

ANNUAL REPORT 2012

INDIANA NATIONAL GUARD



**122nd Fighter Wing
A-10 Thunderbolt II**

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This annual report for Federal Fiscal Year 2012, Oct. 1, 2011 through Sept. 30, 2012, is prepared to satisfy the following statutes within the Indiana Code concerning the Military Department of Indiana:

IC 10-2-2-7(d). Adjutant General duties. The adjutant general shall issue to each commissioned officer and headquarters one copy ... of such annual reports concerning the militia as the governor may direct.

IC 10-2-2-21. Armories: accounts and reports. The state armory board shall make a report annually of the proceedings incident to the location and management of such armories, respectively, also a detailed account of disbursements, which shall be filed in the office of the auditor of state, and a copy furnished the adjutant general's department.

Questions or comments concerning this publication should be addressed to Lt. Col. Cathleen A. Van Bree, Director, State Public Affairs. Indiana National Guard mailing address: JFHQ-IN-PAO; 2002 S. Holt Rd., Indianapolis, IN 46241. Phone number: 317-247-3105



Front cover: A 122nd Fighter Wing A-10 Thunderbolt II based at Baer Field in Fort Wayne, Ind., flies over the Hoosier state. Photo by John Alderman, ANG Creative



Back cover: Indiana National Guard Soldiers march around Monument Circle in downtown Indianapolis as part of the 500 Festival Memorial Service, Friday, May, 25, 2012. Photo by Sgt. John Crosby

Adjutant General's Message



INDIANA
JOINT FORCE HEADQUARTERS
NATIONAL GUARD
2002 SOUTH HOLT ROAD
INDIANAPOLIS, INDIANA 46241-4839



Office of The Adjutant General

Dear Governor Pence,

On behalf of the Indiana National Guard, representing more than 14,000 Soldiers, Airmen, their families, employers and the hundreds of state and federal employees, it is an honor to submit this annual report of fiscal year 2012, and we welcome you as Indiana's commander in chief.

Throughout the year, our units maintained a high, operational tempo as we deployed units, tracked their missions and then saw the Soldiers and Airmen through redeployments, some here at home at Camp Atterbury. Our units, like the 713th Engineer Company, 381st Military Police Company, 387th Military Police Company, and the Nighthawks of Headquarters Company, 76th Infantry Brigade Combat Team deployed to Afghanistan in support of Operation Enduring Freedom. Soldiers and Airmen came together to form specialized teams, the military advisory teams and agribusiness development teams, which mentored, trained and advised many Afghans in logistics, training and farming. Many Indiana National Guard Airmen also deployed at home and abroad in support of Operation Enduring Freedom. Additionally, nearly 150 Soldiers of the 38th Sustainment Brigade departed the Hoosier state in August for a deployment to Kuwait.

Additionally, we took our hands off the plow and reported for Operation Vortex Relief, the state active-duty mission to assist southern Indiana Hoosiers affected by the tornadoes in March. Other missions to help assist state of Indiana agencies included Super Bowl XLVI and the counter-drug mission to eradicate drugs.

The Camp Atterbury – Muscatatuck Center for Complex Operations continues as a cohesive, thriving, interagency training and testing center. In addition, more than 7,000 troops passed through its gates as they trained for upcoming overseas mission or returned from one. Atterbury and Muscatatuck continue to add infrastructure as they posture for unforeseen homeland security missions.

The 122nd completed its transition to the A-10 Thunderbolt II in June while still maintaining its high level of safety. The 181st Intelligence Wing supported thousands of overseas missions and produced more than 25,000 intelligence products in support of Operation Enduring Freedom.

The Indiana National Guard continues to teach, mentor and advise our future leaders. At-risk youth can volunteer for our Hoosier Youth Challenge Academy, where they can learn essential life-coping skills and many obtain a General Educational Development certificate. The 122nd Fighter Wing continues to mentor and guide fifth-grade students at its STARBASE program so they can gain an appreciation for science, technology, engineering and math.

So in closing, we thank you sir, your administration and the Indiana General Assembly, as we thank all Hoosiers, for your ongoing support and sincere interest in the care and welfare of our Soldiers, Airmen and their families. We, members of your community-based, military first responders, are honored to serve you and all Hoosiers throughout the state.

R. MARTIN UMBARGER
Major General,
Indiana Army National Guard
The Adjutant General



Governor
Commander in Chief,
Indiana National Guard

TAG, JFHQ
Indianapolis

Chief, Joint Staff
JFHQ

ATAG, JFAC

Chief, Air Staff



Commander

122nd Fighter Wing
Baer Field, Fort Wayne, Ind.

Vice Commander

Staff

53 CST
Indiana Guard Reserve

- HHD, JFHQ
- Det 3, D Co, 126 AVN
- Det 10, OSACOM
- 38 ID Band
- 1938 AQ TM
- 138 Hist Det
- Medical Det
- Rec & Ret BN

- 122 Operations Gp
 - 163 Fighter Squadron
 - 122 Operations Support Squadron

- 122 Missions Gp
 - 122 Civil Eng Sq
 - 122 Logistics Readiness Sq
 - 122 Security Forces Squadron
 - 122 Comm Flight
 - 122 Forces Support Squadron
 - 122 Student Flight

- 122 Maint Group
 - 122 Maint Squadron
 - 122 Aircraft Maint Sq
 - 122 Maint Ops Flight

122 Medical Group

- Non-force structure
Operational Concept
- Joint Force
- Army Force Structure
- Air Force Structure



Commander

38th Infantry Division
Indianapolis

- 38 ID, HHB
 - 38 ID, HSC
 - A Company
 - B Company
 - C Company

939 MP Detachment

- 38 MP Company
 - Det 1, 38 MP Co



Commander

Atterbury/Muscatatuck Center
for Complex Operations

Det 2, JFHQ

Atterbury Reserve
Forces Trng Site

- Installation Support Unit
 - 1213 Eng Suv & Des
 - 719 Eng Det
 - 819 Eng Det
 - 1019 Eng Det

- HQ, 138 Regt, RTI
 - 138 Gen Support Bn



Commander

76th Infantry Brigade Combat Team
Lawrence, Ind.

HHC, 76 IBCT

- 1-151 Inf Bn
 - HHC
 - A Company
 - Det 1, A Co
 - B Company
 - C Company
 - D Company
 - F Company
- 1-293 Inf Bn
 - HHC
 - A Company
 - Det 1, A Co
 - B Company
 - C Company
 - Det 1, C Co
 - D Company
 - E Company
- 1-152 Cav
 - HHT
 - A Troop
 - B Troop
 - C Troop
 - D Company
- 1-163 FA Bn
 - HHB
 - A Battery
 - B Battery
 - G Company
- 113 Bde Supp Bn
 - HHC
 - A Company (Trans)
 - B Company (Maint)
 - C Company (Medical)
- 76 STB
 - HHC
 - A Company (Eng)
 - B Company (MI)
 - C Company (Signal)



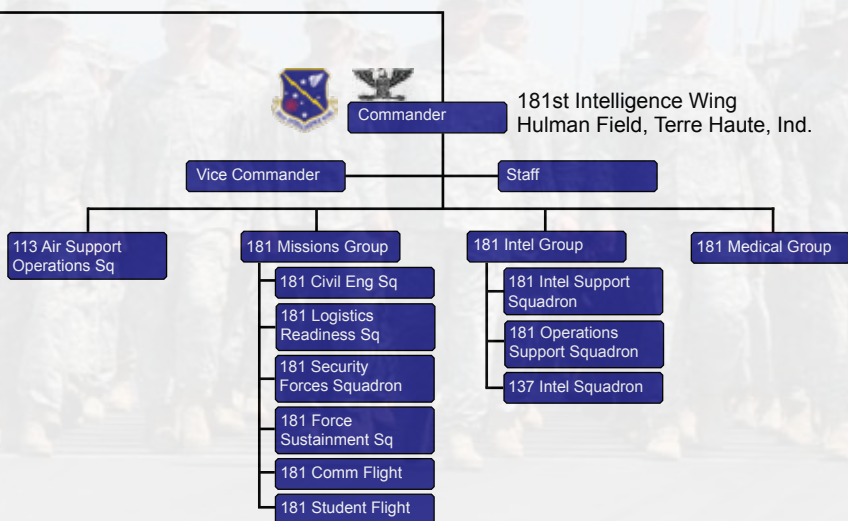
Commander

38th Combat Aviation Brigade
Shelbyville, Ind.

HHC, 38 CAB

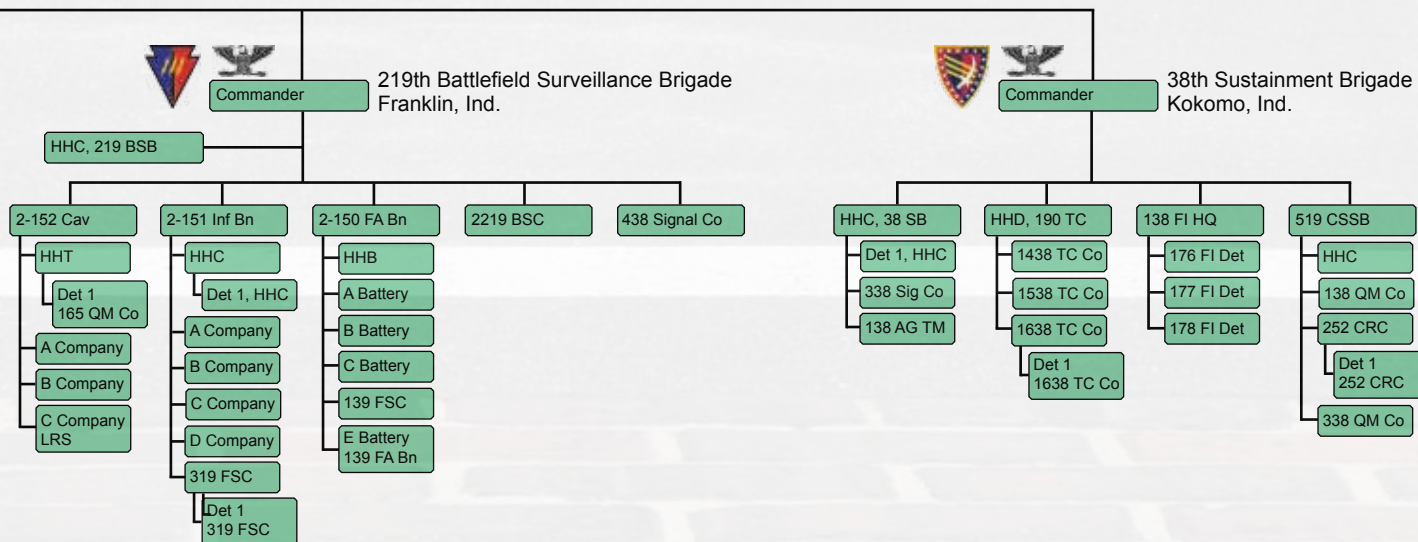
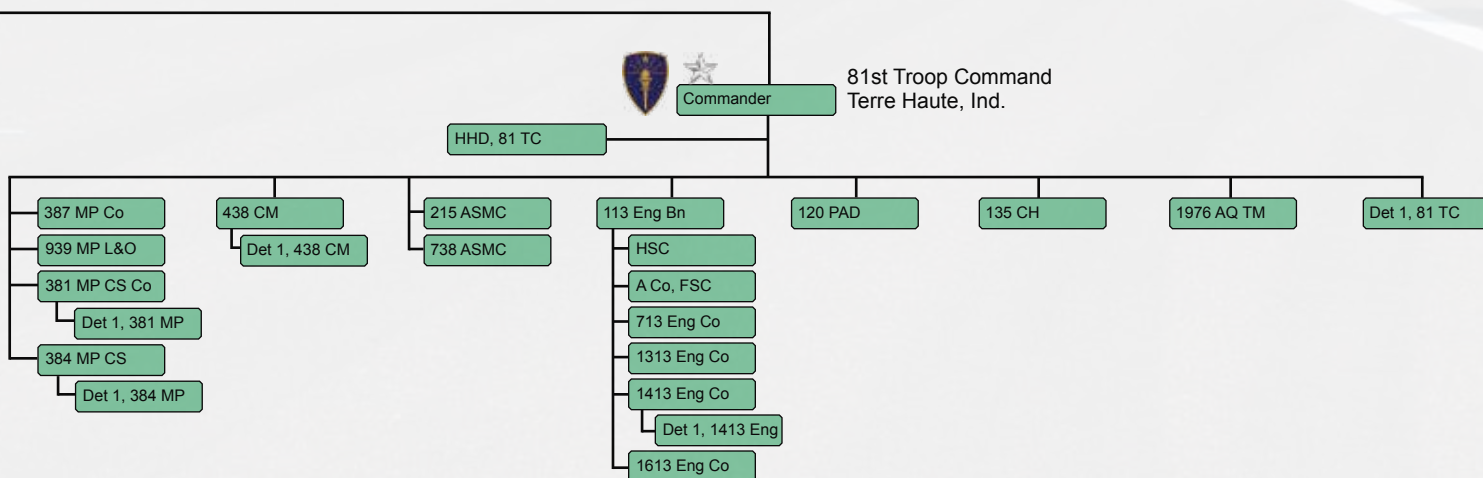
- 2-238 GSAB
 - HHC
 - C Company (Medical)
 - D Company (Maint)
 - E Company (FSC)
 - F Company (ATS)
 - Det 1, B Co 1-112 Avn
- Det 1, HHC 1-137 Avn
 - C Company 1-137 Avn
 - Det 1, D Co 1-137 Avn
 - Det 1, E Co 1-137 Avn
- 638 Support Bn
 - HSC
 - A Company (Distro)
 - Det 2, B Co (Maint)
 - C Company (Signal)

Organization Chart



Personnel Strength

	Officer	Warrant	Enlisted	Civilian	Totals
JFHQ	155	26	675	–	856
38 ID	736	141	8,347	–	9,224
81 TC	121	6	1,584	–	1,711
ISU	34	3	256	–	293
JFAC	15	–	14	–	29
122 FW	90	–	869	–	959
181 IW	102	–	716	–	818
State	–	–	–	520	520
IGR	101	13	166	–	280
Totals	1,354	189	12,627	520	14,690





Personnel – J1

The J1 established a Personnel Campaign Plan in fiscal year 2012. The plan consists of the following priorities:

- *Readiness.* J1 improved readiness by increasing the number of medically deployable Soldiers; forecasting needs to meet Army Force Generation requirements, increasing the number of Soldiers qualified in their duty positions and increasing the number of senior grade noncommissioned officers and officers available.

