

A close-up, profile view of a soldier wearing a black helmet and goggles, looking out of a helicopter window. The soldier is wearing a digital camouflage uniform. In the background, a city skyline is visible, including a prominent skyscraper. The text "ANNUAL REPORT FISCAL YEAR 2013" is overlaid in the top left corner, and "INDIANA NATIONAL GUARD" is overlaid in large white letters at the bottom.

ANNUAL REPORT
FISCAL YEAR 2013

INDIANA NATIONAL GUARD

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This annual report for Federal Fiscal Year 2013, Oct. 1, 2012 through Sept. 30, 2013, is prepared to satisfy the following statutes within the Indiana Code concerning the Military Department of Indiana:

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

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

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



Front cover: Indiana Army National Guard Maj. T.J. Pope, Carmel, Ind., prepares to land at the Indianapolis Downtown Heliport during continuation training, Wednesday, Jan. 2, 2013. Photo by 1st Lt. Tyler Mitchell



Back cover: Indiana Army National Guard Sgt. Freddie Jewell, Ellettsville, Ind, leads the Joint Services Color Guard during the 500 Festival Memorial Service in Indianapolis, Friday, May 24, 2013. Photo by Sgt. 1st Class Jeff Lowry



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



Adjutant General's Message

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 2013.

The Indiana National Guard is the fourth largest Army National Guard state and the sixth largest National Guard state overall. We have exceeded our recruiting goals for 2013 with an end-strength of 107 percent for the Army National Guard and 103 percent for the Air National Guard.

The Indiana National Guard achieved many successes in 2013. The 38th Infantry Division was responsible for the Domestic All-hazard Response Mission and charged with responding to any potential disaster, natural or man-made. The 219th Battlefield Surveillance Brigade participated in Operation Northern Strike, Bold Quest and showcased integrated operations with combined scout and airborne expertise. The 76th Infantry Brigade Combat Team started the year with the successful redeployment of the headquarters from Afghanistan, where their mission included battle space command throughout the provinces of Uruzgan and Dikundi.

Our fighter wing and intelligence wing have been equally busy. The 122nd Fighter Wing participated in Red Flag Alaska where they participated in a multinational exercise encompassing a total of 60 aircraft and 2,600 personnel. Additionally, they participated in Bold Quest 13.2 where they demonstrated their multinational coalition capability and verified communications technologies between air and ground forces. The 181st Intelligence Wing's unique mission had them developing the first ever Afghan Air Force intelligence, surveillance and reconnaissance sortie and provided ISR support to multiple raids on enemy forces.

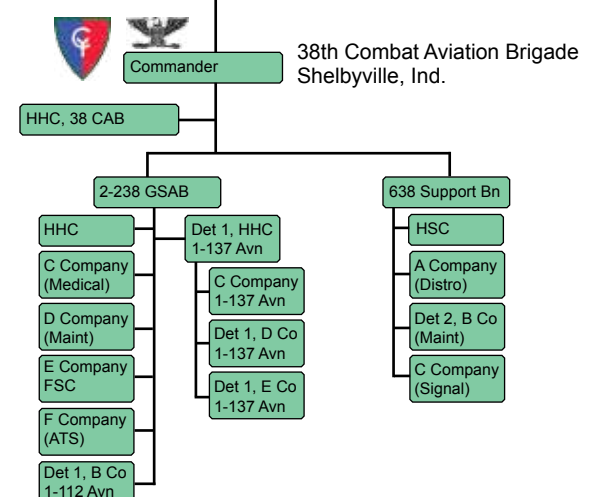
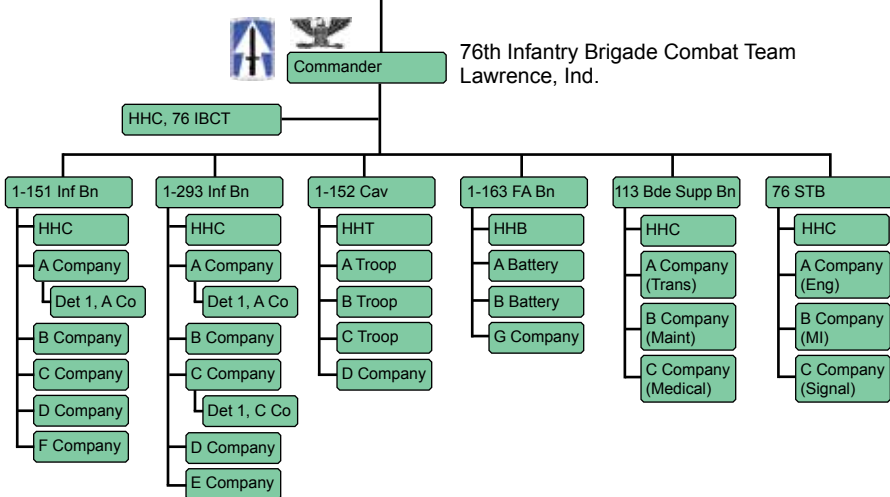
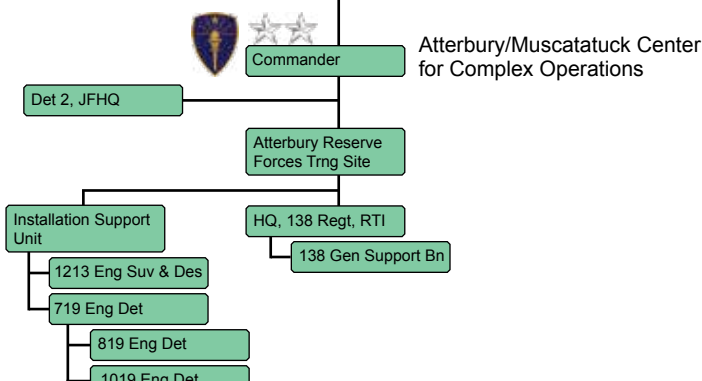
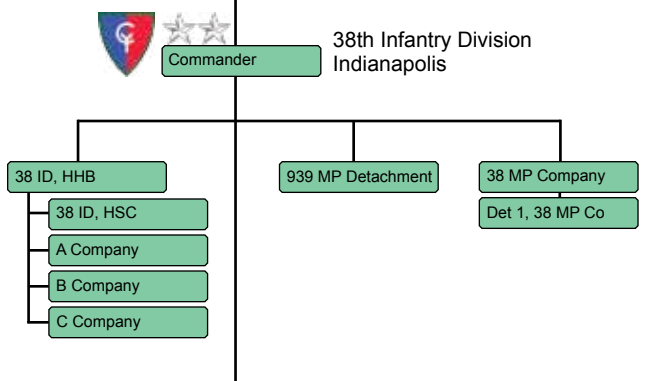
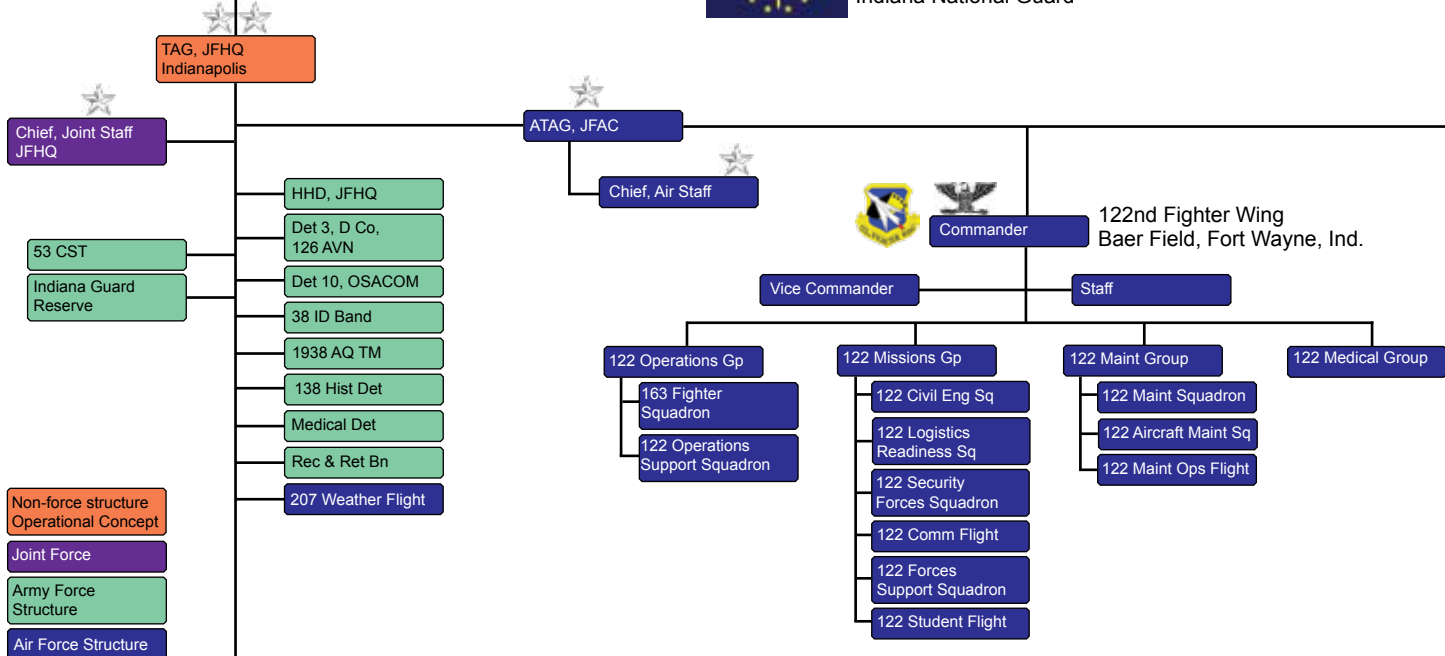
As always, the Indiana National Guard remained prepared to execute state active-duty missions in response to either man-made or natural disasters here in the Hoosier State. We remain ready to deploy at a moment's notice.

