

# MISSOURI NATIONAL GUARD



# 2017 ANNUAL REPORT

Michael L. Parson  
Governor



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



Dear Governor Parson,

The Missouri National Guard finished fiscal year 2017 as one of the strongest National Guard states in the nation. As an organization, we exceeded 105 percent manning. We are a recognized leader in personnel readiness. The Guard continues to be an economic engine for - and major employer in - communities throughout Missouri, contributing more than \$1 billion into the State's economy.

As a result of our successes, we continue to gain force structure and federal investments in the form of new facilities and military construction projects. This year 800 new Soldiers would be added to our ranks. We look forward to future, similar announcements as we continue to grow. In 2018, there will be \$50 Million in additional facility growth, including major additions to our Aviation Classification and Repair Activity Depot, in Springfield, and our facilities at Rosecrans, in St. Joseph.

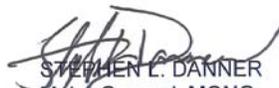
Throughout fiscal year 2017, our Missouri Soldiers and Airmen served with distinction both at home and abroad. This year, more than 1,000 Soldiers and Airmen from units across the state deployed around the world. Guardsmen from our 35th Infantry Division, 131st Bomb Wing, 139th Airlift Wing, 1-138th Infantry Battalion, 1107th Aviation Group, 548th Transportation Company, 1137th Military Police Company, and 235th Engineer Team took on critical missions in support of overseas contingency operations.

At home, our Soldiers and Airmen responded to three major emergency missions in Missouri. Shortly after supporting 2017 inaugural activities, hundreds of Guardsmen were mobilized for the state's ice storm response. In the spring, our Guardsmen worked alongside first responders and state agencies to protect communities from historic flooding and ensure key roadways remain open. Finally, in September, almost 2,000 Guardsmen were on standby and guarded critical facilities and infrastructure in St. Louis. Additional Soldiers and Airmen mobilized to support their fellow Americans in Texas, Florida, Puerto Rico and the Virgin Islands following a devastating series of hurricanes in the Gulf region.

Through it all, we continue to take care of our Soldiers, Airmen and Family members. Our Family and Warrior Support Program continues to set the standard for Guard Nation, ensuring our members and their families have access to the benefits and resources they have earned through their service to our state and nation.

In 2018, the Missouri National Guard is the strongest it has ever been. Our nearly 12,400 Soldiers and Airmen, State and Federal civilians, and their families, value your support and confidence as our Commander-in-Chief.



  
STEPHEN L. DANNER  
Major General, MONG  
The Adjutant General



# MISSOURI NATIONAL GUARD

## 2017 ANNUAL REPORT

### LEADERSHIP

**Maj. Gen. Stephen L. Danner**  
The Adjutant General

**Chief Warrant Officer 5 Patrick Muenks**  
State Command Chief Warrant Officer

**Command Sgt. Maj. Will Pierce**  
State Command Sergeant Major

**Command Chief Master Sgt. Joseph Hamlett**  
State Command Chief Master Sergeant

### MISSION

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

### VISION

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

### VALUES

**S**oldier, Airmen and Family Focused  
**H**onor in all we do  
**O**pportunities for all  
**W**illingness to learn  
**M**eet changing demands  
**E**mpower and mentor

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Cover Image: On August 21, 2017, portions of Missouri experienced a full solar eclipse, including the Ike Skelton Training Site, in Jefferson City. Here, the eclipse is viewed behind the Minuteman Statue, which stands at the gate of Missouri National Guard Headquarters.

# EXECUTIVE SUMMARY

The Missouri National Guard distinguished itself at home and overseas in fiscal year 2017. More than 1,000 Missouri Soldiers and Airmen served around the globe during the year in support of overseas contingency operations. In every operation, Missouri National Guardsmen proved interchangeable with and indistinguishable from their active duty peers thanks to Missouri's high training and readiness standards.

Missouri continued to set the standard for total force integration in the Army and Air Force. The partnership between the Guard's 131st Bomb Wing and active duty 509th Bomb Wing again proved itself the standard when a mix of active and National Guard Airmen carried out strikes against terrorist training sites in Libya in January 2017. The 35th Engineer Brigade – one of only two Guard units chosen as a senior command over active duty forces – solidified its partnership with the 5th Engineer Battalion through joint training.

Throughout the year, more than 2,000 Guardsmen served on state emergency missions. Shortly after supporting the gubernatorial inauguration, the Guard was mobilized to respond to an ice storm. Four months later, the Guard again mobilized to respond to major flooding in Southeast Missouri. Finally, in September, hundreds of Guardsmen were put on alert and sent to protect critical infrastructure for potential civil unrest in St. Louis.

In addition to conventional units, the Missouri National Guard's specialized projects and programs continue to set the standard nationally. Missouri's Aviation Classification and

Repair Activity Depot is nationally recognized as the premier AVCRAD in the nation, saving taxpayers tens of millions of dollars each year. Missouri continues to lead the way in cyber, and empower the state through critical units including the Region VII Homeland Response Force, Counterdrug Program, C-STARs, and the 7th Civil Support Team.

The Missouri National Guard's outstanding reputation continues to attract patriotic Missourians to its ranks, and retain outstanding Soldiers and Airmen. At the end of fiscal year 2017, the Missouri National Guard had exceeded its authorized end strength. As a result of its outstanding personnel readiness and success in every mission tasked, the Missouri National Guard announced 800 new full-time and part-time positions coming to the state. The Missouri National Guard will continue to grow as more opportunities for additional force structure become available.

This success is the direct result of the implementation of the Adjutant General's strategic plan. Each reflects an ongoing effort to achieve the organization's strategic goals:

- 1) Champion a culture of readiness
- 2) Empower the organization
- 3) Optimize responsible resource management

With the continued support of our civilian leadership, employers, communities, and – most importantly – Families, the Missouri National Guard will continue to set the standard for Guard Nation for many years to come.



# FINANCIAL IMPACT

## FISCAL YEAR 17

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

**Economic benefits** occur in the form of military and civilian pay and allowances, the purchase of goods and services, and through capital investments in military construction projects. In deriving the economic impact data for FY 17, financial information was collected from the official accounting records of the Missouri Army and Air National Guard. The total economic impact figure was accelerated 1.8 times to reflect the National Guard Bureau's economic money-multiplier effect of dollars in action throughout Missouri communities.

Traditional Guard Pay	\$118,194,675
Active Guard Pay	\$95,830,317
Civil Service Technician Pay	\$134,148,475
Mobilized Pay	\$59,348,150
State Pay	\$3,246,725
<b>Total Guard Related Payrolls</b>	<b>\$410,768,343</b>
Total Contracts, Supplies, Equipment, Maintenance, and Repair	\$171,533,572
Local State & Federal Construction Projects	\$14,042,715
<b>Total Guard Related Operational Expenditures</b>	<b>\$185,576,287</b>
<b>Total Missouri Guard Expenditures</b>	<b>\$596,344,630</b>
x Missouri National Guard Multiplier	1.80
<b>Total Economic Impact:</b>	<b>\$1,073,420,334</b>

### City (COUNTY)

City (COUNTY)	Total
ALBANY (GENTRY)	\$2,158,998
ANDERSON (McDONALD)	\$889,604
AURORA (LAWRENCE)	\$1,854,240
BOONVILLE (COOPER)	\$14,570,101
BRIDGETON (ST LOUIS)	\$10,615,490
CAMDENTON (CAMDEN)	\$121,040
CAPE GIRARDEAU (CAPE GIRARDEAU)	\$6,638,977
CARTHAGE (JASPER)	\$2,313,289
CENTERTOWN (COLE)	\$3,005
CHILLICOTHE (LIVINGSTON)	\$1,684,850
CLINTON (HENRY)	\$1,574,277
COLUMBIA (BOONE)	\$3,623,007
DeSOTO (JEFFERSON)	\$1,192,825
DEXTER (STODDARD)	\$1,087,099
DONIPHAN (RIPLEY)	\$377,267
FARMINGTON (ST FRANCOIS)	\$2,013,558
FESTUS (JEFFERSON)	\$4,115,363
FLORISSANT (ST LOUIS)	\$658,484
FREDERICKTOWN (MADISON)	\$1,878,344
FORT LEONARD WOOD Army (PULASKI)	\$17,052,907
FORT LEONARD WOOD Air (PULASKI)	\$1,324,135
FULTON (CALLAWAY)	\$1,247,846
HANNIBAL (MARION)	\$2,109,756
HARRISONVILLE (CASS)	\$4,144,780
INDEPENDENCE (JACKSON)	\$2,322,545
JACKSON (CAPE GIRARDEAU)	\$425,468
JEFFERSON BARRACKS (ST LOUIS) Army	\$15,108,800
JEFFERSON BARRACKS (ST LOUIS) Air	\$16,285,991
JEFFERSON CITY Army (COLE/CALLAWAY)	\$71,549,058
JEFFERSON CITY Air (COLE/CALLAWAY)	\$3,175,227
JOPLIN (JASPER)	\$4,278,693
KANSAS CITY (JACKSON)	\$20,176,690
KENNETT (DUNKLIN)	\$6,763,392
KIRKSVILLE (ADAIR)	\$1,256,804
LAMAR (BARTON)	\$1,124,795
LEBANON (LACLEDE)	\$2,010,735
LEXINGTON (LAFAYETTE)	\$8,278,150
MACON (MACON)	\$4,317,140
MARSHALL (SALINE)	\$3,220,180
MARYVILLE (NODAWAY)	\$3,406,422
MEXICO (AUDRAIN)	\$855,415
MOBERLY (RANDOLPH)	\$876,554
MONETT (BARRY)	\$2,496,283
NEOSHO (NEWTON) Camp Crowder	\$3,205,998
NEVADA (VERNON) Camp Clark	\$4,310,734
OZARK (CHRISTIAN)	\$344,746
PERRYVILLE (PERRY)	\$994,706
PIERCE CITY (LAWRENCE)	\$2,138,042
POPLAR BLUFF (BUTLER)	\$3,511,553
PORTAGEVILLE (NEW MADRID)	\$133,520
RAYTOWN (JACKSON) Field Maintenance Shop	\$1,264,492
RICHMOND (RAY)	\$2,810,915
ROLLA (PHELPS)	\$2,731,068
SEDALIA (PETTIS)	\$4,801,059
SIKESTON (SCOTT)	\$1,057,912
SPRINGFIELD (GREENE)	\$127,280,518
ST. CLAIR (FRANKLIN)	\$2,321,474
ST. JOSEPH (BUCHANAN) Air	\$95,046,562
ST. JOSEPH (BUCHANAN) Army	\$8,118,757
ST. LOUIS (ST LOUIS) Air	\$939,206
ST. LOUIS (ST LOUIS) Army	\$14,056,293
ST. PETERS (ST CHARLES)	\$329,035
TRENTON (GRUNDY)	\$16,076,526
WAPPAPELLO (WAYNE)	\$155,397
WARRENSBURG (JOHNSON)	\$2,053,735
WARRENTON (WARREN)	\$2,102,737
WEST PLAINS (HOWELL)	\$1,405,823
WHITEMAN AIR FORCE BASE (JOHNSON) Army	\$12,950,809
WHITEMAN AIR FORCE BASE (JOHNSON) Air	\$35,025,431