- *Force Improvement.* J1 force improvement efforts included reducing the number of vacancies among junior enlisted Soldiers, ensuring evaluation reports are rendered on time, and educating the force on incentives and education benefits while processing requests quickly and accurately.

- *Growth.* Increasing retention rates of quality Soldiers in all grades is vital to the success of the campaign plan. Continued growth among company grade officers and warrant officers is also a critical component of the plan.

J1 Personnel Services

The Personnel Services Branch is responsible for electronic records management, assignments, reassignments, transfers, promotions, awards, Department of Army photos, passports, separation, and retirement actions for the force.

In fiscal year 2012 Personnel Services processed approximately 2,558 gains, 11,775 transfers, 140,696 records into Official Military Personnel Files, 1,200 awards, 2,012 DA photos, 1,014 passports, 3,021 separations, and processed 1,902 individual packets for

various boards.

Education and Incentives

The Department of the Army and the Army National Guard improved the processes to service Student Soldiers using a web-based program, GoArmyEd.

GoArmyEd is a gateway to request tuition assistance online, anytime for classroom, distance learning, and eArmyU online college courses. Information on other Army Continuing Education System programs and services is also available on portal.

During this initial year of the Guard transition to the GAE, members gained knowledge on its use, advantages and disadvantages and are becoming familiar with the intricacies of the program. With the addition of a dedicated position to work GAE applications in the Education Services Office, Soldiers now have a source of help, guidance and information on their accounts. This has resulted in 4,472 applications being approved. The approved applications represent 8,933 courses that 1,375 Soldiers were enrolled in and funded through GAE. Federally funded tuition assistance for Indiana Guardsmen amounted to more than \$3 million.

The National Guard Supplemental Grant is another source of funding for Soldiers. More than 740 Soldiers funded used NGSF, funded by the state of Indiana, in the amount of \$2,052,815.

Fiscal year 2012 testing was an integral part of the education's office effort to support our Soldiers' needs. More than 190 tests were administered to Soldiers including the Armed Forces Classification Test, Defense Language

Proficiency Tests and the Army's Flight Aptitude Test. The testing is conducted in the J1 Education Services Office, at Camp Atterbury and university campuses in Indiana.

The GI Bill was another dominant program within the education office. Basic eligibility notices, to establish initial eligibility, for new Guardsmen numbered 1,637. More than 1,170 Soldiers received GI Bill kickers through enlistment. Post 9/11 GI Bill saw 308 Soldiers transfer their education benefits to a dependent during fiscal year 2012, resulting in a total of 1,144 for the state.

Student Loan Repayment program continues to be highly sought enlistment incentive. The J1 has 1,141 active contracts with 71 of those having received payments in the amount totaling \$154,879.

Bonus incentives represent the bulk of the education monies. A total of 4,765 bonus contracts in the system with 333 initiated in fiscal year 2012. Payments for these bonuses accounted for \$6,340,380.

Medical Readiness

Medically ready personnel are those Soldiers whose overall Medical Readiness Classification meets regulatory standards for deployment, classification one and two. Soldiers classified below levels one and two are not deployable. Indiana is 79 percent medically ready, which exceeds the National Guard Bureau goal of 75 percent medically ready and is poised to exceed the adjutant general's goal of 80 percent in 2013. Indiana ranks sixth out of the 54 states and territories medical readiness.



The Intelligence Center's mission is to provide structured intelligence training and facilities to intelligence professionals from authorized units and other governmental agencies in order to gain critical experience, sustain skills and knowledge and perform mission support.

The Intelligence Center continued to build and grow not only to be a premier training facility for Indiana Soldiers and Airmen, but also to accept any intelligence mission or program. In fact, throughout the duration of fiscal year 2012, the Intelligence Center made significant contributions to the support of more than 20 intelligence organizations, predominately the Indiana National Guard's own Soldiers and Airmen. During fiscal year 2012, the Intelligence Center hosted 747 students - totaling 2,021 training days per person.

The Intelligence Center specializes in all-source intelligence training. However, fiscal year 2012 proved to be a successful year for training in multiple disciplines and topics within the intelligence community. Overall, the center hosted 16 courses in all-source analysis and production, geospatial analysis, intelligence security and intelligence oversight, as well as intelligence systems maintenance and operation.

The highlight in training this year was the culmination of a four-week analyst training and production course taught by the Intelligence Center's first Foundry instructor. This course served as pre-mobilization training for Soldiers from

the 76th Infantry Brigade Combat Team and 38th Sustainment Brigade, as well as Airmen from the 181st Intelligence Wing. Additionally, the center trained intelligence Soldiers of the 38th Infantry Division, 76th Brigade, and 38th Combat Aviation Brigade for annual training and unit training assemblies.

Contributions were also made to real-world missions by the Intelligence Center. The facility consistently provided support to missions such as Indiana's State Partnership for Peace, the national battlefield surveillance brigade summit, and most extensively, to the Africa Command, National Guard Federated Intelligence Program. In fact, 28 Indiana National Guard Soldiers and Airmen contributed analysis and production on United States Africa Command intelligence requirements during fiscal year 2012 - totaling 298 training days per person of production overall.

IO

Intelligence Oversight is a management control program designed to ensure compliance with established regulations, directives, and executive orders which govern the Department of Defense intelligence activities to ensure that intelligence activities are legal, authorized, and protect the Constitutional rights of U.S. persons.

Foundry

Foundry is a training and operational program designed to sustain perishable intelligence capabilities and provide regional focus, technical training and functional expertise for the tactical military intelligence force through live environment training.

Foundry addresses the need for focused MI training in a real-world environment and special certifications not offered by U.S. Army Training and Doctrine Command nor U.S. Army Forces Command for all intelligence disciplines. Foundry supports the Army Chief of Staff's mandate for MI to maintain contact with the enemy. The intent is to provide operational level intelligence experience throughout all phases of the Army Force Generation Model.

Conceptually, Foundry provides tactical MI Soldiers the opportunity to maintain contact with an adaptable adversary in a complex operating environment. This experience will maintain MI Soldiers at a high state of readiness to enable intelligence driven operations for war-fighting commanders. In addition to the training and operational opportunities with theater and national level units, MI Soldiers will be better prepared for deployment, receive functional and regional expertise, and create linkages to the broader intelligence community.

Lastly, Foundry will train MI Soldiers as they are expected to fight, using Commander driven requirements to sustain their readiness.

Operations & Training - J3

Counterdrug



Photo by Staff Sgt. Lorne Neff

CD Numbers

- \$165** million drugs seized
- \$9** million non-drug assets seized
- 7,000** students mentored
- 3,000** arrests
- 700** flight hours
- 200** law officers trained
- 160** aviation missions
- 30** summer personnel
- 28** full-time personnel
- 13** drug-free organizations
- 10** drug-free coalitions
- 8** major agencies
- 7** school corporations

8 Agencies

Indiana State Police, Civil Air Patrol, U.S. Forest Service, Indiana Dept. of Natural Resources, Indianapolis Metropolitan Police Dept., U.S. Dept. of Justice, Drug Enforcement Administration and Bureau of Alcohol, Tobacco, Firearms and Explosives

The mission of the National Guard Counterdrug Program is to support the detection, interdiction, disruption, and curtailment of drug trafficking activities through the application of military unique skills and resources. Overall, the Indiana Counterdrug Task Force consists of 28 full-time personnel year round and during the past summer surged an additional 30 personnel to support the busy eradication season. During fiscal year 2012, the interdiction section was responsible for assisting in the seizure of more than \$165 million worth of drugs, \$9 million worth of other non-drug assets, and 3,000 arrests throughout the state of Indiana. They trained more than 200 law enforcement officers, supported eight major agencies, supported multiple local agencies, and received funds for a new rappel tower at Camp Atterbury to help continue training law enforcement.

The task force provided eight intelligence analysts at five different locations to support those agencies through analytical work and to bring the military unique skills to their programs. The aviation portion of the interdiction pro-

gram flew more than 160 missions and flew more than 700 flight hours using two OH-58s and two UH-60s.

In fiscal year 2012, Indiana became an asset sharing state, which allows for a portion of seized money and property to be returned back to the program to further assist in the training and support of law enforcement.

This year yielded 11 missions that will result in an estimated \$150,000 dollars in asset sharing money for the program. Additionally, the Civil Operations program mentored more than 7,000 students in seven school corporations and worked hand-in-hand with 10 drug-free coalitions and 13 drug-free organizations across the state.

The Joint Substance Abuse Program managed the testing of more than 14,000 Army and Air Guardsmen. The Prevention, Treatment, and Outreach arm of JSAP conducted 4,500 hours of training of Guard and civilian personnel, 15 Yellow Ribbon events, and conducted a three-day military familiarization training exercise at Muscatatuck Urban Training Center for civilian treatment providers called Operation Immersion.

Operations & Training - JB

Mobilization Readiness Branch



Photo by Staff Sgt. Nazly Confesor

Indiana mobilized 428 Guardsmen with 10 units and demobilized 650 Guardsmen with nine units during this year. Our mobilization station support teams traveled to Fort Hood, Texas; Fort Bliss, Texas; Fort Dix, N.J.; and Camp Atterbury, Ind., to ensure Indiana National Guardsmen had smooth transitions between state and federal status.

The mobilization office facilitated mobilization site visits to Fort Hood, Fort Dix and Fort Bliss to coordinate training schedules and validate requirements for Indiana units scheduled for upcoming missions.

Members of the mobilization branch also participated in three First Army Joint Assessment Conferences to develop the mobilization plans for nine Indiana units. In addition to supporting Indiana's overseas mobilization missions, the mobilization shop processed requests for federal mobilizations at Camp Atterbury, National Guard Bureau and other stateside missions on a weekly basis as well as short travel tours to Europe and across the world. The changing operational environments of the Middle East and throughout the world pose an interesting challenge for the National Guard as a whole, Indiana will be ready to meet any mission and proudly represent the Hoosier state while serving abroad.



Photo by Sgt. John Crosby

MRB Info

428 mobilized, **10** units
550 demobilized, **9** units

PTAE

During fiscal year 2012 the Premobilization Training Assistance Element successfully oversaw, assisted, and trained a combination of 18 company-sized units. This consisted of two brigade headquarters, the 76th Infantry Brigade Combat Team and 38th Sustainment Brigade, and three battalions; 151st Infantry, 152nd Cavalry, and 293rd Infantry. Those units represented more than 3,215 Soldiers who trained in support of those pending and eventual missions.

The PTAE conducted 20 annual training periods consisting of approximately 14 days each. Five Soldiers attended the Army Basic Instructor Course and 10 Soldiers attended the Master Counter Improvised Explosive Device training.

The PTAE fully integrated National Guard Bureau Counter Improvised Explosive Device personnel into each phase of training and were able to conduct CIED training for all deploying units. The PTAE staff also fully integrated the use of Tort Mobile and have moved to a automated signature, sign-in roster for training, which saves in resources, like paper and ink, and time, making the process of data capture much more efficient.

Operations & Training - J3

State Active Duty

Operation Vortex Relief

Who: More than **250** Indiana National Guard troops

What: Conducted presence patrols, established staging base and water distribution points, transported water, registered volunteers, catalogued resources, and flew reconnaissance routes

March 3 and 4, 2012

When:

Henryville, Marysville, Scottsburg, New Albany,

Where: Camp Atterbury, Shelbyville and Indianapolis

Why: To help citizens of southern Indiana and respond to Indiana Department of Homeland Security's request



Logistics - J4

The Indiana Army National Guard, Joint Force Headquarters Logistics Directorate mission is to provide logistics guidance, support, and resources to Indiana Modified Table of Organization and Equipment units.

The directorate made significant contributions in equipping, sustaining, and supporting more than 120 units and more than 13,000 Soldiers of the Indiana National Guard.

The directorate in coordination with the Training and Operations Branch and the United States Property and Fiscal Office, coordinated and fielded several hundred new pieces of equipment to the Indiana Army National Guard. Notable in this endeavor was the fielding of the M119 Howitzer, which modernized the 105mm Howitzer battalion, the 163rd Field Artillery based in Evansville, and increased the battalion's ability to accomplish its state and federal mission.

The J4 staff was also able to reduce excess, obsolete light and heavy vehicles by more than 300 pieces. This was because the Indiana National Guard received the new Army light and heavy vehicles of the same class of vehicle that is safer, more fuel-efficient and has greater ability to transport troops and equipment. These vehicles are used for federal and state support missions. Additionally, the directorate received new medical diagnostic equipment, heavy engineer equipment, hundreds of new weapons and thousands of new Army service uniforms, the Soldiers new dress uniform.

The Logistics Maintenance Division provides all levels of maintenance support to more than 23,000 pieces of Army equipment within the Indiana Army National Guard. This was through 19 maintenance facilities located throughout the state with more than 250 full-time maintenance personnel maintaining equipment.

These maintenance support shops are Combined Support Maintenance Shops or Field Maintenance Shops work with the units of the Indiana National Guard to ensure the equipment each unit has is ready to deploy in support of federal and homeland defense operations.