In closing, we thank you sir, for your support of the Indiana National Guard. Your administration and the Indiana General Assembly have been helpful in moving us from good to GREAT. 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.

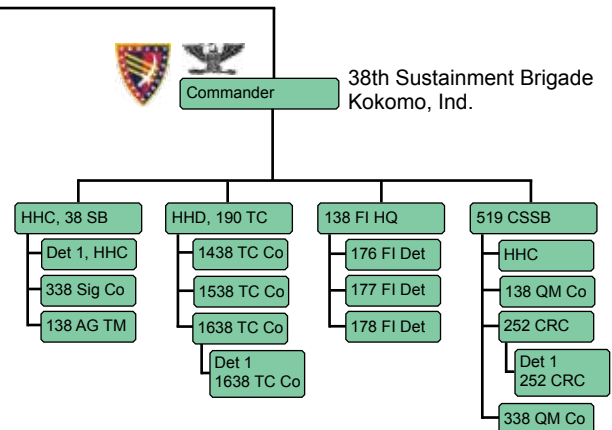
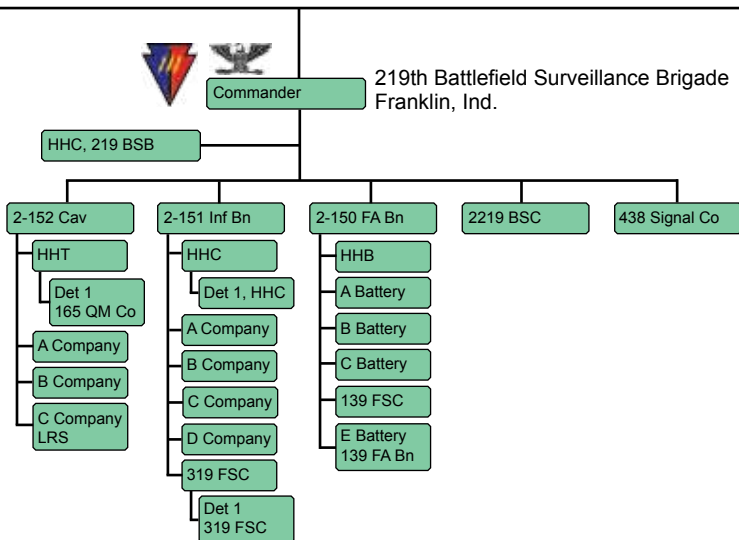
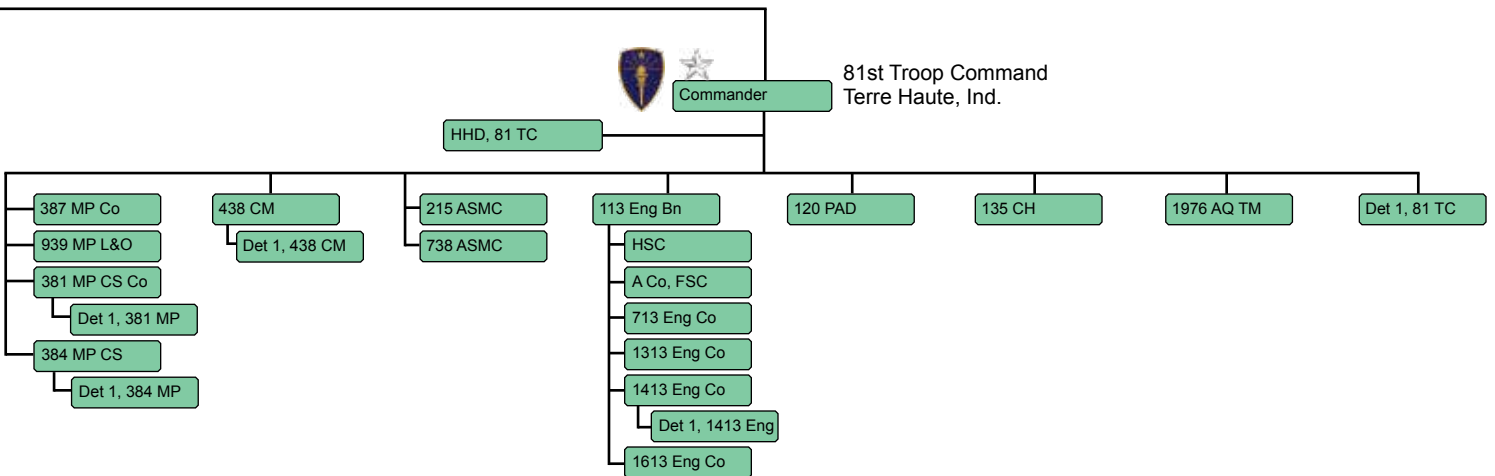
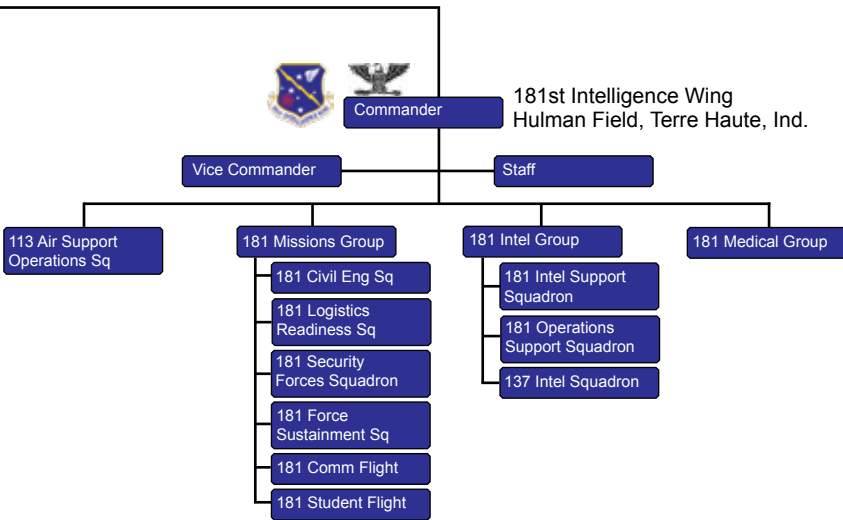
R. MARTIN UMBARGER
Major General,
Indiana Army National Guard
The Adjutant General



Governor
Commander in Chief,
Indiana National Guard



Organization Chart



Trainig year 2013 saw all sections of the J1 – Personnel Services Branch, Medical Branch, and Education Services & Incentives – meet major milestones in support of the J1 Personnel Readiness Campaign Plan. The campaign plan yielded improvements in many areas including Skill Level 10 vacancies, assigned excess, second and first lieutenant assignments, medical readiness, and processing of incentives.

