



*Department of Missouri
2025-2026 Report to Congress*

**RESERVE ORGANIZATION OF AMERICA
DEPARTMENT OF MISSOURI**

2025-2026 REPORT TO CONGRESS

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*Opinions expressed herein are those of the editors and not necessarily those of the
Department of Missouri or the Reserve Organization of America.*

To the Missouri Congressional Delegation of the 119th Congress:

The Reserve Organization of America, ROA, represents all military reservists and guard members in all services. MOROA is the acronym for the 1200 Department of Missouri members. ROA was founded by outstanding military leaders following WWI; Missourian General of the Armies John J. Pershing was the most prominent. A widely recognized need for a continued strong defense brought world war leaders together in 1922 to form ROA. In 1950 the ROA charter was formally recognized by Congress. The President at that time, Missourian Harry S Truman, signed the charter. Truman had been a reservist himself in Missouri. ROA celebrated 100 years-service last October. As part of the celebration and with great appreciation for his advocacy of National Security and support of ROA, Senator Roy Blunt was presented the Minuteman of the Year Award.

Section 3 of our historic charter eloquently states the purpose of the ROA; “the object and the purpose of the corporation shall be to support military policy for the United States that will provide adequate national security and to promote the development and execution of”. With that in mind, an Air Force issue over the A-10 aircraft has plagued the service for the last decade. The Air Force wishes to rid itself of the A-10, however other services needing close air support (CAS) with the support of Congress have been able to keep the fighter active. Now the Air Force leadership is withholding CAS training and assignments. The latest news is Congress has H.R.1851/S.873, A bill to amend title 10, United States Code, to preserve and recapitalize the fighter aircraft capabilities of the Air Force and its reserve components, and for other purposes. This will not stop the current damage to the 442 FW Manning, readiness, recruiting and retention issues.

The United States is relying to a great extent on Reserve and Guard forces for discord around the world in addition to disputes within the United States. It is important that Reserve programs remain attractive to recruit and retain sufficient numbers of high-quality, long-serving, well-trained service members. Transitioning smoothly from active duty to the Reserve is another area of emphasis needed to retain trained soldiers. Finally, the most challenging issues facing ROA and the armed forces in general, are recruiting and retention which will likely require increased incentives to compete with the private sector.

Thank you for the opportunity to provide you the information presented in this publication and for your service to our nation as a member of the Missouri Congressional Delegation of the 119th Congress.

Very Respectfully,

Dina Pinkston

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Lieutenant Commander, USN (Ret)
President

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SECTION II

ROA AND ITS HERITAGE

The Reserve Officers Association (ROA) was founded in the years following the end of World War I. The founders of the ROA believed America was vulnerable to return to its pre-war lack of preparedness, complacency, and isolation.

General of the Armies, John J. (Blackjack) Pershing, a Missouri native, met with several hundred officers in Washington, DC. Many of those original participants were combat veterans of WWI, and on October 2, 1922, they formally established ROA as an organization.

Since its inception, ROA has been a prominent voice in the cause for preparedness. In the beginning, ROA successfully fought for the right of the Reservist, as of any other citizen, to appear before Congress in support of appropriations and matters affecting the national defense. At the same time, ROA fostered the birth of the Reserve programs that were to become invaluable in the mobilization period of 1941 and 1942.

During World War II, the Organization became inactive "for the duration," as its members went off to war. ROA was reactivated in 1946 and in 1948, Reserve Officers of the Naval Services (RONS) merged with ROA. The Marine Corps and Coast Guard came on board about the same time. When law created a separate Department of the Air Force, for the first time the nation had a Reserve association embracing all the Services. In the early nineties the reserve mission changed to a total force as reservists were regularly called to active combat duty in the middle east. In 2013 membership eligibility was expanded to Non-Commissioned Officers. In September of 2018 membership was again expanded to in-

clude all service members and our name was changed to the "Reserve Organization of America".

Public Law 595 of the 81st Congress, second session, was "*An Act to Incorporate the Reserve Officers Association of the United States.*" This act established the mission of ROA: "...support and promote the development and execution of a military policy for the United States that will provide adequate National Security"...

Another Missouri native, President Harry S Truman, one of the early members of ROA, signed the charter on June 30, 1950.