Photo by Lance Cpl. Brian Marion

Indiana's Maintenance Shops

- FMS 1 Indianapolis
- FMS 2 Camp Atterbury
- FMS 3 Alexandria
- FMS 5 Richmond
- FMS 6 Evansville
- FMS 7 Shelbyville
- FMS 8 Terre Haute
- FMS 9 New Albany
- FMS 10 Fort Wayne
- FMS 11 Logansport
- FMS 12 Elkhart
- FMS 13 Gary
- FMS 14 Lafayette
- FMS 15 Marion
- FMS 16 Bedford
- FMS 17 Crawfordsville
- FMS 19 Jasper
- FMS 20 Bloomington

- CSMS 1 Indianapolis
- CSMS 2 Camp Atterbury

- UTES Camp Atterbury



Strategic Plans - J5

Strategic Initiative and Business Transformation

For the first time in 10 years of participation, the Indiana Army National Guard made it to the final-four round of the Army Communities of Excellence program. Indiana is one of four states out of 35 competitors to have been chosen for a site visit. The site visit determines first, second and third place gold and overall Winner. The final rankings for 2012 will be announced in April 2013.

Last year, the state of Indiana moved up 13 places from 10th place honorable mention to garner a first place bronze in ACOE. Within a year and a half, the state jumped up 20 places into the top four in the country.

The ACOE Awards follow a 12-month evaluation in which Army, National Guard and Reserve installations are judged against Army priorities and the Malcolm Baldrige National Quality Program criteria. Participants are not judged against each other but rather judged against the Baldrige criteria. The assessment considers the overall quality of military environment, facilities and services. The ACOE serves as a working tool for strategic planning, organizational assessment and training.

“I am very proud of all the team. Everyone has worked so hard to do all we can to make our organization better. Regardless of the outcome of this visit, we all have won. Extend my personal pride to all,” said Maj. Gen. R. Martin Umbarger, Indiana National Guard adjutant general.

The SIBT directorate continues its transformation. J5 SIBT consists of five lines of effort. They are

- 1) Strategic Planning
- 2) Army Community of Excellence
- 3) Continuous Process Improvement /Lean Six Sigma
- 4) Organizational Inspection Program
- 5) Army Managers’ Internal Control Program

Strategic Plan:

A two-day senior level strategic planning conference was held at the Lawrence Armory September. Goals and objectives were established focusing on personnel readiness, retention, training, and financial resources. A new directorate, which combines J5 SIBT/CPI with Public Affairs, has been established in order to place command emphasis on strategic communication. Col. Ron Westfall has been directly appointed by the adjutant general to manage and direct the new directorate.

CPI/LSS:

During 2012, CPI continued to execute the Greenbelt Project, which is responsible for training and assisting driven Soldiers to become Greenbelt certified. These Greenbelt Soldiers assessed National Guard processes in their areas that were inefficient or wasteful and applied Lean Six Sigma methodologies to improve the over all process efficiency and shed unwanted waste. Through these improvements, these Greenbelts and the CPI department have continued their mission to access and improve the Indiana National Guard as a whole.

OIP:

The OIP coordinates inspections and audits into a single, cohesive program focused on command objectives, comprising of command inspections, staff inspections and inspector general inspections in order to identify, prevent or eliminate problem areas within the command. Indiana OIP is transforming toward a paperless system utilizing a computer-based, online program called Enhanced National Guard Inspection System. Inspectors, evaluators and inspected units will be able to use the ENGIS in order to determine checklists for items to be assessed and evaluated during a inspection. ENGIS will provide a menu to customize a checklist for each and every inspection. ENGIS will also be used to input and document the results of inspections and provide other output such as detailed inspection reports, unit commander reports and the inspection action plans. ENGIS will be required for all Initial Command Inspections and Subsequent Command Inspections.

MICP:

The Strategic Initiative and Business Transformation office received the highest possible rating, a Green Plus, on the Manager’s Internal Control Program 2012. Indiana implemented a new collection cycle program associated with the MICP that allows units to increase their ability to manage evaluations and discover deficiencies within the organization. The Internal Review office and Indiana United States Property and Fiscal Office have given additional guidance to ensure the program allows leaders at all levels the tools they need to reasonably safeguard the resources where they maintain authority in personnel, finances, equipment, property and processes.

Summary:

J5 SIBT/CPI is continuing to transform and improve the organization at all levels. The development of standardized metrics to measure our progress towards achieving strategic goals and National Guard Bureau established milestones, coupled with CPI Lean Six Sigma methodologies has lead to increased readiness, reduced costs and improved cycle times.



Photo by Staff Sgt. Les Newport



Photo by Sgt. 1st Class Jeff Lowry

J6 Summary

Fiscal Year 2012 Mission: Improve infrastructure

Upgraded **27** percent VoIP systems

Indiana National Guard postured for future upgrades

The J6 establishes policies and procedures, provides advice, and makes recommendations on information technology matters to the adjutant general and chief of the joint staff regarding support to military configurations, major subordinate commands, interagency, and Joint Force Headquarters information sharing in support of National Guard civil support missions. The J6 is responsible for developing the Joint Force Headquarters IT strategy, including the incorporation and use of information in a joint environment for domestic and homeland security response.

The J6 directorate is responsible for all matters pertaining to command, control, communication, and computers systems that support those functions involving the collection, transportation, processing, dissemination and protection of information. These systems include both the communications and computer systems required to implement the state command and control process, and the information exchange and decision support subsystems within the state's total force command and control support system.

During 2012, the J6 focused on improving the infrastructure that provides service to the Indiana National Guard. This capital improvement will serve the Indiana National Guard well as fiscal year 2013 funding for base operations was cut nearly 40 percent or \$2.13 million. In fiscal year 2012, J6 personnel upgraded 27 percent of Voice over Internet Protocol telecommunications systems, which put the Indiana National Guard just past the half way point of converting all telecommunications systems to VoIP. Lt. Gen. Susan Lawrence, U.S. Army chief information officer said "standards will be inherently joint, based on everything over Internet Protocol".

The Indiana National Guard is on its way to achieving

this goal as J6 personnel upgrade systems to support the new Internet Protocol version 6, and posture Indiana National Guard systems for the future with upgrading our workstations to a new operating system, and preparing the network for enterprise email.

The Internet and wireless communication environment known as cyberspace is a defining feature of modern life. The interconnectedness of this environment, which allows governments, businesses, and individuals to interact, socialize and organize worldwide, is incredibly vulnerable to manipulation or attack. From 2000 to 2011 global Internet usage increased from 360 million to more than three billion people.

The wealth and strength of the United States make the country a prime target for cyberattacks. Cyberwarfare is attractive to U.S. adversaries because significant threats may be posed at very low cost, attack origins may be impossible to trace, and deterrence is difficult.

The Information Assurance staff in the J6 is at the forward edge of the battle and protects the Indiana National Guard network against potential threats, internal and external. They do this through a variety of network hardware and software solutions, and through user training. Each member of the IA team keeps abreast of developments in the cybersphere so that J6 staff can mitigate any obstacles that arise.

In fiscal year 2012, the J6 staff began a partnership in the IA realm with Slovakia, Indiana's State Partnership for Peace ally. In concert with the European Command, Indiana sent a team of IA professionals to Slovakia where they shared their experiences and expertise so they could increase their knowledge of cyberwarfare and help posture their respective nations for the future.

"Standards will be inherently joint, based on everything over Internet Protocol."

— Lt. Gen. Susan Lawrence,
U.S. Army chief information officer



Photo by Sgt. John Crosby

The J9 Service Member and Family Support in the Indiana National Guard moved into a single facility, Tyndall Moorhead Armory, 711 N. Pennsylvania St. in Indianapolis, during the summer of fiscal year 2012.

The new Service Member Support Center at the armory is now the center of Civil Military Affairs and Operations and houses Family Programs, Yellow Ribbon Reintegration Program, Employer Support of the Guard Reserve, Employment Coordination Program, Transition Assistance Advisor, Military One Source, Chaplain, Crisis Intervention, Selective

Service, Military Funeral Honors, Survivor Outreach Services, Ceremonial Unit, Military Family Life Counselors, USO, and the Resilience Program.

The 38th Division Band is still headquartered in Lawrence, Ind. Emphasis on Joining Community Forces is an effort launched during 2012, and all facets of Service Member Support works to build community capacity for Service Member and Family Support to help build resilient Soldiers and Families. The J9 departments function around a single focus of care and assistance for our service members and their families.

Family Programs

Family Programs is the main effort of Indiana National Guard Civil Military Operations. The Indiana National Guard continues to lead the country with delivery of wellness services, resources accessibility, number of service members and families supported, integration of all J9 programs. Additionally, the Indiana Family Programs continues to be consulted from other Guard states and National Guard Bureau for new growth and policy implementation ideas.

Some of our Family Programs highlights for fiscal year 2012 were more than 125,000 Guard Family Manage-

ment contacts made through direct and indirect outreach efforts of our 14 Family Assistance Centers statewide. This resulted in 40,000 support cases opened to assist service members and families in need and required follow-on care. The assistance centers provide essential services, resources and assistance to service members of all branches of military service, active, reserve, families and veterans.

In fiscal year 2012, Indiana Family Programs expanded its Exceptional Family Member Program by partnering with key statewide community resources to

support Indiana National Guard families. Indiana was selected by the Office of Secretary of Defense as one of 13 states to develop child care outreach and service policy to assist service members and families living geographically dispersed.

Indiana's Family Programs expanded and increased its military volunteer program resulting in the largest family most comprehensive military volunteer and leadership development seminar ever conducted. The Indiana Family Youth Program again conducted a symposium where the end result was character building and life skills training for the



Photo by Sgt. William E. Henry

youth of military families. The 20th Annual Kids Military Annual Training was conducted at Camp Atterbury with more than 300 youth attending marking the highest enrollment and participation achieved yet.

The Indiana National Guard Family Programs was involved in every Yellow Ribbon Reintegration Program event as well as teaching more than 400 different briefing and support events statewide.

The Indiana National Guard Family Program provided direct support to Camp Atterbury Civilian Expeditionary Workforce deployment mission, resulting in more than 5,000 federal and interagency civilians to receive Family Program assistance including deployment cycle support.

The Indiana Family Program worked with the OSD to conduct four successful Living in the New Normal national training objectives targeted to strengthen the community's awareness and support for military youth during deployments.

The Indiana Family Programs became the central focus for leading the effort to expand community resource as the facilitator of the NGB, State Governor and TAG's Joining Community Forces initiative.

The Employment Coordination Program has grown into a Joining Community Forces initiative. Programs successes are accomplished by working with service members to increase their job marketability, collaborate with employers throughout Indiana needing to fill vital vacancies, and follow up with those businesses on the quality of the service member hired. ECP staff assists unemployed Guardsmen and their dependents with personal resume writing, job search, interviewing skills, and job preparedness training. The staff also works the complete marketability aspects of the service member to include needs in education, skill training, and near-term financial assistance.

The Indiana National Guard has built partnerships with more than 150 Indiana businesses and employers. These partnerships include a reciprocal support process designed to provide the employer and service member employee with resources and assets to complete successful hiring and sustained job performance.

In fiscal years 2011 and 2012 more than 3,626 resumes have been reviewed and prepared to the standards of the hiring business that assisted in 2,051 service member application submissions, placed 269 service members in jobs within 150 business partners. ECP staff works with every unit during the mobilization process.

The program staff works each service member identified by name by the unit as unemployed or underemployed. Status and action needed are defined on each service member while the unit is still in theater. When the unit arrives at its demobilization station, the individual's next step or action is initiated in either their marketability or education.

Since the ECP's inception, the Indiana National Guard has successfully placed more than 1,000 service members and spouses in jobs across the state. Some of these jobs were Active Duty Operational Support, temporary placements, and a combination of college with part-time employment.

The Survivor Outreach Service program continued its growth in fiscal year 2012. The program is a long-term contact and care program for families whose service member died regardless of duty status. The program offers a variety of services and support such as obtaining copies of casualty report forms, assisting with health benefits questions, counseling referrals, burial reimbursement, grave markers, and other questions related to Veterans Affairs benefits.

The Indiana National Guard's fifth annual Tragedy Assistance Program for Survivors conference had 136 attendees of families from 10 different states. In 2012, SOS supported 531 surviving families with services and has now become a significant part of the Indiana Guard's expected family support services.

SOS continued its work with the State Armory Board for the Wall of Honor program dedicating armory presentation for fallen National Guard Soldiers who died in theater. SOS increased its series of community briefings and exhibitions completing more than 15 events and a quarterly series of regional meet-and-greets where surviving families can get together and build support relationships.

Overall, SOS completed outreach activities to more than 5,283 families and community resource personnel. SOS continues to support other outreach programs such as Snowball Express and Gold Star Mother's workshops.

SOS Info

Approx. **5,300** people reached
531 surviving families helped
136 families attended TAPS
15 community briefings, exhibitions
10 states represented at TAPS
Snowball Express weekend
Gold Star Mother workshops
Wall of Honor dedications

ESGR

Throughout Indiana, Employer Support of the Guard and Reserve is able to reach Reserve Component service members and employers through more than 70 dedicated volunteers.

During 2012, volunteers executed and participated in 482 events across the state. The range of events included employers signing support statements, awards presentations recognizing outstanding support, educating service members and employers on their rights and responsibilities under the Uniformed Services Employment and Re-employment Rights Act, and addressing unemployment and underemployment of Reserve Component service members. Through these efforts, volunteers made a difference one service member or one employer at a time.

Highlights included participation in eight job fairs and their supplementing resume and interviewing seminars. Also in 2012, the ESGR staff briefed more than 20,938 service members from the "seven seals" - Army and Air National Guard, Army Reserve, Navy Reserve, Marine Corps Reserve, Air Force Reserve and Coast Guard Reserve. Volunteers were involved with 82 USERRA cases, and recorded more than 3,286 volunteer hours. ESGR's efforts with local employers resulted in 1,420 Statements of Support being signed by employers as a show of their support for Indiana service members.

7 Seals



Chaplains



Photo by Sgt. 1st Class Jeff Lowry

There are very few J9 programs that are not influenced by the full-time Chaplain Corps. Chaplains are integrated into all J9 activities and support programs. The Chaplain program is an integral part in Military Funeral Honors, Crisis Intervention, Yellow Ribbon Reintegration Programs, and the new statewide focus on Resilience.