**Total: \$596,344,630**

# STATE OF THE MISSOURI NATIONAL GUARD

## Air National Guard

The Missouri Air National Guard achieved 98.39 percent strength with 2,264 Airmen.

## Army National Guard

The Missouri Army National Guard achieved 106 percent strength with 9,314 Soldiers.

### Organization

With the Missouri National Guard's mission to provide trained, disciplined forces to the governor and president, readiness is the Guard's number one priority. Only by being a ready force can the Guard remain an effective, operational reserve.

Readiness is the key factor in ensuring relevance and ability to deploy, fight, and win in defense of our nation. Due to continued focus on our force, the Missouri National Guard has become a national leader in readiness metrics. Missouri National Guard units always respond when called, and far exceed standards and expectations.

### Personnel

Missouri has achieved historic highs in recruiting and retention for several years. In addition to attracting and retaining high-quality Soldiers and Airmen, Missouri ensures its citizen-warriors are proficient leaders, duty-qualified, professionally developed, and medically and administratively ready and resilient. The Missouri National Guard continues to stress racial and gender diversity. Transparent, objective promotion board processes ensure equal opportunity for all Guardsmen, have reduced complaints and ensure growth across the organization.

The Missouri National Guard continues to take care of Soldiers and Airmen facing serious challenges in the form of sexual assault and harassment and suicide. Resources are made available to all Guardsmen to ensure they are able to get the support and help they need. Additionally, the Missouri National Guard does not tolerate sexual harassment or assault. As a result of an aggressive campaign to hold perpetrators accountable legally and administratively, survivors are continuing to come forward with reports, confident the organization will act appropriately.

### Equipment

From the equipping aspect, Missouri National Guard units have never been better postured to meet readiness objectives. The Missouri Guard's logistics community has made significant strides updating enterprise data systems to more rapidly and accurately anticipate requirements, identify sources, and ultimately fill equipping needs.

As equipment needs are satisfied, units have resources on hand to focus on proper training. All this equates to more ready and capable units. That said, enduring equipping readiness is far from assured.

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

### Training

Fully manned and well equipped, the Missouri National Guard commanders continuously train their units into cohesive and effective forces for both state emergency response and federal overseas missions. Each year, to ensure support to the governor, the Missouri National Guard conducted emergency response training exercises and participated in additional interagency exercises. These exercises covered a wide array of themes, scenarios and skill sets. Missouri Guardsmen also pursue training opportunities for their federal missions. These include warfighter exercises, combat training center rotations, theater engagement exercises overseas, and Operation Patriot Bandoleer, hauling ammo for the U.S. Army.



# STATE PROGRAMS

## Missouri Military Funeral Honors Program

The Missouri Military Funeral Honors Program provides professional military funeral honors in accordance with service tradition, the National Honor Guard Army standard operating procedure, Missouri state statutes and regulations, and Department of Defense instructions for all eligible Veterans when requested by an authorized family member.

Operational since July 1, 1999, the Missouri Military Funeral Honors Program is a cooperative effort between the Missouri Army and Air National Guard, the active components of the Army, Marines, Navy, Air Force and Coast Guard, Veterans Service Organizations and funeral directors. The Missouri National Guard is the lead element for this program.

The program coordinated 156,670 funerals between July 1, 1999 and June 30, 2017. The program coordinated 9,446 funerals between July 1, 2016 and June 30, 2017. Missouri Military Funeral Honors, Honor Guard Teams and/or members of the Missouri National Guard, performed 4,853 services. An average number of funerals coordinated per month is 879 (29 per day, based on a 7 day week). Average number of funerals provided by Military Honors program is 404 (14 per day, based on a 7 day week).



## Missouri Veterans Recognition Program

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

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

Awards were authorized in 2014 recognizing service members who supported operations Desert Shield, Desert Storm, Iraqi Freedom and New Dawn. These awards will be available for distribution in FY19.

Award	Total Awards	FY17
World War II	46,965	46
Jubilee of Liberty	5,314	5
Korean War	18,441	55
Vietnam War	30,949	162
TOTAL	101,669	275



## Missouri Reserve Military Force

The Missouri Reserve Military Force is a volunteer organization designed to augment the Missouri National Guard. Organized under the Adjutant General, the Reserve Force provides assistance to state and local emergency management operations and disaster response support, including coordinating educational and training information to local government, schools, and other interested community groups.

The organization has more than 100 members who meet at least once per year for an annual muster and organizational meeting to coordinate efforts for the following year.

# STATE EMERGENCY DUTY

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



## Operation Show Me Central Ice

In mid-January 2017, the Missouri National Guard responded to potential debilitating ice storms in central Missouri. Immediately, 298 Soldiers and Airmen pre-positioned at strategic locations throughout the region, facilitating assistance to local civil authorities. Missouri National Guard support demobilized three days later when the storm had run its course.

## Operation Show Me Southern Flood 2017

The Missouri National Guard activated in response to flash floods in southern and eastern Missouri in May 2017. Sudden rising rivers necessitated the response of approximately 700 Soldiers and Airmen. These Soldiers and Airmen reinforced levee walls, provided additional security to critical sites, and mitigated flood damages throughout the affected areas. Missouri National Guard support continued until mid-May, when flood waters receded and debris removal operations ceased.

## Operation Show Me East Missouri Civil Protection Fall 2017

On September 14, 2017, the Missouri National Guard activated in support of civil authorities to help protect critical infrastructure around St. Louis and free up law enforcement to protect people's rights to protest peacefully. Guardsmen were largely standing by to provide support had the situation deteriorated. Guardsmen were released a week and a half later as calm was restored.

## Hurricane Relief Mission

Missouri Soldiers and Airmen supported a number of missions following a devastating hurricane season in the Gulf. Missouri deployed 35 Soldiers with four UH-60 helicopters to support operations. The 139th Airlift Wing carried out more than 100 sorties by the end of the fiscal year, carrying more than 900 passengers and 548 tons of cargo to Texas, Florida, Puerto Rico, St. Thomas, and St. Croix.

# FEDERAL DEPLOYMENTS

The Missouri National Guard's federal mission is to provide the president with organized, trained, ready, and disciplined military manpower and equipment to defend the nation at home and abroad.

## 2017 Deployments

Unit	Home Station
35th Infantry Division	Lexington/St. Joseph/Jefferson Barracks
1-138th Infantry Battalion	Kansas City/Boonville/Bridgeton/Jefferson Barracks
548th Transportation Company	Trenton
1107th Aviation Group	Springfield
1137th Military Police Company	Kennett
235th Engineer Team	Fort Leonard Wood



# STATE AND FEDERAL CAPABILITIES

## Aviation

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

## Chemical, Biological, Radiological and Nuclear (CBRN)

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

## Engineer

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

## Infantry

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

## Medical

- Health and wellness checks
- Medical assistance
- Sustainment operations

## Military Police

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

## Signal

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

## Support Battalion/Units

- Health and wellness checks
- Security operations
- Sustainment operations

## Transportation

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

# UNIT ORGANIZATION

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

- Troop Medical Clinic 3 - Neosho

### 1140th Engineer Battalion

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

### 229th Multifunctional Medical Battalion

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

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

### 135th Signal Company - Kansas City

- MCP-OD, HHBN, 35th ID - Lamar

### 311th Brigade Support Battalion

- Headquarters and Headquarters Company - Lexington
- Company A - Nevada
- Company B - Fulton

### 220th Transportation Battalion

- Headquarters and Headquarters Detachment - Fredericktown
- 548th Transportation Company - Trenton
- 1231st Transportation Company - Bridgeton
  - Detachment 1, 1231st Transportation Company - Columbia
- 1241st Transportation Company - Monett
  - Detachment 1, 1241st Transportation Company - Anderson