Legislative policies are established at two national meetings each year. A national meeting is held annually in the Fall. Each department sends delegates in proportion to the number of members in the department. Additionally, ROA's National Council meets each year in Washington. The Council consists of a representative from each department and the 17 voting members of the National Executive Committee.



Our national headquarters is in the Minuteman Memorial Building, at One Constitution Avenue in Washington, D.C. This building is dedicated to the citizen-service members who have given their lives for their country, and to those ready to serve when needed. The building stands out prominently on Capitol Hill, directly across the street from the United States Capitol.

ROA DEPARTMENT OF MISSOURI LEADERSHIP

President

LCDR Dina Pinkston, USN (Ret) (FL)

Dina.pinkston.usn@gmail.com

National Councilman

LTC Robert Dietrich, USA (Ret) (3)

Vice Presidents

Army - LTC Judy Bishop, USA (Ret) (0)

Naval Services - IT1 Heather Simmons, USCGR (KY)

Air Force - Maj Brian Rutherford, USAF (Ret) (4)

Executive Committeeman

Army - CW4 John Travers, USA (Ret) (5)

Naval Services - LCDR Joseph Bilodeau, USN (Ret) (3)

Air Force - CMSgt Russell Guajardo, USAFR (4)

Immediate Past President

COL Michael Clarke, MC, USA (Ret) (7)

Secretary

BM3 Thomas Price, USCGR (3)

Treasurer

Col Robert Shankel, USAF (Ret) (KS)

EXECUTIVE COMMITTEE

Maj Nathan Dawson, USAFR (4)

CDR Ellen Duvall, USN (Ret) (7)

CAPT Richard Kallemeier, USN (Ret) (IA)

CAPT Frederick W. Lydic, USN (Ret) (2)

CAPT Michael Nolan, USN (Ret) (2)

Elizabeth Rutherford (4)

Lt Col Thomas Schmidt, USAFR (2)

Lt Col Harry Sher, USAF (Ret) (AR)

Lt Col Donald Stockton, USAF (Ret) (4)

Lt Col Andrew Trout, USAFR (6)

CHAPTER PRESIDENTS

001 Kansas City, CW4 John Travers, USA (Ret) (5)

028 Springfield, MAJ Matt Eddings, USAF (4)

030 St. Louis, Vacant

041 St. Louis, LCDR Joseph Bilodeau, USN (Ret) (3)

442 Whiteman AFB, Maj Brian Rutherford, USAF (Ret) (4)

Numbers in brackets represent the individual's Home Congressional District or State