In 2012, they supported nine Yellow Ribbon and Family Readiness Group events, 10 Funerals and 26 Casualty Assistance families, and became a statewide voice in service member and family spiritual wellness within the resilience program.

They conducted 25 prayer breakfasts in four locations. They also conducted eight Strong Bonds Retreat weekends for couples, families and single soldiers with an attendance of more than 239 service members and family members.

The greatest resource from this office continues to be their individual counseling capabilities. In 2012, the Chaplains counseled more than 646 service members and families throughout Indiana. The majority of these counseling were for marital issues often coming from economic and financial challenges like unemployment or underemployment.

YRRP

The Yellow Ribbon Reintegration Program continues to develop and adjust to the demands and needs of the mobilization, activation cycle. The YRRP staff and responsibilities were passed to service members from civilian contractors in 2012.

The YRRP continues to expand to accommodate joint events for greater utilization of supporting resources. In 2012, YRRP conducted 38 events resulting in support to more than 2,500 service members and family members through all stages of mobilization.

The Indiana National Guard completed its third annual Yellow Ribbon event for the Community Based Warrior Transition Unit for Indiana wounded warriors. At this event, 41 Soldiers and 49 family members were able to get their benefits and support information.

The local Joint Family Support Assistance Program team; consisting of a Military One Source representative, Military Family Life Consultants, Personal Finance Consultant, Crisis Intervention Team, and Employment Coordination Cell; continued to work closely with service members well after the post-mobilization YRRP events to ensure their reintegration to civilian life was successful. The YRRP staff worked very closely with the Family Readiness Support Specialist team and the Family Assistance Specialist team to further increase family attendance and support for all YRRP events.

YRRP and Family Programs staff members continue to be the conduit for informational flow of all programs in Indiana that support the service member and their families.

YRRP Info

38 YRRP events

2.5K service, family members helped

3rd annual YRRP event for CBTWU

41 Soldiers received benefits

49 family members received benefits



Photo by Sgt. 1st Class Jeff Lowry

In addition to qualifying 63 Master Resilience Trainers in 2012, the State Resilience Team conducted seven Resilience Trainer Assistant courses, resulting in 276 qualified RTAs – Soldiers, Airmen and civilian contractors.

In the five-day RTA resident course, Indiana students gained an increased focus on practical application as a supplement to the University of Pennsylvania certified didactic instruction in the classroom atmosphere. Students were provided with, and evaluated on, the basic principles of public speaking as they are charged with training resilience material to platoon-size elements.

Physical training further introduced practical application techniques by including methods of energy management such as yoga, tai chi and Pilates. With qualified resilience instructors, MRTs and RTAs returning to their units, train-

ing began to take place and data capture of the Quarterly Resilience Training requirement began.

The Resilience Program joined forces with Old National Bank, which led to the creation of a Guard specific finance class for troops and their families. To supplement the J9 staff, Old National Bank produced more than 80 volunteers to offer basic financial education, financial literacy, free of all advertising and product talk. More than 250 service members and family members participated in this program in 2012.

With social networking websites becoming a significant medium for communication, the program created the “INNG Resilience” Facebook page. This is an excellent means to discuss updates, share stories and share resources available to service members and their families.

TAA

Transition Assistance Advisor, Veteran’s Support Office continues to be the subject matter expert for direct liaison with Veterans Affairs Medical and VA Benefits.

The office is often an initial entry point for service members needing crisis intervention and care.

In 2012, the office staff briefed more than 7,600 service members and personally assisted more than 8,360 with benefit issues.

The TAA office supports all service branches and also manages portions of the Yellow Ribbon Reintegration Program, supports the regional Community Based Warrior Transition Unit, as well as is an active resource for all Crisis Interventions and employment support.

TAA is a service member support office supporting today’s military and veterans.

Crisis Intervention

The Crisis Intervention program has become a national standard for professional care conducted through hands-on intervention, supported by every major command, and available to any service member in crisis.

Through the teamwork of first line leaders from company to division-level full-time staff, this program is capable of assisting service members and families with personal crisis ranging from depression, suicide ideation, post-traumatic stress disorder, to substance abuse.

In 2012, the program had more than 75 successful interventions resulting in care and treatment related to individual specific needs. Another success of this program was its

increase in resource access and development with Indiana communities in every region of the state.

The CI staff developed a statewide network of support facilities and programs poised and ready to support service members and their families. The Star Behavioral Health Network, created in partnership with state and national agencies, continues to grow as part of the Joining Community Forces Initiative. This program is focused on and is actively training behavioral health clinicians to become military friendly to what military members and families need and experience.

The program’s staff has trained providers in 62 of Indiana’s 92 counties.

Sexual Assault Response and Prevention

The Sexual Assault Response and Prevention program conducted one 40-Hour Initial Victim advocate training and two 8-Hour Refresher trainings. Total number Unit Victim Advocates trained was 104.

The Indiana National Guard held the same format for Sexual Assault Awareness Month in 2012 having a psychologist from the Veterans Affairs Administration and a male sexual

assault survivor speak. The Indiana Guard implemented the new Sexual Harassment and Assault Response Program and more than 70 percent had completed the training.

The Indiana Guard began the 80-hour training of SHARP specialists, and program staff continue to interact with outside resources as part of the Joining Community Forces Initiative.



In 2012, the 38th Infantry Division Band maintained its historical tradition of being the busiest unit in the Indiana Army National Guard, and the unit had the highest completed number of events for any unit in the state.

Band Info

More than **1,395,000** listeners

More than **120** missions

Jazz Combo

Rock Band

Brass Quintet

Ceremonial Band

Concert Ensemble

Soloists

Buglers

Military Funeral Honors

Military Funeral Honors conducted 2,777 funeral services for veterans throughout the state of Indiana.

As of the end of the fiscal year Indiana teams conducted a total of 17,755 graveside services for Hoosier veterans since the beginning of our program in fiscal year 2000.

Indiana teams also conducted 12 honorable transfers, planeside honors, during 2012 for active-duty and National Guard Soldiers. National Guard Bureau's guidance for this past year has been to offer other branches of service first right of refusal prior to accepting another branch of service request for honors.

Typically, funeral directors do not call the other branch of service and instead call the local Veteran Service Organizations, Veterans of Foreign Wars and American Legion posts. The relationships with VSOs throughout Indiana continue to grow.



Ceremonial Unit



Indiana volunteerism and dedication to Respect-Honor-Tribute remains one of the most public displays of National Guard excellence. This is always accomplished through the Ceremonial Unit.

The Ceremonial Unit remains nationally recognized and respected as the volunteer sister unit to the Old Guard in Arlington, Va. The Ceremonial Unit continues to provide ceremonial support for the governor, military funeral support, community event support, and memorials.

In 2012 the CU provided 38 funerals, 12 honorable transfers, and 114 other ceremonies including parades with mounted color guard, and other events with color guard teams, rifle teams, protocol and caisson.

Recruiting & Retention



Photo by Staff Sgt. Lasima Packett

Fiscal year 2012 proved to be an exciting and successful year for the Indiana Army National Guard Recruiting and Retention Battalion, which completed its first full fiscal year as a federally recognized Battalion Command under JFHQ. By the end of the year, it was the number one state in the nation for quality enlistments and number three in the nation for total accessions while surpassing all NGB Accession Quality requirements and exceeding the total accession mission.

Sgt. 1st Class Shawn Cubel, a recruiter on Team Indianapolis, was the Directors 54 nomination with 34 enlistments. Master Sgt. Benjamin Fox, noncommissioned officer in charge stationed in Terre Haute, was nominated for the Master 7 award when his team enlisted 194 Soldiers. In addition, Sgt. Robert Anderson, a recruiter for Team Gary, was the Rookie of the Year after enlisting 30 Soldiers.

In May, Recruiting Command was a primary force in the Armed Forces Day Enlistment ceremony at the Indianapolis Motor Speedway. This enlistment ceremony is an annual event, highlighted by the participation of U.S. Sen. Richard Lugar, who administered the oath to

Soldiers, Sailors, and Airmen enlisting into their respective services.

In June, Recruiting and Retention hosted its fourth annual 7-on-7 Football Tournament. More than 1,600 high school student-athletes from across the state participated in the event, which included competitions in weight lifting, Humvee pushing, 40-yard dashes, and a football tournament. Heritage Christian High School from Indianapolis won the tournament. The school later represented Indiana in the NFL's High School Player Development National 7-on-7 Tournament, which was held in Indianapolis.

The summer months were packed full of county fairs, festivals and the Indiana State Fair. In 2012, the Recruiting and Retention Battalion along with the Indiana National Guard's Public Affairs Office spent 14 days at the Indiana State fair, sharing the story of the Indiana National Guard. They also supported the Colts' Village at Anderson University in August for the Colts' training camp.

The Indiana Recruit Sustainment Program also saw a significant increase in its national ranking, improving in several measured areas against other state's recruit programs. Indiana's RSP also consistently maintains the second

RR Highlights

- 2,246** Soldiers recruited
- 147** Officers recruited
- 21** Warrant Officers recruited
- Armed Forces Day enlistment ceremony
- 4th** annual state 7-on-7 football tournament
- Hosted national 7-on-7 football tournament
- 6th** annual Warrior Challenge

RSP Info

- 12th** of 54 states, territories
- 1st** in ship rate among large states
- 9** locations
- 1,600** new warriors

largest RSP training pipeline success rate in the nation. Indiana's RSP national rankings prove many times over that the professional cadre, who are our recruiters, are dedicated to Indiana's future Soldiers seeing them through the enlistment process, completing initial training, and stepping in to their new units motivated and prepared.



Photo by Sgt. 1st Class Tina Eichenour

Indiana Army National Guard's Aviation and Safety Operations completed a full spectrum of operations, with missions supporting our citizens in time of disaster and defending our nation in time of war. While these demanding missions are challenging to prepare for in terms of training and equipping, the full-time staff and traditional Citizen-Soldiers, the bedrock of the Indiana National Guard, performed admirably, and upheld the finest traditions of Army National Guard Aviation.

The C-12 Huron remained fully engaged in supporting operational support airlift missions and battlefield commanders. A large portion of the Indiana Army National Guard's C-12 detachment deployed overseas supporting a new mission set; providing intelligence, surveillance and reconnaissance to ground forces while using a new aircraft.

Aircrews for this mission attended numerous courses to qualify for deployment, volunteering for this important mission, and met expectations.

The C-23 Sherpa continues to soldier on as the best small tactical transport airplane in the military. After returning from Iraq in early 2012 with our two aircraft, the Indiana Army National Guard supported numerous active-duty units, including airborne and special operations units. Sherpa aircrews also moved quickly to support citizens along the Atlantic seaboard, flying critical supplies for the Federal Emergency Management Agency within two hours of notification.

Soldiers from the Medical Evacuation Company, Air Assault Company, Support and Surveillance detachment and two flight facilities were engaged throughout the year preparing for

deployment, executing missions for numerous exercises, supporting local and state law enforcement, and providing relief to Hoosiers during emergencies. Teaming with the Kentucky Army National Guard's Medical Evacuation detachment, Indiana's Medical Evacuation Company will spend 18 months overseas providing immediate care to our service members.

Both flight facilities reacted immediately to the tornadoes that struck southern Indiana, March 2. Within one hour of notification, aviators were flying critically needed communication and personnel to the stricken area. Additional missions throughout the upcoming days saw medical supplies and personnel flown throughout the area; several aviators and crew members received the Indiana Emergency Response Medal.

The Counter Drug Aviation program performed numerous missions in coordination with state and local law enforcement agencies, with UH-60 Black Hawks and OH-58 Kiowas teamed to provide an effective platform for law enforcement's drug eradication mission.

Safety and Occupational Health continued to provide Soldiers with the tools and resources necessary to sustain a safe and effective work environment. Throughout the year, inspections, training, and planning sessions were executed to ensure Guardsmen were mission capable.

The work conducted by that office directly contributed to a drop in workplace injuries. Most notable was their ability to train individuals on the use and maintenance of Automated Defibrillator Devices, providing an invaluable capability to all Indiana National Guard facilities.

Hoosiers, Israelis partner in rescue training

SUMMARY INFO
Players: Indiana National Guard, Israel Defense Forces
Mission: Search and rescue training exercise
Time: May 18 and 19, 2012
Place: Jerusalem, Israel
Purpose: To share valuable search and rescue tactics, techniques and equipment.

HOOSIERS AND ISRAELIS PARTNER IN RESCUE TRAINING
 The Indiana National Guard (ING) and the Israel Defense Forces (IDF) conducted a search and rescue training exercise in Jerusalem, Israel, on May 18 and 19, 2012. The exercise was part of the ING's annual training cycle and was designed to provide the ING with valuable insights into Israeli search and rescue tactics and techniques. The exercise was led by the ING's 2nd Signal Battalion and the IDF's 101st Airborne Division. The exercise focused on search and rescue operations in urban environments. The ING and IDF personnel shared their search and rescue tactics, techniques and equipment. The exercise was a success and provided the ING with valuable insights into Israeli search and rescue tactics and techniques. The exercise was a success and provided the ING with valuable insights into Israeli search and rescue tactics and techniques.

The Public Affairs Office supports its fellow Soldiers, Airmen and civilian employees by telling the Indiana National Guard story through command information products like the Indiana Guardsman, community relations events like the Indianapolis 500 and social network sites like Facebook and Twitter

Throughout 2012, the office reported on training events and exercises, disaster response missions, celebrations and farewells. Written and video products along with photographs have reached local, national and international audiences.

The community relations section supports Hoosier citizens and communities by processing requests from across the state. Soldiers and Airmen provided static displays, flyovers, presented the nation's colors and sang the national anthem.

The media relations section helps tell the Indiana National Guard story through savvy and sophisticated press releases and media advisories.

