

ANNUAL REPORT

FISCAL YEAR 2015



INDIANA NATIONAL GUARD



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



This annual report for Federal Fiscal Year 2015, Oct. 1, 2014 through Sept. 30, 2015, is prepared to satisfy the following statutes within the Indiana Code concerning the Military Department of Indiana.

IC 10-16-2-9(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 directs.

IC 10-16-3-16(a). Accounts and reports. The state armory board shall report annually of the proceedings incident to the location and management of the armories, and a detailed account of disbursements. (b). The report shall be filed in the office of auditor of state and a copy furnished to the adjutant general for publication in the annual report of 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: NGIN-PA; 2002 S. Holt Rd., Indianapolis, IN 46241. Phone number: 317-247-3105

Office of The Adjutant General

Dear Governor Pence,

On behalf of the Indiana National Guard, representing more than 14,000 Soldiers, Airmen and their families, employers and the hundreds of state and federal employees, it is an honor to submit this annual report of fiscal year 2015, in my first year as the adjutant general.

The Indiana National Guard is the fourth largest Army National Guard state and the sixth largest National Guard state overall. We have a retention rate of more than 75 percent as our team remains committed to our communities across this great state, to our nation and worldwide communities. The Indiana National Guard also successfully implemented the arming initiative that allows our Soldiers and Airmen across the state to defend themselves as they defend freedom.

The 38th Infantry Division remained steadily busy, participating in the warfighter exercise in February and the Vibrant Response exercise in April. The exercises will prepare our Soldiers for command and control missions overseas and here at home. More than 100 Cyclone Division Soldiers remain on standby to respond to a possible chemical, nuclear or biological attack here in the homeland.

Other Hoosier Guardsmen continued to support the Indiana National Guard's dual mission. Soldiers with the 939th Military Police Detachment and 1313th Engineer Company deployed in support of overseas contingencies. The 76th Infantry Brigade Combat Team sent Soldiers to the Slovak Republic in October 2014 and again in September 2015 to support the integral State Partnership Program. I am proud to say that the State Partnership Program has expanded to explore economic development opportunities between Slovakia and Indiana.

Our fighter wing and intelligence wing have been equally busy. More than 300 122nd Fighter Wing Airmen deployed to the Middle East in support of Operation Inherent Resolve and Enduring Freedom flying more than 1,300 sorties against the enemy. The 181st Intelligence Wing's unique mission had its Airmen providing 24-hour a day, direct support to overseas operations.

As always, the Indiana National Guard remained prepared to execute state active-duty missions in response to either man-made or natural disasters here in the Hoosier State. We remain ready to deploy at a moment's notice.

In closing, we thank you for your continued support to the women and men of the Indiana National Guard who serve our state and nation. Your administration and the Indiana General Assembly have been extremely supportive of our efforts. Your sincere care for the welfare of our Soldiers, Airmen and their families is second to none. We are honored to serve you and all Hoosiers throughout Indiana.

COURTNEY P. CARR
Major General,
Indiana Army National Guard
The Adjutant General

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Front cover: An Indiana National Guard Airman with the 122nd Fighter Wing works on an A-10 Thunderbolt II Nov.17, 2014, in support of Operation Inherent Resolve. Photo by Tech. Sgt. Jared Marquis



Back cover: Pfc. Gunnar Alltop, left, takes guidance from Pfc. Arthur Yang during weapons qualification at Camp Atterbury, for their annual training, Tuesday, Nov. 18, 2014. Photo by Staff Sgt. Michael Hudson



Senior Airman Sharane Watson, a 122nd Fighter Wing weapons loader, loads a live MK-82 500-pound high-drag bomb underneath an A-10 Thunderbolt II, July 27, 2015, at the Combat Readiness Training Center, Alpena, Mich. For more on the 122nd Fighter Wing, see page 22. Photo by Staff Sgt. William Hopper

Highlights

Strength

		Officer	Warrant	Enlisted	Civilian	Totals
Completed statewide reorganization						
Conducted 40+ boards supporting Soldiers' careers	JFHQ	170	30	578	-	778
Medical readiness at nearly 90% —	38 ID	774	148	7,215	-	8,137
Top 10 nationally and #3 large state	81 TC	175	10	2,033	-	2,218
More than 650 Line of Duty cases completed	A-M, ISU	35	4	300	-	339
The Physical Exam Center conducted ...	JFAC	21	-	49	-	70
1,112 Periodical Health Assessments	122 FW	99	-	849	-	948
123 Soldier Readiness Processings	181 IW	113	-	756	-	869
238 Aviation Physicals	State	-	-	-	589	589
168 Technician Physicals	IGR	105	6	144	-	255
	Totals	1,492	198	11,924	589	14,203

- Student Loan Repay Program increased **5x**
- Precision end strength management to adjusted target of **11,520**
- 263** Soldiers guided through Medical Review Board process
- Processed **3K+** requests for tuition assistance totaling more than **\$6** million
- Cohosted education conference with Indiana Department of Higher Education
- 96** attendees from **19** institutions representing **26** campuses

"The safety and welfare of our Guardsmen, civilian employees and families is my greatest concern."
 — Maj. Gen. Courtney P. Carr
 The Adjutant General of Indiana

The Indiana Intelligence Center or IIC continues to expand its operations in size and scope. Last year, the Intel Center completed its latest expansion that included approximately **5,000-square-foot briefing room, classroom, bathrooms and entrance.**

During 2016, the IIC center will be expanding again. The new expansion will include additional office space and server room space. The additional server room will enable the IIC center to add many new computer systems for troops to train on. The IIC hosts many different classes for our service members across the nation. The Distributed Command Ground System – Army, Field Service Engineer course has been in the highest demand bringing Soldiers from many formations within the National Guard and active-duty Army. The IIC continues to be the only location for this training and is a very critical component of mission command within MTOE units.

During 2015, the 38th Infantry Division participated in Warfighter Exercise 15.3. This provided the 38th ID G-2 the opportunity to integrate digital systems into all facets of individual and collective training.

The IIC staff assisted the 38th ID G-2 in leveraging the entire Distributed Common Ground Station-Army enterprise to its maximum capacity. This led to the analysis and control element integrating the Multifunction Workstation, Tactical Ground Station, GEOINT Workstation, and the ACE BLK II systems within a sensitive compartmented information facility during the exercise. The key outcome of this work helped to reduce the sensor to shooter time lapse, which provided timely intelligence to support the decision-making process.

The IIC provided support to multiple division and brigade elements that participated in Warfighter Exercises during 2015 at Camp Atterbury by way of providing subject matter expertise in maintaining digital systems within the intelligence warfighting function.

The IIC continues to welcome detachments from the Army and Navy Reserves, which use the IIC as their drill location to ensure use of systems they would not otherwise have access to. In addition to these other components, the IIC serves local government agencies like Homeland Security and Transportation Security Agency.

The Indiana National Guard continues to exceed expectations and continues to lead the Army National Guard's Foundry 2.0 program by integrating real-world intelligence missions into training. By having access to the Federated Intelligence Program, the Indiana National Guard can continue to bridge the gap between units that provide intelligence support and units that need intelligence support.

Stats

- Approx. **12.5K**-square-foot expansion
- 18** different courses at Intel Center
- 2.6K+** Soldiers trained



Operationally, the Indiana National Guard continued to support its dual mission to nation and state. More than 770 Hoosier Guardsmen served overseas during fiscal year 2015 fulfilling the nation's request and working alongside our active-duty counterparts. Additionally, month in and month out, our Soldiers and Airmen trained, prepared and participated in missions supporting the Hoosier State.

Mobilizations



Hoosier Air National Guard crew chiefs with the 122nd Fighter Wing work on an A-10 Thunderbolt II following a mission supporting Operation Inherent Resolve in Southwest Asia, Sunday, Feb. 1, 2015. Photo by Senior Airman James Richardson

The Indiana National Guard mobilized units throughout fiscal year 2015 as missions remain steady with the deployment of smaller forces to Afghanistan and Kuwait. See stats at right and below.

The Indiana National Guard participated in two First Army conferences to develop the mobilization plans for five 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, other stateside missions and tours to various locations in Europe and across the world. The shop also maintained alert readiness levels for **more than 300** Guardsmen as part of a chemical, biological, radiological, nuclear response element.

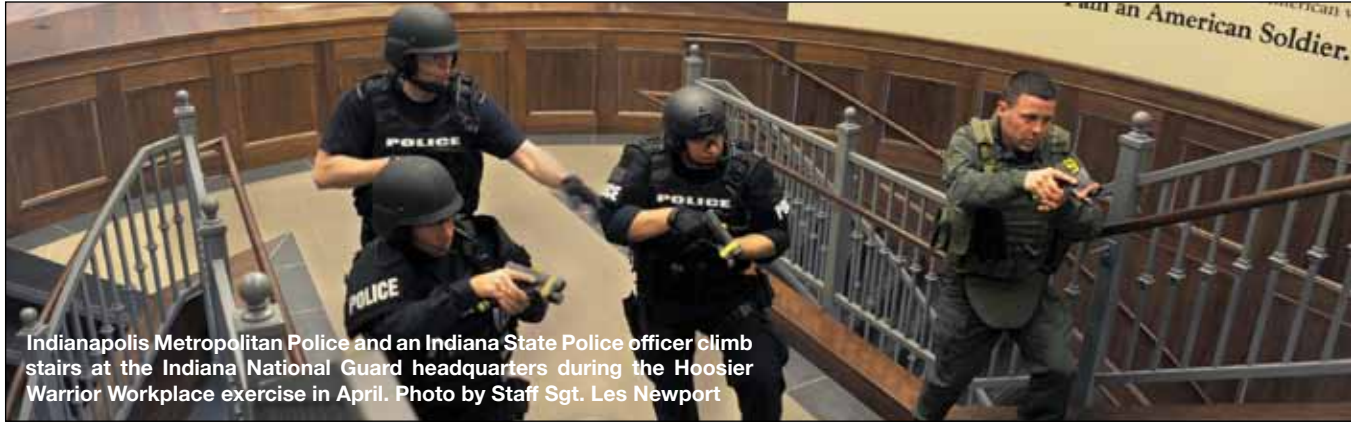
The changing operational environments of the Middle East and other areas throughout the world pose an interesting challenge for the National Guard as a whole; Indiana will be ready to meet any mission and proudly represent our state while serving abroad.



At the 939th Military Police Detachment departure ceremony, Capt. Justin Roman addresses his fellow Hoosier Guardsmen, Saturday, March 28, 2015. The unit mobilized in support of Operation Enduring Freedom. Photo by Staff Sgt. Les Newport

689 troops mobilized, **6** units
552 troops demobilized, **3** units

Provost Marshal



Indianapolis Metropolitan Police and an Indiana State Police officer climb stairs at the Indiana National Guard headquarters during the Hoosier Warrior Workplace exercise in April. Photo by Staff Sgt. Les Newport

Hoosier Warrior Workplace in April was an active-shooter drill in which three armed individuals swept through Indiana National Guard headquarters and took one hostage.

The drill included members of the Indiana State Police, Indianapolis Metropolitan Police, Indiana Department of Homeland Security

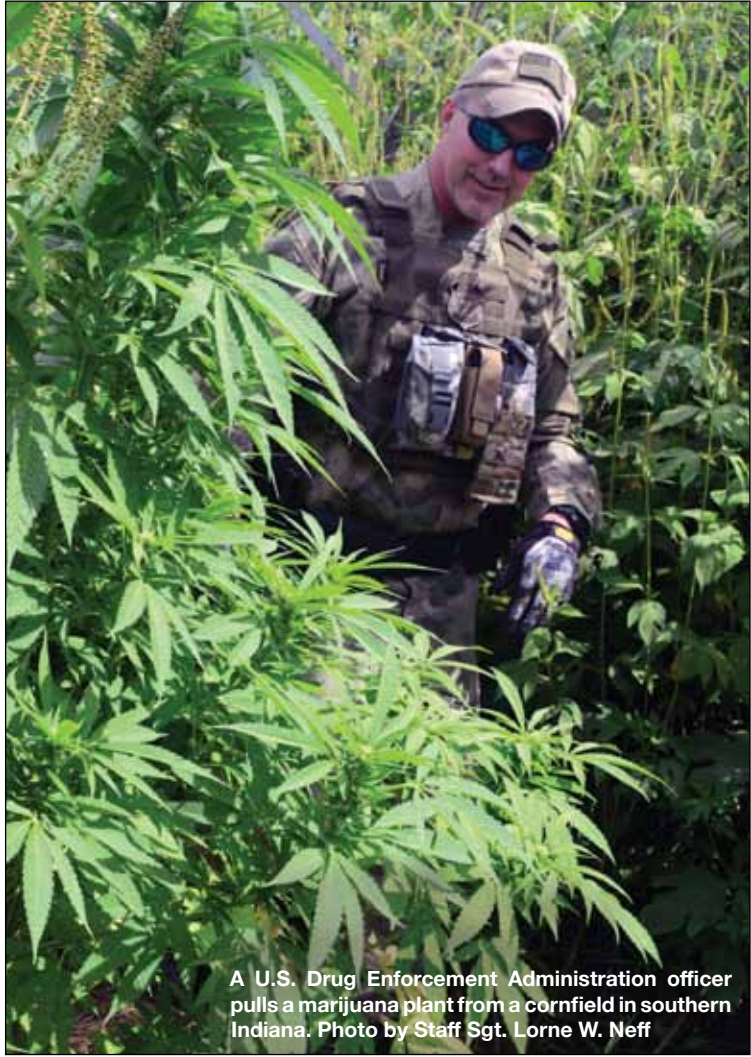
and Wayne Township Fire Department. Many lessons were learned by all agencies, which resulted in new tactics being used.

In response to the July shootings of military personnel in Chattanooga, Tennessee, Gov. Michael R. Pence announced Executive Order 15-07, which allows our Soldiers and

Airmen to carry concealed, privately-owned weapons while on duty.

There are requirements the troops must meet prior to being authorized to carry. To date **370+** troops are authorized. Currently there are some personnel in every Indiana armory authorized to carry a weapon while on duty.

Counterdrug



A U.S. Drug Enforcement Administration officer pulls a marijuana plant from a cornfield in southern Indiana. Photo by Staff Sgt. Lorne W. Neff

- \$200+** million in drugs & non-drug assets seized
- \$9** million in cocaine
- \$40K** in crack cocaine
- \$5K** thousand in ecstasy
- \$10.2** million in methamphetamine
- \$1.1** million in heroin
- \$172** million in marijuana
- \$15K** in other drugs
- \$718K** in non-drug assets
- \$7.2** million in currency
- 196** weapons seized
- 311** drug arrests
- 28** state & federal agencies supported
- 300+** law enforcement officers trained
- 298** flight hours in support of law enforcement
- 3** drug free coalitions supported
- \$5** million budget
- 108** National Guard Soldiers & Airmen

“Conducting a joint mission with different agencies further solidifies our partnerships, SOPs, and operability in future operations and statewide emergencies.”

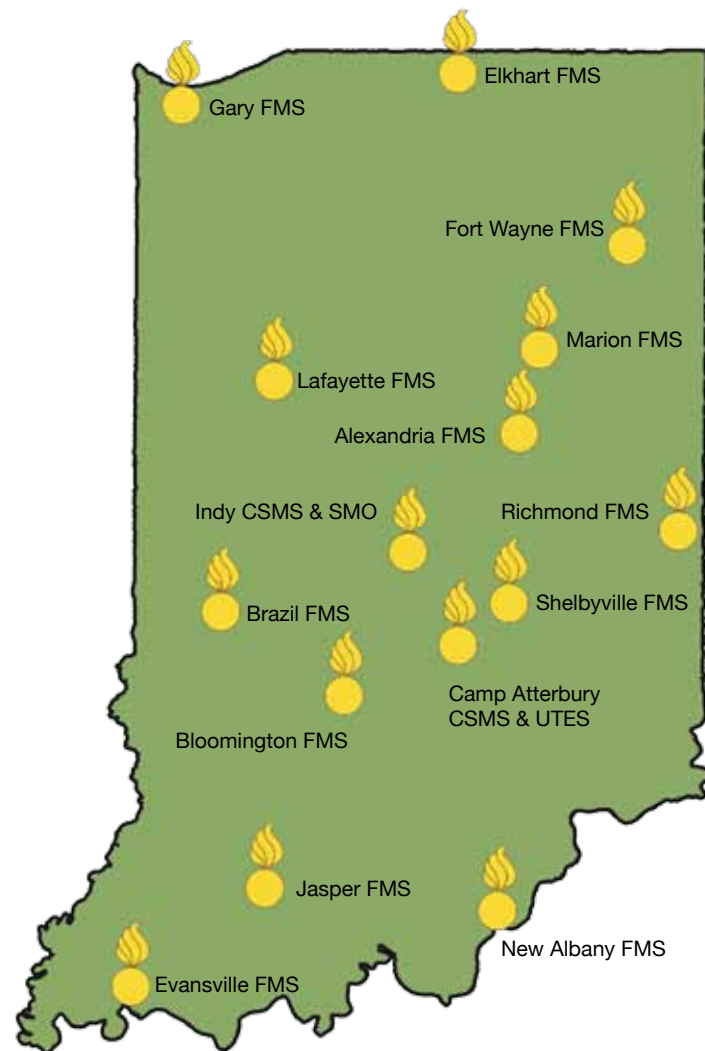
— **Capt. Adam Barlow**
 Indiana National Guard counterdrug coordinator

The Indiana Army National Guard Joint Force Headquarters Logistics Directorate provides logistics policy guidance, property accountability support, mobilization assistance, and maintenance support to Indiana Army National Guard units.