SECTION III

MISSOURI'S CONGRESSIONAL DELEGATION

SENATOR	ST. LOUIS OFFICE	KANSAS CITY OFFICE	SATELLITE OFFICES
Eric S. Schmitt, JD (R) 387 Russell Senate Office Building Washington, D.C. 20510 202-224-5721 https://www.schmitt.senate.gov/	Thomas F. Eagleton U. S. Courthouse 111 S. 10 th St. Ste. 23.305 St. Louis, MO 63102 314-230-7263	12200 N. Ambassador Dr. Suite 233 Kansas City, MO 64163 816-89-6234	Cape Girardeau 573-388-8340 Columbia 573-514-8680 Springfield 417-290-5000
Joshua D. Hawley, JD (R) 115 Russell Senate Office Building Washington, D.C. 20510 202-224-6154 https://www.hawley.senate.gov/	Thomas F. Eagleton U. S. Courthouse 111 S. 10 th St. Ste. 23.360 St. Louis, MO 63102 314-354-7060	400 E. 9 th Street Suite 9350 Kansas City, MO 64106 816-960-4694	Cape Girardeau 573-334-5995 Columbia 573-554-1919 Springfield 417-869-4433
DISTRICT (Reservists)*	REPRESENTATIVE	DISTRICT OFFICE	SATELLITE OFFICE(s)
1st (1,539)	Wesley J. Bell, JD (D) 1429 Longworth House Office Building Washington, D.C. 20515 202-225-2406 https://bell.house.gov/	TBD	
2nd (1,497)	Ann L. Wagner (R) 2350 Rayburn House Office Building Washington, D.C. 20515 202 225-1621 https://wagner.house.gov/	301 Sovereign Court Ste. 201 Ballwin, MO 63011 636-779-5449	Washington 636-231-1001
3rd (2,438)	Robert F. Onder, Jr., MD, JD (R) 1113 Longworth House Office Building Washington, D.C. 20515 202-225-2956 https://onder.house.gov/	235 E. High Street Jefferson City, MO 65109 573-635-7232	
4th (3,466)	Mark A. Alford, Sr. (R) 328 Cannon House Office Building Washington, D.C. 20515 202-225-2876 https://alford.house.gov/	2401 Bernadette Drive Suite 117 Columbia, MO 65203 573-540-6600	Lebanon 417-532-5582 Raymore 816-441-6318
5th (2,033)	Emanuel Cleaver, II, MDiv (D) 2217 Rayburn House Office Building Washington, D.C. 20515 202-225-4535 https://cleaver.house.gov/	4001 Dr. Martin Luther King Blvd. Ste. 210 Kansas City, MO 64130 816-842-4545	Independence 816-833-4545
6th (3,047)	Samuel B. Graves, Jr. (R) 1135 Longworth House Office Building Washington, D.C. 20515 202-225-7041 https://graves.house.gov/	12200 North Ambassador Drive Ste. 234 Kansas City, MO 64163 816-792-3976	Hannibal 573-221-3400 St. Joseph 816-749-0800 Troy 636-622-7106
7th (2,471)	Eric W. Burlison (R) 1108 Longworth House Office Building Washington, D.C. 20515 202-225-6536 https://burlison.house.gov/	3232 E. Ridgeview St. Springfield, MO 65804 417-889-1800	Joplin 417-781-1041
8th (1,842)	Jason T. Smith (R) 1011 Longworth House Office Building Washington, D.C. 20515 202-225-4404 https://jasonsmith.house.gov/	2502 Tanner Drive Ste. 205 Cape Girardeau, MO 63703 573-335-0101	Farmington 573-756-9755 Poplar Bluff 573-609-2996 Rolla 573-364-2455 West Plains 417-255-1515
Total 18,333	* MO Selected Reservists and Members of the National Guard ~ Reported Actively Drilling as of 11/30/24		

SECTION IV



AMERICA'S ONLY
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ADVOCATE**
FOR THE RESERVE
& NATIONAL GUARD

Reserve Organization of America 119th Congress defense policy portfolio

The Commission on the National Defense Strategy, an independent body charged with assessing the 2022 National Defense Strategy (NDS), found that:

- “In many ways, China is outpacing the United States and has largely negated the U.S. military advantage in the Western Pacific through two decades of focused military investment.”
- “The U.S. military lacks both the capabilities and the capacity required to be confident it can deter and prevail in combat.”
- “The U.S. defense industrial base (DIB) is unable to meet the equipment, technology, and munitions needs of the United States and its allies and partners.”
- “The consequences of an all-out war with a peer or near peer would be devastating.”
- “The U.S. public are largely unaware of the dangers the United States faces or the costs required to adequately prepare.”
- “The U.S. must engage globally with a presence – military, diplomatic, and economic – to maintain stability and preserve influence worldwide, including across the Global South, where China and Russia are extending their reach.”

ROA’s 119th Congress policy portfolio, crafted in accordance with the Association’s resolutions process, addresses these findings through a sole and exclusive focus on Reserve Component readiness.

Reserve Component funding, organization, and equipment

- **Resolution No. 24-11:** More clearly define the role of the reserve components in the NDS.
- **Resolution No. 23-14:** Strengthen and enhance Total Force policy to ensure reserve component assets and capabilities remain an integral element of the Total Force.
- **Resolution No. 23-13:** Ensure DoD’s funding is at no less than 5 percent of GDP.
- **Resolution No. 24-12:** Budget for required and modernized equipment in the reserve components.
- **Resolution No. 22-07:** Oppose Continuing Resolutions; ensure full and partial government shutdowns *does not* prevent the U.S. Coast Guard from receiving mission-essential funding and its members from receiving their pay.
- **Resolution No. 23-19:** Fund the Individual Mobilization Augmentee programs to fully meet the strength and training levels of 100 percent of the validated authorized positions.