Online Info

- in.ng.mil
- facebook.com/IndianaGuardsman
- twitter.com/INGuardsman

PAO Numbers

- Products Produced
 - 267** photo-generating events
 - 138** written stories
 - 73** videos

- Community Relations
 - 183** requests supported
 - 269** requests received

- Facebook
 - 3,821** followers
 - 2,102** joined
 - 40,911** talking about

The Indiana National Guard Staff Judge Advocate Office serves as the legal office for the Indiana National Guard and the more than 14,000 Soldiers and Airman who serve. The office employs four full-time judge advocates, one part-time judge advocate and a full-time paralegal.

The office is responsible for assisting the command in administrative and civil law issues, provides labor and employment law services, training and legal opinions regarding ethics issues, administers the commanders military justice program, and provides legal assistance to troops and their families. It also handles tort claims and federal suits against the government.

The office receives an average of three to four requests per day from troops and family members requesting legal assistance. Over the last year, the office has assisted troops and their families on more than 800 occasions with legal assistance. The office acts as the liaison for the Indiana Lawyers for Soldiers Program, providing free legal assistance for Indiana National Guard members through volunteering civilian attorneys.

The office assists with mobilizations throughout Indiana. In 2012, the office supported more than 750 troops and assisted 11 mobilizations. Each deploying service member has the opportunity to meet with a legal representative for consultation, guardianships, wills and powers of attorney.

The office also provides legal assistance and trial defense services to the Indiana Guard Soldiers and Airmen. Each year, the Staff Judge Advocate office hosts the judge advocate general onsite, a two-day continuing legal education course for civilian and military attorneys and paralegals. Hosted at the Camp Atterbury Conference Center, the 2012 onsite brought together approximately 60 attorneys and paralegals from throughout Indiana. Educational topics included government ethics, military justice, legal support, command responsibility and military installation law.

38th Infantry Division

Many changes took place within in the 38th Infantry Division in fiscal year 2012. Maj. Gen. Lonnie Culver took the division reins from Maj. Gen. Tod Carmony in a ceremony in October 2011. In addition Brig. Gen. Mike McHenry and Brig. Gen. David Wood are now deputy generals for support and operations respectively.

Col. Donald Strube commanded the 38th Combat Aviation Brigade. Col Jerald Hadley led the 76th Infantry Brigade Combat Team to Afghanistan. Col. Deedra Thomblson took the 38th Sustainment Brigade to Kuwait. Col. Tim Thomblson now leads the 219th Battlefield Surveillance Brigade.

As a headquarters, the division moved ahead in assuming the Domestic All-Hazards Response Mission. More than 180 troops represent the forward element, and approximately 400 troops makeup the main portion.

This mission is like nothing the division has ever been tasked with before, said Wood, during the 38th's annual training.

"That mission is to respond, if called upon, to provide a robust command and control headquarters, to assist any state in need following a natural disaster or other serious event here in the homeland," said Wood. "Something like a 9/11 or Hurricane Katrina type event, we could be called to assist that state and act as a joint task force."

As part of the preparation, division Soldiers set up a tactical command post at Camp Atterbury during their annual training to rehearse running the mission. A larger homeland emergency response exercise, U.S. Army North's Vibrant Response 13, going on at the same time allowed the 38th to act as the National Guard response to a hypothetical nuclear explosion in a major Midwestern city.

In addition to the DARM, 38th ID Soldiers participated in the State Partnership Program and 76th Soldiers participated in Bold Quest.

38th ID Brigades



76th Infantry Brigade Combat Team, Lawrence, Ind.
Unit motto: "Point the Way"



219th Battlefield Surveillance Brigade, Franklin, Ind.
Unit motto: "Stalk the Enemy"



38th Combat Aviation Brigade, Shelbyville, Ind.
Unit motto: "Above the Best"



38th Sustainment Brigade, Kokomo, Ind.
Unit motto: "Never Quit"

DARM Facts, Figures

DARM = Domestic All-hazard Response Mission

Forward Element = more than **180** Soldiers

Main Element = more than **400** Soldiers

38th ID takes over for New York's 42nd ID.

Will respond to natural, man-made disasters.

Will assume control of military forces only.

Will assist civilian authorities if called upon.

"That mission is to respond, if called upon, to provide a robust command and control headquarters, to assist any state in need following a natural disaster or other serious event here in the homeland Something like a 9/11 or Hurricane Katrina type event."

– Brig. Gen. David Wood, 38th ID deputy commander



Photo by Staff Sgt. David Bruce

38th Infantry Division

Deployments, State Missions



Photo by Staff Sgt. Les Newport

Over the course of the fiscal year more than 350, 38th ID Soldiers deployed in support of overseas contingencies.

Approximately 30 Soldiers with the 219th Battlefield Surveillance Brigade completed a successful mission in Iraq bringing Operation New Dawn to a close.

More than 70 Soldiers with Headquarters, 76th Infantry Brigade Combat Team left the Hoosier state in January and deployed to Afghanistan, where they served as the headquarters for Regional Command South.

“We will be one of the battle space owners,” said Col. Gerald E. Hadley, 76th IBCT commander. “Our mission is to provide command and control for coalition forces operating in the province. We will be working with Australian forces, Provincial Reconstruction Team and Afghan forces in a combined team.”

On Women’s Equality Day, Aug. 26, approximately 130 Soldiers with the 38th Sustainment Brigade departed the Hoosier state for their eventual deployment to Kuwait in support of Operation Enduring Freedom. The 38th Sustainers are led by Col. Deedra Thombleson and her senior enlisted advisor is Command Sgt. Maj. Karolyn Peeler.

“We are going on this mission leaner and meaner than the one we’re replacing,” said Thombleson during her departure ceremony speech. “We will ensure the Hoosier state is well represented throughout this deployment.”

On the homefront, 38th ID Soldiers responded to the tornadoes in southern Indiana. Additionally 38th Military Police Company and 38th Combat Aviation Brigade Soldiers were on standby and prepared to support the Indianapolis area during Super Bowl XLVI.



Photo by Staff Sgt. David Bruce



Courtesy photo

181st Intelligence Wing

Mission Stats

- 25,494** images exploited
- 13,460** flight hours,
- 1,006** combat missions
- 984** targets engaged
- 81** roadside bombs located
- 45** troops-in-contact situations supported
- 44** priority enemy targets killed
- 40** kinetic strikes
- 25** high-value targets captured
- 2** combat search and rescue missions

MC-12 Flight Stats

- 550** flight hours
- 357** high-value individuals located
- 240** combat missions coordinated
- 105** OEF combat sorties

Medals, Badges Received

- 2** Bronze Star Medals
- 19** Air Force Meritorious Service Medals
- 1** Air Reserve Forces Meritorious Service Medal
- 7** Army Commendation Medals
- 42** Air Force Commendation Medals
- 12** Army Achievement Medals
- 6** Air Force Achievement Medals
- 1** Air Force Combat Action Medals
- 2** Hungarian Peacekeeping Commendation Medals
- 1** Army Combat Action Badge
- 2** German Infantry Badges

Community Support

- 123,000** Hoosiers impacted
- 1,723** community service hours
- 25** Base Honor Guard requests supported

The 181st Intelligence Wing, “Home of the Racers,” located at Hulman Field in Terre Haute, Ind., concluded a successful, high-combat operations tempo year.

The combined efforts of 181st Airmen significantly degraded enemy organizations and directly support combat operations across the spectrum of conflict in multiple theaters. Approximately 350 members deployed, mobilized or supported combat operations.

The 181st IW was the first, and remains the only, Air National Guard Distributed Ground Site wing to act as a fusion lead for combat operations. The Wing provided 24-hour, real-time intelligence to war fighters in three combat theaters while serving as the primary backup to U.S. Air Force active-duty core sites, which resulted in zero unfulfilled combat taskings. Indiana’s site played a vital role in the first U-2 mission executed by the Air National Guard at Joint Base Langley-Eustis, Va., while also training DGS Kansas analysts and developing tactics, techniques and procedures to maximize RQ-4 Global Hawk collection parameters.

The 113th Air Support Operations Squadron deployed in support of OEF. Members provided close air support command and control to elements of the 34th Infantry Brigade Combat Team, 37th IBCT and 76th IBCT across three separate regional commands and participated in six combat operations, controlling an estimated 384 air support missions and supporting numerous troops in contact missions.

While deployed, 113th members conducted mounted and dismounted patrols, base security, weekly convoy security, counter improvised explosive device patrols and provided support to special operations task forces. Members supported Operational Mentorship & Liaison Teams and Security Force Assistance Teams that provided security and mentorship to the Afghan people. In addition, members ensured security while coalition and Afghanistan VIPs carried out the transition of security and governance from International Security Assistance Force Control to Afghan National Security Force Control.

The 181st members earned 53 Associate Degrees, making the Wing second across the Air National Guard in Community College of the Air Force degrees earned per end strength.

Recruiters had 96 accessions with a 91.3 percent retention rate, winning the state wing awards with most accessions, production recruiter of the year, recruiting office supervisor of the year and retention office manager.

The 181st IW first response teams conducted multiple exercises in preparation to man-made and natural disasters. The Medical Group conducted five exercises across two states, as well as Israel, to prepare to assist victims of disasters with medical care. The Fatality Services Recovery Team participated in their first exercise focusing on safe and effective search and extraction methods in a demolished building.

In the finest tradition of a Citizen-Soldier, 181st members volunteered and supported speaker requests, military appreciation events, parades, races, assisted living facilities, community displays and local schools throughout the year.

122nd Fighter Wing



Photo by Staff Sgt. Stephen Bush

Photo by Staff Sgt. Stephen Bush

The 122nd Fighter Wing Blacksnakes expertly maneuvered through another busy year. The wing started the year celebrating history by hosting veterans flying with Honor Flight Northeast Indiana, and then closed the year out by instilling excitement for aviation in the hearts of future Airmen by hosting the Fort Wayne Air Show.

In between the two events the 122nd continued and subsequently completed its conversion to the A-10C Thunderbolt II, June 10, 2012.

“With the hard work and dedication of our unit members, we were able to come out of conversion ahead of schedule while maintaining an outstanding safety record. I couldn’t be prouder of the work our Airmen have accomplished. This is yet another example of why we are one of the finest fighter wings in the country, and why we will continue our campaign of ‘Fighters at the Fort,’” said Col. David L. Augustine, the wing’s commander.

The “Fighters at the Fort” campaign was initiated in response to the Air Force budget cut proposal release in February 2012. In the proposal, the 122nd would lose its A-10s and convert to the MC-12, resulting in the loss of hundreds of jobs. With the support of the Fort Wayne Base Community Council, more than

10,000 letters from concerned community members were sent to Congress petitioning to keep fighter aircraft at the Fort Wayne Air National Guard unit.

Best Practices

This past year, the 122nd Fighter Wing Airmen received their 5th Outstanding Unit Award, and was selected as one of the top five Air National Guard Wings in the country.

The Blacksnakes continue to educate and train members on the importance of safety allowing the unit to hold the record of being the second safest fighter wing in the Air National Guard.

The 122nd Fighter Wing Comptroller Flight continues to lead the Air National Guard on the flight level with the lowest delinquency rate in the nation for the Government Travel Card program. As a result of the management of this program, the 122nd Fighter Wing has received more than \$166,100 in incentive money from National Guard Bureau for maintaining a zero delinquency rate for the last 105 months.

The Blacksnakes also had one member, Staff Sgt. Carrie Kline, selected as one of the top 12 Airmen, out of more than 106,000 members, in the Air National Guard. Many others were selected for regional awards.

“These awards show the true char-



Photo by Staff Sgt. Stephen Bush

acter of the Wing,” said Indiana Adjutant General, Maj. Gen. R. Martin Umbarger. “This wing is about values, patriotism and always putting your best foot forward. Even in conversion while surrounded by future uncertainty, the 122nd always strives for excellence in everything they do,” he said.

122nd Info

266 Blacksnakes deployed

Community Involvement

Civic leader briefings

Orientation flights

Base visits

Media days

Speaking engagements

Joint exercises

Hosted Jason Baker Football Camp

Hosted Wing Ball

Hosted Fort Wayne Air Show

Approx. **83K** visitors attended show



Photo by Staff Sgt. Stephen Bush

53rd Civil Support Team



Courtesy photo

53rd CST Info

97 missions in Fiscal Year 2012

22 Indiana Guard Soldiers, Airmen

Completed Basic Life Saver training

18 members attended Emergency Medical Technician training

Multistate CST exercise with Michigan, Ohio, Pennsylvania

Super Bowl XLVI Stats

Worked w/ Indianapolis Police

Worked w/ Indianapolis Fire Dept.

Supported approx. **63** teams

Worked for **2**-week period

SEAT Stats

Scored **98** percent compliance

Placed **3rd** nationally of 57 CSTs

8 evaluated functional areas:

Budget

Communication

Logistics

Medical

Personnel

Physical Security

Safety

Training

On order, the 53rd CST deploys to support civil authorities at a domestic chemical, biological, radiological, nuclear, and high-yield explosive incident site. The mission is to identify, assess, assist and advise the civil authorities that request them to respond to the scene. Consequently, the team's troops identify the agents and substances, assessing current and projected consequences. Next, they advise as to the best course of action regarding potential response measures, assisting with requests for state support in order to save lives, prevent human suffering and mitigate damage to property.

The 53rd CST is a member of Joint Terrorism Task Force for Indiana, which is made up of small cells of highly-trained, locally-based, passionately-committed investigators, analysts, linguists, SWAT experts and other specialists from U.S. law enforcement and intelligence agencies. It is a multiagency effort led by the Justice Department and Federal Bureau of Investigation designed to combine the resources of federal, state, and local law enforcement. With these agencies, the 53rd CST works to keep Indiana citizens safe during times of disaster.

In February 2012 the 53rd CST was part of the FBI's Hazard Incident Teams during the Super Bowl in Indianapolis.

In the spring, 53rd CST members conducted training on recognizing and dismantling clandestine labs for manufacturing drug, explosives, chemical and biological agents.