The Personnel Services Branch moved experienced Soldiers out to units throughout the state, and brought new Soldiers into the section, to include two new personnel warrant officers and Maj. Jen Mcghee from National Guard Bureau, who serves as the PSB Branch Chief. The major projects for the year were improving data quality as the branch moved toward the implementation of the new Integrated Army Personnel System, personnel management boards, and implementation of the new Officer Career Management Program. The work by the Human Resources Team throughout the year was reflected in the improvement in data quality from near the bottom of state rankings to the top 15 nationwide. PSB successfully conducted more than 40 boards in direct support of the accession, career management, retention and separation of the more than 12,000 Soldiers assigned. The Systems and Records team implemented the new Enlisted Record Brief and Officer Record Brief achieving 100 percent certification. PSB closed out the year with the implementation of the first phase of the state’s new Officer Career Management Program.

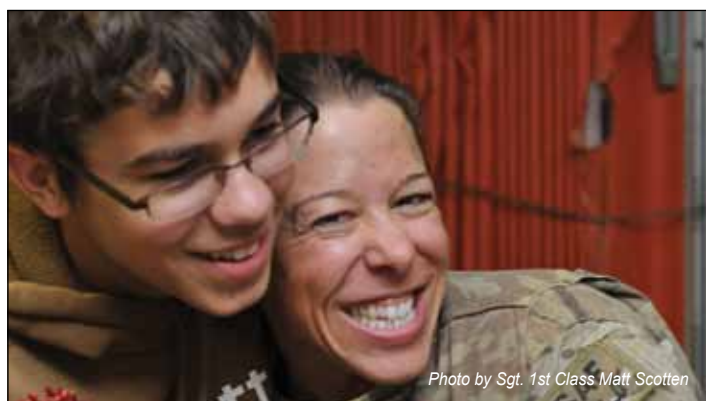
Medical readiness in the Indiana Army National Guard increased from 79 percent to 89 percent. At the front-end of the medical process, the medical section completed 1,586 Line of Duty cases while significantly decreasing LOD processing time through an innovative integrated education effort. The

Personnel Strength

	Officer	Warrant	Enlisted	Civilian	Totals
JFHQ	115	31	457	–	603
38 ID	770	137	8,336	–	9,243
81 TC	114	8	1,518	–	1,640
ISU	36	4	257	–	297
JFAC	13	–	15	–	28
122 FW	92	–	879	–	971
181 IW	104	–	782	–	886
State	–	–	–	530	530
IGR	116	8	164	–	288
Totals	1,360	188	12,408	530	14,486

J1 Stats

- Data quality improved to **Top 15** nationwide
- 100** percent certification of enlisted, officer records
- Medical readiness increased from **79** to **89** percent
- Indiana a **Top-5** state for medical readiness
- More than **1.5K** LOD cases completed
- 87** Soldiers guided through MRB process
- Completed **296** Medical Retention exams
- Processed more than **3K** requests for tuition assistance
- Tuition assistance requests totaled more than **\$6** million
- 1st** education conference held
- 17** higher-learning institutions attended
- 28** campuses represented
- Bonus payment submission rate to **88** percent
- Loan repayment submission rate to **72** percent



team guided 87 Soldiers through the Medical Evaluation Board process, a nearly 180 percent increase, completed 296 Medical Retention exams, and created the Medical Discharge unit that now contains around 400 Soldiers in various stages of the MEB process. The medical section continued to be an innovator piloting a new electronic MEB program that has been adopted nationally. The Medical Branch worked with field unit personnel to create an original program for the Medical Management Processing System, which has dramatically streamlined data management and increased the proficiency of Soldier tracking across the state. The Indiana Army National Guard finished the year in the top five states for medical readiness nationally.

This year, the Education Services Office met the challenge of increased benefit usage by processing more than 3,000 requests for state and federal tuition assistance totaling more than \$6 million. The Education Office hosted the first education conference to discuss updates and changes to the GI Bill, National Guard Supplemental Grant, and Federal Tuition Assistance programs where 17 colleges and universities representing 28 campuses around the state were in attendance. Throughout the year, the Incentives Branch worked to increase timely Soldier support and was able to improve the successful submission rate of bonus payments from 67 to 88 percent and the successful submission rate of Student Loan Repayment Program payments from 47 to 72 percent.



Indiana National Guard Soldiers monitor intelligence operations and security threats during Cyber Guard 13, Thursday, July 18, 2013.

Courtesy photo.

In 2013, the Indiana Intelligence Center expanded its operations in size and scope. The receipt of two containerized classrooms added an additional 2,500 square feet of classroom and operational space, and ground was broken on an additional 5,000-square-foot expansion scheduled for completion in 2014. The new areas include space for more than 80 Guardsmen and a briefing area large enough for more than 50 people.

The Indiana National Guard participated in two separate cyber exercises. Cyber Shield was a National Guard Bureau exercise held at the Professional Education Center near Little Rock, Ark., and Cyber Guard was held at Fort Meade, Md. The Indiana team sent Soldiers and Airmen to Cyber Guard 13 where they were highly commended for their performance. Several Indiana National Guard Soldiers were selected for three-year tours on the new full-time Army National Guard Cyber Team and were also involved in the planning of Cyber Shield 2014.

Five new instructors began working at the IIC, providing new expertise in different intelligence disciplines and enabling the cadre to offer classes previously unavailable. These instructors will make up for the loss of mobile training teams as federal budgets are reduced.

Of the new classes offered by the Indiana National Guard, the Distributed Command Ground System – Army, Field Service Engineer course is unique among other classes offered in the Defense Department. The Indiana National Guard is the sole provider of this class, which will allow active and reserve component units to maintain, update, and repair their all-source analysis systems without resorting to costly contract maintenance support.

The Indiana Intelligence Center welcomed 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 has trained 36 counterdrug team members from across the United States on advanced geospatial intelligence skills to support their efforts in combating illicit drug trafficking.

The 38th Infantry Division continued its support of the U.S. Africa Command through reach-back support missions and assistance from other units throughout the year.

Indiana National Guard members again exceeded production expectations and helped lead the way to the Army National Guard’s transition to Foundry 2.0 by integrating real-world intelligence missions into training. Under this new phase, all foundry training must be tied to a mission, and the Federated Intelligence Program bridges the gap between units able to provide intelligence support and combatant commands that need this help.

Based on the success of the current program, the Indiana National Guard is seeking new combatant command partnerships for 2014 and beyond to provide relevant intelligence to units outside the continental United States and real-world experience to intelligence personnel by keeping them involved in operations from within the continental United States.

U.S. Cyber Command Seal

The eagle, the U.S. symbol, is revered for its keen eyesight that allows it to pierce the darkness and remain vigilant.

The two swords represent the command’s dual nature to defend the nation and, if necessary, engage U.S. enemies in the cyber domain.

The key illustrates the command’s role to secure the nation’s cyber domain.

The lightning bolt symbolizes the speed of cyber operations.



Information courtesy of www.stratcom.mil/factsheets/Cyber_Command/

J2 Stats

- Previous classroom space = **4.2K** sq. ft.
- Added **2** containerized classrooms = **2.5K** sq. ft.
- Now approx. **6.7K** sq. ft. classroom space
- 5K**-square-foot expansion started
- More than **24K** hours of classes, production
- 2** cyber exercises: Cyber Shield & Cyber Guard
- 36** counterdrug members trained



Indiana National Guard Soldiers with 1st Squadron, 152nd Cavalry gather around their commander, Lt. Col. Justin Mann, as he addresses them at Camp Atterbury, Ind., Friday, March 22, 2013. The squadron was scheduled to deploy to Sinai for an observer mission.