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- **Resolution No. 24-18:** Provide enough paid training days to maintain proficiency for members of the Individual Ready Reserve with critical wartime specialties.
- **Resolution No. 24-05:** Pay for all authorized reserve component full-time support and exempt reserve component military technicians from future furloughs.
- **Resolution No. 23-12:** Ensure proper federal reserve representation within the Department of Defense and its senior joint and service staffs; mandate a representative from one of the federal reserve forces be appointed to the Joint Chiefs of Staff, the Joint Requirements Oversight Council; appropriate senior staff positions on the joint staff and services' senior staffs, with rank commensurate with each position as if they were held by an active component service member.
- **Resolution No. 22-11:** Increase the position of Assistant to the Chairman for National Guard Reserve Matters to the rank of Lt. Gen. or Vice Admiral.
- Implement Duty Status Reform.

Reserve Component personnel, employer, and family support

- **Resolution No. 22-28:** Provide continuity of TRICARE medical and dental coverage to reserve component members regardless of duty status.
- **Resolution No. 23-07:** Grant exception(s) to policy as required by the services for military technicians to be eligible for incentives and develop incentives that are comparable to the civilian maintenance technician sector.
- **Resolution No. 23-15:** Ensure programs such as the Transition Assistance Program and Yellow Ribbon Reintegration Program are structured, funded, and staffed to meet the unique needs of reserve component service members and their families.
- **Resolution No. 24-04:** Require the uniformed services' reserve components to report on the effectiveness of their child care programs and provide recommendations for improving child care access.
- **Resolution No. 23-01:** Modernize the USCGR to optimize mobilization strength.
- **Resolution No. 23-02:** Empower the U.S. Secretary of Health and Human Services to recruit, retain, train, and mobilize an elite and sufficient force of uniformed USPHS Ready Reserve officers.
- **Resolution No. 23-09:** Ensure the implementation of DoD Instruction 1336.01, *Certificate of Uniformed Service (DD Form 214/5 Series)*, through the issuance of the DD Form 214-1.
- **Resolution No. 24-01:** Ensure NOAA is adequately manned, trained, and equipped to execute its mission and jointly-operate with the other uniformed services to ensure military readiness.
- **Resolution No. 24-17:** Increase the differential wage payment tax credit in alignment with the economy and national security environment.
- Modernize the Joint Travel Regulations.

SECTION V

ISSUES AND CONCERNS OF MISSOURI RESERVE/GUARD MEMBERS

As the 119th Congress begins, the members of the Reserve Organization of America, Department of Missouri, call to the attention of the members of Congress several issues and concerns to ensure our nation continues to have a strong defense force. Nearly 50% of the total United States defense force is composed of members of the Guard and Reserve and it is essential we keep these individuals motivated to serve. Over the next year we recommend support of these items to enhance recruiting and retention:

1. MILITARY PERSONNEL ACCOUNT-BIENNIAL FUNDING-It appears the military personnel account has gone back to being funded on an annual basis, resulting in several problems for the service and service members. The problems are complicated when Continuing Appropriations are passed instead of Budget Appropriations. It is not uncommon for a budget to be delayed 3-6 months or longer. Accordingly, the military services are often required to cancel or reschedule unit training, annual training, etc. This could impact a member's retirement eligibility, family and employer relations and cause an increase in resignations. By funding military appropriations through a biennial account, the personnel and funding problems associated with a continuing resolution and government shutdown could be eliminated.

RECOMMENDATION

MOROA urges Congress to return the Military Personnel Account (MILPERS) as a biennial fund so service members will not experience disruption in service.

2. CONTINUE TO PROVIDE SUFFICIENT APPROPRIATIONS FOR PLANNED INCREASES IN NAVY SHIPBUILDING-During the last few years congressional and naval leaders have indicated support to increase the number of Navy ships. Over the last three decades the number of Navy ships has decreased from 335 to 242. The current long-term naval strategy indicates a need to build to a level of 335-350 ships. The operational tempo created by today's foreign policy directives continues to accelerate, thereby mandating increased time at sea, maintenance costs, etc. In addition to the critical need for ships for national defense/policy issues, a fleet of sufficient size is also critical to the continued health of our national economy by ensuring that sea lanes around the world remain open for commerce.

