for hazardous materials fire response. They discussed how to identify gaps in equipment and personnel (and readiness) procedures and exchanged information on how U.S. emergency responders have addressed these issues.

In May 2021, the SPP conducted a Public Affairs & Social Media Management SMEE, led by Maj. Jonathan Klusmeyer and his team Sgt. 1st Class Joshua Breig and Sgt. Christopher Saunders. This SMEE focused on best practices with social media, traditional media and interagency cooperation. Both MONG and Panama focused on how to socialize and develop a relationship with the public, military, and civilian leaders, media, various gov-



ernmental and non-governmental organizations, as well as the international community. Lastly, this SMEE focused on crisis communication during floods, civil unrest, pandemics and other man-made and natural disasters.

Virtual Stress Management SMEE involved our chaplain team and our family warrior support center team with CH (Col.) Patrick Moore, CH (Lt. Col.) Christopher Bryan, Maj. Adrienne Spadavechia and Mrs. Rena Townley. They discussed each participant's roles in stress management and lessons learned for stress management during and after daily operations and stressful crisis management. Our team shared their standard operating procedures on how to deal with stress while on and off duty and after experiencing a catastrophic event.

In July 2021, the SPP conducted a Virtual Flood Awareness and Communication SMEE led by Chief Warrant Officer 4 Timothy Forney, Sgt. 1st Class Justin Rollins and Staff Sgt. Ryan Miller. The team discussed five key areas: 1. Increase knowledge of safety policies and procedures, 2. Build morale and trust by demonstrating a commitment to safety and well-being of its citizens, 3. Enhance organizational coordination and communication on preparedness and continuity of operations, 4. Reduce a disaster's effects, including injury and loss of life, property or inventory damage, and financial loss from business disruption, and 5. Strengthen relationships with local emergency responders and community leaders to reach a common understanding of community risks, needs and capabilities by understanding which disasters can happen in their community, knowing what to do in order to be safe and mitigate damage, and participating in community resilience planning.

As the year comes to an end, SPP continues to plan for upcoming missions, with planning conferences in Miami and Panama.

FINANCIAL IMPACT

Over 99 percent federally funded, the Missouri National Guard is an economic engine for Missouri. The Missouri National Guard provides economic benefit to communities throughout Missouri. Money expended through this community-based organization turns over several times in every segment of the state economy. Economic Benefits occur through military and civilian pay and allowances, purchasing goods and services and capital investments in facilities.

Missouri National Guard, Annual Expenditures				
Direct Personnel	Payroll	Operational Expenditures	Capital Expenditures	Total Direct Expenditures
11,499	\$620,935,000	\$120,031,000	\$7,129,000	\$748,095,000
Source: A Study of the Economic Impacts of Military Spending and Operations in Missouri				
Economic Impacts of National Guard Operations on Missouri				
Total Direct Annual Spending	Total Economic Output	Output Multiplier	Total Labor Income	Total Jobs Supported
\$748,095,000	\$1,364,087,000	1.82	\$873,982,000	16,860



SIGNIFICANT INFRASTRUCTURE IMPROVEMENTS 2021

New TASM-G Readiness Center: 44,884 sqft new Readiness Center.....	\$9,317,220
CSMS addition and renovation: 2,000 sqft addition of paint & blast booth, paint mixing, LED lights, and solar array.....	\$2,445,300
Camp Clark FMS addition and renovation: 6,400 sqft addition with roof mounted solar array and LED light replacement.....	\$2,017,650
Camp Clark Fitness Center: 3,764 sqft new fitness center.....	\$1,473,700
Camp Crowder Fitness Center: 3,764 sqft new fitness center.....	\$1,269,061
Camp Clark 60 Soldier Barracks: 10,285 sqft new barracks.....	\$1,848,000
Camp Crowder 60 Soldier Barracks: 10,285 sqft new barracks.....	\$1,882,000
Poplar Bluff FMS Addition and Renovation: 6,400 sqft addition with roof mounted solar array.....	\$1,178,000
Camp Crowder Solar Panels: 18 ground mount solar panels systems.....	\$997,309
Festus FMS roof replacement and unheated storage building: replace roof and construct a 3,000 sqft storage building.....	\$448,102
Fort Leonard Wood: replace windows and doors.....	\$363,553
Aurora Readiness Center: roof replacement and repair parking lot.....	\$307,000
Camp Clark perimeter fence: replace the front perimeter fence of Camp Clark.....	\$273,390
Camp Crowder perimeter fence: replace the front perimeter fence of Camp Crowder.....	\$268,568
Camp Clark Fiber: Install fiber backbone for Camp Clark to support new construction.....	\$228,377
Whiteman Air Force Base AASF epoxy floor: Seal AASF floor 32,340 sqft with epoxy.....	\$204,978
ISTS Drop Arm: new security drop arm at truck entrance.....	\$197,650
Trenton FMS battery room: construct 300 sqft battery room addition.....	\$165,743
Macon FMS solar panel: 50 kw roof mounted solar array.....	\$101,922