Photo by Capt. Kathryn Elkins

Mobilization Readiness Branch Summary & Stats

The mobilization shop continued to support Indiana National Guard units throughout this politically tumultuous year, which saw the relief of the 1-293 Infantry Battalion from mobilization for a security mission in the Horn of Africa, and the relief of 1-152 Cavalry Squadron from mobilization for an observers mission in Sinai.



Photo by Sgt. 1st Class Jeff Lowry

Mobilization site visits to
Fort Hood, Texas
Fort Bliss, Texas
Fort Dix, N.J.

478 mobilized, **11** units
530 demobilized, **11** units

Support cell teams to
Fort Hood, Texas
Fort Bliss, Texas
Fort Dix, N.J.
Camp Atterbury, Ind.

Counterdrug Stats

More than **\$142** million drugs seized
More than **\$5.6** million non-drug assets seized
More than **860** arrests
More than **340** weapons seized
Approx. **\$12K** asset forfeiture
Approx. **490** flight hours
More than **200** law officers trained
Approx. **6.5K** students mentored

PTAE Summary & Stats

The Premobilization Training Assistance Element continued to support Indiana National Guard units throughout fiscal year 2013.

Facilitated training for
More than **10** annual training periods
More than **60** drill weekends
More than **1.4K** Soldiers



Photo by Sgt. 1st Class Jeff Lowry

Defense Support of Civil Authorities Stats

Approx. **159** troops on state active duty supporting December 2012 winter storm
53rd CST conducted **4** responses and **55** stand-by missions supporting the FBI

Key Efforts & Impacts

Key exchanges:
8 w/ Slovakia, **3** w/ Germany, **2** w/ United Kingdom, **1** w/ Denmark
19th CERFP conducted small-unit exchange with Israel Home Front Command

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. The directorate is organized into three divisions: the Logistics Management Division, the Surface Maintenance Division, and the Consolidated Property Book Office.



The Logistics Management Division facilitates the management of the Indiana Army National Guard logistics budget of \$27.8 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 289 military technicians in this division are charged with maintaining more than 60,000 pieces of equipment including more than 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 2013.

The Consolidated Property Book Office provides property management and accountability support to all of the major

J4 Stats

- Managed **\$27.8** million logistics budget
- Maintained more than **60K** pieces of equipment
 - Incl. more than **11K** pieces of rolling stock
 - Incl. more than **11K** weapons systems
 - Incl. more than **5K** pieces of electronic equipment
- 13** Field Maintenance Shops
- 1** Unit Training Equipment Site
- 2** Combined Surface Maintenance Shops
- 1** Regional Calibration Lab supports **4** states
 - Indiana, Michigan, Ohio and Kentucky
- Shops at operational readiness rate of **95** percent
- Delinquency rate below **2** percent
- Managed more than **\$1.4** billion of Army property
- Turned in more than **\$35** million worth of equipment
- Only **.27** percent excess property

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 0.27 percent excess percentage that is one of the best in the National Guard.

It was a very busy year for the J5 in 2013. The newly-formed directorate combined J5 SIBT with Public Affairs and is lead by Col. Ron Westfall. The J5 was tasked to assist the adjutant general to brief Gov. Mike Pence on Indiana National Guard's strategic plan and how the organization is going from "good to great."

The governor was very pleased with the brief and told the Adjutant General that we were "light years" ahead of many other organizations when it comes to strategic planning. When J5 reviewed the governor's objectives, his objectives matched the Indiana National Guard's strategic alignment. J5 then implemented a plans metric directly tied to the governor's objectives.

As fiscal year 2013 progressed, it became readily apparent that the Indiana National Guard was entering a severely resource-constrained environment and how the Indiana National Guard did business needed to change.

Resource management and fiscal accountability lead to an increased emphasis by senior leadership on Organizational Inspections Program and the Managers Internal Control Program.

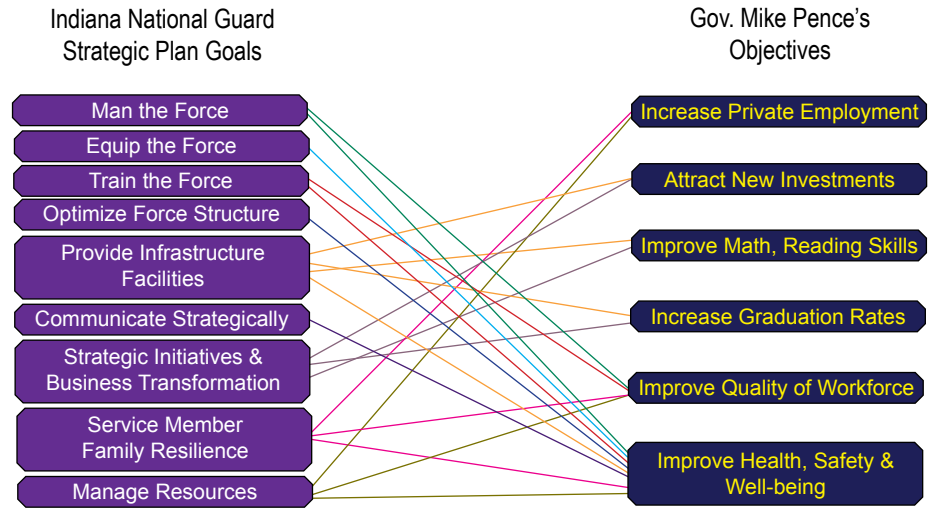
OIP

The Organizational Inspection Program coordinates inspections and audits into a single, cohesive program focused on command objectives, comprising of command inspections, staff inspections and inspector general inspections in order to identify, prevent or eliminate problem areas within the command. Adjutant general focus for 2013 was specifically on command inspections. Commanders inspected their units, in order to identify and analyze process improvement opportunities that will increase performance. One common finding with most commanders is that of retention. A Lean Six Sigma black belt project was assigned to the J5-SIBT to focus on improving retention.

MICP

The Strategic Initiative and Business Transformation office received the highest possible rating, a Green Plus, on the Manager's Internal Control Program 2013. J5-SIBT assigned a Lean Six Sigma Green Belt to continue

Goals to Objectives



to improve the MICP program; resulting in a process improvement of 75 percent, up from last year's ratio of 35 percent. The MICP manager developed an MICP web-based training videos for the Indiana Army National Guard. J5-SIBT developed and used web-based MICP checklists in order to assist managers in conducting internal audits for their specific programs. The Internal Review Office and Indiana United States Property and Fiscal Office have given additional guidance to ensure the program allows leaders at all levels the tools they need to reasonably safeguard the resources where they maintain authority in personnel, finances, equipment, property and processes.

Lean Six Sigma

Lean Six Sigma Process



The need for continuous process improvement in order to reduce cycle times, save resources and increase readiness lead the J5 SIBT to host the first of three training events. In June, J5 hosted a course at Camp Atterbury and trained 23 Green Belts.

Army Communities of Excellence

Although the Indiana National Guard did not make the final four and receive a site visit in 2013, Indiana remains in the top tier nationally of the ACOE. In 2013 five troops were sent to examiner training. With five trained examiners, 38 Green Belts, nine Black Belts added to the organization with a focus on continual process improvement, the Indiana National Guard is well postured to pursue organizational excellence.

The Lean Six Sigma continuous improvement process is similar to the U.S. Army's five-step Composite Risk Management process of identifying hazards, assessing hazards, developing controls and making decisions, implementing controls, and supervising and evaluating. The Lean Six Sigma process is represented at left.

The J6 directorate establishes policies and procedures, provides advice, and makes recommendations on information technology matters to the adjutant general and the 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 is also 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 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 2013, the J6 focused on reducing those services that are no longer needed due to reduced operational tempo of the Indiana Army National Guard. The J6 successfully reduced our mobile phone service by more than 62 percent, which equated to more than 720 devices – cell phones and air cards – taken out of service. The J6 also began the process of reducing the IT services footprint at Camp Atterbury and the Muscatatuck Urban Training Center by centralizing the support operations within the Joint Force Headquarters in Indianapolis. This reorganization will result in cost savings, approximately \$800,000 per year, while maintaining those services needed by members within the Indiana National Guard.