RECOMMENDATION

We urge Congress to provide timely appropriations along with the authorizations to increase our Navy fleet size to 335-350 ships, as recommended by our military leaders.

4. RECRUITING AND RETENTION IN THE RESERVE COMPONENTS-With the transition of the Reserve to an operational force, recruitment and retention of trained/qualified individuals has become paramount to National Security. The demands placed upon today's reservist often conflict with civilian employment, personal demands of family and disparities between civilian and military benefits...often leading to first term and mid-career members choosing to leave the service. MOROA believes that the recruitment/retention of Reserve personnel will be of grave concern over the next 3-5 years. In addition, projected retirements in the next five years compound the problem. With this in perspective, we feel that our elected officials and military leadership need to retool our ability to maintain a strong force structure without lowering career standards to join.

RECOMMENDATION

In the near term, initiate shorter contracts with larger bonus/incentive packages (e.g., 2 or 3-year contracts for \$25-40k). Incentives of this type will allow recruiters to attract new recruits as well as enable leadership to entice a 6-8-year veteran over the "hump" that is half way to retirement at the 10 year mark. With officers facing an initial 8-year obligation, a similar concept should be employed to make an additional 3-4-year commitment reasonable.

SECTION VI

ROA 119th CONGRESSIONAL LEGISLATIVE LIST



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Reserve Organization of America: 119th Congress **Legislative List**

For contact: mschwartzman@roa.org

-
- ✚ **H.R.1932/S.876**, A bill making continuing appropriations for military pay in the event of a Government shutdown. **[Support]**
 - ✚ **H.R.1851/S.873**, A bill to amend title 10, United States Code, to preserve and recapitalize the fighter aircraft capabilities of the Air Force and its reserve components, and for other purposes. **[Support]**
 - ✚ **H.R.1423/S.649**, A bill to amend title 38, United States Code, to expand eligibility for Post-9/11 Educational Assistance to members of the National Guard who perform certain full-time duty, and for other purposes. **[Support]**
 - ✚ **S.524**, Coast Guard Authorization Act of 2025. **[Support] [Passed Senate]**
 - ✚ **S.489**, A bill to require the Secretary of the Air Force to establish a permanent program to provide tuition assistance to members of the Air National Guard. **[Support]**
 - ✚ **H.R.1965**, To amend title 38, United States Code, to provide for an annual increase in stipend for books, supplies, equipment, and other educational costs under Post-9/11 Educational Assistance Program of Department of Veterans Affairs. **[Support]**
 - ✚ **H.R.1845**, To amend title 10, United States Code, to include, in the Transition Assistance Program, a presentation that promotes the benefits available to veterans under laws administered by the Secretary of Veterans Affairs, and for other purposes. **[Support]**
 - ✚ **H.R.983**, *Montgomery GI Bill Selected Reserves Tuition Fairness Act of 2025*. **[Support]**
-

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SECTION VII

ROA COMMUNICATIONS

The congressional charter of the ROA provides, "The object of the Association shall be to support a military policy for the United States that will provide adequate National Security and to promote the development and execution thereof". Our ability to communicate with the legislators about these important matters was greatly hampered by the pandemic.

The annual leadership conference in Washington D.C. provides an excellent opportunity to inform legislators about Reserve/Guard issues and ROA agenda items. Prior to the meeting each legislator is provided a point paper of current reserve issues and concerns. During the meeting, each of the legislators is given the opportunity to respond to the group. Major concerns for the 118th Congress include the continuation of the biennial budget process and the effect of the continuing resolution activity on recruiting, retention and utilization of our reserve forces. This issue along with others listed in Section IV of this report (ROA National Legislative Agenda for 2023) will promote the effectiveness of the reserve forces to our nation.



The legislators have a high regard for ROA because we have a joint membership base and focus on matters of national security. Department members routinely communicate with congressional leaders on the home front as well. At the base of the ROA organization are the local chapters. Some of the chapters are unit related while others may be branch of service related or joint service. They meet at various times and locations with different themes and agendas. Within the congressional districts the representatives are invited to speak at chapter meetings on a variety of issues which affect military policy and personnel. Members are encouraged to make personal visits to local offices, thus keeping communication channels open and developing relationships with the legislative staff members.