In August, the Standardization Evaluation and Assistance Team evaluated the 53rd CST. The SEAT program assures Congress and Defense Department of program oversight, assesses the degree of compliance with law, policy and doctrine, assists CST commanders in developing programs to maintain compliance, and provides National Guard Bureau with detailed information for the use in CST management decisions.

Members of the 53rd CST conducted High Line Rope Rescue training. The training built confidence in 53rd CST member's ability to conduct high-angle rescue procedures.

In September, CSTs from Michigan, Indiana, Ohio, and Pennsylvania conducted a regional exercise. Training began with two tabletop exercises, preceded by a multi-CST exercise and finally a CST-to-CST hand-off exercise in Toledo, Ohio. The ability of CSTs to conduct multi-CST operations and integrate into chemical, biological, radiological or nuclear responses is essential to U.S. Northern Command's national strategy to combat weapons of mass destruction.

81st Troop Command



Photo by Spc. David Barnes



Photo by Staff Sgt. James Bowie



Photo by Sgt. John Crosby

During fiscal year 2012 81st Troop Command Headquarters participated in Patriot 2012, a national-level exercise in July at Volk Field, Wis., and provided command and control for two disaster response force packages and two civil support teams for the Wisconsin National Guard in a simulated earthquake.

In August 2011, the 381st and 387th Military Police Companies combined selected personnel to form Task Force Guardian and trained to deploy in January 2012 to Parwan Province, Afghanistan. There they provided military police support in the Bagram security zone. In October 2011, The 713th Engineer Company deployed to Kandahar Province, Afghanistan to perform route clearance missions in their area of operations.

The 81st also provided command and control and support to the 4-19th Agribusiness Development Team as they demobilized and 5-19th Agribusiness Development Team during its pre-deployment and mobilization in March

2012 continuing Indiana's agribusiness mission in Afghanistan. In addition, the 81st provided support for the second and third Operational Mentor and Liaison Teams, now Military Advisory Teams, in preparation for assignments to assist the Slovakian Army's training mission in Afghanistan.

The 19th Chemical, Biological, Radiological, Nuclear and high-yield Explosive Emergency Response Force Package is one of 19 specially designed units in the National Guard inventory. The 19th consists of search and extraction elements, decontamination elements, and medical assets from the Army and Air National Guard. The CERFP provides support to civil agencies in a homeland defense role. The unit is capable of deploying in a variety of support roles within a five-state Federal Emergency Management region. The unit's members participated in Unified Response, a deployment exercise with the Israeli Home Front Command in

May 2012 in Israel, exchanging techniques for providing response support in emergency situations. During Patriot 2012 the 19th became one of the first CERFP elements in the United States to have its equipment airlifted by the U.S. Air force in support of an operation. The 19th CERFP has the ability to rapidly support local, state and federal agencies in a variety of domestic emergencies ranging from national level sporting events through the whole range of natural and man-made disasters.

In June, the 81st relocated Hulman Field in Terre Haute. This relocation was part of an initiative to decentralize the Indiana National Guard's command and control capabilities in the event of an emergency in the Indianapolis area. Co-located with Indiana Air National Guard organizations and the proximity to a large airfield enhances 81st Troop Command's ability to provide support to local, state, and national agencies as directed by the adjutant general.

Camp Atterbury - Muscatatuck



Photo by Sgt. 1st Class Matt Scotten

Atterbury-Muscatatuck Enterprise

Atterbury-Muscatatuck is a state of Indiana and Department of Defense collaborative enterprise whose efforts are focused on creating and operating a highly realistic, fiscally responsible, contemporary training and testing environment in which joint, interagency, intergovernmental, multinational and nongovernmental capabilities can prepare as a team for deployment in support of national requirements in the homeland and overseas.

The enterprise is comprised of three major activities: the Atterbury-Muscatatuck Center for Complex Operations, the Atterbury/Jefferson Proving Ground Air-Ground Range Complex and the Camp Atterbury Joint Maneuver Training Center.

Atterbury-Muscatatuck Center for Complex Operations

Atterbury-Muscatatuck Center for Complex Operations is a Military Department of Indiana activity tasked with the responsibility to guide the development and operation of the enterprise in support of the emerging national security requirements of the 21st century.

The adjutant general, as the installation commander, has delegated his authorities and responsibilities in regards to this activity to the assistant adjutant general, the senior mission commander of the enterprise. AMCCO is organized and operated as an adjunct to the Joint Force Headquarters staff; assigned the responsibility for managing strategic efforts, providing oversight of subordinate operational efforts, and integrating the two into a coherent, synchronistic whole.

Atterbury/Jefferson Proving Ground Range Complex

Air-ground ranges on Atterbury and the former Jefferson Proving Ground are instrumental to the capabilities of the Atterbury-Muscatatuck Enterprise.

Atterbury Gunnery Range provides a realistic environment for synchronized joint training scenarios for air and ground forces including heavy-aircraft drops.

The Jefferson Range provides opportunities to train as you fight with smart bombs linked with inert ordnance expenditure. There is also the daily opportunity for close-air support and intelligence surveillance reconnaissance missions at both Muscatatuck and Jefferson. Within the restricted airspace and adjacent military operating areas, training units can conduct real world, simulated, opposed attacks.

The range's proximity to Muscatatuck Urban Training Center, combined with the working relationship with the North Vernon Municipal Airport, adds unmatched dimensions. Muscatatuck offers a brick-and-mortar, full-scale urban environment where unmanned aerial systems can operate via certificates of authority with full-spectrum sensor capabilities.

In cooperation with the North Vernon Municipal Airport, the Atterbury-Muscatatuck Enterprise was able to receive its first certificate of authority for the Dragon Flyer in 2012.

Air-ground range capabilities: Air-scored targets, strafe targets, rocket targets, laser capabilities, day and night operation for manned and unmanned activity, restricted airspace for unmanned flight training and testing

Camp Atterbury - Muscatatuck

Camp Atterbury Joint Maneuver Training Center

Camp Atterbury is an enduring U.S. Army regional training facility located in central Indiana and also serves as a mobilization and training site for multi-service components of the Department of Defense under the command of the First U.S. Army Division East. Its mission is managed through garrison operations supported by the Installation Support Unit, Indiana National Guard.

Camp Atterbury proper is more than 34,000 acres in size; plus 1,000 noncontiguous acres of the living, breathing city environment known as the advance urban facility at Muscatatuck. The training site provides a full suite of live, virtual and constructive ground ranges, maneuver space, facilities, simulation training aid devices, joint simulations, two training and exercise complexes, two air-to-ground gunnery ranges, an airfield and air space to train for 21st century warfare, and homeland defense exercises. Support for reception, staging and personnel processing is also provided.

Camp Atterbury senior leadership developed five lines of effort to depict operations.

5 Lines of Effort

- 1A:** Operate a Defense Department reserve component training facility
- 1B:** Operate an advance urban training facility to accommodate joint activities
- 2:** Operate a First U.S. Army mobilization force generation installation
- 3:** Operate an Army Material Command civilian deployment and redeployment center
- 4:** Develop a research, development testing and evaluation platform
- 5:** Provide resources, critical services and support to all.

Line item one is Camp Atterbury's traditional mission, in two-part form. Line of Effort 1A is the operation of a military reserve training center managed by of the Indiana National Guard and available to Department of Defense reserve and active units around the nation. Line of Effort 1B is the post's operation of an advanced urban training facility to support joint interagency, intergovernmental and multinational training capabilities for international, federal, state, local government agencies or private institutions.

Line items two and three depict mobilization activity. Line of Effort 2 is operating, under the direction of First U.S. Army, a mobilization platform capable of deploying DOD units around the world in support of overseas contingency operations. Line of Effort 3 is the management, processing and deployment and redeployment of U.S. civilian agency

contractors or government employees to various regions around the world in support of national deployment initiatives and global missions.

Line items four and five reflect future plans and strategy. Line of Effort 4 supports the research, development and testing platform available to a multitude of agencies interested in using the unique facilities on post. Line of Effort 5 is the overall resourcing, critical services and support to all these lines of effort through the coordination and assistance of installation directorates and staff personnel. These lines of effort are further detailed below.

Camp Atterbury hosted 86,015 users in fiscal year 2012. Breakdown below.

2012 Customers

- 49,138** military units - LOE 1, 2, 4
- 2,748** other Department of Defense - LOE 1, 2, 4
- 4,360** civilian government agencies - LOE 1, 2, 4
- 5,513** non-government agencies - LOE 1, 2, 4
- 24,256** individual replacements - LOE 3

Highlighted Exercises and Training Activities

Atterbury-Muscatatuck supports a joint exercise titled Bold Quest and for the second consecutive year in June 2012. It brought together 12 U.S. and coalition partners from the U.S. Navy, Air Force, Marine Corps, Indiana National Guard and others from Australia, Belgium, Germany, Netherlands, Norway, Denmark, Great Britain, Finland, France, Italy and Sweden to test emerging technologies in order to conduct a field test of a Jolted Tactics through close combat supported Wi-Fi system. This system gives pilots and tactical operations personnel the ability to see what the observers on the ground are seeing in real time. The training is a two-week coalition air-combat assessment exercise led by the Joint Staff that highlights the coalition capabilities demonstration and assessment series focusing on testing digitally aided close air support technologies in an effort to reduce friendly fire incidents, enhance combat effectiveness, and increase situational awareness.

Summer 2012 brought more than 10,000 Soldiers, Sailors, Marines, Airmen, emergency responders and federal agency personnel who trained on a multitude of chemical, biological, radiological, nuclear, and explosive tasks for the U.S. Army North exercise, Vibrant Response.

In July and August, with Atterbury acting as a staging base, Muscatatuck played the role of downtown Chicago following a simulated nuclear detonation. This exercise was supported at more than 20 locations throughout Indiana and Kentucky.

In addition, Atterbury-Muscatatuck supported many federal, state and local law enforcement, fire and emergency

Camp Atterbury - Muscatatuck

Exercises, Training Continued

Line of Effort 1A



Photo by Sgt. 1st Class Matt Scotten

Line of Effort 1A, supported the established Army rotation readiness model through Army Force Generation, where the Army builds readiness as units move through three force pools: reset, train/ready and available. This model is designed to effectively generate trained and ready forces for combatant commanders at sustainable rotation levels. Camp Atterbury continued to increase support for training objectives and offers state-of-the-art, live-fire and simulation base training venues. Ongoing construction and improvement efforts continued on two ranges as outlined below.

Range 47, a multipurpose machine-gun range, has 10 lanes that will support machine-gun transition 5.56 and 7.62 mounted and dismounted with multiple targets ranging from 100 to 800 meters. It will also support a 10-meter zero for

these same weapon systems. Range 47 is in its final preparations for use and will be a viable asset in 2013.

Range 57, the Live Fire Shoot House is a 2,700-square-foot training venue used primarily by non-DOD SWAT and emergency response teams and is often used in conjunction with the simulations division venues. In fiscal year 2012, the shoot house supported approximately 2,000 non-DOD customers.

The groundbreaking on the post's Operational Readiness Training Complex during fiscal year 2012 offers future expansion plans to include new medical facilities, a dining facility, additional basic officer quarters, a commander's conference hall, and numerous simulations initiatives and projects. The center's projected completion date is scheduled for early to mid-2014



Photo by Staff Sgt. Ezekiel R. Kitandwe

medical services activities. Other training exercises at Muscatatuck included the International Police Working Dog Association exercise conducted in October 2011 and the Indiana Department of Homeland Security emergency exercise, which was conducted in September 2012. Both exercises brought hundreds of emergency responders together to meet and counter the threats they face every day.

Additionally, the Indiana State Police, Indiana Department of Correction, Indiana State Bar Association, the Indiana Department of Education and other state agencies used the Atterbury-Muscatatuck Complex to train their agency personnel during fiscal year 2012.

Line of Effort 1B

Line of Effort 1B is the operation of an advanced urban training facility in order to accommodate joint, interagency, intergovernmental and multinational training and technology assessment. Atterbury has a unique asset in Muscatatuck, developed seven years ago and already known throughout the JIIM community worldwide. Utilization of Muscatatuck has increased every year at an average rate of 55 percent.

Civilian Training Programs, MUTC:

Several national initiatives modified the fabric of the national security and

stabilization goals in the Middle East. This way forward requires a significant increase in civilian resources and better civil-military coordination by U.S. government agencies and the international community. The Atterbury-Muscatatuck Enterprise is part of the platform supporting the integrated team by hosting three distinct training programs and providing for civilian deployment processing. Under the purview line of effort 3, additional civilian-military programs extend past the individual processing phase to an integrated training program held.

Camp Atterbury - Muscatatuck

Line of Effort 1B

Defense Department Civilian Expeditionary Workforce:

The CEW is established to create a deployable civilian capacity in support of complex operations overseas in support of humanitarian, reconstruction and combat-support military missions across the globe. As part of this effort, the CEW also trains in the immersive Atterbury-Muscatatuck Complex. The CEW members perform a wide variety of functions such as logistics, contracting, policy, mentoring, intelligence and more. In addition to classroom and online training, CEW training prepares members by providing the immersive training environment, and instruction at Muscatatuck to ensure they have the skills to mitigate stress and remain safe and healthy once deployed.

Defense Department Ministry of Defense Advisors Program:

The Department of Defense Ministry of Defense Advisors Program teaches senior-level executives and expert DOD civilians how to transfer their institutional knowledge and skills to assist a host country in building fundamental capacities in specific functional areas such as acquisition, logistics, strategy, and financial management. Following five weeks of classroom instruction in Washington, the advisors travel to the Atterbury-Muscatatuck Complex for two weeks of immersive integrated training, thus preparing them for the environment they will find in the host country.

State Department Integrated Civilian-Military Training:

Every month, civilians from the Department of State, Department of Agriculture, U.S. Agency for International Development and other agencies travel from the Foreign Service Institute classroom to the Atterbury-Muscatatuck Complex where they engage in a field training program. The students work in an atmosphere that simulates the environment where they are bound for interagency duty. They live on a forward operating base, communicate through interpreters, and travel by military convoy and helicopter for meetings with their Afghan counterparts, played by domestic role-players. They plan, implement, review and evaluate their missions alongside U.S. military personnel.