The J6 continued the capital improvement program and purchased the remaining Voice over Internet Protocol phones needed to upgrade the Indiana National Guard telephone system. J6 members also moved Indiana Army National Guard members to the Defense Information Systems Agency enterprise email services and decommissioned the Microsoft Exchange Server. With the accounts moved, the Indiana National Guard is now in compliance with the U.S. Army.

Mission, Vision, Objectives

Mission:
To provide timely information technology services and support.

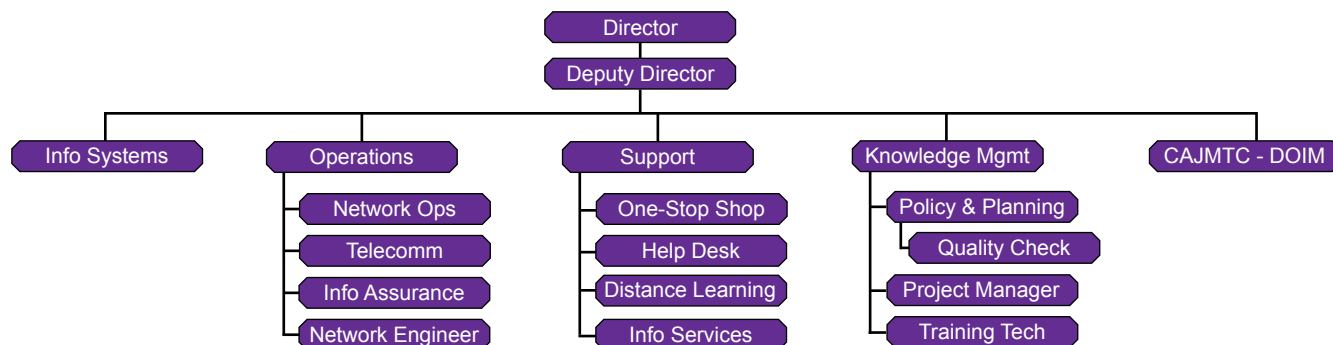
Vision:
A secure, resilient, and protected information infrastructure that can rapidly restore services if affected by an emergency or crisis, ensuring the continued and efficient function of information technologies, infrastructure services and support.

- Objectives:**
- Be customer focused. It is critical that we provide adequate, timely, and reliable information technology services.
 - Coordinate the integration of Indiana National Guard policy and strategy into information technology services and support.
 - Facilitate improved security for the network.
 - Market our information technology services to our customers so they understand the level of service they can expect, and receive that level of service.
 - Enhance customer confidence in the reliability and integrity of information technologies, infrastructures, services, and security of personal information.

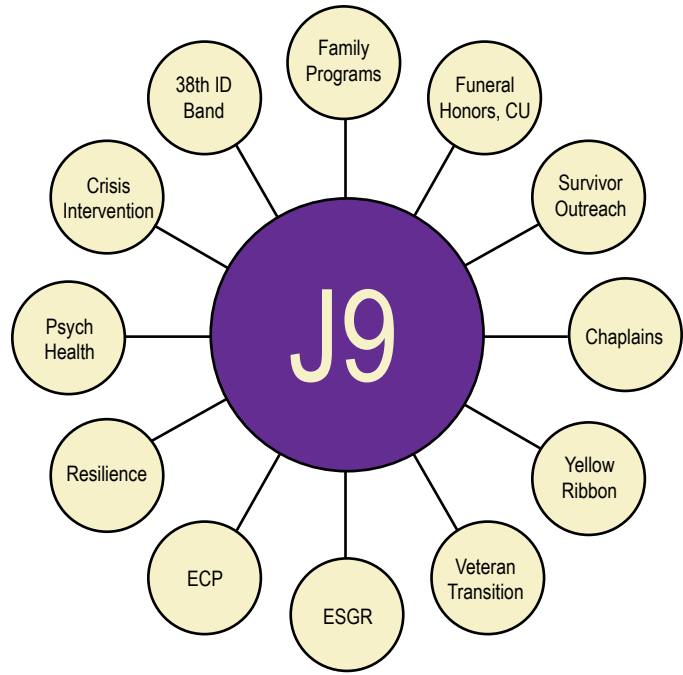
J6 Stats

- Reorgnization saves **\$800K** per year
- Reduced mobile service by more than **62** percent
- More than **720** devices removed from service
- Indiana Army National Guard users moved to DISA
- Microsoft Exchange Server decommissioned
- All VoIP phones upgraded

J6 Organization Chart



Civil Military Affairs' core function is the care and assistance for all Hoosier service members and their families. The J9 includes Family Programs, Yellow Ribbon Reintegration Program, Employer Support of the Guard Reserve, Employment Coordination Program, Transition Assistance Advisor, Military One Source, Chaplain, Crisis Intervention, Selective Service, Military Funeral Honors, Survivor Outreach Services, Ceremonial Unit, Military Family Life Counselors, USO, the Resilience Program, the Vista Outreach Program, and the 38th Infantry Division Band. The J9 is a one-stop shop, located at Tyndall - Moorhead Armory in Indianapolis, for service members of all branches and their families.



Family Programs



Photo by Sgt. 1st Class Tien Do

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

Thirteen Family Assistance Centers, see page 13, are located throughout the state to provide assistance to all branches of military service members who are active, Reserve, National Guard, retiree, veterans, and their families.

Some of the Family Programs highlights for 2013 included more than 64,030 Family Assistance support cases opened in the Guard Family Management System to assist service members and families in need.

Family Programs successfully obtained two Volunteer in Service to America members to assist with expanding resources for service members and their families.

More than 1,300 military children received school supplies that included

folders, scissors, paper, erasers, pencils, and a backpack. More than 400 military children received Christmas Toys in the 9th Annual Holiday Toy Drive collection effort.

Twelve family assistance specialists were trained in CPR and disaster preparedness to assist military families in an emergency situation. All Family Assistance Specialists are qualified to assist in Resiliency Training.

Additionally, in 2013 the Indiana Family Programs expanded its Exceptional Family Member Program by hosting three regional Exceptional Family Members Forum and partnering with key statewide community resources to support Indiana National Guard families.

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

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

Military Funeral Honors

2,702 funeral services for veterans throughout Indiana
20,457 graveside services for veterans since 2000
4 honorable transfers in fiscal year 2013



Photo by Sgt. 1st Class Matt Scotten

Family Assistance Centers



13 FACs throughout the Hoosier state

Ceremonial Unit



Indiana National Guard Soldiers with the Ceremonial Unit march around the circle in Indianapolis during the 500 Festival Memorial Service, Friday, May 24, 2013.

Photo by Sgt. 1st Class Jeff Lowry

Nationally recognized and respected
Sister unit to Old Guard in Arlington, Va.

26 funerals
1 honorable transfer
102 other ceremonies
Mounted Color Guard
Caisson
Color Guard
Firing Party
Artillery



Photo by Sgt. 1st Class Aaron Tinsley

Yellow Ribbon Reintegration Program

The Yellow Ribbon Reintegration Program continues to develop and adjust to the demands and needs of the mobilization and activation cycle. The program's personnel continue to expand to accommodate joint events where they could support multiple service branches simultaneously for greater use of resources.

In 2013 YRRP personnel conducted 35 events resulting in support to 4,154 service family members through all stages of mobilization cycle. The J9 completed the fourth annual Yellow Ribbon event for the Community Based Warrior Transition Unit for Hoosier Wounded Warriors. In this event, 34 troops and 20 family members were able to get benefits and support information.

The local Joint Family Support Assistance Program team consisting of a Military One Source representative, Military Family Life consultants, Personal Finance consultant, Crisis Intervention team, and Employment Coordination cell continued to work closely with service members well after the mobilization Yellow Ribbon events to ensure troops' reintegration to civilian life was successful.

In fiscal year 2013, the YRRP staff worked closely with the Family Readiness Support Specialist team and the Family Assistance Specialist team to further increase family attendance and support for all YRRP events.