## 70th Troop Command Headquarters and Headquarters Detachment - Jefferson Barracks

### 175th Military Police Battalion

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

### 205th Military Police Battalion

- Headquarters and Headquarters Detachment - Poplar Bluff
- 1136th Military Police Company - Lebanon
- Detachment 1, 1136th Military Police Company - Rolla
- 1137th Military Police Company - Kennett
  - Detachment 1, 1137th Military Police Company - Jackson
  - Detachment 2, 1137th Military Police Company - Doniphan
- 1138th Military Police Company - West Plains
  - Detachment 1, 1138th Military Police Company - Springfield
- 1175th Military Police Company - St. Clair

## 1107th Aviation Group Headquarters and Headquarters Detachment - Springfield

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

### 203rd Engineer Battalion

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

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

### 1st Battalion, 129th Field Artillery

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

### 1st Battalion, 138th Infantry Regiment

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

- Detachment 1, 1175th Military Police C Company - Jefferson Barracks

### 835th Combat Sustainment Support Battalion

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

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

## Homeland Response Force - Jefferson Barracks

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

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

## Combat Aviation Brigade, 35th Infantry Division - Sedalia

### 1-135th Assault Helicopter Battalion

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

### 935th Aviation Support Battalion

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

## Support Elements (Generating Force)

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

- 135th Army Band - Springfield
- Counterdrug Task Force - Jefferson City
- 70th Mobile Public Affairs Detachment - Jefferson City
- 135th Support Detachment (Rear Operations Center) - Jefferson City
- 135th Military History Detachment - Jefferson City
- 429th Judge Advocate General Detachment - Jefferson City
- 529th Trial Defense Team - Jefferson City
- 179th Cyber Protection Team - St. Louis

### Missouri Army National Guard Training Center - Nevada

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

### 140th Regional Training Regiment - Fort Leonard Wood

- Regional Training Site Maintenance - Fort Leonard Wood
- 1st Battalion (Engineer), Training Battalion - Fort Leonard Wood

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

### 131st Operations Group - Whiteman Air Force Base

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

### 131st Maintenance Group - Whiteman Air Force Base

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

### 131st Medical Group - Whiteman Air Force Base

## 139th Airlift Wing - St. Joseph

### 139th Operations Group -

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

### 139th Maintenance Group -

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

### 139th Medical Group -

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

### 3-135th Aviation Battalion

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

- 2nd Battalion, 140th Regiment (Regional Training Institute) - Fort Leonard Wood

### Recruiting and Retention Battalion - Jefferson City

- Detachment 1 (RSP) - St. Joseph
- Detachment 2 (RSP) - Kansas City
- Detachment 3 (RSP) - Clinton
- Detachment 4 (RSP) - Springfield
- Detachment 5 (RSP) - Cape Girardeau
- Detachment 6 (RSP) - Jefferson City
- Detachment 7 (RSP) - Festus
- Detachment 8 (RSP) - Macon
- Detachment 9 (RSP) - Cape Girardeau
- Detachment 10 (RSP) - Joplin
- Detachment 11 (RSP) - Maryville

### Missouri Medical Detachment

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

### 131st Mission Support Group - Whiteman Air Force Base

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

### 157th Air Operations Group - Jefferson Barracks

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

### 139th Mission Support Group -

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

### Advanced Airlift Tactics Training Center / C-130H WIC

# 35TH ENGINEER BRIGADE

FORT LEONARD WOOD

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



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

The 35th Engineer Brigade implemented the Department of the Army's Associated Unit Pilot Program with the regular Army's 5th Engineer Battalion. Through the program, the units performed multiple combined training events down to the company level, executed an officer/NCO exchange, and conducted Warfighter 17-3 together. The program has increased understanding, improved compatibility, and raised readiness for both units.

Headquarters Company, 35th Engineer Brigade executed Warfighter 17-3 from January 28-February 17, 2017 at Fort Hood, Texas. The exercise allowed the brigade to validate mission command proficiency and prepare for deployment.

The 1140th Engineer Battalion operated as Task Force South for state emergency operations during Operation Show Southern Flash Flood from May 1-12, 2017. The Task Force provided support to local officials in response to flooding in southeast Missouri.

The 1135th Engineer Company (Route Clearance) executed two Combat Training Center rotations. The unit sent one platoon to the National Training Center at Fort Irwin, Calif., from January 10-30, 2017 and another platoon to the Joint Readiness Training Center at Fort Polk, La., from January 11-31, 2017. The rotations allowed the unit to execute combined arms operations in a premier tactical environment.

The 206th Area Support Medical Company participated in the Global Medic 2017 exercise at Fort Hunter-Liggett, Calif., from July 14-28, 2017. The exercise included Army Reserve, regular Army, Army National Guard, and Air Force medical units. Global Medic is a joint accredited exercise to train medical units and personnel in a field environment.

The 235th Construction Management Team spent the year preparing for mobilization. The unit conducted pre-mob training in July 2017 at Fort Leonard Wood, mobilized to Fort Bliss, Texas, in August 2017, and deployed to Kuwait later that month in support of Operation Spartan Shield. The unit will augment U.S. Army Central staff and facilitate engineer operations across the area of operations.



# 110TH MANEUVER ENHANCEMENT BRIGADE

## KANSAS CITY



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

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

Headquarters Company completed a command post exercise at Camp Clark, and 110th Soldiers also provided support to the Panamax-Alfa 2017 event in Panama City, Panama. This two week exercise centered on the defense of the canal and associated events.

The 135th Signal Company provided a tactical network in support of the brigade headquarters command post exercise. The company also fielded the Disaster Incident Response Communications Terminal, providing the capability to meet the information exchange requirements of the state's National Guard operational commanders during state emergency missions.

The 35th Infantry Division Main Command Post Operational Detachment unfurled its flag in September 2017 as it transitioned from the now-deactivated 135th Rear Operations Center. The unit provides augmentation to the 35th Infantry Division.

Over 450 1-138th Infantry Regiment Soldiers spent much of 2017 deployed for Operation Enduring Freedom. Rear elements focused training with Arkansas' 39th Infantry Brigade Combat Team. The 1-138th is also continuing the effort to place female Soldiers in its formation and deployed 17 with the forward element.

The 1-129th Field Artillery Regiment travelled to Camp Ripley, Minn., for annual training where it delivered accurate and timely fires using high explosive, smoke and illumination rounds - over 1,100 rounds were fired. The regiment became only the third of 44 National Guard field artillery battalions to achieve qualification on Precision Guided Munitions. Battery B was awarded the General Pershing award for excellence in weapons qualification and the regiment's Truman Chapter of the Field Artillery Association was recognized as the top chapter for the second time in three years.

The 311th Brigade Support Battalion conducted annual training at Camp Dodge, Iowa and completed the military decision making process in conjunction with a command post exercise. The battalion supported two state emergency missions - Operation Show-Me Ice and Show-Me East Missouri Civil Protection. Company A purified nearly 18,000 gallons of ocean water in Barbados. Full-time staff also concluded the construct and hand-off of the 220th Motor Transport Battalion's subordinate companies.

The 220th Motor Transport Battalion stood up full-time staff in six cities across Missouri to support its nearly 500 Soldiers. Nearly 160 members of the 548th Transportation Company spent much of 2017 deployed in support of Operation Enduring Freedom. At the mid-point of the deployment, over 500 transport missions had been completed transporting nearly 8 million pounds over 221,000 miles. Back in Missouri, the battalion assumed mission command of Operation Show-Me TNT moving 98 Class V containers from Oklahoma to Alabama.





# MISSOURI NATIONAL GUARD

AS OF 03/2023

- 1 Maryville**  
HHB, 1-129 FA Regt  
Det 11 MO R&R Bn (RSP)
- 2 Albany**  
Btry A, 1-129 FA Regt
- 3 Kirksville**  
Det 1, 1438 En Co
- 4 Trenton**  
548 Trans Co
- 5 Chillicothe**  
Btry B, 1-129 FA Regt
- 6 St. Joseph**  
Det 1 MO R&R Bn (RSP)  
Det 1, Co A, 35 ID  
Co B, 35 ID,  
Co C, 35 ID
- 7 Macon**  
1438 En Co  
Det 8 MO R&R Bn (RSP)
- 8 Hannibal**  
2175 MP Co
- 9 Moberly**  
Det 1, 2175 MP Co
- 10 Richmond**  
1135 En Co
- 11 Lexington**  
HHC, 311 BSB  
35 Infantry Division, Det 1, HSC
- 12 Mexico**  
Det 1, 3175 MP Co
- 13 Marshall**  
1128 FSC
- 14 Independence**  
Btry D, 1-129 FA Regt
- 15 Kansas City**  
1141 En Co  
Det 2 MO R&R Bn (RSP)  
135 Signal Company  
HHC, 1-138 In Regt  
110 Maneuver Enhancement Bde