Stats

- \$1.4** billion Army property maintained and accounted for
- 95%** or greater operational readiness rate
- \$31.2** million budget
- 281** technicians maintain **60K** pieces of equipment including ... **11K** rolling stock, **11K** weapons systems, **5K+** electronics
- \$35** million worth of equipment turned in
- .27%** excess turned in
- 13** Field Maintenance Shops
- 1** Unit Training Equipment Site
- 2** Combined Surface Maintenance Shops
- 1** Surface Maintenance Office

Maintenance Shops



The Logistics Management Division facilitates the management of the Indiana Army National Guard **logistics budget of \$31.2 million**. Additionally, the directorate provides policy guidance for all classes of supply and services to include transportation and mobilization support. The Logistics Management Division continues to focus on cost efficiencies by seeking ways to reduce the size of the General Services Administration vehicle fleet, encouraging a reduction in Government Purchase Card usage and transferring to a new automated program for managing Financial Liability Investigations of Property Losses.

The Surface Maintenance Division continues to transform and modernize its capabilities to enhance the maintenance support it provides to the Indiana Army National Guard. The **281 military technicians** in this division are charged with maintaining approximately **60,000 pieces of equipment** including **11,000 pieces of rolling stock**, an equivalent number of weapons systems, and more than **5,000 pieces of electronics, communications equipment**. The Surface Maintenance Division consists of **13 Field Maintenance Shops**, one Unit Training Equipment Site and two Combined Surface Maintenance Shops located throughout the Hoosier State. The Surface Maintenance Division also operates a Regional Calibration Lab, which supports all Indiana units plus the surrounding states of Michigan, Ohio, and Kentucky. All of these shops support a wide variety of equipment and have consistently maintained an **operational readiness rate of 95 percent** or higher and delinquency rate below two percent for fiscal year 2015.

The Consolidated Property Book Office provides property management and accountability support to all of the major commands within the Indiana Army National Guard. Over the past year, the directorate has continued to support the Army's Campaign on Property Accountability by ensuring more than **\$1.4 billion worth of Army property** is maintained and accounted for properly. In support of this effort, the CPBO has intensively managed excess property by **turning in of more than \$35 million worth of equipment** in the past year, representing a **.27 percent excess percentage** that is one of the best in the National Guard.

One highlight of the year for Logistics Directorate, the Indiana Army National Guard recently established a statewide vendor contract to supply shelf-stable meals for Soldiers. The benefit of a statewide vendor is twofold. It will ensure that all Soldiers throughout the state receive the same quality of product at a known cost. In addition, it will allow the state to make one payment thus reducing the need for Government Purchase Cards used to purchase meals at varying costs.



Lt. Gen. David D. Halverson, the assistant chief of staff for installation management, presents an Army Communities of Excellence award to Maj. Gen. Courtney P. Carr, Indiana's adjutant general, during a ceremony at the Pentagon in Washington, Tuesday, June 23, 2015. Photo by Leroy Council

The J5 Office of Strategic Initiatives and Business Transformation had a successful year of innovation and process improvement with measured results nationally recognized.

The state of Indiana made it to the final four for the second time in three years and garnered a second place gold, or **third place nationally**, in the Army Communities of Excellence program. See photo above.

Continuous Process Improvement is becoming institutionalized and embraced at all levels of the organization and the results have been fantastic. Sgt. Kim Agness completed a Lean Six Sigma Black Belt project to improve and reinvigorate our Lean Six Sigma overall program to improve project completion and strategic alignment.

This year J5 implemented a new process for training mentorship incorporating in-house mentorship with seven Master Black Belt candidates and our projection is for a 100 percent completion and certification of 14 Green Belts trained this year. The **initial savings this year is \$375,000**.

Projects completed in 2015 included works related to the adjutant general's number one priority of man the force.

Numerous surveys were conducted for all ranks with a focus on retention data is being analyzed so the Indiana National Guard can improve its systemwide processes and policies to improve workforce engagement and retention.

The Construction and Facilities

Maintenance Office continued to apply CPI principles and new technologies reducing energy consumption at Camp Atterbury. Advanced metering has been installed on many buildings to measure energy use and water consumption as well as geothermal, LED lighting, indirect lighting, solar and wind technologies.

Also in 2015, the J5's FTE Green Belt team developed a collection tool that will be used at the National Guard Bureau for the Army National Guard.

With shrinking budgets, rising energy costs and force reductions, the Strategic Initiatives and Business Transformation Office and Continuous Process Improvement remains more important now than ever.

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 computer 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 2015, the J6 focused on increasing efficiency's within the directorate. With the **18 percent cut** in federal funds in fiscal year 2013,

a **23 percent cut** in 2014 and **19 percent cut** in fiscal year 2015 it was imperative that we consolidate where possible and cut those services we no longer needed.

The J6 continued the process of reducing the IT services footprint at Camp Atterbury and the Muscatatuck Urban Training Center by centralizing our support operations within the Joint Force Headquarters in Indianapolis. Construction of new server rooms at both locations provided the means to consolidate Indiana National Guard network resources into two main areas.

The J6 continued its capital improvement program and purchased the remaining Voice over Internet Protocol phones needed to upgrade the telephone system. In March 2015, the directorate decommissioned the legacy analog phone system. This decommissioning resulted in monetary and administrative support savings. Additionally the J6 upgraded the Indiana National Guard's security posture and successfully passed the Command Cyber Readiness Inspection, receiving the highest marks in the National Guard for a phase IV inspection on the Nonsecure Internet Protocol Router Network and Secure Internet Protocol Router Network.



Col. Patrick Fenwick, left, welcomes home a 122nd Fighter Wing Airman. Photo by Staff Sgt. William Hopper

The Civil Military Affairs' core functions are care and assistance for service members of all components and branches, their families, veterans and Gold Star families.

Tyndall-Moorhead Armory Services

- > USO
- > Chaplain
- > Ceremonial Unit
- > Family Programs
- > Selective Service
- > Crisis Intervention
- > Resilience Program
- > Military One Source
- > Vista Outreach Program
- > Military Funeral Honors
- > Survivor Outreach Services
- > Transition Assistance Advisor
- > Employer Support of the Guard and Reserve
- > Substance Abuse Prevention Program
- > Yellow Ribbon Reintegration Program
- > Military Family Life Counselors

Family Assistance Centers

Assistants and coordinators provide services and referrals in areas such as crisis intervention, legal resources, financial resources, TRICARE, identification cards, DEERS and community information, to all members of all military branches and components: active-duty, reserve, National Guard, retirees, veterans and their family members.

Family Programs

The Indiana National Guard continues to lead the country with delivery of wellness services, resources accessibility, number of service members and families supported, and integration of all J9 programs.

Additionally, the Indiana Family Programs Office continues to be consulted from other states and the National Guard Bureau for new growth and policy implementation ideas.

Fiscal year 2015 also brought the continued growth of the collaborative Joining Community Forces - Indiana program, see organizations below.

The goal is to extend and strengthen the ability of military and civilian organizations to help military families. This is done on three fronts; an executive committee, community groups and established work groups – financial and employment. Indiana National Guard supports this effort through various community engagements, community capacity meetings, veteran stand-down events, veteran treatment courts and the like.

Our Family Program team attended or participated in **more than 490 events** and served **more than 13,500 military or community members** during these activities in 2015.

The Family Readiness program has seven full-time Family Readiness Support Assistants and one Senior Family Readiness Support Assistant. Additionally, the state has two Airman & Family Readiness Program Managers all who are regionally aligned to assist a unit commander's Family Readiness and Key Volunteer program, as well as assist the unit's Family Readiness Groups across the state. This volunteer program offers volunteer opportunities for anyone wanting to support National Guard units.

This year **700 adults volunteered 2,644 hours** in support of our Indiana

Joining Community Forces - Indiana =

- Indiana National Guard
- Military Family Research Institute at Purdue University
- Indiana Department of Veterans Affairs
- Veterans Benefit Administration
- Veterans Health Administration

For more info see, www.jointservicesupport.org/communityforces/IN



13 FACs throughout the Hoosier State
5.4K+ support cases opened, tracked nationally



A returning deployed Airman of the 122nd Fighter Wing in Fort Wayne, Ind., embraces his wife and baby for the first time in more than six months. Photo by Staff Sgt. William Hopper

Family Programs, contd.

National Guard Soldiers, Airmen and their families across the state. Additionally, our FRSA teams **trained or supported approximately 17,700 personnel** within their units from the major commands through battalion and company levels. This includes command team training, resiliency, deployment cycle support or recruit sustainment program activities.

Our Youth Program's mission provides support to children, youth, and families of the Indiana National Guard during times of deployment, extended separation and normal day-to-day operations.

In 2015, Youth Programs moved the annual youth camp, Kids AT, from Camp Atterbury to two off-site locations: the Salvation Army's Hidden Falls Camp and YMCA's Camp Potawatomi. We developed military-centric programming to each location coupled with all the amenities of youth camping experiences. The total number of youth and families

served during fiscal year 2015 was **more than 5,000**. A total of **89 volunteers** completed **more than 6,000 hours of service to support Youth Programs** by serving as camp counselors, chaperones, and assistants. Additionally, youth programming included a teen council, annual teen summit, annual youth symposium, family camp and other youth and teen activities.

The Indiana State Family Program Office continues to partner with the Corporation for National & Community Service through the Volunteer in Service to America program with the support of two VISTA volunteers assisting our Family Program activities. This program allows for a continued growth of our outreach and referral services by expanding our resource information data collection of community services available to military veterans, service members and their families.

Yellow Ribbon

The Yellow Ribbon Reintegration Program continues to develop and adjust to the demands and needs of the mobilization activation cycle.

The program continues to expand to accommodate joint events where we could support multiple service branches simultaneously for greater use of supporting resources.

Other J9 teams continued to work closely with service members after the post-mobilization Yellow Ribbon Reintegration Program events to ensure their reintegration to civilian life was successful.

The Yellow Ribbon staff worked closely with the Family Readiness Support Specialist team, Family Assistance Specialist team, Transition Assistance Advisors, and Strong Bonds program chaplains to further increase family attendance and support for all Yellow Ribbon events.

17 Yellow Ribbon events
1.4K+ service & family members supported

Survivor Outreach Services

The SOS Program is a long-term contact and care program for families whose service member died regardless of duty status.

SOS held its third annual STARR event in August, see stats at right.

In all SOS personnel contacted **more than 1,894** survivors and their families offering services and assistance.

SOS personnel participated in **103** events and reached **more than 78,800** survivors and their families, community partners and organizations.



3rd annual STARR — Survivor Transition and Resilience Retreat
53 families from **2** states — Indiana, **52**; Illinois, **1**
227 attendees total

Resilience Program

The Resilience Program continued to build momentum in fiscal year 2015. The Indiana National Guard now has **173 qualified Master Resilience Trainers** and more than **600 Resilience Trainer Assistants** representing a **21 percent increase** in certified resilience skill trainers. These numbers include service members, family members and contractors.

Saturating our organization with these trainers has allowed greater program recognition and compliance with training requirements. Most importantly, the training these individuals are providing has produced a common language recognized by our resource providers such as behavior health professionals and non-clinical counselors that includes the chaplains.

The Ready & Resilient Campaign Plan collaboration between the state sexual assault response coordinator, suicide prevention officer in charge, chaplain, and Substance Abuse Prevention Program continued with the addition in collaboration with our State Family Programs specifically — youth, family assistance and family readiness.

This collaborative effort has been instrumental in identifying potential limitations in internal resources to service members and their families that may be covered through community partnerships.

Military Funeral Honors

Military Funeral Honors paid **1,460** traditional troops **\$115,335** and placed more than **400 troops** on temporary orders for full-time National Guard operational support equaling **\$741,400**.

Local veteran service organizations – Veterans of Foreign Wars or American Legion – continue to assist our teams in providing honors to our state’s veterans.

2,570 funeral services for Hoosier veterans in 2015
3 honorable transfers in 2015
100 State Funeral Honors Ribbons awarded

Transition Assistance Advisor

The Transition Assistance Advisors serve as subject matter experts for and direct liaisons with Veterans Affairs Medical Center and Veterans Affairs Benefits.

The program often serves as the initial point of entry for service members who need crisis intervention and care. In fiscal year 2015, the Indiana TAA program conducted **115 briefings for 6,147 service members, veterans and families**. The number of briefings was an increase of **14 percent** over fiscal year 2014, while the individuals briefed increased **62 percent**.

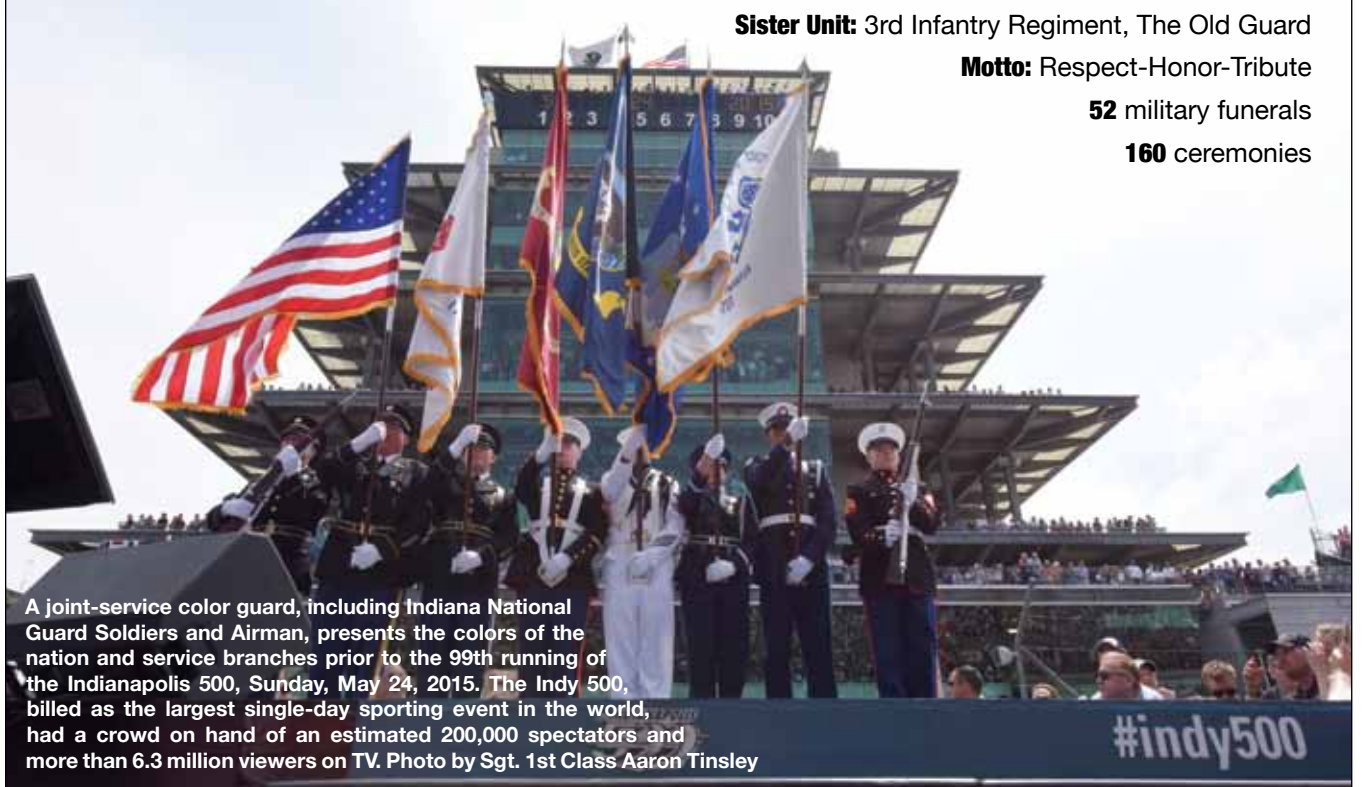
The advisors worked one-on-one with **more than 26,200 individuals** with health and benefits issues, and it represents an increase of **57 percent increase** over the number served in fiscal year 2014. As the decline in benefits and services previously available continued in 2015, there has been an ever increasing focus on engaging community resources.

The TAAs have played an important role in the planning and implementation of Joining Community Forces - Indiana. Through the JCFI initiative, Indiana has seen a **40 percent increase** in the number of Veteran Stand Downs across the state. The TAAs participate in the majority of the Stand Downs, which allows personal support of veterans in need. A focus on increasing community involvement in support of military families and to resolve VA issues has resulted in an increase in TAA agency visits from **70 in 2014 to 131 in 2015**.

TAA referrals to the VA **increased by 27 percent** from 2014 to 2015. An additional area of support by TAAs is collaborating with Indiana Veterans Courts.