Seven Seals

The Indiana National Guard's Civil Military Affairs Directorate, J9, supports all reserve-component branches, known colloquially as the seven seals and represented below.



Chaplains

- Instructors at **17** training events
- Instructors at **3** Yellow Ribbon Reintegration events
- Trained **911** individuals
- 677** Guardsmen, **234** family members
- Officiated **10** funerals
- Officiated **3** honorable transfers
- Participated in **26** military events
- Conducted **23** prayer breakfasts at 6 locations
- Counseled **527** service and family members
- Totaled more than **1.7K** hours



Col. Eric Ebb, an Indiana National chaplain, delivers the invocation at the 500 Festival Memorial Service in Indianapolis, Friday, May 24, 2013.

Photo by Sgt. 1st Class Aaron Tinsley

Survivor Outreach Services

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

- 1st** Survivor Transition and Resilience Retreat
- More than **200** STARR attendees from **70** families
- Contacted more than **1.5K** survivors
- Supported more than **280** events
- SOS activities reached more than **6K** survivors, families



Photo by Sgt. 1st Class Jeff Lowry



5 RTA courses
 Qualified **32** MRTs
 Qualified **200** RTAs
 Total MRTs = **104**
 Total RTAs = **439**

Photo by Sgt. 1st Class Matt Scotten

In addition to qualifying 32 Master Resilience Trainers in fiscal year 2013, the State Resilience Team conducted another five Resilience Trainer Assistant courses, resulting in 200 more qualified RTAs – Soldiers, Airmen and civilian contractors. Total qualified MRT and RTA personnel are 104 and 439, respectively.

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

In January 2013, Sgt. Maj. James Devine, the Department of the Army Headquarters Comprehensive Soldier & Family Fitness sergeant major, conducted a site visit and informal evaluation of the Indiana National Guard RTA Course at the 138th Regional Training Institute. His feedback was encouraging as he stated that Indiana’s training was “well organized” and that the students left the course better leaders and an asset to their commands to assist in making service members and civilians ready and resilient.

After observing Indiana National Guard’s Resilience Program, the U.S. Army Reserve based its RTA course structure on Indiana’s model. The State Resilience Team assisted the Army Reserve in conducting RTA Courses in San Antonio, Seattle, Los Angeles and Kansas City, Mo., in 2013.

Transition Assistance Advisor

Transition Assistance, Veteran’s Support Office, continues to be one of the busiest J9 offices. This office continues to be the subject matter expert for direct liaison with Veterans Affairs Medical and VA Benefits. The office is often an initial entry point for service members needing crisis intervention and care. In 2013, this office briefed more than 6,400 service members and personally assisted more than 8,800 veterans with benefit issues.

Transition Assistance also manages portions of the Yellow Ribbon Reintegration Program, supports the regional Community Based Warrior Transition Unit, and is an active resource for all crisis interventions and employment support.

TAA is a service member support office with a working relationship second to none with all agencies supporting today’s military and veterans.

More than **6.4K** troops briefed
 More than **8.8K** veterans assisted

Employer Support of the Guard and Reserve

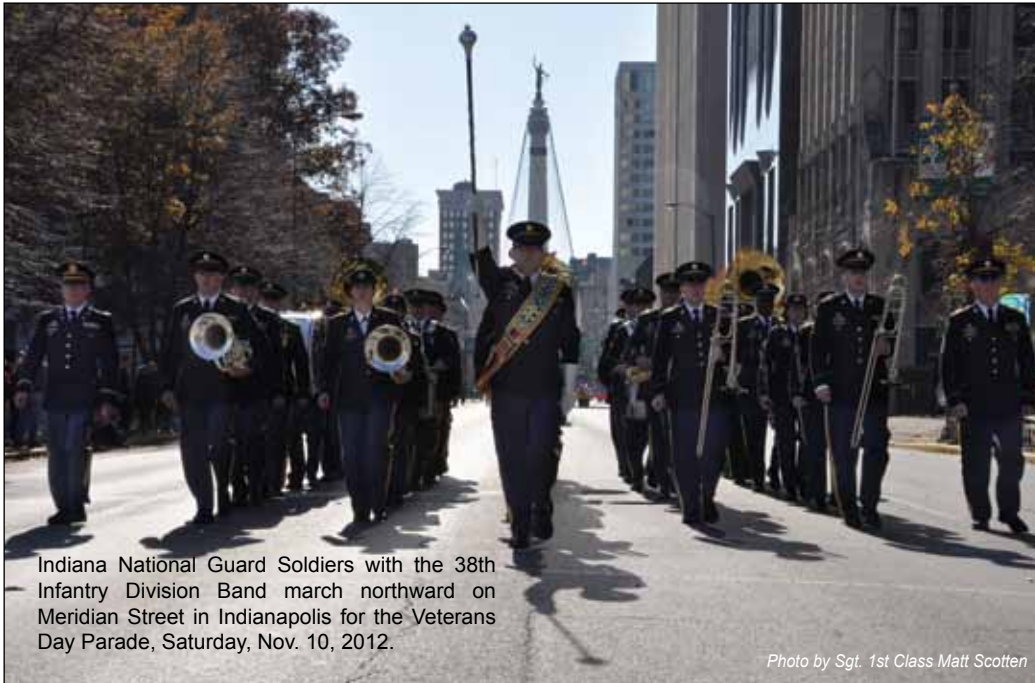
Throughout 2013, Indiana ESGR staff was able to promote cooperation and understanding between reserve-component service members and their civilian employers. The range of events executed included employers signing Statements

More than **75** dedicated volunteers
 Recorded **3K** volunteer hours
 Participated in **721** events across Indiana
10 job fairs
 Briefed more than **15K** service members
147 awards presentations
 Appox. **1.5K** Statements of Support

of Support, awards presentations recognizing outstanding support, and educating service members and employers on their rights and responsibilities under the Uniformed Services Employment and Reemployment Rights Act.

Online information
esgr.mil
inesgr.org
twitter.com/IndianaESGR
facebook.com/indiana.esgr





Indiana National Guard Soldiers with the 38th Infantry Division Band march northward on Meridian Street in Indianapolis for the Veterans Day Parade, Saturday, Nov. 10, 2012.

Photo by Sgt. 1st Class Matt Scotten

In 2013, the 38th Infantry Division Band maintained its historical tradition of being the busiest unit in the Indiana Army National Guard. The unit had the highest completed number of community events for any unit in the state.

Approx. **2** million listeners
More than **140** missions

Crisis Intervention

The Crisis Intervention Team’s mission to provide timely and adequate outreach and professional resources to ensure the health, safety and well-being of Indiana National Guard service members, civilian employees and their families.

Outreach services, intervention and professional care are available to service members identified as experiencing an overwhelming personal crisis or critical

event that require further assistance, e.g. major depression, suicidal ideation, suicide attempt, homicidal ideation, post traumatic stress disorder and substance abuse, using a hands-on approach.

The program provided successful outreach to more than 216 identified cases, resulting in the follow-up care and treatment to the individual-in-need based on the individual’s specified needs.

Sexual Assault Response and Prevention

The Sexual Assault Response and Prevention program changed this year and implemented two new changes within the training program. Victim advocates are now required to attend an 80-hour Sexual Harassment, Assault Response and Prevention training program and also become nationally credentialed. In 2013, the Indiana National Guard sent 47 advocates to the SHARP training and had 61 victim advocates credentialed.

Total number of Unit Victim Advocates and SHARP Specialists trained is 72. The J9 fully implemented the SHARP training, Tiers I, II and III,

and more than 85 percent personnel completed the training.

The state conducted several Sexual Assault Stand Down trainings between July and September, beginning with the adjutant general training his senior staff for 100 percent compliance.

There were 16 reports of sexual-assault reports during fiscal year 2013. The Indiana National Guard continues to use and interact with outside resources as part of our Joining Community Forces Initiative and building community capacity to support service members and families

ECP

The successes of the Employment Coordination Program are accomplished by working with service members to increase their job marketability, collaborating with employers throughout Indiana and following up with those businesses on the quality of the service member hired.