- 16 Columbia**  
Det 1, 1231 Trans Co  
175 Military Police Battalion
- 17 Boonville**  
Co A, 1-138 In Regt
- 19 Fulton**  
Co B, 311 BSB
- 20 Warrenton**  
3175 MP Co
- 21 Warrensburg**  
Det 3, Co B, 935 ASB  
Co C, 935 ASB
- 22 Bridgeton (LIA)**  
Co B, 1-138 In Regt  
1231 Trans Co
- 23 Lambert**  
1035 Maint Co  
3175 Chem Co
- 24 Whiteman AFB**  
Det 1, Co D, 1/285 Av Regt  
Det 1, Co E, 1/285 Av Regt  
Co C, 1/285 Av Regt  
Det 1, HHC, 1/285 Av Regt  
Det 3, Co E, 1/135 Av Regt  
Co A, 1/135 Av Regt  
Co D, 1/135 Av Regt  
Co C, 1/135 Av Regt  
HHC, 1/135 Av Regt
- 26 Sedalia**  
Combat Aviation Bde, 35 ID
- 27 Harrisonville**  
1139 MP Co
- 29 Jefferson City (CFF)**  
Det 2, Co C, 2/245 Av Regt  
Det 40, OSAC  
7 Civil Support Team
- 31 Jefferson City Blue Armory**  
Co B, 1/376 Av Regt  
138 FSC  
835 Combat Sustain Spt Bn  
MO Recruiting & Retention Bn  
Det 6 MO R&R Bn (RSP)
- 32 Jefferson City (ISTS)**  
Missouri Medical Det - TMC1  
Counter Drug  
70 Public Affairs Det  
HHD, JFHQ (Army)  
135 Military History Det  
429 JAG Det  
529 JAG Det  
JFHQ (Joint)  
229 Multifunctional Med Bn  
635 Forward Engineer Spt Tm

- 33 Jefferson Barracks**  
Det 2, Co B, 35 ID,  
Co C, 1-138 In Regt  
Det 1, 206 ASMC  
Det 2, 206 ASMC  
Det 1, 1175 MP Co  
1138 Trans Co  
70 Troop Command  
179 Cyber Prot Tm  
Missouri Medical Det - TMC3
- 34 Clinton**  
Det 3 MO R&R Bn (RSP)  
Co E, 1/135 Av Regt  
Det 2, Co E, 1/285 Av Regt
- 35 St. Clair**  
1175 MP Co
- 37 Festus**  
220 En Co  
Det 7 MO R&R Bn (RSP)
- 38 De Soto**  
735 Field Service Company
- 39 Rolla**  
Det 1, 735 Field Service Co  
Det 1, 1136 MP Co  
335 En Plt
- 40 Nevada**  
Co A, 311 BSB
- 42 Farmington**  
1138 En Co
- 43 Ft. Leonard Wood**  
35 Engineer Brigade  
2 Bn, 140 Regt (RTI)  
140 Regiment - MO-RTI  
1 Bn (En), Tng Bn  
Regional Tng Site-Maint  
Co C, 1/106 Av Regt  
Det 1, HHC, 1/106 Av Regt  
Det 1, Co D, 1/106 Av Regt  
Det 1, Co E, 1/106 Av Regt
- 44 Perryville**  
Det 1, Co C, 1-138 In Regt  
880 En Plt
- 45 Lebanon**  
1136 MP Co
- 46 Fredericktown**  
220 Transportation Bn
- 47 Lamar**  
MCP-OD 35 ID
- 48 Jackson**  
Det 1, 1137 MP Co

- 49 Cape Girardeau**  
FSC, 1140 En Bn  
HHC, 1140 En Bn  
Det 5 MO R&R Bn (RSP)  
Det 10 MO R&R Bn (RSP)
- 50 Springfield (Flight Facility)**  
1107 Av Group  
HHD, 1107 Av Group  
Co A, 1107 Av Group  
Co B, 1107 Av Group  
Det 2, Co G, 2/149 MEDEVAC  
Det 6, Co D, 2/149 MEDEVAC  
Det 6, Co E, 2/149 MEDEVAC
- 51 Springfield (Armory)**  
Det 1, 276 En Co  
206 ASMC  
HSC, 935 ASB  
Det 1, 1138 MP Co  
Det 4 MO R&R Bn (RSP)  
135 Army Band
- 52 Carthage**  
294 En Co
- 53 Joplin**  
FSC, 203 En Bn  
HHC, 203 En Bn  
Det 10 MO R&R Bn (RSP)
- 54 Aurora**  
Co A, 935 ASB
- 55 Pierce City**  
276 En Co
- 56 Monett**  
Co D, 1-138 In Regt  
1241 Trans Co
- 58 Sikeston**  
Det 2, 1221 Trans Co
- 59 Dexter**  
1221 Trans Co
- 60 Neosho**  
Missouri Medical Det - TMC2
- 61 West Plains**  
1138 MP Co
- 62 Poplar Bluff**  
205 Military Police Battalion
- 63 Anderson**  
Det 1, 1241 Trans Co  
Det 1, Co D, 1-138 In Regt
- 64 Doniphan**  
Det 2, 1137 MP Co
- 65 Portageville**  
Det 1, 1221 Trans Co
- 66 Kennett**  
1137 MP Co



- Air National Guard**
- 6 St. Joseph (Rosencrans)**  
139 Airlift Wing  
139 Operations Group  
139 Maintenance Group  
139 Medical Group  
139 Mission Support Group  
241 Air Traffic Control Sqdn
  - 24 Whiteman AFB**  
131 Bomb Wing  
131 Operations Group  
131 Maintenance Group  
131 Medical Group  
131 Mission Support Group
  - 32 Jefferson City (ISTS)**  
HQ, MOANG
  - 33 Jefferson Barracks**  
131 Civil En Sqdn  
131 Communications Fit  
157 Air Operations Group  
231 Civil En Fit  
239 Combat Command Sqdn
  - 43 Cannon Range (Ft. Leonard Wood)**  
Det 1, 131 Bomb Wing

- Field Maintenance Shops**
- 18 FMS #1 - Raytown
  - 37 FMS #2 - Festus
  - 49 FMS #3 - Cape Girardeau
  - 62 FMS #4 - Poplar Bluff
  - 43 FMS #5 - Fort Leonard Wood
  - 6 FMS #6 - St. Joseph
  - 13 FMS #7 - Marshall
  - 7 FMS #8 - Macon
  - 23 FMS #10 - Lambert
  - 51 FMS #11 - Springfield
  - 27 FMS #12 - Harrisonville
  - 60 FMS #13 - Neosho
  - 4 FMS #14 - Trenton
  - 41 FMS #15 - Nevada
  - 32 CSMS - ISTS



1 MONROE  
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U.S. H  
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# CLASSIFIED MISSOURI ARMY NATIONAL GUARD UNITS

13 JAN 2018

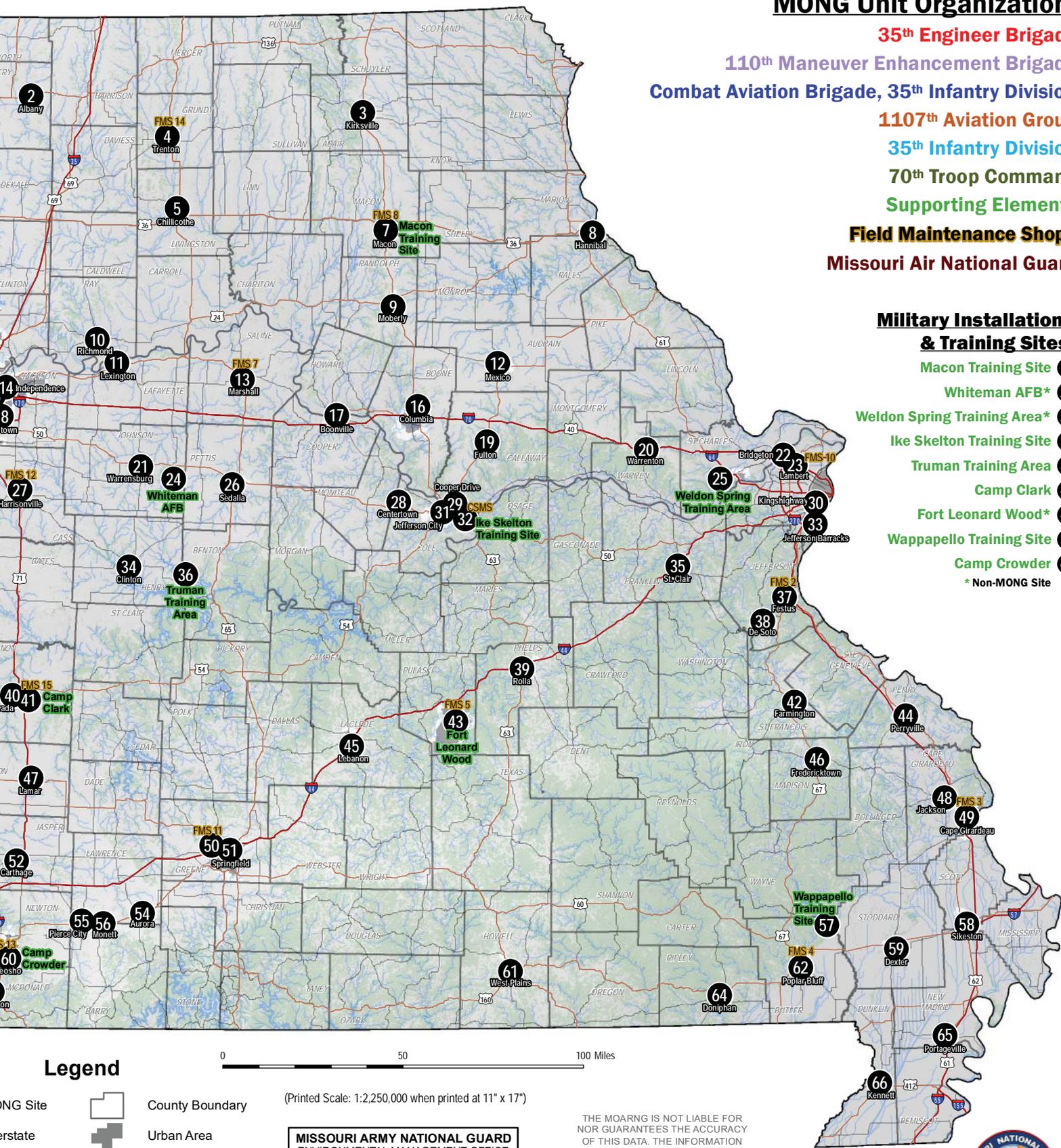


## MONG Unit Organization:

- 35<sup>th</sup> Engineer Brigade**
- 110<sup>th</sup> Maneuver Enhancement Brigade**
- Combat Aviation Brigade, 35<sup>th</sup> Infantry Division**
- 1107<sup>th</sup> Aviation Group**
- 35<sup>th</sup> Infantry Division**
- 70<sup>th</sup> Troop Command**
- Supporting Elements**
- Field Maintenance Shops**
- Missouri Air National Guard**