Ongoing support has been provided to the established Veterans Courts throughout the state, but extensive support was provided in the effort to establish the Indianapolis Marion County Veterans Treatment Court. The TAAs have been involved with the Veterans Court judge as the VA subject matter expert and in selection of the court staff, as well as serving on the currently operating Veterans Treatment Court Advisory Council.

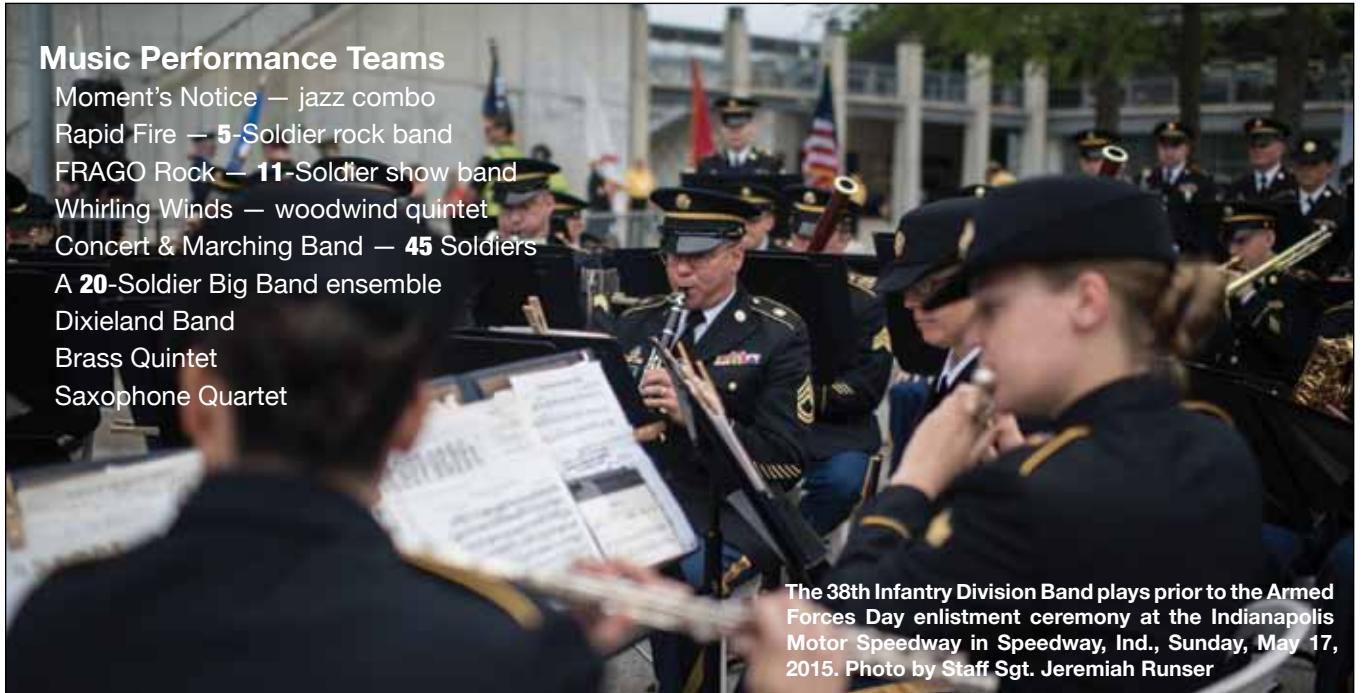
Ceremonial Unit



Sister Unit: 3rd Infantry Regiment, The Old Guard
Motto: Respect-Honor-Tribute
52 military funerals
160 ceremonies

A joint-service color guard, including Indiana National Guard Soldiers and Airman, presents the colors of the nation and service branches prior to the 99th running of the Indianapolis 500, Sunday, May 24, 2015. The Indy 500, billed as the largest single-day sporting event in the world, had a crowd on hand of an estimated 200,000 spectators and more than 6.3 million viewers on TV. Photo by Sgt. 1st Class Aaron Tinsley

38th Infantry Division Band



Music Performance Teams

- Moment's Notice — jazz combo
- Rapid Fire — 5-Soldier rock band
- FRAGO Rock — 11-Soldier show band
- Whirling Winds — woodwind quintet
- Concert & Marching Band — 45 Soldiers
- A 20-Soldier Big Band ensemble
- Dixieland Band
- Brass Quintet
- Saxophone Quartet

The 38th Infantry Division Band plays prior to the Armed Forces Day enlistment ceremony at the Indianapolis Motor Speedway in Speedway, Ind., Sunday, May 17, 2015. Photo by Staff Sgt. Jeremiah Runser

The 38th Infantry Division Band maintained its historical tradition of being the busiest unit in the Indiana National Guard. The band's unique ability to support a variety of requests is reflected in the band's music performance teams that are listed above.

As in previous years, the band has the highest number of completed missions for any unit in the state. The Soldiers completed **more than**

106 missions and entertained a total audience population of **more than 1.1 million listeners**. The band's name recognition and notoriety for their excellence has them in demand statewide and nationally.

At the beginning of fiscal year 2016, Oct. 1, 2015, band Soldiers moved from the Civil Military Affairs directorate back to their namesake, the 38th Infantry Division's headquarters battalion.

Sexual Assault Prevention and Response

The Sexual Assault Prevention and Response programs primary focus is on prevention so that we can prevent an assault before it occurs. If an assault occurs however, the primary focus is on providing response and resources.

The SAPR program continues to serve survivors of sexual assault through internal- and community-based resources.

The program has also focused on ensuring we have trained victim advocates that can respond to reports of sexual assault and provide subject matter expertise to their commanders. Currently we have **112 victim advocates, 99 of which have all required training** and credentialing to perform their duties. The remaining advocates are in the process of obtaining their credentialing.

The Indiana National Guard observed Sexual Assault Awareness Month in April by wearing teal ribbons and jeans authorized and endorsed by the adjutant general. In addition, the program facilitated a daylong training event featuring the Indiana National Guard adjutant general and two shows from Catharsis Productions; Sex Signals and Got Your Back. There were more than **200 service members and civilians in attendance.**

Chaplains

The J9 chaplain team assists with state-level trainings such as relationship skills training for Yellow Ribbon events, counseling support during Survivor Outreach Services gatherings, and has participated or officiated services alongside Military Funeral Honors and the Ceremonial Unit. Furthermore, the team directly assists each of the major commands and their respective unit ministry teams. This aspect of the program provides commanders, readiness personnel and peer chaplains a direct line to J9 resources on a round-the-clock basis. Cooperation with each unit's assigned ministry team extends the J9 resourcing exponentially increasing pastoral care. The strength of the Indiana Army National Guard Chaplain Corps is that most chaplains are pastors of local churches while others are prison chaplains, teachers, therapists, counselors and denominational leaders.

During the past training year, the chaplains instructed **33 Strong Bonds events**, an increase of three events over the previous year. The Strong Bonds program serves all demographics within the Army National Guard to include couples, families and singles training. **More than 1,500 individuals were trained** in fiscal year 2015. As a result of this success, the Indiana Army National Guard Strong Bonds program was **nationally named a "Best Practice"** by the National Guard Bureau. More stats below.

- 49** funerals, **6** honorable transfers
- 96** ceremonial events
- 1.1K** troops counseled, **2.5K** contact hours
- 3** training events — Warfighter, Vibrant Response, Slovak Shield

ESGR

During fiscal year 2015, more than 75 dedicated Employer Support of the Guard and Reserve volunteers executed and participated in more than **400 events** across the state.

The range of events executed in 2015 included employers signing Statements of Support; awards presentations recognizing outstanding support; educating service members and employers on their rights and responsibilities under the Uniformed Services Employment and Reemployment Rights Act, and addressing unemployment and underemployment of reserve component service members.

2015 Volunteer Efforts

- 4** employment events, resume & interview seminars
- 8.5K+** service members briefed
- Coordinated with **1.4K+** employers
- 1.4K+** Statements of Support
- 2.7K** volunteer hours

Substance Abuse Program

The Substance Abuse Program staff trained **130 of 160 units totaling almost 9,000 Soldiers** in the curriculum that was rolled out statewide at the beginning of fiscal year.

Inventories were completed by almost **6,000 Soldiers in 116 out 160 units** leading us to discover that majority of units are high to medium risk of having problems that could cause higher drug rates along with other problems such as suicide or sexual assault. The SAP staff assisted **30 Soldiers** who self-referred for substance abuse issues into rehabilitation.

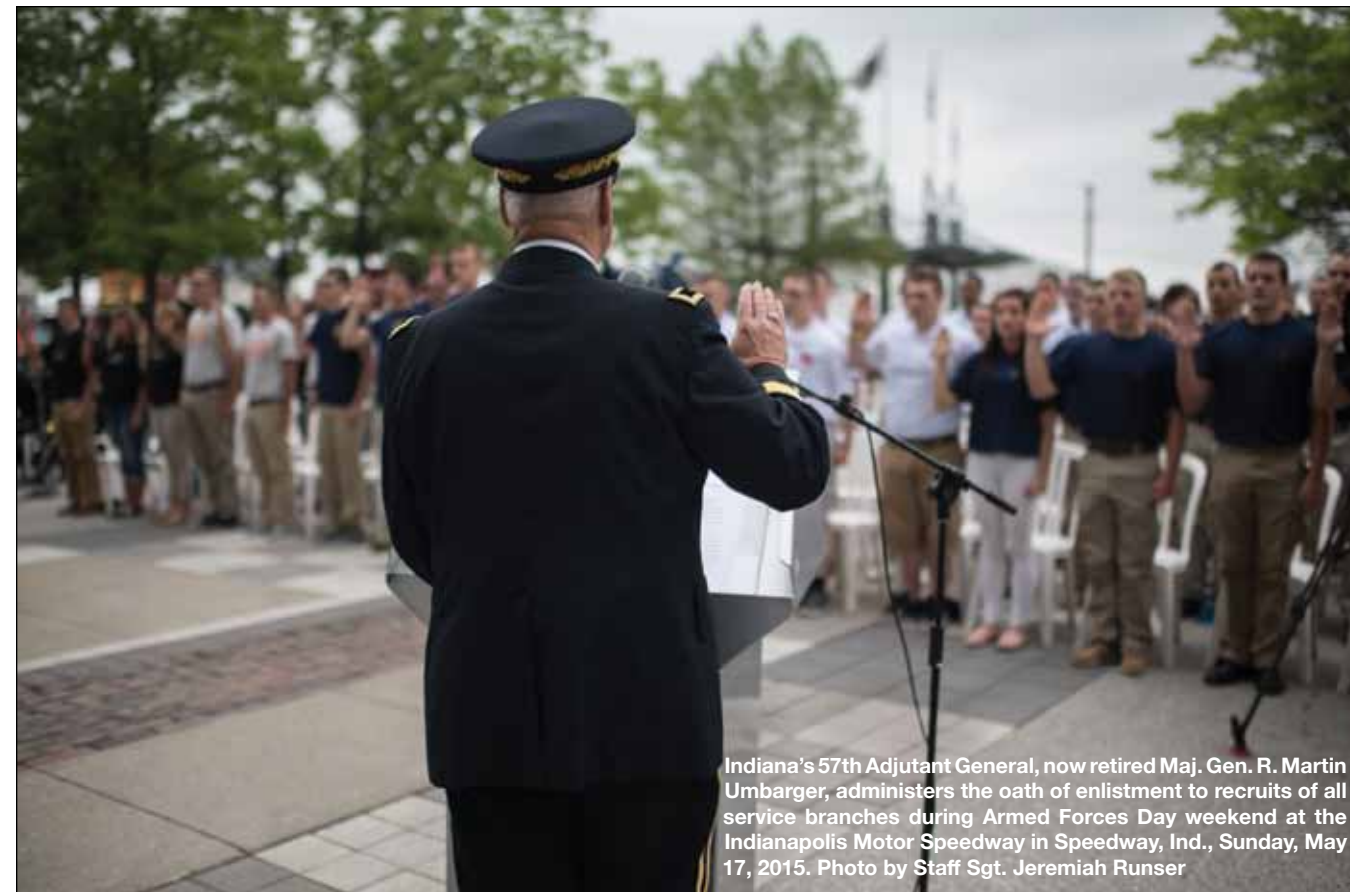
Crisis Intervention Team

The Crisis Intervention Team provided timely and adequate outreach and professional resources to ensure the health, safety and well-being of its service members and civilian employees.

Outreach services, intervention and professional care are available to any service member identified as experiencing an overwhelming personal crisis or critical event that requires further assistance — suicidal ideation, suicide attempt, emotional duress, substance abuse — using a hands-on approach.

The Crisis Intervention Team participated in and collaborated with various community organizations in every region of the state to promote awareness and preventive measures, while also continuing to build a strong resource network across the state consisting of support or rehabilitative programs that are able to readily assist our service members.

The Star Behavioral Health Network, a partnership with state and national agencies as well as with Purdue University's Military Family Research Institute, continues to grow and promote our Joining Community Forces Initiative to focus on and actively train behavioral health clinicians in a manner that allows them to better understand the military community.



Indiana's 57th Adjutant General, now retired Maj. Gen. R. Martin Umbarger, administers the oath of enlistment to recruits of all service branches during Armed Forces Day weekend at the Indianapolis Motor Speedway in Speedway, Ind., Sunday, May 17, 2015. Photo by Staff Sgt. Jeremiah Runser

Fiscal year 2015 stood to be a great year for Recruiting and Retention. Indiana **maintained its status as the #1 ranked large Recruit State Program** for ship rate even though our overall recruiting numbers were down from the previous year.

Recruiters continued to adjust their needs so that their enlistments not only increased the force but also recruited quality enlistments that would make the force smarter and stronger.

Recruiters also used targeted marketing approaches to build a diverse military. The Indiana National Guard Governor's Cup, a challenge between Indiana University and Purdue University each with **more than 38,000 students**, continued. The cup energized two of the biggest public campuses in the Hoosier State that promoted Indiana traditions, and it also put Indiana National Guard recruiters in front of students, alumni, fans and educators. The Governor's Cup influenced our quality of enlistments by increasing overall college enlistments thus increasing the tier status of the recruits.




Recruiters focused on enlisting a diverse amount of perspectives, thoughts, ideas and backgrounds to increase their ability to adapt to our growing multicultural world. Recruiters influenced marketing approaches by completing segmentation and demographic assessments. After studying assessments, recruiters targeted different demographics in order for them to fully capitalize on the diverse population.

Adjustments were then made geared toward those specific markets. These types of approaches gave the ability to steadily increase diversity among enlistments. Outside of adjusting to the needs of the recruiting environment, recruiters continued to focus on instilling localized recruiting efforts.

Stats

- 1,407** Enlisted Accessions
- 123** Officer Accessions
- 12** Warrant Officer Accessions
- #1** ranked large RSP State
- 93.5%** Tier 1 Accession
- 18.3%** loss rate

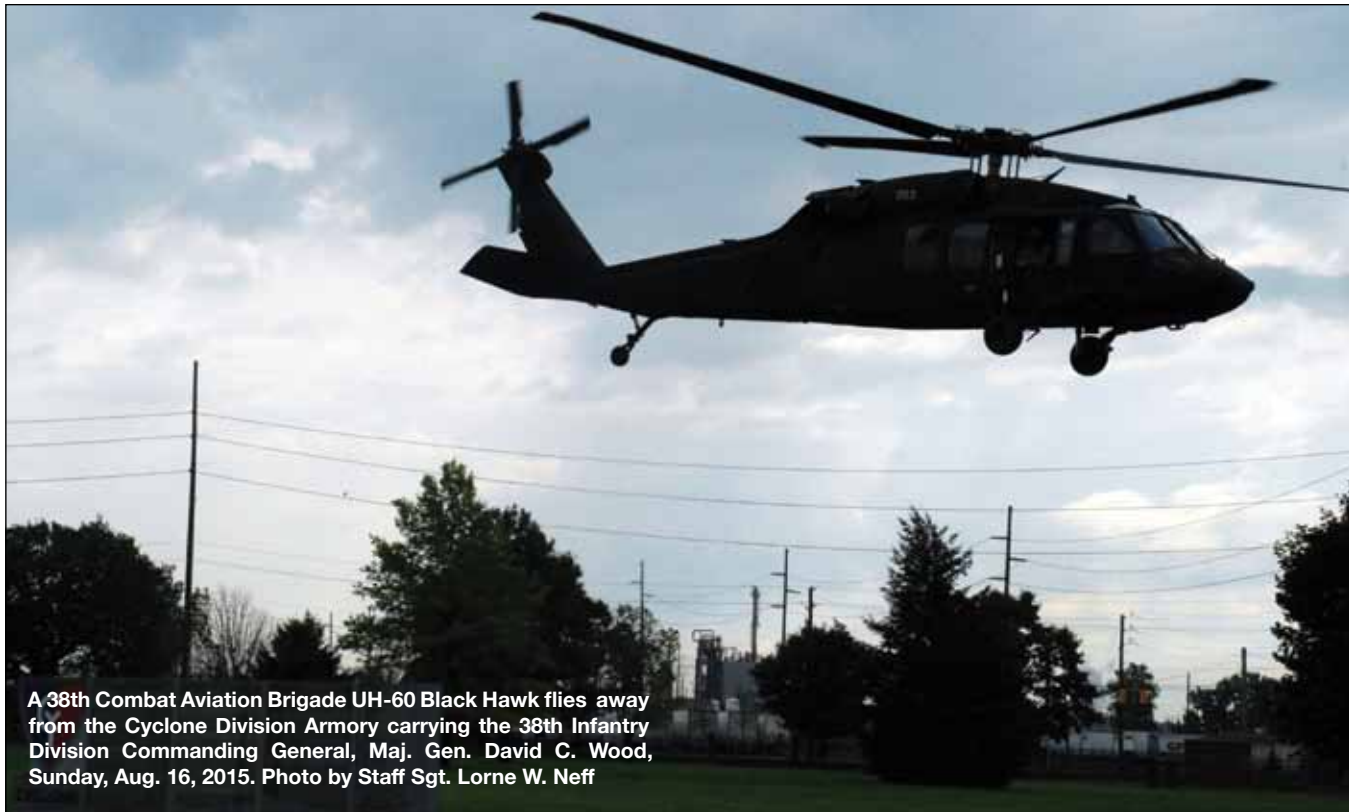
Online

-  INNationalGuard
-  IndianaNationalGuard
-  innationalguard

Recruiters also performed events that embedded them in their community. Hometown Jersey Nights continued to be great and focused on football, men's and women's basketball.