Line of Effort 2



Photo by Staff Sgt. David Bruce

Mobilization Branch Mission:

Plans and coordinates with First U.S. Army and the CA-JMTC directorates for mobilization and demobilization operations and installation resources in support of units assigned to the base's Primary Mobilization Force Generation Installation.

The Mobilization Division, under the Directorate of Plans, Mobilization and Training, serves as the central hub for all mobilization and demobilization operations for the Atterbury-Muscatatuck Complex. As of September 30, 2012, Camp Atterbury has mobilized and demobilized service members from the U.S. active-service components, U.S. Army Reserve, Army National Guard, U.S. Marine Corps, U.S. Navy, and U.S. Air Force.

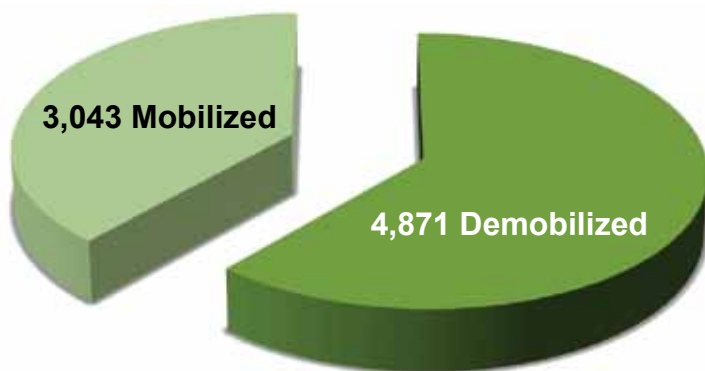
Camp Atterbury processed 7,914 services members in 2012, 4,871 for demobilization and 3,043 for mobilization.

Camp Atterbury is the First U.S. Army Mobilization Force Generation Installation Center of Excellence for the following mission sets: Kosovo forces, provincial reconstruction teams, multforce observers, Horn of Africa, chemical, agribusiness development teams, maneuver enhanced brigade, well drillers, and Combat Headquarters, Afghan Development Assistance Bureau.



Photo by Sgt. 1st Class Brad Staggs

Mobilization Numbers



Camp Atterbury - Muscatatuck

Line of Effort 3



The Individual Replacement Deployment Operations program supports Army Material Command's directive to augment forces worldwide in deploying and redeploying civilians. IRDO is also a partner in preparing and validating government employees for several programs in the Department of Defense and Department of State, including the Civilian Expeditionary Workforce, Ministry of Defense Advisors and others. With 175 dedicated employees, Atterbury-Muscatatuck Complex processes civilians for deployment, and provides required medical screening, administrative requirements, equipment issuance, training, and travel coordination.

The Civilian deployment and redeployment increased three-fold from 2011 to 2012, with a total of 24,256 civilians processed, or 475 per week on average.

To support the increased activity, there have been infrastructure and staffing enhancements which include the addition of four first-rate classrooms, each equipped with state-of-the-art audio/visual equipment and providing a combined capacity of 1,000 students. The total investment for these new facilities was more than \$2.63 million.

IRDO's new flagship headquarters building enables a centralized staff to plan current and future operations. IRDO's staff grew in fiscal year 2012 by adding logistics, operations, budget, personnel, medical, and planning sections. New IRDO features include a computer lab, improved travel coordination, and hands-on, first-aid and counter-improvised-explosive-device training.



Line of Effort 4

Atterbury-Muscatatuck continues to build, improve and equip its ranges to accommodate the testing community. In fiscal year 2012, approximately \$4.7 million was committed to constructing 13 new or improved venues available for testing at Muscatatuck. The spectrum of users spans the entire JIIM community and the private sector. The formation of the National Center for Complex Operations in January by Indiana lieutenant governor's office provided a portal to private industry, formed specifically to attract more testing activity to defense assets within the state of Indiana, including the Atterbury-Muscatatuck Complex. Initial emphasis of the NCCO focused on unmanned aerial systems and robotics, coupling with Indiana State University in this effort. The NCCO was instrumental in helping to secure a partnership with the state of Ohio this year to seek recognition by the Federal Aviation Administration as one of the nation's six designated UAS testing centers.

This fiscal year organizations using our ranges for testing included 56 private entities sponsored by Special Operations Command in the October and November Tactical Network Test-bed exercise, including multiple uses by Crane Naval Base, the Air Force Research Laboratories, and many new organizations including the Army's Benet Labs of New York and the Army's Aviation and Missile Research and Engineering Center from Redstone Arsenal.

In collaboration with the Air National Guard's operation of Jefferson Proving Ground, Atterbury-Muscatatuck offers testing opportunities in all four site environments: air, ground, human and electromagnetic. Future emphasis on cyber users will focus on the joint and interagency customers. Accommodating the broad testing community continues to be an important focus for Atterbury-Muscatatuck.



Camp Atterbury - Muscatatuck



Line of Effort 5

Under the direction of the senior mission commander, garrison commander, directorates and special staff, the installation serves as a multipurpose reception, staging and personnel processing platform as well as logistical support subset for various customers through the lines of efforts outlined above. Roughly 3,000 primary and supporting staff members contributed to these efforts.

Due to transition from military positions to civilian positions in fiscal year 2012, the base's manpower base has shifted from previous years. To support the Lines of Effort, the Atterbury-Muscatatuck Complex continued to add infrastructure during fiscal year 2012.

Total construction project funding was \$98.3 million during this fiscal year with roughly 14 percent for projects at Muscatatuck.

Highlighted projects at Atterbury in-

clude the Operational Readiness Training Center, a multipurpose machine-gun range, and the IRDO administration complex.

Muscatatuck is building a public transit venue, a train derailment, a train yard, and upgrading or renovating older buildings and road networks.

Additionally, Muscatatuck is creating an agricultural complex, a range control building and rural villages that will replicate a fishing village and forest village in a Third World country.

Ultimately, the Atterbury-Muscatatuck Complex is able to offer a diverse portfolio of capabilities, services, and programs by drawing on strengths of military, government, university and private partnerships.

From the Indiana Department of Correction providing in-kind services in maintenance and laundry, to small

Manpower

1,426 garrison primary staff
680 service members
746 civilians

Supporting Staff

1,388 - 1,286 military, civilian
200 - 50 Patriot Academy students
199 inmates

3,216 - 2,961 staff members
86,015 customers

businesses operating on the grounds of the military installation, to key community partnerships, the value added to Atterbury- Muscatatuck is priceless.



Photo by Sgt. 1st Class Matt Scotten

State Partnership Program



Photo by Sgt. 1st Class Michael Bacon

SPP Info

- 27** Indiana Guard members participated
- 18th** SPP Anniversary
- 9** in-country events
- 4** Strategic Goals
- 2** overseas leader trips
- 2** OEF MAT deployments



Photo by Sgt. John Crosby

Joint Force Headquarters Indiana continues its partnership with the Slovak Armed Forces in support of the National Guard Bureau's State Partnership Program. The partnership, which will celebrate its 20th Anniversary in 2014, continues to focus on meeting the four strategic goals of the program: 1) building partnership capacity to deter, prevent, and prepare; 2) building partnership capacity to respond and recover; 3) supporting partners' defense reform and professional development; and 4) enabling and facilitating enduring broad-spectrum security relationships.

During the past year, 27 Indiana National Guard service members participated in nine in country events with the Slovak Armed Forces. These events included emergency preparedness and disaster response, consequence management, cyber defense assessment, noncommissioned officer development, leadership development, command and control exercises, senior leader visits and deployment preparation. Lt. Gen. Peter Vojtek, chief of general staff of the Armed Forces of the Slovak Republic, visited Indiana from May 21 to May 28.

In addition to visiting Camp Atterbury Joint Maneuver Training Center

and Muscatatuck Urban Training Center, Vojtek and his delegation participated in the Gold Star Mother's Presentation and the Indianapolis 500 Festival Memorial Day Service at the Soldiers' and Sailors' Monument in Indianapolis. Maj. Gen. R. Martin Umbarger and his delegation visited the Slovak Republic Sept. 18 through Sept. 26, 2012. Highlights of the visit included conducting office calls with the Ambassador to Slovakia, Theodore Sedgwick, with the Slovak Republic President, H. E. Ivan Gasparovic, and an office call with the Ministry of Defense State Secretary Miloš Koterec. Umbarger and his party also attended the 164th Memorial at Prietržská in recognition of the 1848 Slovak revolt and uprising against Hungarian suppression.

The success of the enduring relationship and friendship between Indiana and Slovakia has led to joint country deployments in Afghanistan as part of a Logistical Military Advisor Team in support of Operation Enduring Freedom. Indiana deployed two teams during 2012 to Forward Operating Base Tarin Kot. These teams consist of 15 Slovaks, 5 Americans, and 1 Australian team member. The five Americans are all from the Indiana Army National Guard.

Soldier Schools



Courtesy photo

138th Regional Training Institute

The 138th Regional Training Institute's goals for the fiscal year 2012 were to grow and prepare Soldiers for deployments, while preparing them for their next level of military education.

The RTI is Indiana National Guard's primary schoolhouse for U.S. Army Training and Doctrine Command certified courses that also trains active-duty and Reserve Soldiers.

In fiscal year 2012, institute cadre trained 1,814 Soldiers, an increase of 54 Soldiers from fiscal year 2011. During training year 2012, the institute provided 20 different courses of instruction with most having multiple iterations.

Medical Training

The Medical Simulation Training Center continues to train the health care specialist medical sustainment courses in a state-of-the-art facility filled with classrooms and simulation areas. Students work with automated casualty mannequins in rooms that mimic contemporary battlefield environments.

Warrant Officer Candidate School

The Warrant Officer Candidate School at the 138th Regional Training Institute provides Soldiers with an alternate opportunity to the six-week active course at Fort Rucker, Ala. and provides candidates with the same high standards of training. The instructors train candidates from four surrounding states for Phase II. Phase III consists of candidates from 12 different Phase II sites around the country.

The RTI WOCS is comprised of three phases. Phase I is online learning. Phase II consists of five training weekends at Camp Atterbury. Phase II is two weeks of rigorous training at

Camp Atterbury that concludes with a graduation ceremony.

Phases II and III are located at Camp Atterbury. The training location and facilities is a vital part of the Warrant Officer Career College's continued, full accreditation of the Indiana program. The RTI WOCS started in 2006 and since then has trained more than 500 candidates. In 2012, Phase II had 12 candidates and Phase III graduated 68 candidates. The Indiana WOCS also serves as an Army School System WOCS battalion that has responsibilities over Phase II training companies in Ohio, Kentucky, Iowa, Minnesota and Wisconsin.

Officer Candidate School

Officer Candidate School at the RTI became more robust in 2012 with the consolidation of the Recruit Sustainment Detachment - Officer. The RSDO is home to all Soldiers who are recruited or identified to become commissioned officers. Having them co-located allows these future officers the opportunity to witness and be trained in many of the same courses of instruction they will encounter once they begin Officer Candidate School.

The RTI teaches Phase 0 OCS, which is an Indiana program, designed to give candidates a weeklong pre-OCS train up immediately before they ship to Phase 1. This program targets known trends in OCS failures and gives Indiana candidates a boost in skills aimed at increasing their success. The program has shown a nearly 20 percent boost in graduates at Phase 1. The state OCS program is the same as Phase 2 in the active-duty OCS. It is designed to allow candidates an alternative course that takes place over 11 months of training weekends.



Photo by Sgt. 1st Class Jeff Lowry

The renovation and restoration of all 37,699 square feet of Building 5 historically restored the building, which was constructed by the federal New Deal Works Progress Administration between 1941 and 1943 for a cost of \$1.3 million.

The architect and engineer was John P. Parrish of Indianapolis. The original construction of Building 5 was a simple massed plan monolithic concrete structure comprising a three-story central block surmounted by a steel and glass control tower flanked by two-story wings.

The building was originally built during World War II and housed the 113th Observation Squadron, the forerunner of the Indiana Air Guard. The building served as the headquarters of the Indiana National Guard and housed five adjutants' general.

This newly renovated building will serve as a temporary home to the Indiana National Guard Joint Force Headquarters while the current headquarters is under renovation and addition. Now

the building is home to a sixth adjutant general and remains a functional readiness center for Company C, 1st Battalion 151st Infantry Regiment, 76th Infantry Brigade Combat Team.

Building 5 was designed to house facilities for enlisted men, including locker rooms, showers, classrooms, and recreation rooms. A visiting officers' dormitory also was included in the plans. Originally, the large bay at the main entrance of Building 5 provided space for an airplane repair shop and garage. The control tower on the top of the building contained equipment for radio and field communications.

The renovation of Building 5 comes after years of effort to enhance the building as a training, staff and conference center.

The renovation helped preserve the history of DePrez Hall and Stout Field, which serves as the headquarters of the Indiana National Guard. Continuing the Indiana National Guard's commitment

Facts, Figures

- 37,699** square feet
- 1941 - 1943** construction
- \$1.3** million construction cost
- 2010 - 2012** renovation
- \$6.25** million renovation cost
- 100** percent federally funded
- 91** rooms
- 18** acres at Stout Field
- 5** stories
- April 11, 2012**, rededication
- Art deco architecture
- Concrete construction
- Current Home of JFHQ

to sustainability, geothermal heating and cooling was installed at this facility. The cost of this project is \$6.25 million and is 100 percent federally funded by American Recovery and Reinvestment Act of 2009.