The ROA Department of Missouri has several award-winning communication tools including our quarterly newsletter the *Transmitter* and website www.MissouriROA.org. In addition, National ROA publishes the *Reserve Voice* magazine, monthly Reserve Voice ONLINE, and the twice weekly ROA SmartBrief email blast roasmartbrief.com. For matters that must be communicated by constituents to Congress immediately we use the "Call to Action" message service.

SCHOLARSHIP AND AWARD PROGRAMS

The Department maintains a scholarship fund from donations by ROA members in Missouri. The fund is dedicated to fostering education opportunities for cadets/midshipmen, junior officers and NCOs. We invite selected junior members to attend programs in order to increase their leadership and professional military skills. Some of these programs include:

- **Joint Professional Development Seminar (JPDS).** These seminars are held on a periodic basis and include briefings on many military and leadership topics. Senior officer and enlisted personnel lead these discussions and the forum provides a good opportunity for the younger members and cadets to discuss timely topics and interact with their peers.
- **Annual Leader of the Year Awards.** From each of the services, up to six junior level officers and NCOs may receive Missouri's award for outstanding Leadership, Community Involvement, Job Performance and/or Fellow service member/family assistance. Recipients and their immediate families are guests at the Missouri annual meeting with opportunities to informally communicate with congressional representatives, senior officers and fellow service members from other services.

SECTION VIII

MISSOURI RESERVE AND GUARD ASSETS

U.S. ARMY RESERVE				
COMMAND	ADDRESS	CITY	PHONE	C D
Army Reserve Training Center OMS	26 Sherman Road, Jefferson Barracks	St. Louis, MO 63125	314-260-8705	2
Army Reserve Training Center OMS	266 Soldiers Drive	St Peters, MO 63304		2
Army Reserve Training Center	1749 Tanner Bridge Road	Jefferson City, MO 65101	573-636-2342	3
Army Reserve Training Center	1101 North Park Drive	Washington, MO 63090	636-239-3231	3
Army Reserve Training Center	5324 Steward Ave	Belton, MO 64012	816-318-0007	4
Army Reserve Training Center	2375 Nebraska Avenue	Ft. Leonard Wood, MO 65473	573-596-0841	4
Army Reserve Training Center	1306 Business Loop 70-W	Columbia, MO 65202	573-449-5416	4
Army Reserve Training Center	11101 East Highway 24	Independence, MO 64054	816-836-0005	5
Army Reserve Training Center	1201 N. 36 th Street	St. Joseph, MO 64506	816-232-9038	6
Army Reserve Training Center	4500 Paris Gravel Road	Hannibal, MO 63401	573-248-1100	6
Army Reserve Training Center	3105 Industrial Road	Kirksville, MO 63501		6
Army Reserve Training Center	1001 N. Murphy Boulevard	Joplin, MO 64801	417-623-3904	7
Army Reserve Training Center	1110 N. Fremont Avenue, #A	Springfield, MO 65802	417-869-5864	7
Army Reserve Training Center	1610 W. Columbia Street	Farmington, MO 63640	573-756-3129	8
Army Reserve Training Center	201 Fairgrounds Road	Rolla, MO 65401	573-368-2246	8
U.S. MARINE CORPS RESERVE				
Marine Corps Reserve Center	10810 Lambert International Blvd	Bridgeton, MO 63044	314-263-6204	1
Marine Corps Reserve Center	3805 155 th Street	Kansas City, MO 64147	816-510-7088	5
Marine Corps Reserve Center	1110 N. Fremont Avenue	Springfield, MO 65802	417-869-2857	7
U.S. NAVY RESERVE				
Navy Reserve Center St. Louis	10810 Lambert International Blvd	Bridgeton, MO 63044	314-263-6417	1
Navy Reserve Center Kansas City	3100 Emanuel Cleaver II Blvd	Kansas City, MO 64130	816-377-6846	5
Navy Reserve Center Springfield	1110 N. Fremont Avenue	Springfield, MO 65802	417-869-5721	7
U.S. AIR FORCE RESERVE				
442 nd Fighter Wing	931 Arnold Avenue	Whiteman AFB, MO 65305	660-687-4008	4
U.S. COAST GUARD RESERVE				
USCG Sector Upper Mississippi River HQ	1222 Spruce Street	St. Louis, MO 63103	314-539-3900	1
USCG Sector Upper Mississippi River OPS	Foot of Arsenal Street	St. Louis, MO 63118	314-771-4325	1
MISSOURI ARMY NATIONAL GUARD SENIOR COMMANDS				
157 th Air Operations Group	Jefferson Barracks	St. Louis, MO 63125		2
HQ MO Army National Guard/70 th Troop Command	2302 Militia Drive	Jefferson City, MO 65101	888-526-6664	3
35 th Engineer Brigade	2229 Iowa Avenue	Ft. Leonard Wood, MO 65473		4
Combat Air Brigade, 35 th Infantry Div.	100 West Ninth St.	Sedalia, MO 65701		4
110 th Maneuver Enhancement Brigade	7600 Ozark Road	Kansas City, MO 64129		5
35 th Infantry Division	408 S. 26 th Street	Lexington, MO 64067		5
1107 th Aviation Group	1400 N. Fremont Avenue	Springfield, MO 65802		7
MISSOURI AIR NATIONAL GUARD				
131st Bomb Wing	323 Spirit Blvd	Whiteman, AFB 65305	660-687-7362	4
139 th Airlift Wing	705 Memorial Drive, Rosecrans Airport	St. Joseph, MO 64503	816-236-3201	6