The recruiters also established public relations initiatives to assist with building future leaders, such as being nationally recognized for "Books and Boots," maintaining a partnership with the Boy Scouts, "ScoutStrong" and "Celebrity Read" program.

With the help of the Career Center and Career Counselors, recruiters improved **retention rates to more than 75 percent.** Recruiters continued Elite Eleven, which tested the top-recruiting Soldiers in the Indiana National Guard.



A 38th Combat Aviation Brigade UH-60 Black Hawk flies away from the Cyclone Division Armory carrying the 38th Infantry Division Commanding General, Maj. Gen. David C. Wood, Sunday, Aug. 16, 2015. Photo by Staff Sgt. Lorne W. Neff



Indiana National Guard Chief Warrant Officer 3 Jim Wheatley, a 38th Combat Aviation Brigade Black Hawk helicopter pilot, talks to IUPUI students during the school's safety day, Wednesday, Sept. 23, 2015. Indiana National Guard aviators fly to support community-relation events across the state, either in flyovers or static displays. Photo by Sgt. 1st Class Jeff Lowry

Stats

RQ-7B Shadow

- 188 accident-free flight hours
- 1 Class E Mishap \$19,648 in damage.
- 67 total flights: 63 from CAIN, 4 from MUTC
- 4 in support of the Air National Guard
- 4 in support of Marine Special Operations Command
- 2 operational missions flown
- 63 training missions flown
- 2 static displays

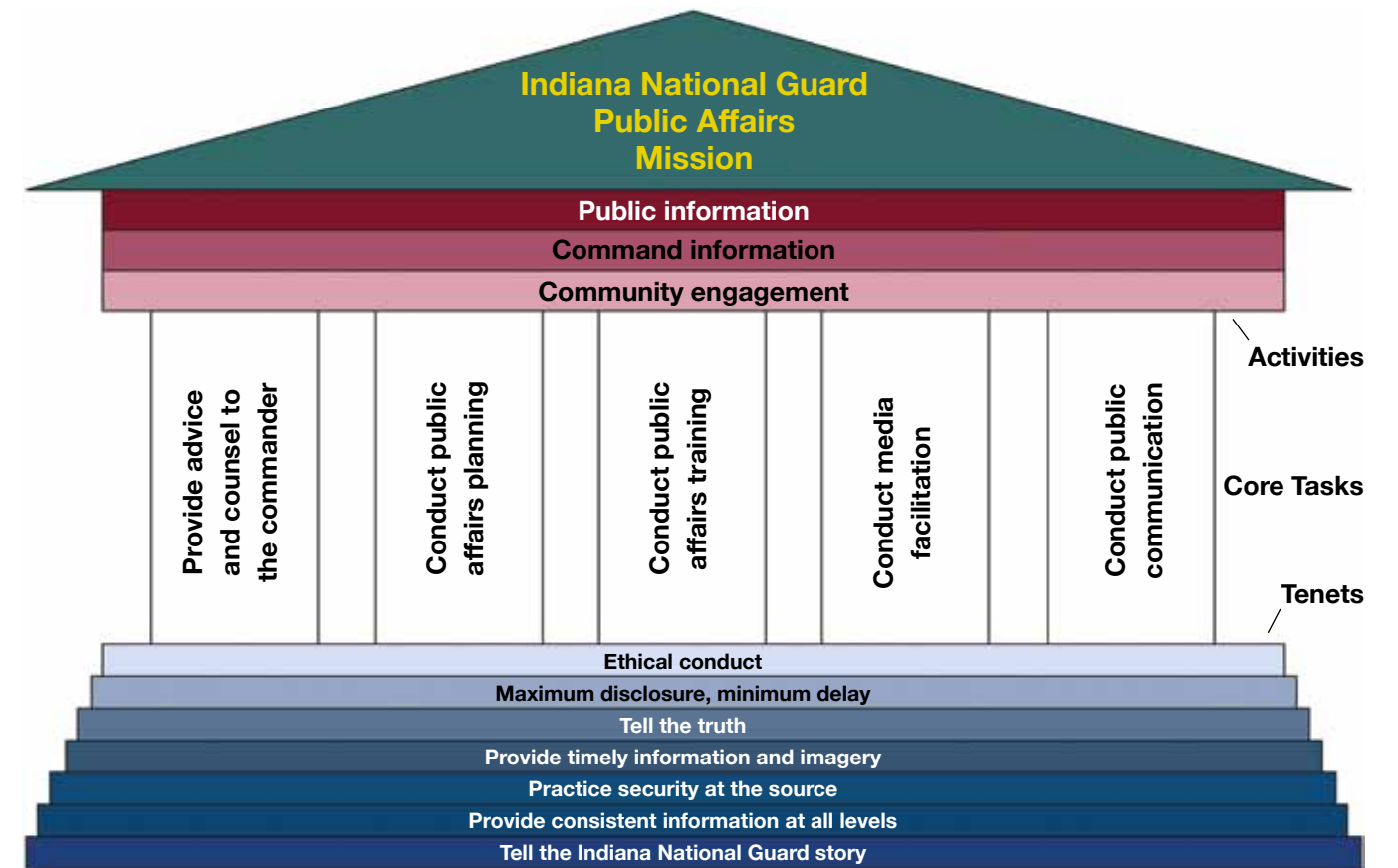
UH-72 Lakota

- 456 accident-free flight hours
- 74 operational missions flown
- 106 training missions flown
- 3,648 accident-free maintenance hours

UH-60 Black Hawk

- 3740.2 accident-free flight hours
- 93 operational missions flown
- 1,200+ training missions flown

Public Affairs Office



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 engagement events like the Indianapolis 500, and online through the website and social network site, like Twitter and Facebook.

Products Produced

- 351 photo-generating events
- 59 advisories, releases
- 26 written stories
- 32 videos



Community Relations

- 207 requests supported
- 51 requests received
- Online
in.ng.mil

Staff Judge Advocate

In 2015, the Office of the Staff Judge Advocate averaged 12 legal actions per day, more than 30 requests per month for Trial Defense Services representation and assisted more than 1,325 Indiana National Guard troops.

During 2015 the office sent Judge Advocates to training for Office of Complex Investigations, ethics, contracts, special victims counsel and cyber law.

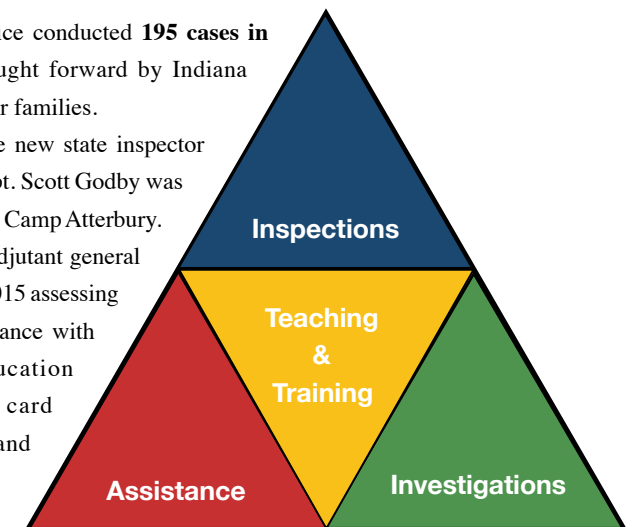
For assistance or information call, 317-247-3449.

Inspector General

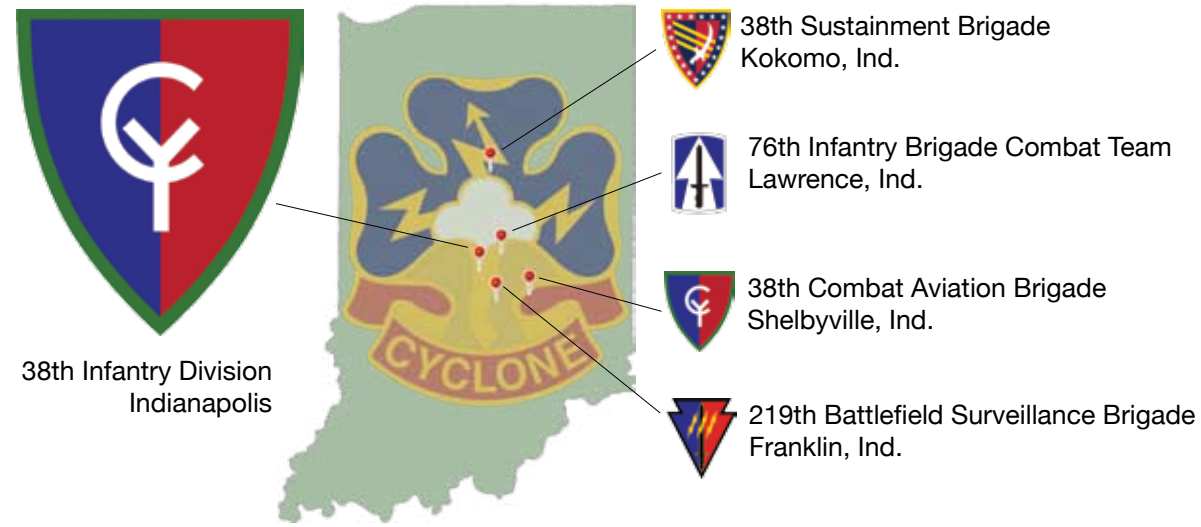
The Inspector General's office conducted 195 cases in 2015 to address concerns brought forward by Indiana National Guard members or their families.

Col. Garry Bush became the new state inspector general in February. In May, Capt. Scott Godby was assigned to provide IG support to Camp Atterbury.

The IG office executed the adjutant general special inspection program for 2015 assessing Indiana National Guard compliance with policies associated with education benefits, government travel card program, medical processes and service member retention.



Fiscal year 2015 marked a high optempo and transformative year for the Cyclone Division, the Indiana National Guard's largest unit with more than 8,100 Soldiers.



Headquarters & Headquarters Battalion

The Headquarters and Headquarters Battalion kicked off fiscal year 2015 with a division-wide change of command ceremony, above.

Division Soldiers also prepared for the fiscal year 2016 reorganization of the Indiana National Guard, losing the 219th Battlefield Surveillance Brigade and gaining companies at the headquarters battalion, see pages 20 and 21.

Division Soldiers participated in a nine-day warfighter exercise that tested their command and control techniques of **nine brigades** and **more than 3,500 personnel** in simulated battle scenarios.

In April, many of the same Soldiers completed their training for their standby, disaster-response mission in the Vibrant Response exercise. The Soldiers are scheduled to come off that mission in May 2017.

Throughout the fiscal year 2015, other headquarters Soldiers trained and prepared for their mission to Guantanamo Bay, Cuba.

38th Combat Aviation Brigade

Fiscal year 2015 showcased the strategic capabilities of the 38th Combat Aviation Brigade.

The CAB's Company C, 1st Battalion, 137th Aviation Assault Regiment Soldiers deployed to Kuwait to provide general support to the Army Center Command.

The CAB pilots logged **more than 1,600 flying hours** during this training year and completed numerous training missions to include **more than 125 VIP and community relation events**.

The Headquarters Support Company of 638th Aviation Support Battalion won the Philip A. Connelly Award at the state level for food service excellence by the Joint Culinary Center of Excellence.

The CAB also sent aircrews to Colorado to receive High Altitude Aviation Training to understand the effects of the environment at 12,000 feet.

219th Battlefield Surveillance Brigade



In April, the 219th Battlefield Surveillance Brigade changed commanders, and throughout the year, the brigade's Soldiers prepared for the transition from a surveillance brigade to an engineer brigade.

The 219th Soldiers conducted two battle drill designed to smoothly transition to an engineer brigade. Several subordinate units within the brigade changed designations, operational control or location. See pages 20 and 21.

The brigade conducted its major training event of 2015 in July at Camp Atterbury. Their digital command post exercise and field training exercise integrated live and constructive components.

Soldiers with the brigade' long-range surveillance unit, Company C, 2nd Squadron, 152nd Cavalry Regiment, earned their German jump wings, above.

76th Infantry Brigade Combat Team

Training year 2015 saw the Nighthawk Brigade involved in a number of key missions as well as meeting major milestones across the globe.

In October 2014, **39 brigade Soldiers and staff officers** deployed to Slovakia to support the multinational exercise Ground Pepper with our Slovak partners along with soldiers from Poland, Czech Republic and Hungary. This was the first time that Indiana had supported this type of exercise with Slovakia, see below.

In May and June, the entire 76th conducted its Annual Training period as a single entity and entirely in a field environment. Over a period of three days, **more than 3,500 Soldiers** moved through an intermediate staging base set at the Columbus airport and then flowed into the field at Camp Atterbury.

The U.S. Army selected the 76th for a 2017 rotation to the Joint Readiness Training Center at Fort Polk, La.

In September 2015, **approximately 120 Nighthawk Soldiers** participated in another exercise with the Slovak Republic, which continues to foster Indiana's relationship with that country and supports the National Guard Bureau's State Partnership Program.

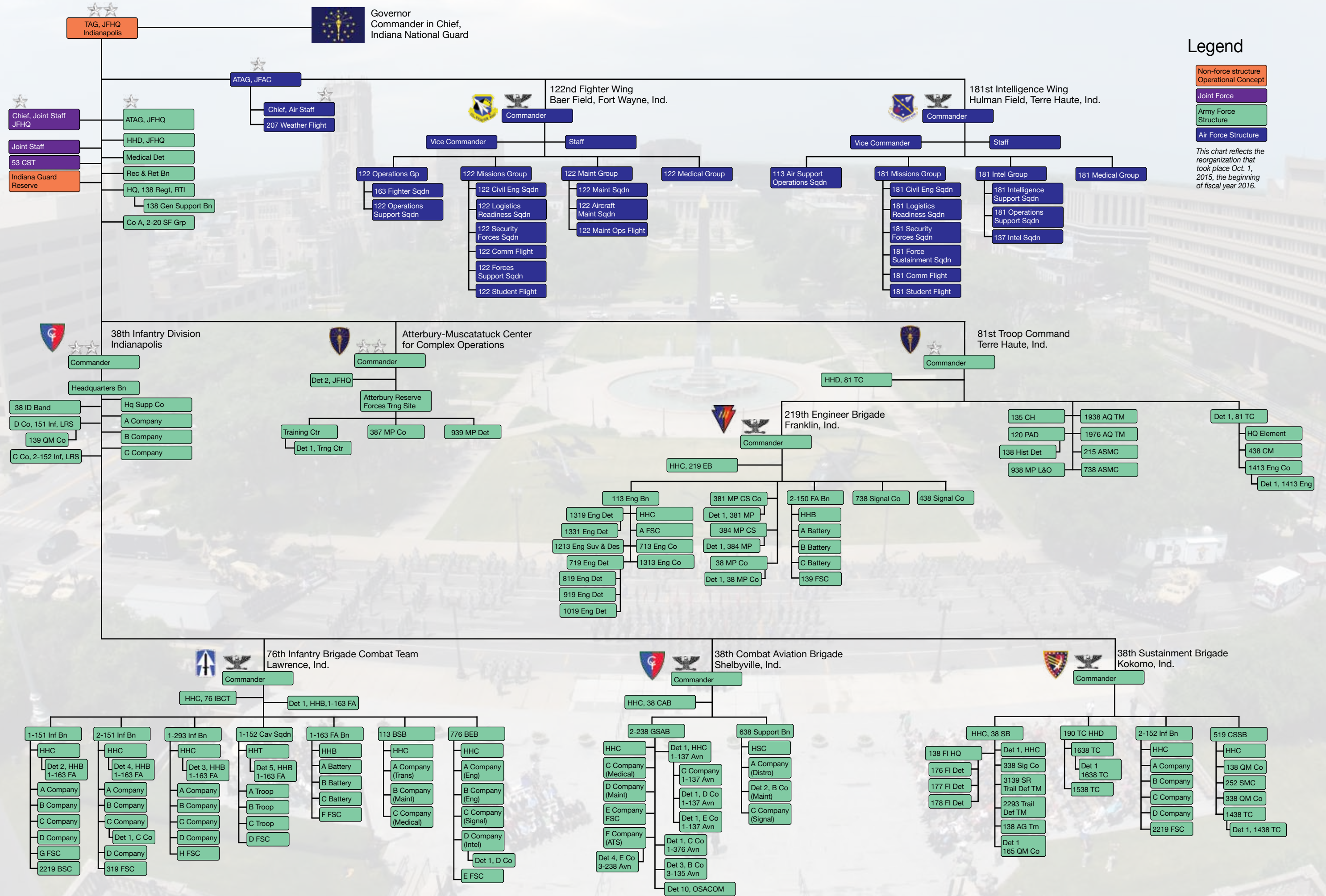


38th Sustainment Brigade

This year the 38th Sustainment Brigade welcomed home the last of the 1638th Transportation Company Soldiers, returning from Afghanistan from their mission to support convoy security and logistics operation throughout the Kabul Base Cluster in Kabul, Afghanistan.