## Military Installations & Training Sites:

- Macon Training Site** 7
- Whiteman AFB\*** 24
- Weldon Spring Training Area\*** 25
- Ike Skelton Training Site** 32
- Truman Training Area** 36
- Camp Clark** 41
- Fort Leonard Wood\*** 43
- Wappapello Training Site** 57
- Camp Crowder** 60
- \* Non-MONG Site



### Legend

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

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

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

ELLIPSOID: WORLD GEODETIC SYSTEM 1984  
GRIDDINT: UTM ZONE 18 N  
PROJECTION: TRANSVERSE MERCATOR  
VERTICAL DATUM: MEAN SEA LEVEL  
HORIZONTAL DATUM: WGS 1984  
DEVELOPED BY: MISSOURI ARMY NATIONAL GUARD  
CARTOGRAPHER: NICHOLAS J. YOUNG  
FEBRUARY, 2018

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# 70TH TROOP COMMAND

JEFFERSON BARRACKS

The mission of the 70th Troop Command is to provide mission command, training guidance, assistance and administrative and logistical support to its subordinate commands. The command serves as the FEMA Region VII Homeland Response Force.



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

70th Troop Command, functioning as the mission command of the Missouri Homeland Response Force, participated in a unique collective training event in Meade, Neb. Operation Drake centered on a tornado, which caused widespread chemical contamination and the training was highlighted by a Relief in Place/Transfer of Authority (RIP/TOA) with our FEMA Region VII partner. The event featured military and civilian agencies including Missouri Task Force One, the Show-Me State's elite search and rescue team. The Missouri HRF consists of Mission Command (Headquarters and Headquarters Detachment, 70th Troop Command), Chemical, Biological, Radiological, and Nuclear (CBRN) Assistance Support Elements (175th and 205th Military Police Battalions), CBRN Task

Force Mission Command (835th Combat Sustainment Support Battalion), Decontamination (3175th Chemical Company), and Search and Extraction (735th Quartermaster Company).

The 1137th Military Police Company completed mobilization training and deployed in support of Operation Enduring Freedom.

The 1221st Transportation Company combined forces with a unit from the Oklahoma National Guard to participate in Operation Patriot Bandoleer 2017. The long-haul trucking mission was conducted by transporters from several states to haul ammunition containers from the Military Ocean Terminal Concord, California to several U.S. Army ammunition depots. Approximately 50

Missouri Soldiers safely delivered their cargo to McAlester Army Ammunition Plant, Okla.

The 1138th Transportation Company participated in one of the nation's largest and longest-running training exercises in America. Operation Golden Coyote is a two-week training event held in the Black Hills National Forest and Custer State Park in S.D. The 1138th Transportation Company used their rugged off-road trucks to transport timber to Native American communities for firewood.



# COMBAT AVIATION BRIGADE, 35TH ID

SEDALIA



The 35th Combat Aviation Brigade deploys to an area of responsibility to provide command, control, staff planning and supervision of combat aviation brigade operations. The brigade's units fly a combination of UH-72A Lakota light utility helicopters, UH-60 Black Hawk utility helicopters, and the C-12 Huron (FW) transport plane. The brigade's units are capable of performing unit and intermediate aviation maintenance, water purification, and signal support operations.

Col. Charles Hausman • Chief Warrant Officer 5 Robert Murrell •  
Command Sgt. Maj. Javier Acosta

The 35th Combat Aviation Brigade participated in Warfighter Exercise 17-05 at Camp Atterbury, Ind., conducting key training events in a decisive action training environment including, attack helicopter operations, air assault operations, and integration of UAS on the battlefield.

The US Virgin Islands Aviation Task Force deployed 35 Soldiers for hurricane relief with four UH-60 helicopters and completed a total of 85 flight hours. In total, 369 personnel and 34,558 lbs. of cargo were flown in the 30 day deployment.

The 1-135th Assault Helicopter Battalion successfully completed a demanding National Training Center rotation in a decisive action training environment, flying 554 hours and completing 77 missions as an Aviation Task Force.

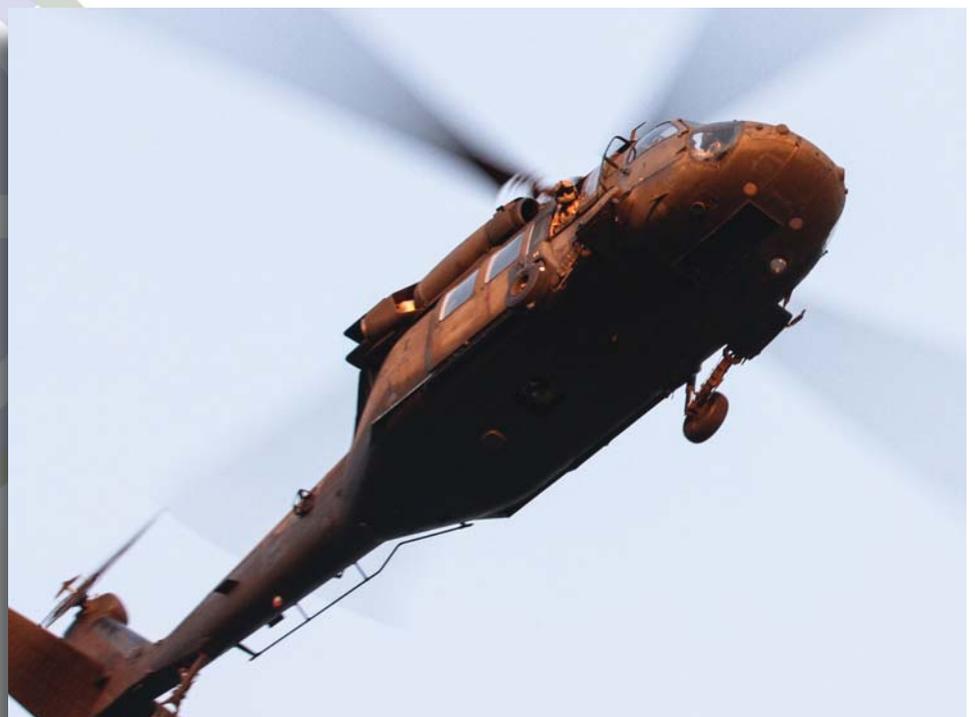
Headquarters Support Company, 935th Aviation Support Battalion completed a total of 1,995 backlog maintenance hours; a 62 percent reduction.

A Company, 935th ASB conducted forward arming and refueling (FARP) operations where they pumped over 1,800 gallons of JP-8.

Detachment 3, Company B, 935th ASB performed over 600 hours of intermediate level maintenance during annual training 2017, and trained several Soldiers in warehouse and aviation back-shop operations at the Missouri-TASM.

Company B, 1-376th S&S, participated in state emergency duty, rescuing multiple stranded civilians in flooded areas of southwest Missouri. The unit also continued to develop joint capabilities with Missouri Task Force 1 throughout 2017.

Detachment 2, Company C, 2-245th (C-12) was named the Joint Operational Support Airlift Center Small Unit of the Year for 2017 for total flight hour execution.



# 1107TH AVIATION GROUP

SPRINGFIELD

The 1107th Aviation Group supports the Missouri National Guard through its mission to provide a fixed-base dedicated theater aviation sustainment/depot-level maintenance capability for rotary-wing aircraft. The 1107th Aviation Group is the premier Army National Guard Aviation depot-level maintenance unit to deploy in support of both federal and state missions. One of the largest Missouri Guard Commands, the 463-member Aviation Group consists of a headquarters and subordinate companies A and B, all based in Springfield, Missouri.



Col. William J. Thomas • Command Sgt. Maj. David Gail

In December 2016, 13 Soldiers were selected to conduct an Aerial Port of Debarcation (APOD)/Sea Port of Debarcation (SPOD) mission in Rota Spain for 29 days. Their exceptional work resulted in 158 airframes being rotated in and out of Afghanistan to ensure Soldiers had functional equipment for combat operations.

In March 2017, the 1107th Aviation Group deployed 80 Soldiers in support of task force Operation Spartan Shield to Kuwait, Iraq, Egypt, and Afghanistan. These Soldiers consisted of aviators, aircraft mechanics, a Ground Maintenance Team, and several other military occupational specialties. These teams have set the standard by ensuring UH-60s, AH-64s, and CH-47s were operational in a timely and efficient manner to support combat

missions. The 1107th Aviation Group provided the only qualified avionics Soldiers able to conduct operational checks on aircraft navigational and communication systems, and 1107th Soldiers also ran the power train shop and completed depopulation/meticulous inspections of all aircraft components in support of the 4-6 CAV, 449th ASB.