SECTION IX

DEFENSE CONTRACTORS AND CONTRACT SPENDING IN MISSOURI



Missouri Economy Indicators Defense Contract Spending Trends

VOL. 5, ISSUE 14, 18 NOV 2024

In fiscal year 2023 (FY, Sept. 2022 to Oct. 2023), Missouri received more than \$13.3 billion from the Department of Defense (DoD), ranking 15th among states and accounting for 2.2% of total U.S. defense spending, or \$2,152 per resident. Defense contracts comprised the majority of Missouri DoD spending (87%), totaling \$11.6 billion and placing Missouri 11th in the nation for defense contract spending. Missouri typically ranks in the top 20% of states in defense contract spending, occasionally breaking into the top ten. Payroll accounted for most of the remaining 13%, while grants made up less than 1% of Missouri's total defense spending. Overall, DoD spending contributed 3.2% to Missouri's GDP, ranking it 13th among states.

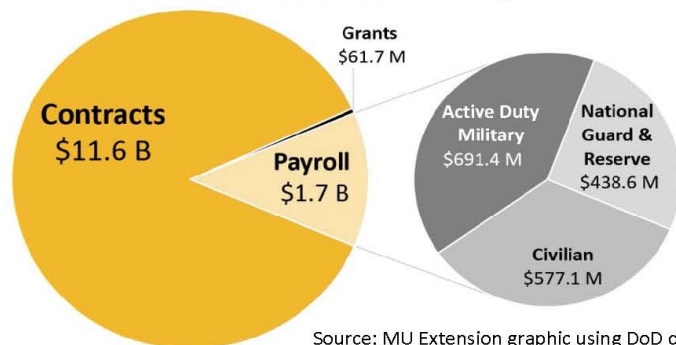
Defense Contract Spending by Category and Top Contractors

In FY23, supplies and equipment purchases comprised nearly three-quarters (74%) of Missouri's \$11.6 billion in defense contract spending, followed by services (23%), research & development (2%) and construction (1%). Since 2016, Missouri's defense contracts have fluctuated, peaking at \$12.5 billion in FY18 and dipping to a low of \$6.7 billion in FY22.

The top defense contractor, Boeing, received roughly 70% (\$8 billion) of FY23 contract funds. Other leading contractors included Express Scripts, Inc. (\$673 million), Olin Corp. (\$509 million), Honeywell (\$462 million) and World Wide Technology (\$404 million).

FY23 Missouri Department of Defense Expenditures

Expenditure Type	Amount	Rank
Contracts	\$11,565,368,158	11
Grants	\$61,729,353	42
Payroll	\$1,707,178,377	27
Total	\$13,334,275,887	15



Source: MU Extension graphic using DoD data.
Note: Map above indicates Missouri military bases and counties receiving the most DoD contract obligations.