Approximately **120 Soldiers** from the 190th Transportation Battalion provided realistic training opportunities for civilians for Ministry of Defense Advisors and Civilian Expeditionary Workforce operations at Muscatatuck Urban Training Center. Also during the summer of 2015 the 190th provided support to Westville Correctional facility with water during a local shortage. Besides helping local the local community, they helped our National Guard and Navy Support Operations by delivering concrete blocks to support various areas. The battalion responded to the short-fused missions and successfully hauled **more than 200 interlocking, concrete blocks** from Greenwood, Ind., to Camp Atterbury.

The 519th Combat Sustainment Support Battalion was able to meet every unit's wartime support mission, plus, execute Defense Support to Civil Authorities missions during the state's emergency response.



Legend

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

This chart reflects the reorganization that took place Oct. 1, 2015, the beginning of fiscal year 2016.



A 122nd Fighter Wing A-10 pilot from the 163rd Fighter Squadron guides his Thunderbolt II in for a landing, Tuesday, July 7, 2015, at the Indiana Air National Guard Base, Fort Wayne, Ind. Photo by Staff Sgt. William Hopper

The 122nd Fighter Wing welcomed home **more than 24 members** from the 122nd Security Forces Squadron, when they returned January 23, 2015 from a six-month deployment in support of Operation Enduring Freedom. They defended Al Udeid Air Base, Qatar, and they provided ‘fly away’ security details protecting sensitive air cargo in transit through areas of U.S. military operations.

More than 300 Airmen the 122nd Fighter Wing, or around a third of its members, returned from deployment from their mission as a part of Operation Inherent Resolve in April 2015. The unit had been deployed overseas since early October 2014 to the U.S. Central Command region and successfully transferred locations, beginning with combat operations in Operation Enduring Freedom before relocating all assets.

The deployment was historic for its length and size relative to previous Air National Guard deployments, which in the past have ranged from 30 to 90 days.

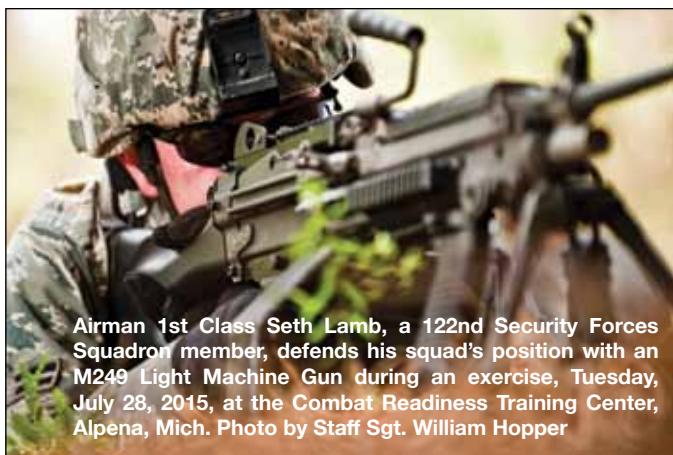
The 122nd Civil Engineer Squadron returned in August 2015 from a deployment to Israel where they took part in the Juniper Cobra exercise, a joint force construction operation involving multiple Air National Guard engineer squadrons and Navy Seabees.

One of the main construction projects completed during the deployment consisted of **four separate 10,000-square-foot** multipurpose training buildings.

The 122nd Fighter Wing proudly received the Carl S. Spaatz trophy, Sept. 13, 2015. This prestigious designation is presented annually to the highest-rated Air National Guard flying unit. The 122nd previously earned the trophy in 1959 and 1960.

Selection of the winner is based on overall combat readiness during the reporting year and the unit’s performance with respect to all other Air Guard flying units.

Factors included in the evaluation are flying safety, aircraft



Airman 1st Class Seth Lamb, a 122nd Security Forces Squadron member, defends his squad's position with an M249 Light Machine Gun during an exercise, Tuesday, July 28, 2015, at the Combat Readiness Training Center, Alpena, Mich. Photo by Staff Sgt. William Hopper

operation readiness, weapons firing, unit alerts, unit manning, skill level qualifications, retention, drill attendance, operational readiness inspections, accomplishments, special missions and exercises.

The unit continued its legacy of community support through its major role in the Fort Wayne Base Community Council, as well as participating in **three Honor Flight programs** for World War II vets. The base also took part in the honoring of Community College of the Air Force graduates, and showed its support to Airmen’s families through family day and several Strong Bonds programs. The unit merged military and employers together when working with Grissom Air Reserve Base, the 181st Intelligence Wing and Joint Force Headquarters in the 2015 Combined Indiana ESGR Bosslift.

In fine Blacksnake fashion, the 122nd Fighter Wing Comptroller Flight continued to lead the government travel card program for the Guard with the lowest delinquency rate in the nation.

On the final unit training assembly, the base awarded Blacksnakes with **seven base individual annual awards** as well as the outstanding team award.



An infrared camera lens reflects the image of Muscatatuck Urban Training Center during an exercise near Butlerville, Ind., Monday, June 15, 2015. The exercise used ground and air support for domestic operations in response to a simulated hurricane disaster. Photo by Airman 1st Class Lonnie Wiram

The 181st Intelligence Wing, Hulman Field Air National Guard Base, Terre Haute, Indiana, “Home of the Racers,” concluded another successful, high-combat operations tempo year working in multiple states and countries.

In true Racer fashion the Wing provided operationally ready, deliberately developed, and expertly led Airman to support our communities, state and nation. The **retention rate was 94 percent**; #1 in the Indiana National Guard, #5 in the Air National Guard, and #1 of Air National Guard Distributed Ground System Wings.

The Wing ended the fiscal year **more than 100 percent manned**. The Medical Group once again exceeded the Defense Department’s individual medical readiness standard: ranking #1 in the state, #3 in the region and #13 in the nation.

The wing provided 24-hour, real-time intelligence, surveillance, and reconnaissance support to war fighters in multiple combat theaters, while serving as a primary backup to Air Force active-duty core sites. **More than 120 Airmen were mobilized** to support combat operations against terrorist threats throughout the world.

In addition, two Joint Terminal Attack Controllers deployed to South America on a U.S.

Stats

- 500+** ISR combat missions supported
- 25K+** targets located
- 15+** high-value-targets capture assists
- 5+** troops-in-contact situations assisted
- 40+** domestic operation support missions
- 60+** flight hours supported

Special Operations Command mission to train Guyana troops.

The 181st Intelligence Wing also provided **more than 310 operationally ready Airmen** for more than a dozen different homeland exercises in support of our community and state. Racers participated in multiple joint, coalition, and local disaster response exercises preparing to assist victims with medical care, fatality services, and incident analysis and assessment.

Approximately 150 Airmen throughout the wing partnered with the Vigo County Emergency Management Agency and other civil support organizations during Racer Winds, a simulated hurricane exercise. In addition, the Mission Support

Group provided aerial support for the 76th Infantry Brigade Combat Team deployment to Slovakia and the Civil Support Team deployment to Key West creating the first ever standardized aerial load plan.

181st Intelligence Wing global partnerships continued in 2015 with Racers partnering with local, joint, and coalition forces during a 72-hour simulated earthquake exercise.

The 113th Air Support Operations Squadron airmen also partnered with Slovakia, Sweden, Estonia and New Zealand Joint Terminal Attack Controllers in joint close-air support training events in addition to an airborne jump exercise with their German counterparts.



Spc. Mark Constant, Master Sgt. Chris Wray and Capt. Amy Hoover talk to an IUPUI student during the school's Safety Career Day, Tuesday, Oct. 15, 2014. "Our team is proud to play a part in the Indiana National Guard's capabilities to help local, state and federal authorities in safeguarding the citizens of this great state of Indiana. Participating in IUPUI's Safety Career Day is a superb way to represent the Indiana National Guard and connect with the citizens we serve," Lt. Col. Ron Crane, 53rd CST commander Photo by Sgt. 1st Class Lasima O. Packett

Fiscal year 2015 was another challenging and rewarding year for the 53rd Civil Support Team, Weapons of Mass Destruction. The 53rd CST conducted 170 missions in fiscal year 2015; including 86 civilian agency standby missions placing us in the top three in the nation once again.

The 53rd CST's technical expertise was requested and provided in support of the World Meeting of Families: The papal visit to Pennsylvania. During this mission, the 53rd CST was assigned an augmentation role to the Department of Energy's Radiation Assistance Program team and simultaneously contributed to the Joint Hazardous Assessment Teams/ Rapid Detection Teams.

The World Meeting of Families was the largest national special security event in U.S. history which brought together local law enforcement and fire departments, FBI WMD coordinators and many other public safety agencies from all over the U.S. Additionally, in August, we supported the Los Angeles Police and Fire Departments in coordination with the California WMD-CST during the Special Olympics' World Games. The 53rd CST became more actively involved during fiscal year 2015 in preplanning for regional, state and local response plans than ever before.

A primary example of this activity was the Indiana Department of Homeland Security requesting the 53rd CST to participate as a member in an executive steering committee for the state's and the Department of Homeland Security's Domestic Nuclear Detection Office chartered to develop Indiana's radiological nuclear response program. Other examples include working with local response planners in the development of security plans for key events such as the Final Four Men's championship games, Indianapolis 500 related events, and the Thunder Over Louisville celebration. Fiscal year 2015 built upon the years of experience, collaboration and success shared with our civilian responder community to firmly secure the 53rd CST's standing as among the top teams in the nation.

Standby Mission Support

Throughout 2015 the 53rd CST continued working with state emergency response and preparedness planning agencies in standby

mission support. We supported local and national events throughout Indiana including Lucas Oil Stadium, Banker's Life Fieldhouse, Indianapolis Motor Speedway, NCAA Final Four championship events, Thunder Over Louisville and Evansville's Fall Festival. Additionally, we worked alongside our national-level partners with the papal visit and Special Olympics World Games.

Training Proficiency Evaluation

During the first week of August 2015, U.S. Army North completed an evaluation of the 53rd CST's ability to successfully perform the 12 mission-essential tasks required by National Guard Bureau, referred to as a Training Proficiency Evaluation. The TPE occurred in Evansville, Indiana with assistance from the Evansville Fire and Police Departments and from the Evansville Public Schools System. The 53rd CST demonstrated the highest level of performance possible on all 12 collective tasks and, extraordinarily, also on every one of the more than 600 subordinate tasks within those 12 essential tasks.

Community Outreach Events

In 2015 the 53rd CST increased outreach events throughout Indiana. In June 53rd CST conducted combined chemical weapons, biological weapons training, instructed by Dugway Proving Grounds Personnel, in Evansville, Indiana with members of the Evansville Fire Department, Vincennes Fire Department and IDHS hazardous materials section. Outreach events in Evansville directly led to the 53rd CST being asked to support of the Fall Festival. Additionally the 53rd CST worked with the 38th Combat Aviation Brigade and conducted an exercise with members of District 1, Gary Fire Department and Gary Police Department.

Air-Load Operations

In February 2015 the 53rd CST conducted an air-load operation to Naval Air Station Key West. This air deployment is a critical training event to ensure the 53rd CST meets NGB's response requirements to deploy at any time by land or air. The air load mission provided critical training for all agencies involved including Wright-Patterson Air Force Base, the 181st Intelligence Wing, 156th Airlift Wing and 105th Airlift Wing.

The 81st Troop Command continued its high operational tempo in fiscal year 2015 with units from within the more than 2,200-strong force supporting worldwide deployments and training for domestic emergencies.



Indiana National Guard Sgt. Michael Carpenter trains with search and extraction tools at Muscatatuck Urban Training Center, Tuesday, June 23, 2015. The exercise allowed Indiana National Guardsmen to get hands-on training and experience with local, national, and international first-response organizations. Photo by Spc. Evan Myers

"We have such a wide variety of experiences. We have folks that have been doing this for two months, we've got Israelis that have been doing this for 15 years. That range of experience levels and the ability to bring them all together in the combined squads so they can all learn from each other, that's probably the best thing."

— Maj. William M. Poag
19th CERFP Operations Officer

The Indiana National Guard's 19th Chemical, Biological, Radiological and Nuclear Enhanced Response Force Package, aka CERFP, participated in a multinational search and extraction exercise at Muscatatuck Urban Training Center in June 2015 to share technical response methods with Israeli service members. It's a partnership that started in 2011.

Soldiers and Airmen with the 19th CERFP hosted the event, which consisted of a simulated 7.7 magnitude earthquake. The CERFP and Israel's National Rescue Unit integrated forces to rescue more than 300 simulated personnel from three collapsed structures during the exercise, see photo at left.

CERFP members quickly overcame language barriers and realized that saving lives is a universal language. American troops were able to use Israeli tools and adapt to their way of operating.

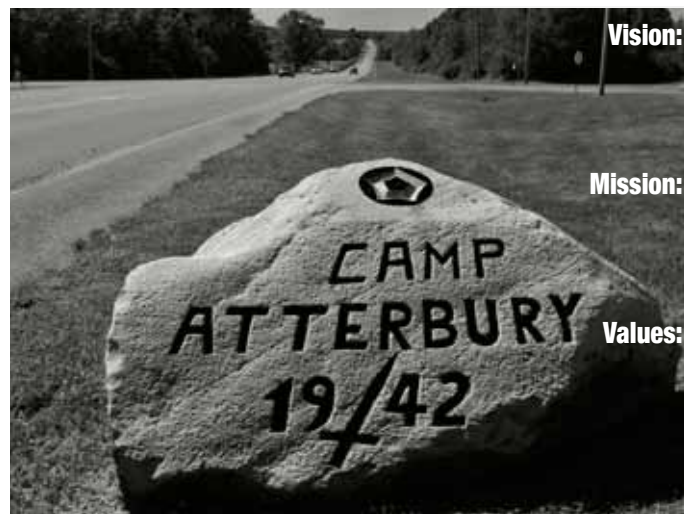
"The NRU is designed much like our force; they're well equipped to respond with the tools that fit them," said Sgt. Christopher Pritchard, a Soldier with the 19th CERFP. "I definitely want to incorporate some of their rescue methods and equipment use into this unit."

The 384th and 381st Military Police Companies conducted several missions in support of Civilian Expeditionary Workforce throughout 2015. This training helped civilian State Department personnel train on military convoy operations at Atterbury-Muscatatuck before they traveled overseas

The 1313th Engineer Company, headquartered in Franklin, Ind., deployed in January 2015 with approximately 160 Soldiers. Their mission involved conducting engineering operations in Afghanistan to support the ongoing drawdown. The 1313th Soldiers returned in October 2015.

Also in fiscal year 2016, the 219th Battlefield Surveillance Brigade moved from the 38th Infantry Division to 81st Troop Command. The brigade will now become an engineer brigade under the 81st, see the Organization Chart on pages 20 and 21.

The Atterbury-Muscatatuck Center for Complex Operations is a key developmental arm of the business enterprise comprised of three major activities: Camp Atterbury, Muscatatuck Urban Training Center and the Indiana Air Range Complex.



Vision: Provide to the nation the most realistic, fiscally responsible, operating environment possible.

Mission: Provide platform for training and testing, with the highest level of customer service, at a value cost.

Values: We do the right thing, with Hoosier Hospitality, with the unique ability to integrate and change.

Introduction

The Atterbury-Muscatatuck boundaries encompass **more than 35,000 non-contiguous acres** of training and maneuver space. Atterbury-Muscatatuck is focused on providing the most **complete, scalable multitier training and developmental testing environment** possible. From **unit to brigade level**, the platform offers **urban, rural, cyber, unmanned aerial systems, and air-to-ground** capabilities, interleaving military service, civilian, homeland defense exercises

for value-added scenarios. The **venues, electromagnetic environment, range portfolio, special-use airspace, living infrastructure and subterranean systems** have been established through a **mission-centric, megalopolis-specific strategic plan**, adaptable to customer needs. Located near Indianapolis, transport logistics are eased through the **Indianapolis-Cincinnati-Louisville airport triad, extensive interstate systems, and rail access**, see map on page 27.