Photo by Sgt. 1st Class Jeff Lowry

Financial Reports

State Fiscal Impact by Armory, City

LOCATION	# PURE STATE EMPLOY	# PART FED REIMB EMPLOY	# 100% FED REIMB EMPLOY	PERSONNEL	APP OPERATING	SAB	APP FACILITIES	TOTAL STATE EXPENDITURES
ALEXANDRIA				\$ -	\$ 244.00	\$ -	\$ -	\$ 244.00
ANDERSON		1		\$ 23,400.00	\$ 9,590.00	\$ 3,906.00	\$ 41.00	\$ 36,937.00
ANGOLA		1		\$ 14,300.00	\$ 7,942.00	\$ 2,835.00	\$ -	\$ 25,077.00
BEDFORD		1		\$ 28,600.00	\$ 8,505.00	\$ 2,314.00	\$ -	\$ 39,419.00
BLOOMINGTON		1		\$ 24,700.00	\$ 14,653.00	\$ 6,453.00	\$ -	\$ 45,806.00
BLUFFTON		1		\$ 20,800.00	\$ 8,570.00	\$ 224,207.00	\$ -	\$ 253,577.00
BRAZIL		1		\$ 20,800.00	\$ 13,712.00	\$ 3,921.00	\$ -	\$ 38,433.00
BUTLERVILLE	41	9	55	\$ 541,787.00	\$ 445,666.00	\$ 1,435.00	\$ 359,602.00	\$ 1,348,490.00
CLARKSVILLE				\$ -	\$ 3.00	\$ -	\$ -	\$ 3.00
COLUMBUS		1		\$ 31,200.00	\$ 7,238.00	\$ 3,336.00	\$ -	\$ 41,774.00
CONNERSVILLE		1		\$ 20,800.00	\$ 13,157.00	\$ 3,083.00	\$ -	\$ 37,040.00
CRAWFORDSVILLE		1		\$ 14,300.00	\$ 10,849.00	\$ 12,343.00	\$ -	\$ 37,492.00
DANVILLE		1		\$ 20,800.00	\$ 8,120.00	\$ 3,870.00	\$ -	\$ 32,790.00
EDINBURGH	12	1	92	\$ 1,465,690.00	\$ 237,561.00	\$ 17,181.00	\$ 14,100.00	\$ 1,734,532.00
ELKHART		1		\$ 16,900.00	\$ 12,244.00	\$ 17,557.00	\$ -	\$ 46,701.00
ELWOOD		1		\$ 27,300.00	\$ 7,665.00	\$ 36,938.00	\$ -	\$ 71,903.00
EVANSVILLE		2		\$ 54,600.00	\$ 49,471.00	\$ 9,656.00	\$ -	\$ 113,727.00
FORT WAYNE		21	46	\$ 258,700.00	\$ 214,950.00	\$ 13,267.00	\$ -	\$ 486,917.00
FRANKFORT		1		\$ 29,900.00	\$ 16,908.00	\$ 7,630.00	\$ -	\$ 54,438.00
FRANKLIN		2		\$ 44,200.00	\$ 42,933.00	\$ 180,668.00	\$ 55,850.00	\$ 323,651.00
GARY		4		\$ 67,600.00	\$ 51,880.00	\$ 25,910.00	\$ -	\$ 145,390.00
GREENCASTLE		1		\$ 28,600.00	\$ 6,273.00	\$ 16,516.00	\$ -	\$ 51,389.00
GREENFIELD		1		\$ 26,000.00	\$ 10,641.00	\$ 9,615.00	\$ -	\$ 46,256.00
HAMMOND		1		\$ 20,800.00	\$ 7,415.00	\$ 9,034.00	\$ -	\$ 37,249.00
HARTFORD CITY		1		\$ 20,800.00	\$ 9,344.00	\$ 3,533.00	\$ 15.00	\$ 33,692.00
HUNTINGTON		1		\$ 16,900.00	\$ 9,369.00	\$ 3,193.00	\$ -	\$ 29,462.00
INDIANAPOLIS	56	8	28	\$ 2,767,700.00	\$ 380,041.00	\$ 353,252.00	\$ 6,975.00	\$ 3,507,968.00
JASPER				\$ -	\$ 10,930.00	\$ 15,761.00	\$ -	\$ 26,691.00
KOKOMO		2		\$ 44,200.00	\$ 11,109.00	\$ 7,948.00	\$ -	\$ 63,257.00
KNIGHTSTOWN	14	62		\$ 1,264,318.00	\$ 685,271.00	\$ 41,949.00	\$ -	\$ 1,991,538.00
LAFAYETTE		3		\$ 48,100.00	\$ 67,178.00	\$ 27,144.00	\$ 15,000.00	\$ 157,422.00
LAPORTE		1		\$ 14,300.00	\$ 8,089.00	\$ 1,513.00	\$ -	\$ 23,902.00
LAWRENCE		2		\$ 48,100.00	\$ 46,263.00	\$ 10,859.00	\$ -	\$ 105,222.00
LEBANON		1		\$ 15,600.00	\$ 11,098.00	\$ 3,581.00	\$ -	\$ 30,279.00
LINTON		1		\$ 27,300.00	\$ 6,212.00	\$ 8,356.00	\$ -	\$ 41,868.00
LOGANSPORT		1		\$ 22,100.00	\$ 13,356.00	\$ 1,286.00	\$ -	\$ 36,742.00
MADISON		1		\$ 26,000.00	\$ 5,420.00	\$ 1,644.00	\$ -	\$ 33,064.00
MARION		1		\$ 26,000.00	\$ 12,763.00	\$ 8,646.00	\$ -	\$ 47,409.00
MARTINSVILLE		1		\$ 22,100.00	\$ 143,173.00	\$ 9,560.00	\$ -	\$ 174,833.00
MICHIGAN CITY		1		\$ 26,900.00	\$ 8,580.00	\$ 110,939.00	\$ -	\$ 146,419.00
MISHAWAKA				\$ -	\$ 27.00	\$ -	\$ -	\$ 27.00
MONTICELLO		1		\$ 22,100.00	\$ 10,186.00	\$ 21,649.00	\$ -	\$ 53,935.00
MUNCIE		2		\$ 45,500.00	\$ 18,997.00	\$ 12,940.00	\$ -	\$ 77,437.00
NEW ALBANY		1		\$ 23,400.00	\$ 8,181.00	\$ 3,006.00	\$ -	\$ 34,587.00
NEW CASTLE				\$ -	\$ 587.00	\$ 2,105.00	\$ -	\$ 2,692.00
NOBLESVILLE		1		\$ 14,300.00	\$ 6,961.00	\$ 49,570.00	\$ -	\$ 70,831.00
NORTH VERNON		1		\$ 16,900.00	\$ 20,048.00	\$ 103,068.00	\$ -	\$ 140,016.00
PERU		1		\$ 19,500.00	\$ 7,147.00	\$ 22,100.00	\$ -	\$ 48,747.00
PLYMOUTH		1		\$ 24,700.00	\$ 7,291.00	\$ 27,792.00	\$ -	\$ 59,783.00
REMINGTON		1		\$ 19,500.00	\$ 15,993.00	\$ 14,507.00	\$ -	\$ 50,000.00
RENSELAER		1		\$ 15,600.00	\$ 6,801.00	\$ 7,165.00	\$ -	\$ 29,566.00
RICHMOND		1		\$ 19,500.00	\$ 9,423.00	\$ 120,018.00	\$ -	\$ 148,941.00
ROCKVILLE		1		\$ 24,700.00	\$ 6,357.00	\$ 4,752.00	\$ -	\$ 35,809.00
SALEM		1		\$ 26,000.00	\$ 7,267.00	\$ 4,411.00	\$ -	\$ 37,678.00
SCOTTSBURG		1		\$ 26,000.00	\$ 12,782.00	\$ 3,800.00	\$ -	\$ 42,582.00
SEYMOUR		1		\$ 20,800.00	\$ 12,605.00	\$ 7,446.00	\$ -	\$ 40,851.00
SHELBYVILLE		4		\$ 48,880.00	\$ 13,000.00	\$ 16,740.00	\$ -	\$ 78,620.00
SOUTH BEND	2			\$ 88,400.00	\$ 43,963.00	\$ 51,631.00	\$ -	\$ 183,994.00
SPENCER				\$ -	\$ 53.00	\$ -	\$ -	\$ 53.00
TELL CITY				\$ -	\$ 16.00	\$ -	\$ -	\$ 16.00
TERRE HAUTE		17	18	\$ 228,800.00	\$ 211,467.00	\$ 19,441.00	\$ -	\$ 459,708.00
VALPARAISO		1		\$ 28,600.00	\$ 9,217.00	\$ 4,508.00	\$ -	\$ 42,325.00
VINCENNES		1		\$ 22,100.00	\$ 6,583.00	\$ 11,101.00	\$ -	\$ 39,784.00
WARSAW		1		\$ 18,200.00	\$ 8,169.00	\$ 6,579.00	\$ -	\$ 32,948.00
WASHINGTON		1		\$ 18,200.00	\$ 9,257.00	\$ 2,951.00	\$ -	\$ 30,408.00
WINCHESTER		1		\$ 16,900.00	\$ 13,247.00	\$ 1,564.00	\$ -	\$ 31,711.00
CU				\$ -	\$ 14.00	\$ 78,490.00	\$ -	\$ 78,504.00
IGR	1			\$ 39,000.00	\$ -	\$ 56,314.00	\$ -	\$ 95,314.00
MISC				\$ -	\$ 172,420.00	\$ 176,594.00	\$ -	\$ 349,014.00
Gov Civil Contingeny				\$ -	\$ -	\$ 1,515.00	\$ -	\$ 1,515.00
TOTALS:	125	183	239	\$ 8,019,775.00	\$ 3,272,445.00	\$ 2,052,596.00	\$ 451,583.00	\$ 13,796,399.00

Financial Reports

Federal Appropriated Funds

Category	Air	Army	Total
Travel, Pay and Per Diem	89,159,803	170,556,930	259,716,733
Subsistence	104,443	19,945,521	20,049,954
Clothing	39,773	4,515,374	4,555,147
Facilities	5,905,069	144,652,493	150,557,562
Supplies and Equipment	11,973,467	101,661,764	113,635,231
Recruiting and Retention	37,941	3,038,050	3,075,991
Miscellaneous	2,280,303	1,704,707	3,985,010
Subtotal Federal Funds	109,500,789	446,074,839	555,575,628
Army AGR*	–	80,667,100	80,667,100
Grand Total	109,500,789	526,741,939	636,242,728

*Paid directly by Defense Department

State Appropriated Funds

ADJUTANT GENERAL'S:

PERSONAL SERVICES	\$ 5,615,281
OTHER OPERATING	<u>\$ 2,005,308</u>
TOTAL	\$ 7,620,589

CAMP ATTERBURY & MUSCATATUCK CENTER for COMPLEX OPERATIONS:

PERSONAL SERVICES	\$ 598,389
OTHER OPERATING	<u>\$ 136,200</u>
TOTAL	\$ 734,589

HOOSIER YOUTH CHALLENGE ACADEMY / KNIGHTSTOWN:

PERSONAL SERVICES	\$ 1,264,318
OTHER OPERATING	<u>\$ 685,271</u>
TOTAL	\$ 1,949,589

MUSCATATUCK URBAN TRAINING CENTER:

PERSONAL SERVICES	\$ 541,787
OTHER OPERATING	<u>\$ 445,666</u>
TOTAL	\$ 987,453

ACCUMULATIVE MAINTENANCE & REPAIR \$ 451,583

APPROPRIATED FUNDS SUB-TOTAL: \$11,743,803

ADDITIONAL STATE EXPENDITURES:

STATE ARMORY BOARD (BY CITY)	\$ 1,876,002
STATE ARMORY BOARD (MISC)	<u>\$ 176,594</u>
TOTAL	\$ 2,052,596

GRAND TOTAL: \$13,796,399

Financial Reports

Federal Fiscal Impact by Armory, City

Armory, City	Population*	Dollars Spent
Anderson	57,189	1,425,615
Angola	8,276	389,277
Bedford	13,421	844,433
Bloomington	71,939	2,385,340
Bluffton	9,165	561,278
Brazil	8,217	373,155
Columbus	40,308	1,546,248
Connersville	13,834	691,369
Camp Atterbury	see Edinburgh	-
Crawfordsville	15,090	652,518
Danville	8,427	484,902
Delphi	2,837	311,927
Edinburgh	4,724	161,494,585
Elkhart	53,060	555,871
Elwood	9,075	844,393
Evansville	116,584	3,194,065
Fort Harrison	see Indianapolis	-
Fort Wayne	215,976	8,146,327
Frankfort	16,502	770,908
Gary	95,707	7,604,967
Greencastle	10,047	1,033,081
Greenfield	19,393	524,260
Hammond	76,545	1,573,175
Hartford City	6,313	2,141,187
Huntington	16,828	681,576
Indianapolis	807,584	236,349,792
Jasper	14,140	2,717,394
Kokomo	45,396	14,949,980
La Porte	21,241	904,218
Lafayette	65,704	4,418,024
Lebanon	15,706	1,161,884

Armory, City	Population*	Dollars Spent
Linton	5,673	967,405
Logansport	15,586	1,756,372
Madison	12,882	795,368
Marion	30,148	2,618,520
Martinsville	12,000	1,003,400
Michigan City	32,410	1,743,108
Monticello	5,192	961,017
Muncie	67,791	3,819,640
New Albany	37,517	3,998,088
New Castle	18,140	543,541
Noblesville	42,935	1,404,491
North Vernon	6,279	450,426
Peru	12,217	443,105
Plymouth	11,128	786,926
Remington	1,255	1,174,991
Rensselaer	5,677	1,974,956
Richmond	36,569	1,544,781
Rockville	2,561	1,014,105
Salem	6,463	882,059
Scottsburg	5,932	1,212,573
Seymour	19,320	1,863,740
Shelbyville	18,668	22,028,165
South Bend	104,215	5,936,873
Tell City	7,473	824,253
Terre Haute	59,900	3,471,776
Valparaiso	30,622	1,129,644
Vincennes	17,894	963,963
Warsaw	13,690	887,554
Washington	11,637	899,686
Winchester	4,576	909,703
Grand Total		526,741,939

*Population as of 2012 per www.city-day.com



Photo by Sgt. John Crosby



Hoosiers remember the fallen