The Employment Coordination Program began a new initiative in 2013 to join together government and non-for-profit organizations, like Indiana Department of Veterans and Operation Job Ready Vets, to help find employment for service members and their immediate family.

- Assist with resume writing
- Assist with job search
- Improve interviewing skills



Indiana National Guard recruits take the oath of enlistment during the Armed Forces Day enlistment ceremony at the Indianapolis Motor Speedway in Speedway, Ind., Sunday, May 19, 2013.



Photo by Sgt. 1st Class Jeff Lowry

For the Recruiting and Retention Battalion, 2013 marked the continuation of some great local and state events and traditions such as the 4H Fairs, Indianapolis Motor Speedway Enlistment Ceremony, Colts High School Football Combine, Victory Field Classic and the Indiana Blue Star Salute.

The battalion's noncommissioned officers across the state conducted more than 70 high school home team basketball and football jersey night games, which expanded the knowledge of the Indiana Army National Guard to high schools across the state. Along with increasing awareness to the high school market, the battalion was able to secure a partnership with Indiana University and Purdue University for the creation of the Indiana National Guard Governor's Cup, marketing the Guard to colleges.

The Career Center re-opened in 2013 at its new location in the Johnson County

Armory. The new center is a one-stop shop for the state's strength managers to use. On top of assisting the personnel directorate with retirement briefs, the main focus of the Career Center is to ensure the Indiana National Guard meets its yearly retention and attrition goals through the use of unit sponsorship and retention activity inspections, as well as ensuring implementation of the adjutant general's 4-2-1 policy. Those who work at the center specialize in individualized training down to the lowest levels and are available to assist units with their career management goals.

Overall, the Recruiting and Retention Battalion finished the year strong, not only proving this in their production numbers but also through their Soldiers. Lt. Col. Shawn D. Gardner and his senior leadership are creating and maintaining a battalion full of Soldiers who fall under the Total-Soldier concept. To prove that this is the new way for the battalion, the Commander's Elite Eleven was created. This included the top NCO from each recruiting and retention team, as well as

R & R Stats

2,048 enlisted accessions
133 officer accessions
138 warrant officer accessions
5th largest enlisted accessions
RSP ranked **#1**, large states
Approx. **83** percent reenlistment
Approx. **16** percent loss rate
More than **70** jersey nights
Elite Eleven created
Governor's Cup started

three additional Soldiers selected by their leadership. Each Soldier was screened based on physical fitness, enlistment production, ship-rate, training pipeline success rate and a board setting. Each of the Elite Eleven and the battalion Soldiers directly contributed to the Indiana National Guard exceeding its fiscal year 2013 end strength mission, bringing Indiana to the fourth largest National Guard State and fifth largest enlisted accessions as well as possessing the number-one ranked large recruit sustainment state in the nation.

Indiana Army National Guard's Aviation and Safety Operations completed a full spectrum of operations, preparing to assist our citizens in time of disaster and defending our nation in time of war. While these demanding missions are challenging to prepare for in terms of training and equipping, the Guardsmen performed admirably, upholding the finest traditions of Army National Guard Aviation.

At home and abroad, the C-12 Huron remained fully engaged in supporting operational support airlift missions and battlefield commanders. A large portion of the Indiana Army National Guard's C-12 detachment returned from deployment overseas, where the Soldiers provided intelligence, surveillance, and reconnaissance to ground forces while using a new aircraft.

A storied chapter in Indiana Army Aviation history closed when the C-23 Sherpa detachment flew both aircraft into storage in June. The C-23 aircrews flew missions the week before retirement.

The medical evacuation company, air assault company, support and surveillance detachment, and two flight facilities were decisively engaged throughout the year preparing for deployment, executing missions for numerous exercises, supporting local and state law enforcement, and providing relief to our fellow Hoosiers during emergencies. The medevac company is halfway through an 18-month deployment in Kuwait, teaming with the Kentucky Army National Guard's medevac detachment. During the first half of this mission, Indiana National Guard Soldiers completed over-water operations, and they received national recognition for their performance.

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

Safety and Occupational Health continued to provide commands and troops with the tools and resources necessary to sustain a safe and effective work environment. Throughout the year, inspections, training and planning sessions were executed to ensure Guardsmen were mission capable. The work conducted by the safety and health office directly contributed to a drop in workplace injuries by identified potentially hazardous conditions that were remedied and instituted oversight programs that educated other offices on the latest in safety guidelines, practices and equipment.

Company C, 2-238th GSAB Soldiers in a UH-60 Black Hawk helicopter hoist a Soldier out of the Persian Gulf while dye marks the location, Wednesday, May 22, 2013. The Hoosier troops partnered with Kuwaiti forces, and they exchanged tactics, techniques and procedures for over-water missions.



Photo by Maj. Randall Stilling

The Office of the Staff Judge Advocate serves a dual function. The Staff Judge Advocate serves as chief counsel for the Indiana National Guard while the Legal Assistance and Trial Defense Service staff serves the individual needs of the more than 14,000 Soldiers and Airmen within the Indiana National Guard.

The OSJA provides legal training to Soldiers, Airmen, commands and attorneys throughout the Indiana National Guard and the state of Indiana.

In 2013, the OSJA averaged eight legal actions per day, more than 20 requests per month for defense representation, and assisted more than 800 Indiana National Guard troops.

Each year the OSJA hosts an educational two-day continuing education course. In 2013, more than 1,000 Soldiers, Airmen, attorneys, paralegals and other legal professionals received training in various legal topics to include professional responsibility, government ethics, military criminal justice, legal support, and military installation law.

For assistance or additional information please call 317-247-3449.

- 4** full-time judge advocates
- 1** full-time paralegal
- 33** traditional judge advocates
- Averaged **8** legal actions per day



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, above, community relations events like the Indianapolis 500 and online through the website and social network sites like Facebook and Twitter.

- Products Produced
- 226** photo-generating events
 - 66** advisories, releases
 - 51** written stories
 - 37** videos

- Community Relations
- 106** requests supported
 - 150** requests received

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

Inspector General

Mission

Inquire into and report upon the discipline, efficiency and economy of the Indiana Army and Air forces.

Role

The Inspector General is an extension of the eyes, ears, voice, and conscience of the adjutant general. The Inspector General must understand the general's goals, expectations, intent, standards, vision, operating methods and personality.

Functions

Inspections: Proactively resolves issues that affect unit readiness and war-fighting capability. Promotes and reinforces good performance and best practices. Under-scores leadership priorities.

Assistance: Correct injustices, real or



perceived. Provides the service member with an alternative to the chain of command when the chain of command is unable to solve the problem. Enhances combat readiness and war-fighting capability by maintaining the service member's morale and focus.

Investigations: Fair and impartial in identifying systemic issues, fraud, waste

and abuse. The Inspector General confirms or denies allegations.

Teaching and Training: Collectively teaching and training is an essential element of all inspections and is the overarching principle. The IG informs and provides best practices to enable units or agencies to learn about goals and standards and how to achieve them.

The office of the State Inspector General conducts investigations, inspections, and provides teaching and training opportunities throughout the state. The office assisted more than 200 Soldiers and Airmen in resolving a wide range of issues.

Contact the Inspector General at 317-247-3111 or ng.in.inarng.list.ig-office@mail.mil

Fiscal year 2013 marked another dynamic year for the 38th Infantry Division, the Indiana National Guard's largest major command with more than 9,200 Soldiers. The Indiana National Guard elements assigned to the 38th Infantry Division include the Headquarters & Headquarters Battalion and four separate brigades – 76th Infantry Brigade Combat Team, 219th Battlefield Surveillance Brigade, 38th Combat Aviation Brigade and 38th Sustainment Brigade – each with its own story.

38th ID Brigades



76th Infantry Brigade Combat Team, Lawrence, Ind.
www.facebook.com/NighthawkBrigade



219th Battlefield Surveillance Brigade, Franklin, Ind.
www.facebook.com/219th.BfSB



38th Combat Aviation Brigade, Shelbyville, Ind.
www.facebook.com/38thCAB



38th Sustainment Brigade, Kokomo, Ind.
www.facebook.com/38Sustain

Headquarters & Headquarters Battalion

During fiscal year 2013, the 38th was responsible for the Domestic All-hazard Response Mission and charged with responding to any potential disaster, natural or man-made, and liaison with federal, state, and local enforcement and other civil authorities.