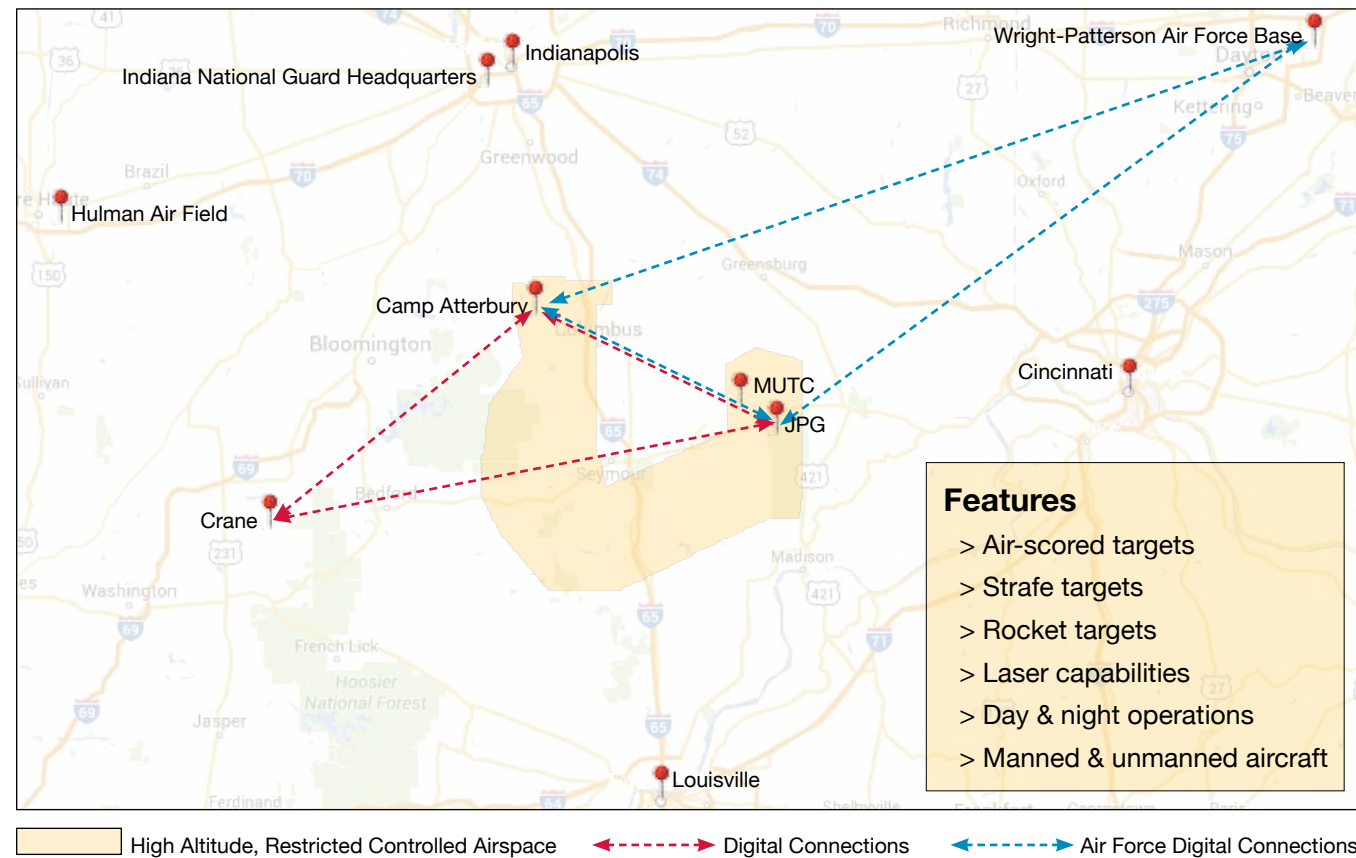


Soldiers of the Illinois National Guard's 2nd Battalion, 130th Infantry Regiment practice stacking on a building in preparation for building insertion, Monday, June 15, 2015, at Muscatatuck Urban Training Center in southern Indiana. Photo by Master Sgt. Brad Staggs

Atterbury-Muscatatuck is a state of Indiana and Defense Department collaborative enterprise. In combination with the Indiana Air Range Complex, this enterprise is focused on creating and operating a highly realistic, fiscally responsible, contemporary training and developmental testing environment.

Joint, interagency, intergovernmental, multinational and nongovernmental entities benefit from layered exercises offering real-world interaction to prepare for deployment, homeland defense training operations, and testing events including a live full-scale cyber range with which to build live, virtual and constructive scenarios.

Indiana Air Range Complex



Capabilities

Camp Atterbury: Within Johnson, Bartholomew and Brown Counties near Edinburgh, Ind., is Camp Atterbury, a premier training area operated by the Indiana National Guard. The base supports active-duty and reserve-component military training as well as other civilian local, state and federal training. The base supports active-duty and reserve-component training as well as other local, state and federal training. Regional National Guard units, U.S. Army Reserve units, U.S. Army North, U.S. Northern Command, the Joint Staff and other military and civilian organizations also use Atterbury's facilities.

Muscatatuck Urban Training Center: Atterbury's Advanced Urban Training Facility is located in Jennings County near Butlerville, Ind., is a unique interagency and intergovernmental training venue which operates as a brick-

and-mortar 'live city in distress.' With **1,000 acres**, a **180-acre reservoir**, **more than 200 structures** and a web of underground tunnels, MUTC offers realistic and complex training for a variety of groups, including active and reserve military units, state and federal agencies, universities and U.S. diplomats. The Atterbury-Muscatatuck Enterprise, encompassing land and airspace training venues, provides the Special Operations Forces community the opportunity to perform full-mission training unlike anywhere else in the continental United States. The A-M Enterprise also provides complex and unique training opportunities for conventional forces. The availability of assault landing strips, drop zones and landing zones provides units the ability to begin their training experience at Atterbury - Muscatatuck with a strategic insertion,

employing both fixed- and rotary-wing platforms into an anti-access environment. Since 2011, Atterbury-Muscatatuck has embarked on a path towards the transformation of Muscatatuck into "CyberTropolis," the Department of Defense's only live, full-scale cyber range to include a well-developed wireless environment consisting of 2G, 3G, 4G LTE, Wi-Fi, and other RF technologies. **Indiana Air Range Complex:** The Indiana Air Range Complex, see map above, is instrumental to the capabilities of the Atterbury-Muscatatuck Enterprise. The complex features two Air National Guard bases co-located with civilian airports; fighter, intel and Air Support Operations Squadron mission sets with associated facilities, support and training; air-to-ground ranges; live-virtual-constructive training including; stressed to accept 747 & C-5 aircraft.

Development, Testing & Evaluation Platform

This fiscal year, organizations using our ranges for testing included **15 different testing events** of various lengths of days and organizations representing private, academia and government entities. The actual length of each scheduled test event has increased as well as the number of personnel on site executing the test, see photo below for list.

This year has seen an expansion in the developing areas of testing in the discipline area of robotics, electromagnetic environment and unmanned aerial systems.

In collaboration with the Air National Guard's operation of Jefferson Proving Ground, Atterbury-Muscatatuck continues to offer testing opportunities in all four site environments: air, ground, human and electromagnetic. This year saw the initial development of distributive capabilities via Joint Services with the Joint Integrated Combat Operations and Research Exercise. Included in the above testing events are unmanned aircraft/aerial systems that test the system and payload test.

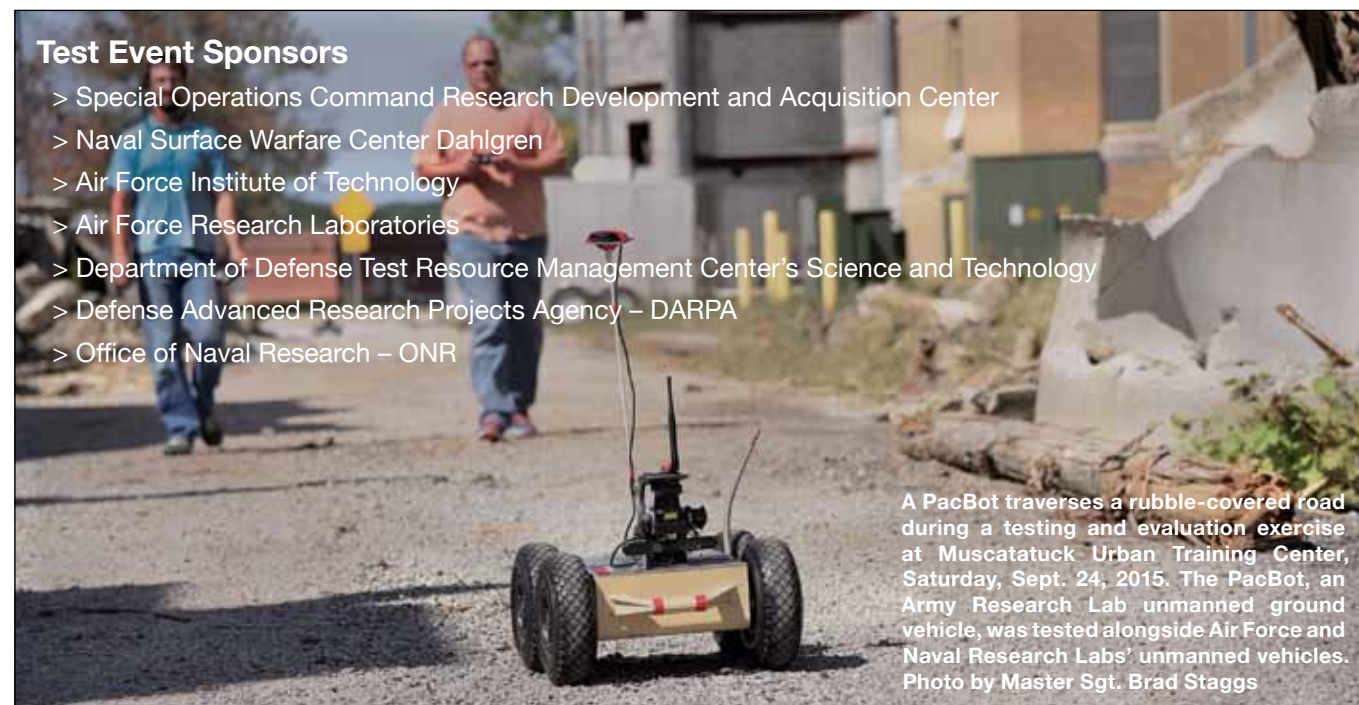
This fiscal year saw the continued development of the "Cyber-City" complex with emphasis from the Office of the Secretary of Defense in the area of industrial control systems. The Air Force Research Laboratory, Air Force Institute of Technology and Department of Homeland Security increased interest as well as national interest in this venue will continue its importance for training and testing.

An additional investment this year in this capability provides the ability to reach across multiple defense training and testing networks and execute preplanned cyber actions for joint doctrinal development. Accommodating and increasing the capabilities to the broad testing community continues to be an important focus for Atterbury-Muscatatuck.



From left, Indiana Army National Guard Col. Bob Burke, 38th Infantry Division operations officer, U.S. Army Col. Jim Markert, III Corps operations officer, and Canadian army Col. Peter Dawe, 2nd Canadian Mechanized Brigade Force commander, discuss a wet-gap crossing operation at the 38th Infantry Division combined arms rehearsal at Camp Atterbury, Saturday, Jan. 10, 2015, in preparation for the 38th's warfighter exercise. Photo illustration by Staff Sgt. Lorne W. Neff

Atterbury-Muscatatuck continues to build, improve and equip its ranges to accommodate the testing and training community. In 2015, **approximately \$11 million** and **more than 40 projects** were committed to constructing, improving or maintaining the infrastructure



Test Event Sponsors

- > Special Operations Command Research Development and Acquisition Center
- > Naval Surface Warfare Center Dahlgren
- > Air Force Institute of Technology
- > Air Force Research Laboratories
- > Department of Defense Test Resource Management Center's Science and Technology
- > Defense Advanced Research Projects Agency – DARPA
- > Office of Naval Research – ONR

A PacBot traverses a rubble-covered road during a testing and evaluation exercise at Muscatatuck Urban Training Center, Saturday, Sept. 24, 2015. The PacBot, an Army Research Lab unmanned ground vehicle, was tested alongside Air Force and Naval Research Labs' unmanned vehicles. Photo by Master Sgt. Brad Staggs

Development, Testing & Evaluation Platform, contd.



and venues available.

Increased capabilities at the Joint Simulation Training & Exercise Center include an approximate **20-acre expansion**, an additional **10,000 square feet** at the combined arms rehearsal facility, adding a classified protected distribution system and an expanded parking area.

Atterbury, which provides cost-saving facilities, also played host to **two division-level warfighter exercises**. The warfighter is a two-week, command and control exercise that tests and evaluates a headquarters reaction and methods of battle pertaining to their management and execution abilities through a virtual battlefield.

The warfighter improves information flow between higher commands and subordinate units. With half of the Army's combat power in the National Guard, it allows Guardsmen to better prepare and sync with the active component and other forces.

Atterbury supported two division-level warfighter exercises in 2015: the 38th ID from Jan. 18 to Feb. 12, see top photo on page 28, and the 36th ID from May 19 to June 13.

At Muscatatuck **more than 200 Marines** from Camp Lejeune, N.C., participated in Bold Alligator, an Embassy reinforcement exercise held at the Indiana National Guard's Muscatatuck Urban Training Center from Nov. 3 to 7. At Muscatatuck, the mock U.S. Embassy was used to represent a security threat scenario. The Marines conducted Noncombatant Evacuation Operations during the exercise. The embassy and the facilities at Muscatatuck provided the training space that was needed for the Marines, while the 76th Infantry Brigade Combat Team's Shadow Platoon with the Indiana Army National Guard supplemented the exercise and added another level of complexity and opportunity for joint training.

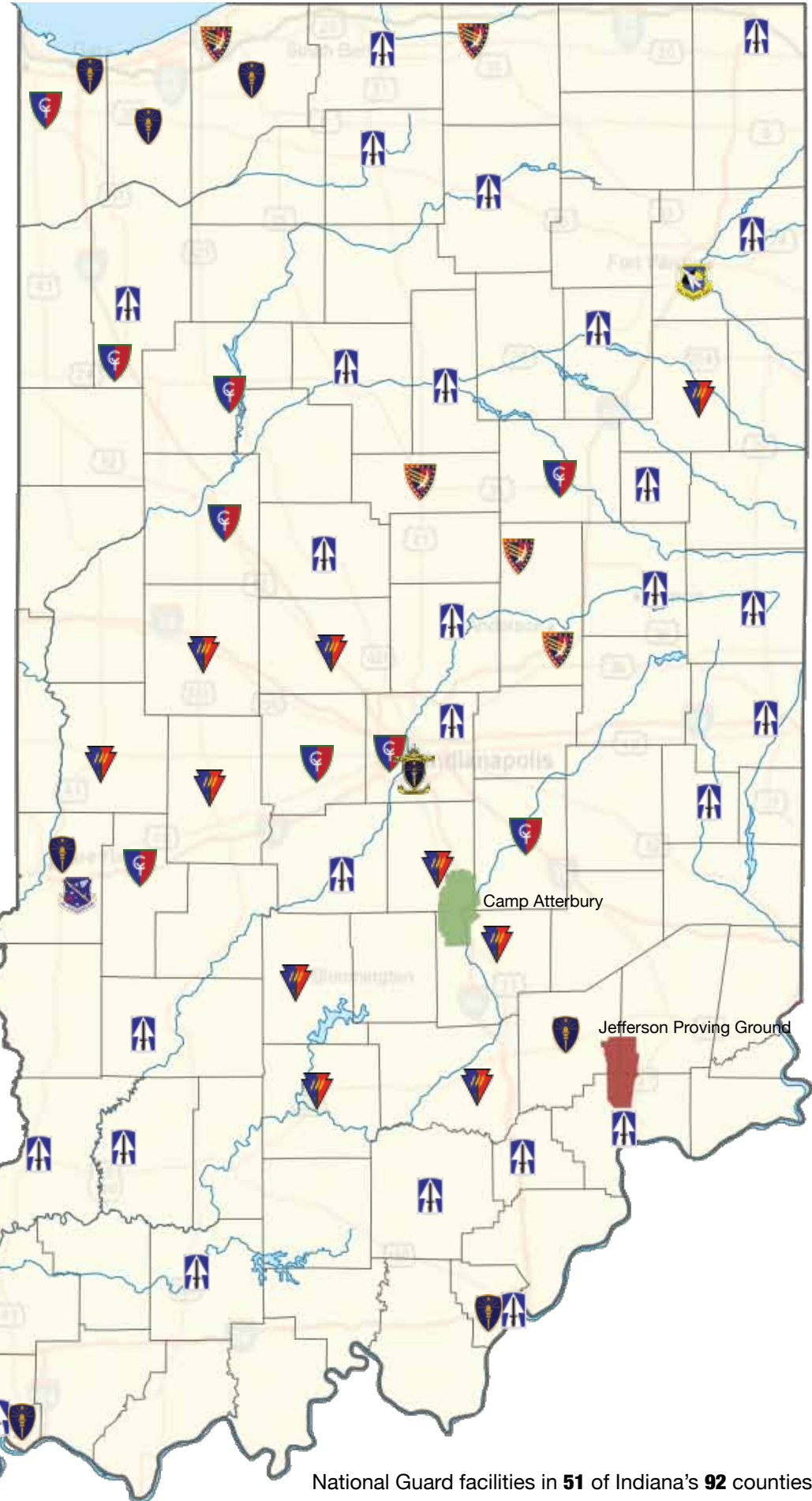


Units Trained at A-M

- 16** Air National Guard
- 86** Army National Guard
- 2** Air Force Reserve
- 47** Army Reserve
- 13** Marine Corps Reserve
- 2** Navy Reserve
- 6** Air Force
- 27** Army
- 2** Marine Corps
- 7** Navy
- 46** Non-DOD
- 8** Other DOD-Civilian
- 262 Total**

Officers with the Indiana State Police Special Weapons and Tactics Team perform fast-rope exercises over a Muscatatuck Urban Training Center building, Thursday, June 4, 2015. Photo by Master Sgt. Brad Staggs

Legend



National Guard facilities in **51** of Indiana's **92** counties

The Construction and Facilities Management Office provides functional leadership for facility engineering programs, including facility construction, maintenance, and real estate with an emphasis on safeguarding the environment and providing quality training and work areas.