Most defense contract spending went to businesses in St. Louis and Kansas City. The bulk of the remaining spending was directed to Pulaski County (home to Ft. Leonard Wood) and Johnson County (home to Whiteman Airforce Base). Together, these two military installations and other DoD activities employed 39,379 individuals in Missouri.

The Army held the largest presence of any military branch in Missouri, receiving 68% of payroll allocations. The Air Force/Space Force followed with 21% and the Navy/Marines received 8%, with the remaining 4% allocated to “other defense.” Active-duty personnel made up the largest segment of payroll allocations (35%), followed by National Guard (28%), civilians (20%) and reserves (16%). Nearly all active-duty personnel (96%) were based in Pulaski or Johnson counties.

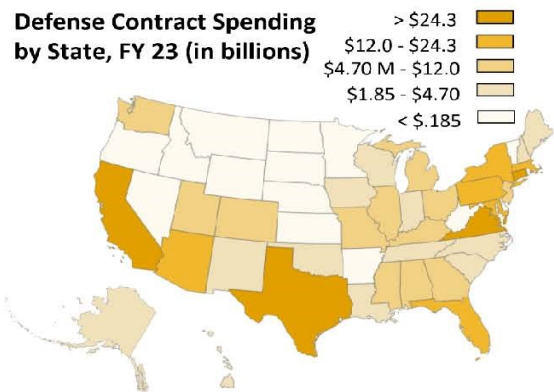
In terms of total funding, the Air Force/Space Force received the largest share (51%), reflecting Missouri’s significant role in supporting aerospace defense. The Navy/Marines received 23%, highlighting Missouri’s involvement in supporting naval defense and supply chains. The Army and other defense sectors each accounted for 13%.

This substantial military presence in Missouri also has a direct impact on the local economy, including the allocation of DoD contracts based on the place of performance. In FY23, Missouri’s small businesses secured \$525 million in contracts, averaging nearly \$54,000 per business. This accounted for 4% of the state’s total DoD obligations, much lower than the 20% national share (Boeing’s large funding influences comparisons to the U.S. average).

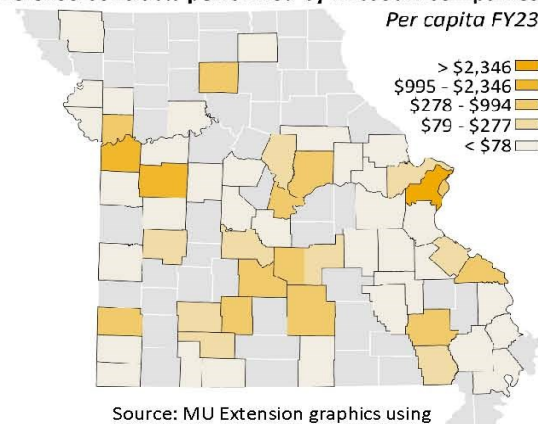
Minority-owned businesses in Missouri received \$314.5 million in DoD contract obligations, representing 2% of the state’s total DoD obligations, lower than the national average of 8%.

Veteran-owned businesses in Missouri received \$14.8 million in DoD contract obligations, roughly 0.1%, far below the national share of 4%. Missouri’s Women’s Business Enterprises (WBEs) represented 1% of the state’s total DoD contract value, compared to 4% nationally. Missouri’s WBEs primarily served sectors like warehousing, facilities support, and healthcare.

Defense Contract Spending by State, FY 23 (in billions)



Defense Contracts performed by Missouri Companies Per capita FY23



Source: MU Extension graphics using Department of Defense data.

Additional Notes and Resources

- [UM Veteran’s Startup Ventures](#): Designed to help veterans start and grow their own businesses, this course helps veterans obtain veteran-owned small business certification through the SBA and provides tools to build a successful enterprise. The 4–5-week course is currently accepting *interest forms* and is planning to launch on March 4, 2025.
- [Veterans & Military-affiliated Resources](#): The University of Missouri System provides veteran-focused resources and serves as a network for veterans and military-affiliated individuals.
- [The Office of the Military Advocate](#): The Missouri Military Advocate coordinates state and local actions to preserve and expand Missouri’s military installations and agencies and provides reports on military expenditures.

All Missouri Economy Indicators briefs in this series are available at <http://muext.us/MissouriEconomyIndicators>

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