ANTICIPATED CONSTRUCTION PROJECTS 2022-2026

FY 2023 Bellefontaine Neighbors Readiness Center: 60,000 sqft new Readiness Center.....	estimated \$20,000,000
Kansas City Area FMS: 23,000 sqft new FMS.....	estimated \$11,000,000
Fort Leonard Wood Readiness Center expansion: 12,500 sqft addition to Fort Leonard Wood Readiness Center.....	estimated \$6,000,000
St. Joseph FMS addition and renovation: 6,400 sqft addition with roof mounted solar array and LED light replacement.....	estimated \$1,755,000
Camp Clark Dining Facility: 5,679 sqft new dining facility.....	estimated \$1,800,000
Macon TS 60 Soldier barracks: 10,285 sqft new barracks.....	estimated \$1,800,000
Wappapello TS 60 Soldier Barracks: 10,285 sqft new barracks.....	estimated \$1,800,000
ISTS Fitness Center: 3,764 sqft new fitness center.....	estimated \$1,400,000
Camp Crowder Company HQ Building: 2,980 sqft new transient training company headquarters.....	estimated \$600,000
Camp Clark Company HQ Building: 2,980 sqft new transient training company headquarters.....	estimated \$600,000
Fort Leonard Wood RTSM Addition: 3,200 sqft classroom addition to the RTSM.....	estimated \$750,000
Camp Crowder 60 Soldier barracks 2: 10,285 sqft new barracks.....	estimated \$1,800,000
Fort Leonard Wood 60 Soldier Barracks: 10,285 sqft new barracks.....	estimated \$1,800,000
Camp Clark 60 Soldier barracks 2: 10,285 sqft new barracks.....	estimated \$1,800,000
Fort Leonard Wood FMS Bay Addition: 6,400 sqft addition with roof mounted solar array and LED light replacement.....	estimated \$1,755,000
Macon TS Dining Facility: 5,679 sqft new dining facility.....	estimated \$1,800,000
Macon TS Company HQ: 2,980 sqft new transient training company headquarters.....	estimated \$600,000
Fort Leonard Wood Company HQ: 2,980 sqft new transient training company headquarters.....	estimated \$600,000
Wappapello TS Company HQ: 2,980 sqft new transient training company headquarters.....	estimated \$600,000
Wappapello TS Dining Facility: 5,679 sqft new dining facility.....	estimated \$1,800,000
Fort Leonard Wood Fitness Facility: 3,764 sqft new fitness center.....	estimated \$1,400,000
AVCRAD Solar: Ground mounted solar array for AVCRAD facility.....	estimated \$1,600,000
Festus Readiness Center: 5,000 sqft new unheated storage building.....	estimated \$500,000
ISTS street lights: add outdoor lights along roads for safety.....	estimated \$325,000
Jefferson City AASF CST Ready Bay: 4,500 sqft new ready bay for CST.....	estimated \$650,000
ISTS CSMS Annex Renovation: CSMS inspection building major building renovation.....	estimated \$2,300,000
Springfield FMS roof replacement and solar: replace roof, interior LEDs, roof mounted solar.....	estimated \$400,000
Camp Clark Access Control Point upgrades: upgrade the access control point to meet AT/FP standards.....	estimated \$1,300,000
Camp Crowder Access Control Point upgrades: upgrade the access control point to meet AT/FP standards.....	estimated \$1,300,000



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