The office's areas of focus this past fiscal year were the South Bend Armory, which will also house U.S Marine Corps Reserve units and Field Maintenance Shop #8 in Terre Haute, which is located at Hulman Field. Both are fiscal year 2013 construction projects.



South Bend Armory
 \$21+ million project
 100% federally funded
 40K+-square-foot addition
 39K+ square feet remodeled
 106K+ square feet total
 24.5 acres
 390 parking for privately owned vehicles



Field Maintenance Shop #8
 \$9+ million project
 100% federally funded
 29K+-square-foot maintenance facility
 10 nose-to-nose, drive-thru workbays
 11K+-square-foot workbay space
 18K+ administrative, mechanical workspace
 Replaces Brazil, Indiana facility built in 1959



Members of the Indiana Guard Reserve Medical Command test the Indiana State Department of Health's mobile hospital during 2015 Annual Training at Camp Atterbury, Tuesday, Oct. 6, 2015. Photo by Capt. Terry Heifetz

The Indiana Guard Reserve focuses on serving Hoosiers by assisting the National Guard and the Indiana Department of Homeland Security in their domestic missions.

This year, Guard Reservists added several new missions to the calendar, like at warfighter exercises, see photo at right.

The IGR medical unit teamed up with the Indiana State Department of Health by training to set up and operate a new mobile hospital.

Members also enhanced their relationship with the State Guard Association of the United States, hosting a national chaplain conference and participating in a multistate communication exercise.

Highlights

- Medical Unit Development
- Warfighter Exercise Support
- Search and Rescue
- Point-of-Distribution
- Indianapolis 500 Festival Mini-Marathon
- Indianapolis 500 Festival Memorial Service
- JROTC Cadet Leadership Challenge
- National Guard Association of Indiana Car Show
- Multiple Color Guard Events
- Veterans Day Parade
- Operation Hire a Hoosier Vet Job Fair
- National Incident Management System
- Military Emergency Management Specialist
- Community Emergency Response Teams



Indiana Guard Reserve Sgt. Robert Jackson, left, and Indiana National Guard Spc. Cortlandt Overbay, patrol Camp Atterbury to maintain a secure and safe environment Monday Feb. 9, 2015. IGR members also provided logistical support to the warfighter exercises that saw more than 3,500 troops at the southern Indiana post. Photo by Capt. Terry Heifetz

For the 21st year in a row the Indiana National Guard continued to build on its partnership with the Slovak Armed Forces in support of the National Guard Bureau State Partnership Program. In fiscal year 2015 more Hoosier Guardsmen were involved in Indiana-Slovakia exchanges and partnering events than ever before.



Slovak Cpl. Peter Mihalcin, top, gives a tour of his Russian-based, infantry-fighting vehicle to Indiana Army National Guard Sgt. John Ferguson during Slovak Shield, Tuesday, Sept. 15, 2015. Photo by Sgt. Daniel Dyer



Sgt. 1st Class Michael J. Rossiter Jr. shows Slovak troops a detonation cord at Camp Atterbury, Saturday, Sept. 19, 2015. Photo by Staff Sgt. Lorne W. Neff

Over the course of 2015, 21 separate partnering events were conducted with Slovakia that included participation in the Ground Pepper Exercise in October 2014 and the Slovak Shield Exercise in September 2015.

In Slovak Shield approximately 70 Slovak Soldiers traveled to Indiana on a returning C17 aircraft that took approximately 120 Indiana National Guardsmen to Slovakia. This group comprised troops from different specialties including infantry, artillery, aviation, medical, air controllers, special forces, chaplain corps, and chemical, biological, radiological and nuclear specialists.

Ground Pepper and Slovak Shield were multinational exercises that were conducted with Slovakia, Poland, Czech Republic and Hungary. These countries make up the Visegrad countries or V4, an alliance of these four European countries.

“Our mission as Guardsmen goes beyond our homeland. The State Partnership Program provides us with the opportunities to interact globally. The Hoosier-Slovak relationship is getting stronger every day, and I’m excited for the future opportunities that we are creating.”

— Maj. Gen. Courtney P. Carr
The Adjutant General of Indiana



Soldiers conduct an aerial insertion for the infantry course culminating field-training exercise at Camp Atterbury, Ind., Wednesday, April 29, 2015. The infantry course is one of the myriad courses taught at the 138th Regional Training Institute at the southern Indiana post. Photo by Sgt. 1st Class Shad Smith

The 138th Regional Training Institute is Indiana's and the region's primary school for U.S Army Training and Doctrine Command certified courses and is open to active-duty, reserve and National Guard Soldiers.

Several medical courses are available at the state-of-the-art Medical Simulation Training Center. Training at the MSTC is available to National Guard Soldiers, Defense Department civilians and other branches of the military.

In fiscal year 2015, the institute **cadre graduated 3,482 students**. The institute provided **more than 15 different courses** of instruction with most having multiple iterations. Courses were presented in the schoolhouse classrooms, the excellent and diverse Camp Atterbury-Muscatatuck training areas, and the Medical Simulation Training Center. To cap an outstanding year the 138th Regional Training Institute attained the ranking of Institute of Excellence from TRADOC during its accreditation inspection, a first for the unit and the bedrock that will be used to build the premier RTI in the nation.

Officer Candidate School

The Indiana Officer Candidate School offered at the RTI continues to offer two OCS classes per year. This past year, 2015, will be the last year two classes will be available. In 2016 OCS will return to one traditional class per year. The National Guard Bureau issued

guidance as to the locations of Phase 1 and Phase 3 attendance as well as the accelerated programs. All accelerated officer candidates will attend the eight weeklong program in Alabama. The traditional candidates will go to Minnesota for Phase 1, Washington state for Phase 3, and conduct 13 IDTs in Indiana for Phase 2.

The RTI continues to conduct an OCS Phase 0 program that prepares the new officer candidates for the environment they will encounter in the next phase of training. In conjunction with the Recruit Sustainment Detachment – Officer Program, Indiana officer candidates are better prepared to meet the rigors of the endeavor with which they have chosen.

Warrant Officer Candidate School

The Warrant Officer Candidate School at the 138th Regional Training Institute provides Soldiers nationwide with an alternative to the six-week active course at Fort Rucker, Ala., while still providing candidates with the same high standards of training.

The RTI WOCS is comprised of three phases. Phase I is online learning. Phase II consists of five training weekends at Camp Atterbury. Phase III 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 centralized training location and

state-of-the-art facilities are a vital part of the Warrant Officer Career College's continued, full accreditation of the Indiana program.

In 2015, Phase II **had 15 candidates** from Indiana, Michigan, Illinois and the Army Reserve. Phase III had **166 graduates from 35 states**. The Indiana WOCS also serves as an Army School System WOCS battalion that has responsibilities over Phase II training companies in Indiana, Iowa, Kentucky, Minnesota, Ohio and Wisconsin.

Medical Training

The mission of the Camp Atterbury Medical Simulation Training Center is to train Soldiers to have the fullest ability to provide the highest standard of medical care in all aspects of combat trauma management, during any mission in various environmental and physical conditions. The MSTC is a centrally managed installation complex that uses state-of-the-art medical simulation training to minimize the severity of injuries and loss of life in peace and wartime by incorporating emerging medical technology and techniques backed by Army Emergency Medical Service.

In 2015, the MSTC reached **2,562 students from Indiana and surrounding states**. Various agencies have participated in training, including all branches of the military, Department of the Army civilians, government contractors, as well as local police, fire and homeland security departments.

STARBASE

STARBASE – Fort Wayne started in August for the 2015-2016 school year. Contributions by community collaborators to STARBASE Indiana Inc., allowed for the expansion of a second classroom at the 122nd Fighter Wing. This expansion doubled the outreach to schools and increased program capacity from 800 students to **1,600 students per school year** in the Fort Wayne area alone.

In addition, SBIN-FW has appointed an outreach coordinator to oversee the STARBASE 2.0 programs in Fort Wayne's region and will oversee four new after-school programs on Tuesdays and Wednesdays at St. Elizabeth Ann Seton, Emmaus Lutheran, Kekionga Middle School and Blackhawk Middle School.

SBIN-FW held three summer camps in June and July, serving the most campers during a summer to date. These camps collaborated with the 122nd Fighter Wing and area Science, Technology, Engineering, Arts and Math related businesses to raise awareness of growing opportunities for community STEAM professionals and campers.



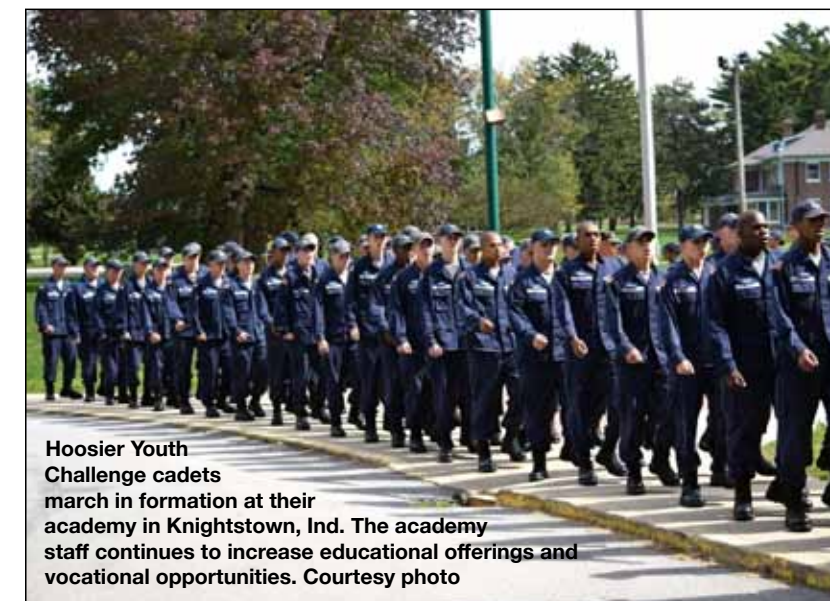
Chakyra, a student from Francis Scott Key School in Indianapolis, shows off a molecule model of carbon dioxide at the STARBASE Academy at Stout Field, Wednesday, Feb. 25, 2015. In 2016, STARBASE Indiana will add a third campus in South Bend. Photo by Katelyn Deitzen

STARBASE – Indianapolis opened in February 2015 and graduated its first four classes of the school year. The Indianapolis STARBASE serves Indianapolis Public School systems, Washington Township and private schools. SBIN-IN took part in a STEM outreach at the Indianapolis Fairgrounds in October 2015 at the Indianapolis

Fairgrounds called Celebrate Science, celebratescienceindiana.org. SBIN-IN held three weeklong summer camps over June and July. SBIN-IN continues a collaboration with Rolls-Royce and the Heritage Trust Museum, offering STARBASE Indianapolis students and campers tours of the company's engineering history.

Hoosier Youth Challenge Academy

The HYCA intervenes and reclaims the lives of youth, producing graduates with the values, life skills, education and self-discipline necessary to succeed.



Hoosier Youth Challenge cadets march in formation at their academy in Knightstown, Ind. The academy staff continues to increase educational offerings and vocational opportunities. Courtesy photo

Class 16, **graduated 69 cadets, 36 achieved their High School Equivalency Diploma**, performed **more than 4,000 hours of community service** in the local community, if a rate of minimum wage is applied, this equals **\$30,000 worth of support**.

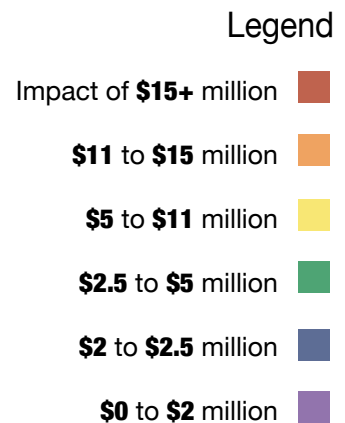
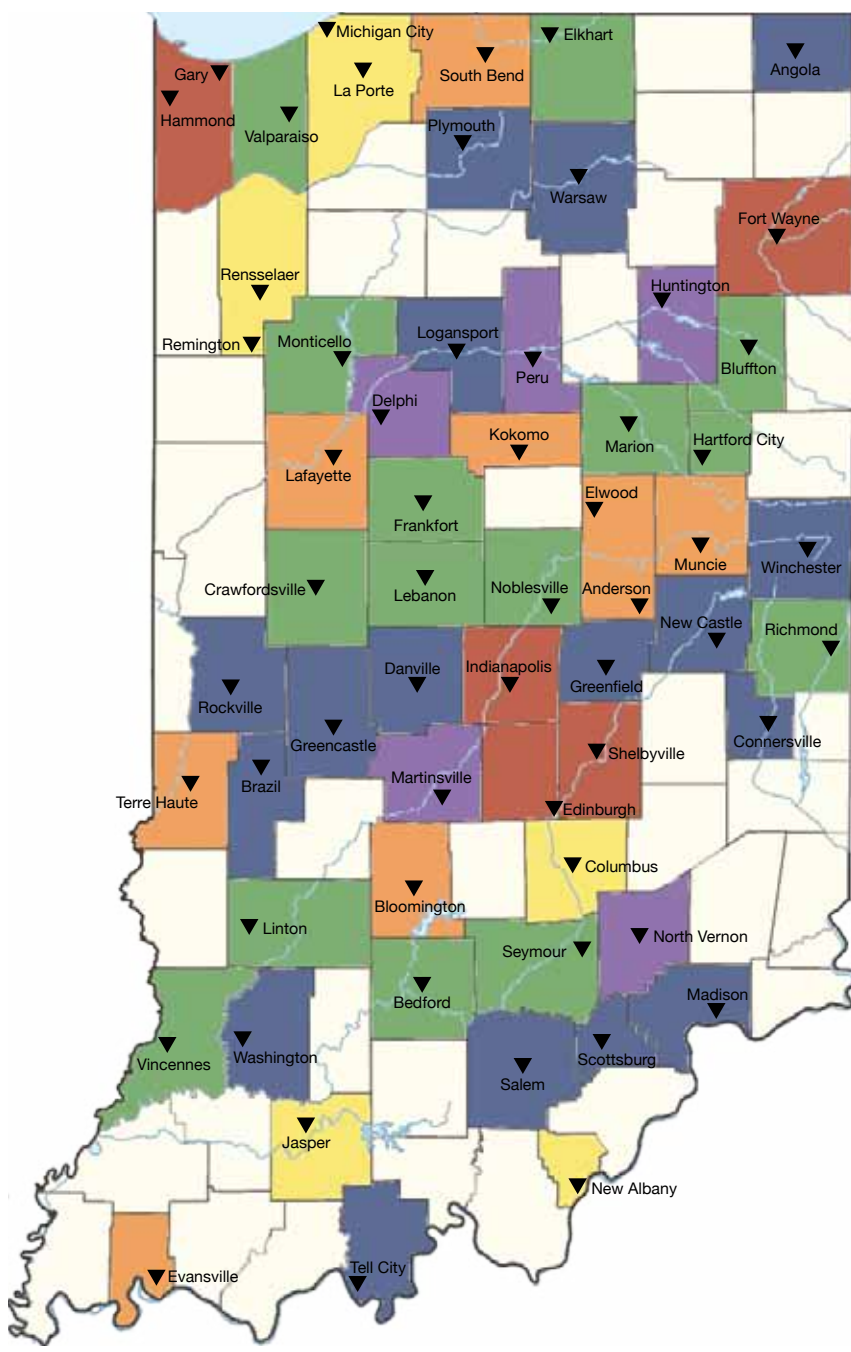
The class participated in the retirement of Maj. Gen. R. Martin Umbarger and welcomed the new adjutant general, Maj. Gen. Courtney P. Carr.

Class 17 **graduated 80 cadets with more than 64 percent** qualifying and achieving the High School Equivalency Diploma.