All three companies in Springfield, Mo., maintained proficiency in basic war fighting skills and annual weapons qualification at Camp Crowder during Annual Training in August 2017. The annual weapons qualification was an essential component in preparation for the Enlisted Promotion System and resulted in a 100 percent qualification rate. The 1107th Aviation Group set the standard by receiving a 100 percent “GO” on both the Command Maintenance Discipline Program Inspection and the Table B-3 Command Supply Discipline Program Inspection.

The 1107th AV Group supported two State Emergency Duty operations, which included the Saint Louis Civil Support operation Task Force Bear and Hurricane Maria – Emergency Relief, Virgin Islands. The ability to provide timely military intelligence, aircraft maintenance, and APOD support was crucial in these emergency missions.



# 35TH INFANTRY DIVISION – MISSOURI

FORT LEAVENWORTH, KANSAS



The mission of the 35th Infantry Division is to mobilize and deploy to a theater of operations and conduct operations in a combined or joint environment, supporting national command objectives. The division conducts military and civil support operations, including support and stability operations in an overseas environment or upon activation within the United States in support of federal and state agencies.

Maj. Gen. Victor J. Braden • Command Sgt. Maj. Timothy R. Newton

The 35th Infantry Division Headquarters deployed to the Middle East in 2017. The National Guard Soldiers from Missouri and Kansas are enhancing theater security operations in support of Operation Spartan Shield. This is the first time the Division Headquarters has been tasked as an entire unit since World War II.

The 35th Infantry Division Headquarters won the 2017 Army Award for Maintenance Excellence, National-Level MTOE Medium Category.

The 35th Infantry Division Headquarters celebrated the 100th Anniversary of the Division in Kansas City, Mo.

The 35th Infantry Division Headquarters continued building a partnership with 1st Infantry Division to support Total Army Integration.

The 35th Infantry Division Headquarters conducted a military appreciation night with the Kansas City Royals and Fox Sports, allowing 365 Family members to attend the game and receive shout-outs from their Soldiers deployed to Kuwait and Jordan.

The 35th Infantry Division Headquarters established a large Family Support Group following by utilizing Facebook Live to communicate with Families and Friends of the Division.

The 35th Infantry Division Headquarters supported annual training (National Training Center 17-07) with support staff at Fort Irwin, Calif.

The 35th Infantry Division Headquarters supported Warfighter Exercise (17-03) with support staff at Fort Bliss, Texas.



# 131ST BOMB WING

WHITEMAN AFB, JEFFERSON BARRACKS, FORT LEONARD WOOD

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



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

The 131st Bomb Wing provides the nation with strategic deterrence and assurance capabilities in the B-2 Spirit, alongside its total-force partners in the 509th Bomb Wing. The wing also provides combatant commanders with unique capabilities like civil engineer staff augmentation teams, combat communications and air operations command and control; and has the state mission of being ready to deploy at the request of the Missouri governor to aid in natural disaster or domestic strife. In 2017, the 131st supported 14 exercises, three state emergency missions and deployed more than 350 Airmen in support of multiple federal taskings.

The 131st and 509th Bomb Wing Airmen supported the generation of five B-2 aircraft and the breakout, assembly and loading of 400 precision munitions in support of Operation Odyssey Lightning. The mission ensured the destruction of two terrorist training camps in Libya, a large weapons cache and the elimination of 78 Islamic State in Iraq and Syria combatants.



The United States' global strike capabilities were on worldwide display as the 131st and 509th Bomb Wings took part in Bomber assurance and deterrence missions across the globe at Andersen Air Force Base, Guam and Royal Air Force, Fairford in the United Kingdom. During those deployments, Guardsmen and active duty Airmen demonstrated a constant Allied presence in the Pacific and European theaters, letting the world know the B-2 aircraft and the Airmen who maintain them are always ready.

Airmen from the 157th Air Operations Group participated in Pacific Sentry, which is a U.S. only, biennial field training exercise with a focus on integration of joint training in a blue-water environment among U.S. forces. The training enabled real-world proficiency in sustaining joint forces through detecting, locating, tracking and engaging units at sea, in the air, on land, and in cyberspace in response to a range of mission areas.

After multiple hurricanes in the Caribbean, Airmen from the 231st Civil Engineer Flight and 239th Combat Communications Squadron deployed in support of relief efforts. Engineers and communications technicians assessed the extent of the damage and restored vital communication networks to the region.

The total force team at Whiteman Air Force Base participated in its two-year requirement to prove the wing's proficiencies in handling and deployment for its nuclear mission set. The 131st and 509th performed extremely well and were lauded by Air Force Global Strike Command as "best seen to date."

In September, 131st Medical Group Airmen deployed to Missouri's Boot Heel during Operation Healthy Delta, in which the team provided nearly \$2 million worth of medical care to southeast Missouri. The operation involved Missouri Air National Guard Airmen, active duty Air Force and Navy Reservists.

# 139TH AIRLIFT WING

ST. JOSEPH



The 139th Airlift Wing is engaged in global operations with well trained, equipped and deployable citizen-Airmen for state and federal missions with immediate combat-ready aircraft. The Wing's C-130 H-models are highly capable, reliable aircraft that perform a variety of roles including airlift and airdrop in peace and war time missions.

Col. Ed Black • Command Chief Master Sgt. Kris J. Neros

The Operations Group led the way through several joint training exercises in 2017. In April, members travelled to Aviano Airbase, Italy, and Ramstein Air Base, Germany, for Exercise Saber Junction 17. The 139th assumed Mobility Air Forces led and provided all airdrop and air land support for the 2nd Cavalry regiment, 173rd Airborne Battalion, and the 435th Contingency Response Group.

The herculean effort of the operation group members in conjunction with the support of the entire 139th team during the hurricane relief effort is a source of extreme pride. By October, the 139 Operations Group flew over 100 sorties totalling over 500 flight hours, transporting 939 passengers and 548 tons (over 1 million pounds) of cargo to Texas, Florida, Puerto Rico, St. Thomas, and St. Croix.

Air Terminal Operations (ATO) continued to operate at a high operations tempo during FY17. Highlights from this year include moving the High Mobility Artillery Rocket System (HIMARS) on a C-130H aircraft to Savage Drop Zone for the first time ever, the hosting of critical just-in-time Air Transportation training between the Missouri Air National Guard and Air Force Reserve Command.

The 139th Security Forces Squadron also became the first Air National Guard SF unit to deploy its less lethal kits to support a domestic operation. The taking time line is 24 hours. The hard work of the 139th Defenders had the kits prepped and awaiting transportation within four hours.

The Aircraft Maintenance Squadron continued to exceed expectations by providing safe, reliable, mission capable aircraft in support of foreign missions, local training missions, and stateside emergency missions at

a moment's notice. In the months of September and October, 24 flying crew chiefs from the squadron were deployed in support of national hurricane relief efforts by providing cargo supplies, troop movement and personnel evacuation.

The 139th Airlift Wing was honored to be visited by a number of distinguished leaders this year. In July, the Director of the Air National Guard Lt. Gen. L. Scott Rice and Command Chief Master Sgt. Ronald Anderson visited the 139th. In August, Chief Master Sgt. Harold L. Hutchinson, the Command Senior Enlisted Leader for Headquarters, North American Aerospace Defense Command (NORAD) and United States Northern Command (NORTHCOM), visited the men and women of the 139th.



# 2017 HIGHLIGHTS



## Force Structure

Since 2016, the Missouri National Guard has been slated to stand-up eight new units, bringing 800 full-time and part-time jobs. These units were secured through direct negotiations with National Guard Bureau and other states. Their coming to Missouri reflects the organization's reputation as a top-tier National Guard state and a leader in personnel readiness.

Additional units already stood up include:

- 220th Trans Battalion in Fredericktown
- 1231st Trans Company in Bridgeton and Columbia
- 1136th Military Police Company in Lebanon and Rolla
- 1241st Trans Company in Anderson and Monett

By the end of 2019, the following additional units will be in place:

- 529th Trial Defense Team in Jefferson City
- 1251st Trans Company in Farmington and Perryville
- 1135th Maintenance Company in Kansas City
- 635th Forward Engineer Support Team – Main in Bridgeton
- Detachment of 179th Cyber Protection Team in St. Louis

The expected economic impact of these units is \$15 million, including the direct payroll and incidental contracting associated with the unit's activities. Additional benefits to the state include up to \$3.6 million per year in Montgomery G.I. Bill payments for the new Soldiers to attend college. These new jobs will create a path to higher education for many who may have thought it was out of reach and creates greater enrollment for many of our colleges and universities.

Additionally, most of these positions also come with eligibility for the Tricare Reserve Select health care plan, potentially lowering

out-of-pocket health care costs for new Soldiers and easing the impact of health care costs on small-town employers. Our traditional Soldiers can receive great coverage for about \$45 per month or around \$220 per family.

## Military Construction

Throughout Fiscal Year 2017 the Missouri National Guard continued construction projects throughout the state. These included:

- CFMO awarded contracts for over 200 projects that support safety, training, and improvement to work conditions in FY17.
- Lead Abatement – Contracts were awarded for cleaning and sealing 31 Readiness Centers with Indoor Firing Ranges. The remaining 10 Indoor Firing Range Readiness Centers will be



contracted for cleaning and sealing in FY18.