Online

- hooseryouthchallenge.org
- Hycamis
- HoosierYouth
- Hoosier-Youth-ChalleNGe-Academy-401257849918048/

Federal Fiscal Impact by Armory, Location



Location	Population	Total Spent
Anderson	55,670	7,245,451
Angola	8,649	2,246,716
Bedford	13,380	4,677,470
Bloomington	82,575	12,381,617
Bluffton	9,948	2,618,404
Brazil	8,171	2,115,498
Columbus	45,775	8,251,745
Connersville	13,253	2,156,998
Crawfordsville	15,995	3,129,696
Danville	9,424	2,133,232
Delphi	2,888	1,556,626
Edinburgh	4,526	64,215,280
Elkhart	51,421	3,196,816
Elwood	8,514	4,439,680
Evansville	120,346	14,615,305
Fort Wayne	256,496	18,952,907
Frankfort	16,249	2,656,493
Gary	77,909	13,294,775
Greencastle	10,310	2,121,321
Greenfield	21,398	2,146,370
Hammond	78,967	2,588,007
Hartford City	6,042	3,154,406
Huntington	17,210	1,655,059
Indianapolis	848,788	146,842,302
Jasper	15,309	7,695,480
Kokomo	57,085	12,859,392
La Porte	22,007	2,616,813
Lafayette	70,373	14,274,452
Lebanon	15,781	2,651,326
Linton	5,413	2,603,404
Logansport	18,396	2,155,244
Madison	12,083	2,129,978
Marion	29,948	4,811,229
Martinsville	12,000	1,594,282
Michigan City	31,487	7,662,119
Monticello	5,378	3,263,281
Muncie	70,085	12,447,566
New Albany	36,372	10,775,032
New Castle	17,694	2,184,242
Noblesville	56,540	4,572,247
North Vernon	6,703	1,602,079
Peru	11,417	1,603,743
Plymouth	10,034	2,128,919
Remington	1,162	4,163,096
Rensselaer	5,885	1,644,343
Richmond	36,159	2,614,616
Rockville	2,591	2,082,478
Salem	6,238	2,145,935
Scottsburg	6,731	2,127,246
Seymour	18,866	3,131,023
Shelbyville	19,253	19,251,187
South Bend	101,190	13,881,968
Tell City	7,257	2,034,259
Terre Haute	60,956	11,652,138
Valparaiso	32,369	3,111,779
Vincennes	18,069	3,120,127
Warsaw	14,042	2,285,937
Washington	11,887	2,088,688
Winchester	4,854	2,101,782

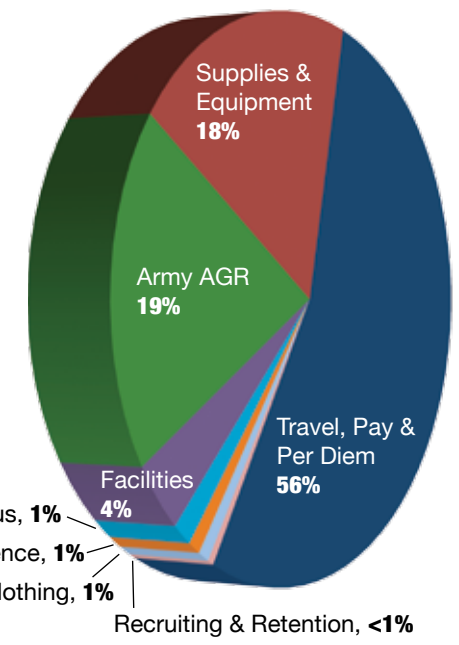
Grand Total \$505,459,604*

*Includes State AGR expenditures of \$46,279,946

Federal Appropriated Funds

Category	Air	Army	Total
Travel, Pay & Per Diem	117,948,952	137,085,759	255,034,711
Subsistence	228,066	4,053,637	4,281,703
Clothing	101,577	2,085,464	2,187,041
Facilities	6,569,999	11,554,479	18,124,478
Supplies & Equipment	3,200,290	78,772,792	81,973,082
Recruiting & Retention	1,053,691	3,021,910	4,075,601
Miscellaneous	3,547,845	3,249,845	6,797,690
Subtotal Federal Funds	132,650,420	239,823,886	372,474,306
Army AGR*	-	86,705,352	86,705,352
Grand Total	132,650,420	326,529,238	459,172,658

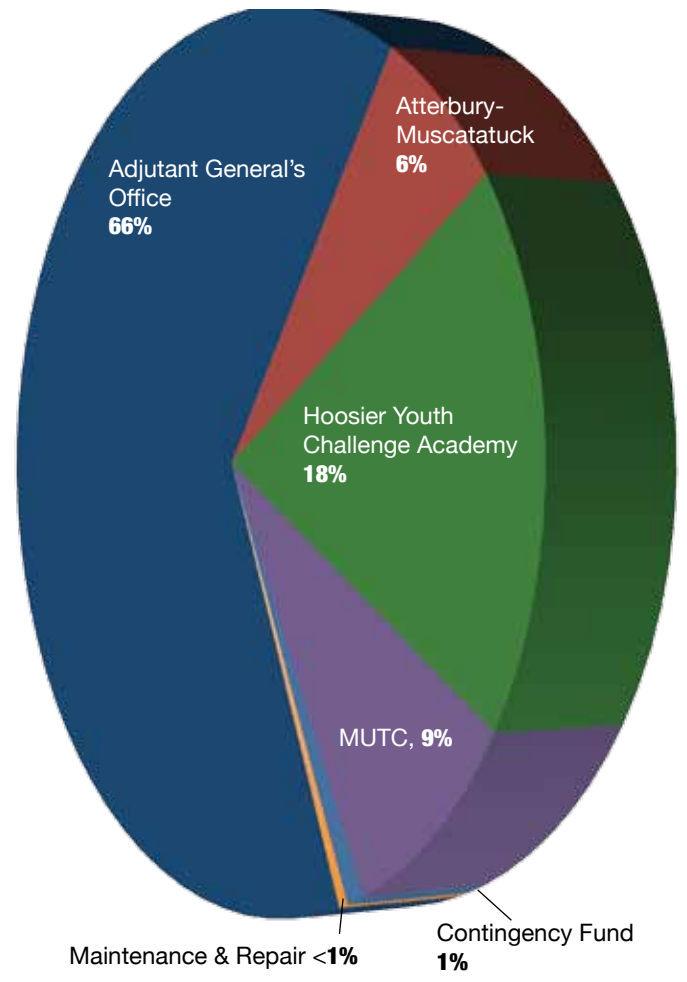
*Paid directly by Defense Department



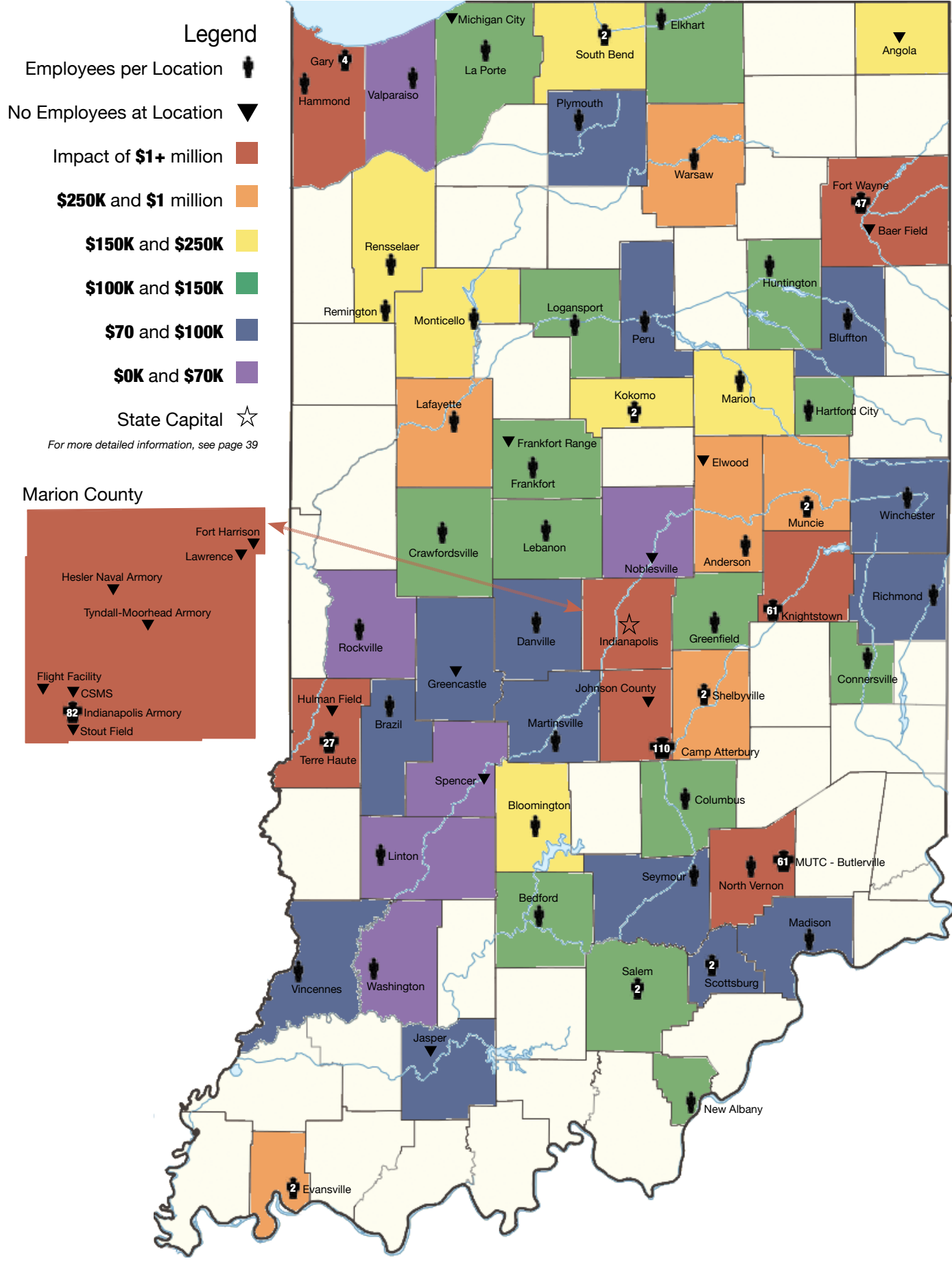
State Appropriated Funds

Adjutant General's Office	
Personal Services	4,086,072
Other Operating	2,487,163
Total	8,573,235
Atterbury-Muscatatuck	
Personal Services	762,915
Other Operating	74,435
Total	837,350
Hoosier Youth Challenge Academy	
Personal Services	673,800
Other Operating	1,612,220
Total	2,286,000
Muscatatuck Urban Training Center	
Personal Services	718,499
Other Operating	425,000
Total	1,143,499
Civil-Military Contingency Fund	119,004
Accumulative Maintenance & Repair	62,500

Grand Total: \$12,959,088



State Fiscal Impact by Armory, Location



Location	Employees	Costs in \$:	Personnel	Operating	Armory Board	Total
AGO – miscellaneous	—	—	—	30,665.48	847,753.32	878,418.80
Anderson Armory	1	26,240.24	—	36,112.10	71,910.83	134,263.17
Angola Armory	—	—	—	205,892.28	9,055.83	214,948.11
Camp Atterbury – all locations	110	3,866,398.64	—	819,948.20	4,593.74	12,062,940.58
Camp Atterbury Armory	—	—	—	163,284.24	4,922.27	168,206.51
Baer Field	—	—	—	1,201,680.38	1,869.00	1,203,549.38
Bedford Armory	1	31,596.76	—	63,197.57	11,198.44	105,992.77
Bloomington Armory	1	29,398.98	—	158,045.51	3,564.57	191,009.06
Bluffton Armory	1	22,726.60	—	54,975.67	991.80	78,694.07
Brazil Armory	1	30,327.96	—	48,691.99	4,710.70	83,730.65
Columbus Armory	1	47,412.04	—	74,342.89	2,918	124,672.93
Connersville Armory	1	22,289.54	—	97,721.67	5,218.87	125,230.08
Crawfordsville Armory	1	22,289.54	—	94,629.72	8,121.16	125,040.42
CSMS – Indianapolis	—	—	—	449,738.19	—	449,738.19
Danville Armory	1	22,722.44	—	50,970.09	8,352.32	82,044.85
Electronic Security	—	—	—	39,294.08	—	39,294.08
Elkhart Armory	1	22,505.86	—	118,573.49	8,085.05	14,9164.40
Elwood Armory	—	—	—	368,252.00	7,892.52	376,144.52
Evansville Armory	2	59,349.00	—	302,898.93	30,680.95	392,928.88
Flight Facility – Indianapolis Airport	—	—	—	264,773.52	—	264,773.52
Fort Harrison	—	—	—	57,208.96	—	57,208.96
Fort Wayne Armory	47	1,706,069.82	—	289,514.44	7,571.15	2,003,155.41
Frankfort Armory	1	37577.02	—	72,064.21	7,141.76	116,782.99
Frankfort Range – Camp Fowler	—	—	—	112,25.88	3,899.93	15,125.81
Gary Armory	4	92,388.40	—	635,190.02	376,588.87	1,104,167.29
Greencastle Armory	—	—	—	33,739.16	41,722.00	89,553.22
Greenfield Armory	1	28,590.33	—	80,550.00	5,461.57	114,601.90
Hammond Armory	1	25,556.44	—	21,945.14	795.11	48,296.69
Hartford City Armory	1	33,415.72	—	65,238.40	8,100.19	106,754.31
Heslar Naval Armory	—	—	—	73408.74	15,939.69	89,348.43
Hulman Field Armory	—	—	—	946,492.86	794.40	947,287.26
Huntington Armory	1	43,319.64	—	84,818.34	3,095.34	131,233.32
Indianapolis Armory	82	3,180,990.28	—	275,575.96	86,084.83	3,542,651.07
Jasper Armory	—	—	—	70,510.84	5,838.72	76,349.56
Johnson County Armory	—	—	—	387,024.73	73,283.47	460,308.2
Knightstown Facility	61	1,654,499.86	—	485,659.91	182,000.00	2,322,159.77
Kokomo Armory	2	66,331	—	78,035.00	16,475.65	160,841.65
Lafayette Armory	1	22,488.96	—	504,808.92	32,720.02	560,017.90
La Porte Armory	1	24,857.3	—	40,050.00	12,196.46	77,103.76
Lawrence Armory	—	—	—	175,586.34	80,963.56	256,549.90
Lebanon Armory	1	22,700.34	—	86,994.01	1,921.50	111,615.85
Linton Armory	1	22,289.54	—	35,658.28	5,746.88	63,694.70
Logansport Armory	1	33,600.84	—	71,541.01	18,334.96	123,476.81
Madison Armory	1	31,099.12	—	59,415.00	7,696.62	98,210.74
Marion Armory	1	32,431.62	—	200,480.18	6,839.19	239,750.99
Martinsville Armory	1	32,803.94	—	34,225.21	3,427.56	70,456.71
Michigan City Armory	—	—	—	32,091.21	10,898.27	42,989.48
Monticello Armory	1	24,993.80	—	24,088.37	166,546.44	215,628.61
Muncie Armory	2	51,207.22	—	191,414.48	14,336.73	256,958.43
MUTC – Butlerville	61	2,139,055.62	—	4,685,545.08	329.28	6,824,929.98
New Albany Armory	1	35,512.62	—	68,622.97	4,114.52	108,250.11
Noblesville Armory	—	—	—	569.34	200.00	769.34
North Vernon Armory	1	28,967.64	—	36,036.77	13,249.57	78,253.98
Peru Armory	1	21,640.32	—	52,541.31	5,735.02	79,916.65
Plymouth Armory	1	32,621.16	—	42,859.03	21,670.71	97,150.90
Remington Armory	1	22,722.44	—	52,132.65	24,705.72	99,560.81
Rensselaer Armory	1	29,915.88	—	84,790.43	5,811.14	120,517.45
Richmond Armory	1	22,505.86	—	46,064.87	6,335.98	74,906.71
Rockville Armory	1	24,986.26	—	25,724.41	—	50,710.67
Salem Armory	2	69,164.00	—	32,740.00	12,263.03	114,167.03
Scottsburg Armory	2	61,024.08	—	27,730.00	6,724.21	95,478.29
Security Police	—	—	—	189,645.46	—	189,645.46
Seymour Armory	1	29,505.86	—	47,208.07	6,657.86	83,371.79
Shelbyville Armory	2	41,800.00	—	388,181.51	27,351.47	457,332.98
South Bend Armory	2	61,794.00	—	99,395.31	6,164.46	167,353.77
Spencer Armory	—	—	—	2,490.74	—	2,490.74
Stout Field Armory	—	—	—	3,279,231.98	4,8525.70	3,327,757.68
Stout Field – other buildings	—	—	—	—	323,546.97	323,546.97
Terre Haute Armory	27	974,907.96	—	57,346.11	21,699.02	1,053,953.09
Tyndall-Morehead Armory	—	—	—	322,415.25	27,807.11	350,222.36
Valparaiso Armory	1	27,095.64	—	25,557.68	11,473.73	64,127.05
Vincennes Armory	1	30,766.84	—	37,077	4,631.09	72,474.93
Warsaw Armory	1	26,612.82	—	222,157.01	5,398.98	254,168.81
Washington Armory	1	25,921.48	—	23,957.98	7,039.67	56,919.13
Winchester Armory	1	33,254.00	—	31,939.87	4,819.93	70,013.80
Youth Challenge	—	—	—	1,289,172.55	19,718.16	1,308,890.71
Totals:	444	\$15,143,982.43	\$28,319,359.82	\$2,816,603.63	\$46,279,946.88	