- Building 1029 at Fort Leonard Wood – The contract was awarded for the rehabilitation of Building 1029 at Fort Leonard Wood. Building 1029 is the future barracks that will support the RTI. The expected completion is July 2018. \$4.3 million
- Range 18A at Fort Leonard Wood – A contract was awarded for the design of Range 18A. The scope of work includes adding targets to the current range to support Base Defense Operations training. \$94,300
- Macon Range – A contract was awarded to construct a 10 lane range at the Macon Training Site. The design is identical to the Tube Range at ISTS. The expected completion is April 2018. \$592,000
- Building 27 at Jefferson Barracks – Defense Intelligence Agency (DIA) has initiated a rehabilitation project on Building 27 at Jefferson Barracks. The expected completion is December 2018. MOARNG Funds = \$1.1 million.
- Vehicle Exhaust Improvements – Contracts awarded to upgrade the vehicle exhaust systems and CO2/NO2 detection systems at the CSMS and eight FMSs. \$257,200
- Store Front Physical Security – Contracts awarded for improving Physical Security at nine Recruiting Storefronts. \$317,254
- Stand Alone Facility (SAF) Physical Security – Contracts awarded for improving Physical Security at nine SAFs. \$529,870.



### Associated Unit Pilot Program

In 2016, the Missouri National Guard's 35th Engineer Brigade was named one of only two Army National Guard lead command elements in the Army's Associated Unit Pilot Program. The brigade is partnered with the active duty 5th Engineer Battalion,

at Fort Leonard Wood.

As a result of the program, both units have increased joint training opportunities. The units performed multiple combined training events down to the company level. They also executed an officer and noncommissioned officer exchange, and conducted Warfighter 17-3 together. The program has increased understanding, improved compatibility, and raised readiness for both units.

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

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

### Missouri Fitness Improvement Training Program (FIT-P)

The mission of the Fitness Improvement Training Program (FIT-P) is to promote a healthy lifestyle culture across the Missouri Army National Guard, reduce fitness test failures and flags, and increase fitness test scores and lower body composition flags. In FY17, six 21-day sessions of the "old" were held on-ground at Fort Leonard Wood. In total, 134 Soldiers graduated the program.

The two physical trainers/health coaches (PT/HC) have already started work in the Kansas City and Columbia/Jefferson City regions. Units are asked to assist with Soldier selection for the new FIT-P program.

Selected Soldiers will be volunteering to work with a personal trainer/health coach; they will not be on orders or compensated for their time. They will sign an agreement and a liability waiver, similar to documents an individual would sign if hiring a personal trainer outside of the military. The PT/HC will meet with the Soldier individually or in small groups at times agreed upon by all involved. PT/HCs will provide nutrition, physical activity, and general health education to the Soldier and family members, if desired. The PT/HC will design workouts and workout with the Soldier/clients only. PT/HCs will maintain contact with units to discuss Soldier progress.

The goal of this design is to work with Soldiers in their own environment to improve fitness and adopt new healthier habits they will be able to maintain long-term. In addition to training Soldiers, FIT-P is holding a series of community events. "PT with MONG" events are held monthly across the state. These events are free and open to the public. Everyone (military, friends, family, groups, etc.) is invited to join us for a workout. For individuals unable to make events, the program offers daily workouts and



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

One of three in the nation, the Missouri-based C-STARS program is a civilian-military partnership located at Saint Louis University (SLU), a national-recognized teaching institution, with an associated level-one trauma center.

The two-week curriculum provides high-acuity training for U.S. Air Force personnel, including the Air National Guard and Air Force Reserve medical professionals. It is designed to provide high-fidelity simulation and hands-on patient care for procedures likely to be encountered by Air Force medical personnel serving in a deployed environment.

During FY17, C-STARS held 19 classes in St. Louis and trained 164 medical technicians, respiratory therapists, nurses and health providers. The training is led by experienced trauma surgeons, most of whom have served on active-duty in the military.

### Counterdrug Task Force

The Counterdrug Program has continued to leverage its unique assets on two fronts; providing analytical support to law enforcement to reduce the supply of illicit drugs and providing aerial surveillance and reconnaissance support. The Counterdrug Program this year increased its total seizure value by 13 percent.

- The Missouri National Guard Counterdrug Criminal Analysts have provided analytical case support to 24 different Federal State and Local Law Enforcement Agencies (LEA) throughout the State over the last year. The LEAs are comprised of nine federal, three State and 12 Local agencies with area of responsibility that spans multiple states, counties, cities, and task forces.

- The criminal analyst developed intelligence products to ensure timely prosecution of suspects, allowing agency manpower to focus on the criminal investigation. The Missouri National Guard Counterdrug Program has directly contributed to the arrest of 1,073 suspects and the seizure of drugs, weapons, vehicles, property, and cash valued at \$91,375,391. [Drugs - \$75,018,927 / Currency - \$8,078,182 / Weapons - \$125,082 ]

- The Missouri National Guard Counterdrug Aviation Unit flew 580 hours conducting aerial surveillance and reconnaissance

missions of suspected drug activity, to include vehicle and fixed target surveillance, as well as marijuana eradication. The unit supported 48 federal, state, and local agencies and task forces in Missouri, Kansas, and Arkansas.

- Aviation efforts resulted in the seizure of \$11 million in drugs, cash, property, and weapons as well as 153 arrests. One notable mission during FY17 included a joint effort of Customs Border Patrol and several Kansas City agencies resulting in seven arrests, nine kilos of cocaine and three kilos of meth.

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

The 7th Weapons of Mass Destruction Civil Support Team (WMD-CST) is one of 57 teams around the country. The team's mission is to support civil authorities at domestic chemical, biological, radiological and high-yield explosive incidents by identifying agents and substances, assessing current and projected consequences, advising on response measures, and assisting with appropriate requests for additional support. The team is interoperable with civilian responders and complies with civil protective standards.

#### Team highlights for Fiscal Year 2017 include supporting:

- Presidential Debate (Oct 2016)
- NHL Winter Classic (Dec 2016/Jan 2017)
- Nuclear Weapon Accident/Incident Exercise (Apr 2017)
- World War I Centennial Celebration (Apr 2017)
- Boston Marathon (Apr 2017)

### 140th Regiment - Missouri Regional Training Institute

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

The 140th consists of three battalions to conduct training and training support at Fort Leonard Wood. The Regiment's philosophy is to instruct officers, warrant officers, and enlisted Soldiers in the basic tenets of leadership, management and skills in order to develop and, in turn, lead the Missouri Guard into the future.

- 1st Engineer Training Battalion conducted 7 classes training 134 Soldiers in MOS-qualifying engineer skills.

- 2nd Training Battalion (General Studies) conducted 19 classes, training 535 Soldiers in MOS-qualifying transportation, military police, and functional training skills. Seven Soldiers graduated from Warrant Officer Candidate School and 27 from Officer Candidate School.



- 5th Ordnance Training Battalion, Regional Training Site-Maintenance trained 346 Soldiers in 38 MOS-qualifying and NCOES maintenance-related classes this year.
- Missouri's Pre-mobilization Training and Assistance Element facilitated the individual and leader training required to deploy six MOARNG units made up of over 1,100 Soldiers this year.

### Missouri Homeland Response Force (HRF)

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

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

In 2017, Missouri's Homeland Response Force participated in Operation Drake, a tornado response exercise in Meade, Neb. During the exercise, participants responded to a scenario involving widespread chemical contamination. Partner agencies included Missouri Task Force One, the Show-Me State's elite search and rescue team.

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

### State Partnership Program (SPP)

The SPP is a federal National Guard Bureau program designed to link Department of State and Department of Defense policy goals by allowing for cross-collaboration between state National Guard organizations and a partner country in a cooperative, mutually-beneficial relationship. Since 1991, this unique initiative has grown to include 73 partnerships involving 79 nations around the world.

The Missouri National Guard formed an SPP partnership with the Republic of Panama in 1996, which generally focuses on the following topics: humanitarian assistance and disaster relief, counter illicit trafficking, aviation maintenance, and hazardous materials response. Additionally, in 2017, the partnership included exchanges related to technical and military professional development for service members.

In 2017, the Missouri National Guard and Panama participated in 11 various subject-matter expert exchanges.

### Museum of Missouri Military History

The Museum of Missouri Military History continued to draw record attendance in 2017, with 9,500 visitors - an increase of approximately 20 percent over 2016.

The Museum hosted its third annual Missouri Military History Appreciation Open House, drawing approximately 2,500 visitors including 100 re-enactors. The Museum also hosted a World War I Symposium in April, which included presentations from government, private sector and university partners.

The Museum's exhibits continued to grow over the course of the year. These include an M60 tank and a B-Model Huey, which had previously been displayed at Wentworth Military Academy. Items already in the museum's possession were restored by Missouri National Guard Soldiers and Airmen. Improvements included painting the C-130, restoring a WWII-era 75mm pack howitzer, and restoring WWI-era 3-inch Navy guns once used by the Missouri Naval Militia.

The Museum is free and open to the public Monday through Saturday. Individuals or schools wishing to set up group tours should call 573-638-9603.

### Cyber Operations - MO Cyber

In 2012, the Missouri National Guard self-established a Joint Cyber Computer Network Defense Team with 25 Air and Army cyber warriors. The team has developed into a nationally-respected, elite team. The majority of the team's members maintain civilian careers in the informational technology and intelligence communities in both the public and private sectors.

MO Cyber performs cyber missions during state emergencies on order of the Governor to ensure the confidentiality, integrity, availability of cyber enabled critical infrastructures as directed to prevent loss of life, property or loss of confidence in the government of the State of Missouri. MO Cyber includes the Air National Guard Cyber Cell, the Army National Guard Defense Cyber Operations Element and the Army National Guard Cyber Protection Team. The team is a national leader in providing Defensive Cyberspace Ops training, advice and assistance. The team has trained and advised active and Army National Guard Cyber protection teams, advised National Guard Bureau on the new Cyber Mission Assurance Team Pilot Toolkit, and created a cyber tool kit that serves as the foundation of the US Cyber Command's Joint Deployable Mission Support System.

# FAMILY AND WARRIOR SUPPORT PROGRAMS

The Missouri National Guard (MONG) Family and Warrior Support (FWS) Division offers a multitude of programs and resources for MONG Service members and their Families. A menu of resources is posted at <https://states.gkoportal.ng.mil/states/MO/FWS/SitePages/Home.aspx>.

**Substance Use Reduction Program (SURP)** is focused on improving resiliency and readiness of Soldiers testing drug-positive during the annual drug testing event. Licensed professionals and subject matter experts are available during the program, providing counseling, resources, and obtaining information from attendees during this one-day course. The SURP engaged a total of 102 Soldiers in FY17. The MONG retained 65 percent of SURP attendees, with a recidivism rate of 35 percent, down from 54 Soldiers in FY16 to 20 Soldiers in TY17. The MONG FWS partnered with Catholic Charities of Kansas City and St. Louis to provide support in the SURP by providing instructors and licensed professionals to assist attendees. This community partnership assists in developing new initiatives in substance abuse and suicide prevention while providing support and resources to MONG Service members.



**State Family Program Office** establishes and facilitates ongoing communication, involvement, support, and recognition between MONG Families and Service members in a partnership that promotes safety, resiliency, and an increased sense of pride. The increased partnership between families and supporters with unit leaders and Service members enhance personnel readiness and positively effects retention. The Family Readiness Program facilitated four Joint Family Team Building (JFTB) training events, having over 100 Family Readiness Group (FRG) volunteers in attendance. There are currently 74 active FRGs. The Missouri National Guard Family Program relies on volunteer support composing of 215 statutory volunteers and 102 gratuitous volunteers amassing over 8,612 volunteer hours.

**The Family Assistance Center (FAC)** Specialists provided employment assistance to over 600 Service members who were unemployed or under-employed, providing 581 job referrals with 20 job placements. The eight Family Assistance Centers logged 321 cases, provided 15,233 pieces of educational materials, and

attended 53 support events.

**The Child and Youth Program (CYP)** hosted its first Annual Training Family Camp. This 3-day event was held at Camp Clark, Nevada, Missouri. The 21 Families experienced hands-on military training tied to the five pillars of resiliency. The CYP reached 5,798 Service members and family members through Yellow Ribbon briefings, Enhanced Resiliency Program briefings and outreach; reached 1,098 youth; provided 19,493 resources and support, and provided Teen Master Resiliency training to 68 Missouri Army National Guard youth, ages 12-18. Six State Teen Panels attended a regional symposium on leadership skills and resiliency hosted by the Iowa National Guard.

**Missouri Military Family Relief Fund:** The Missouri Military Family Relief Fund (MMFRF) provides conditional emergency assistance to qualified military members and their Families. The fund provides Quality of Life and Medical Based Grants (QLMBG) during periods of financial hardship. This fund is available to members and Families of the Missouri National Guard/Reserve Components. Donations come from the Missouri State Employee Charitable Campaign, the State Treasurer's Office, and private donations. For State Fiscal Year 2017, 42 applications were received, with 22 approvals totaling \$60,515.13. Donations of \$48,142.90 was received. End of year balance was \$179,809.03. Since 2006, the MMFRF has helped 350 families totaling \$785,826.79 with \$962,269.21 received in donations.

**The Survivor Outreach Services (SOS)** is the official Army program designed to provide long term support to surviving Families of Fallen Soldiers. Conceived of and developed by Survivors, this program is continually refined based on Survivor feedback and involvement by senior Army leaders. Survivor Outreach Services is a "one" Army program. Regardless of a loved one's Army component, duty status, location, or manner of death, Survivor Outreach Services Support Coordinators and Financial Counselors are available to provide dedicated outreach and support as required and as long as surviving families' desire. Our mission is to ensure your loved one is not forgotten! The Missouri Survivor Outreach Services Program currently serves 1,549 Survivors for 959 Fallen Service members. In 2017, the program was introduced to 96 new survivors.

**Unit Ministry Teams (UMTs)** consist of a Chaplain and a Religious Affairs Specialist and are assigned to Battalions and Brigades within the Missouri National Guard. As credentialed religious professionals, they provide direct religious support to Service members, Families, and authorized Civilians. The UMTs also advise Commanders and Special Staff Officers regarding morals, morale, ethics, world religions, and the impact of religion on operations.

Soldiers often turn to UMTs for support in difficult times and training for successful living. While UMT's are always available for personal counseling, Soldiers are likely to see their UMT at a training event, a Strong Bonds event, or a Yellow Ribbon event.

Strong Bonds and Relationship Resiliency training events increase readiness by strengthening personal and family relationships. Throughout the Army's history, Unit Ministry Teams have built a reputation for "Nurturing the Living, Caring for Casualties, and Honoring the Fallen."

**Strong Bonds/Relationship Resiliency Training** held 4 Army events this year, strengthening the relationships of 87 couples, along with unit events for Families and single Soldiers.

**The Missouri Suicide Prevention Program** provides counseling, resources, and guidance to Service members with a suicide ideation. The program trained 472 Soldiers in Applied Suicide Intervention Skills Training (ASIST), 8,361 Soldiers in Ask, Care, Escort – Suicide Intervention (ACE-SI), 2,219 Soldiers in safeTALK, and 1,144 Soldiers in PACT (Promise, Avoid, Commit, and Tell).

**Missouri National Guard Sexual Assault Prevention & Response (SAPR)** Program conducted over 35 SHARP training events, reaching approximately 4,500 Soldiers and Airmen, in an effort to provide awareness and facilitate cultural change. The MONG SAPR Program continued to collaborate with the State Equal Employment Opportunity Team in providing greater prevention and bystander training, identifying the need to address inappropriate behaviors early on the continuum of behaviors/harm. Annual Victim Advocate (VA) training for 35 Soldiers and Airmen was conducted in April at the Kansas City Ozark Armory. The SAPR Office processed 10 victim advocate Department of Defense Sexual Assault Advocate Certification Program (D-SAACP) applications with the National Organization for Victim Advocacy (NOVA). The SAPR Program conducted its second Sexual Harassment/Assault Prevention Program (SHAPE) at Fort Leonard Wood. Eighty Soldiers attended the training, which focused on culture change, diversity, and sexual harassment and assault prevention. The dynamic training highlighted the importance of prevention and bystander intervention.

**Yellow Ribbon Reintegration Program (YRRP)** utilizes local, State, and Federal organizations to provide access to programs, resources, referrals, and services to minimize stress on Soldiers and families during all phases of deployment or accumulated deployment days of 90 days. The Missouri National Guard hosted 12 Yellow Ribbon Reintegration events during the year, with over 1,300 Service members and 1,100 supporters in attendance.

**Employer Support for the Guard and Reserve (ESGR)** is a Department of Defense office that seeks to develop and promote a culture in which all American employers value and support the military duty of their employees. We recognize outstanding support, increase awareness of the law, and provide mediation to employers and Service members to resolve issues. ESGR volunteers presented 322 awards to Missouri employers this year, 257 Patriot Awards, 43 Above and Beyond Awards, 3 Outstanding Performance awards, and 19 Seven Seals awards. Hardt Enterprises in Springfield, Rockwood School District in Eureka, and True North Management Services, LLC, in Fenton competed and awarded the Pro Patria Award. The Pro Patria is the second highest award that can be given by the ESGR.

**Retirement Services Office (RSO)** provided assistance to 730 Retirees, Veterans, Soldiers, and their families via retirement support applications and briefings, covering gray area retirement as well as age 60 retirement entitlements/benefits, and assisting Family members with the annuity packet. We participate in briefings to Guard Soldiers considering separation, conduct one-on-one office visits and over the phone call briefings, or travel to the retiree's location, if necessary. We provide assistance to all branches of service. The RSO assisted 4 of 7 Missouri National Guard Retiree Council Regions by visiting or administratively supporting the Retiree Appreciation Day (RAD) events.

**National Guard Employment Support Program (ESP)** is a new program which specializes in Employee and Employer Rights and Career Transition Assistance. This includes employment assistance, resume writing and military skills translation, career networking, learning opportunities, and additional resources.

**Transition Assistance Advisor (TAA)** serves as the statewide point of contact to assist Military members in accessing Veterans Affairs' health care services and benefits. The TAA assists in obtaining entitlements through the Military Health System and access to community resources. The TAA helps Military members through the disability process/compensation. The TAA has built strong partnerships within the Department of Veterans Affairs, State Directors of VA, Veterans Services Organizations, Chaplains, Department of Labor, Employer Support for the Guard and Reserve, and Family and Warrior Support staff.

**Defense Enrollment Eligibility Reporting System (DEERS)/Real-Time Automated Personnel Identification System (RAPIDS)** ID cards sites are located throughout the State of Missouri. In order to locate a DEERS/RAPIDS ID Office nearest to you, go to [www.dmdc.osd.mil/rsl](http://www.dmdc.osd.mil/rsl). Some sites require making an on-line appointment through <https://rapids-appointments.dmdc.osd.mil>. Call prior to visiting a site to ensure availability. Eight Missouri National Guard DEERS sites issued approximately 13,000 identification cards for military members, dependents, retirees, and survivors of retired members in the past year.



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