The division's operating environment for the DARM was the 26 states and territories east of the Mississippi River.

The division provided a 120-Soldier, forward-support element to rapidly deploy to an affected area providing mission command and other support to the state as needed. The division's main body, comprised of roughly 500 Soldiers, served as a joint task force.

The battalion supported this effort throughout the year with a mission to provide administrative and logistical support during four command-post exercises.



Photo illustration by Master Sgt. David Elmore

219th Battlefield Surveillance Brigade



Indiana National Guard Pfc. Seth Graves, Frankfort, Ind., infantryman in the 219th Battlefield Surveillance Brigade's Company D, 2nd Battalion, 151 Infantry Regiment, rappels from the 45-foot tall rappel tower at Camp Atterbury, Saturday, July 27, 2013.

Photo by John Crosby

The 219th Battlefield Surveillance Brigade showed numerous achievements and contributions.

The 2-150th Field Artillery deployed 35 Soldiers to Afghanistan, participated in Operation Northern Strike, and provided salute batteries and static displays.

The 2-152nd Reconnaissance & Surveillance Squadron's field-training exercise showcased integrated operations with combined scout and airborne expertise. The year ended on a high note with brigade elements successfully completing a highly visible annual training by participating in the multinational Bold Quest exercise while simultaneously conducting a fully digital, classified command-post exercise.



The 76th Infantry Brigade Combat Team started 2013 with the successful redeployment of the brigade's headquarters from Afghanistan. During deployment, and in coordination with the Australian Army, senior leaders led the Nighthawks through the challenging mission of battle-space command of the National Guard, active component, and coalition forces throughout the provinces of Uruzgan and Dikundi in Afghanistan.

Three 76th battalions scheduled to deploy to the Horn of Africa, Sinai and Afghanistan were replaced with active-duty units in the spring. The 76th entered Army Force Generation Reset cycle with a new focus of synchronizing mission command at the battalion and brigade level, improving organizational processes, increasing personnel readiness, and increasing small unit tactical proficiency.

38th Combat Aviation Brigade



The 38th CAB, throughout the past year, provided aviation operations for National Guard units, first responders and other branches of the armed forces.

Maintaining a high operating tempo, the brigade provided aviation support for four separate deployments during 2013. Detachment 2, Company B, 638th Aviation Support Battalion Soldiers deployed to Kosovo on March 18, 2013, and they conducted maintenance operations on the UH-60 Black Hawk helicopters. In support of Operation Enduring Freedom, Soldiers from Company C, 2-238th General Support Aviation Battalion deployed to Kuwait on July 3, 2013, for a yearlong deployment providing medevac support throughout the region.

38th Sustainment Brigade



In 2013, approximately 200, 38th Sustainment Brigade Soldiers returned from Operation Enduring Freedom – Kuwait. The Soldiers provided theater sustainment while rightsizing the logistics footprint in Kuwait to meet current and future mission requirements.

The headquarters provided mission command for more than 1,000 Soldiers in six battalions and one directorate, from all Army components, and performed sustainment missions in Kuwait, Jordan, Oman, Saudi Arabia, Iraq, as well as throughout international waters.

The Airmen of the 122nd Fighter Wing underwent many trials in 2013 yet showed their determination and capability of rising above challenges to once again prove themselves worthy of being known as the best A-10C unit in the Air National Guard.

Airmen started the year by preparing for a Consolidated Unit Inspection, the most comprehensive compliance inspection since the unit's inception in 1946. The wing became the first Air National Guard unit to be virtually inspected as a cost savings measure within the Air Force.

"The results are clear fellow Blacksnakes, we are a solid, combat-oriented, fully-compliant wing," said Col. David Augustine, 122nd Fighter Wing commander. The 122nd received an overall grade of satisfactory

The Blacksnakes maintained their leading safety record, zero Class A incidents since 1989, while facing reduced flying hours and maintenance scheduling challenges from the federal government's automatic budget cuts and furlough of its employees.

In May the unit dedicated the opening of Baer Field Heritage Air Park, which ties together the 122nd's history to the surrounding community.

In August the unit deployed to Eielson Air Force Base, Alaska, for Red Flag Alaska 13-3. The unit took part in multinational exercises encompassing a total of 60 aircraft and 2,600 personnel. More than 180 Blacksnakes worked with live munitions and performed unique training not offered during home station training assemblies

In September the Blacksnakes took part in Bold Quest 13.2, a multinational coalition capability demonstration, which tested and verified communications technologies across varying aircraft and between air and ground forces.

The unit took a major role in the Fort Wayne area's Veterans Day Parade and took part in the Honor Flight program for World War II veterans.



122nd Fighter Wing Stats

- Approx. **200** Blacksnakes deployed
- 26** graduate from Community College of the Air Force
- 1.5K** individuals attend Family Day
- 200** individuals attend Kids Halloween Party
- Approx. **800** individuals attend Base Holiday Party
- Last Hometown Hero Salute
- 42** Airmen, **60** family members recognized
- More than **140** new Blacksnakes
- More than **104** percent end strength
- 3** Honor Flights

The base honored the 50th anniversary of the Vietnam War by taking part in the North East Indiana Vietnam Homecoming celebration and continuing to take part in maintaining the unit's commitment to the Fort Wayne Base Community Council.

In 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. The flight received more than \$16,000 in incentive money for maintaining a zero delinquency rating for the past 116 months. Additionally the Comptroller Flight received three Air National Guard Annual Awards for individual and organizational excellence.



A 122nd Fighter Wing A-10 Thunderbolt aircraft taxis down a runway during Red Flag Alaska, Monday, Aug. 12, 2013, at Eielson Air Force Base, Alaska.

Photo by Staff Sgt. Kirsten Wicker

Indiana Air National Guard Staff Sgt. Kevin Arnett, a 181st Intelligence Wing Airman, looks through an infrared camera at burn piles in Clay County while on board a UH-60 Black Hawk from Shelbyville, Ind., Wednesday, Sept. 4, 2013.



Photo by Senior Master Sgt. John S. Chapman

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

Racer retention was 93.5 percent, number one in the Indiana National Guard, number six in the Air National Guard and number one of Air National Guard Distributed Ground System Wings.

The efforts of 181st Airmen were critical to national defense and domestic response. More than 360 members deployed, mobilized or supported combat operations with zero local, perimeter intrusions.

Wing personnel directly contributed to the state and national objectives by providing 24-hour per day intelligence, surveillance and reconnaissance support, disaster first responders and battlefield Airmen to combatant commanders and to Indiana. The wing participated in contingency operations, combat readiness exercises and disaster-response exercises.

The wing serves as the primary backup to U.S. Air Force active-duty DGS core sites, which resulted in zero unfulfilled combat taskings. Racers developed and executed the first ever Afghan Air Force ISR sortie and provided ISR support to multiple raids on enemy forces. Furthermore, the Wing assisted the Global Hawk program office to test aircraft capabilities to better support coalition forces and developed tactics, techniques & procedures to maximize collection parameters for life-saving ISR products.

The 181st IW first-response teams participated in multiple exercises in preparation to man-made and natural disasters. The Wing participated in seven joint and one-coalition disaster response exercises preparing to assist victims of disasters with medical care, fatality services and incident analysis and assessment.

181st Intelligence Wing Stats

- More than **50K** images analyzed
- More than **1.3K** ISR combat missions supported
- More than **1.5K** flight hours supported
- More than **350** high-value individuals located
- More than **80** roadside bombs located
- More than **20** high-value-targets capture assists
- More than **50** troops-in-contact situations assisted
- More than **40** strikes supported
- More than **1.4K** kilograms of narcotics captured
- 3x** kidnapping victim recovery supported
- More than **430** hours supporting community events
- 122** medals and awards

The 113th Air Support Operations Squadron deployed personnel to support Operation Enduring Freedom. The 113th Airmen participated in combat operations, controlled strike aircraft and surface-to-surface fire support missions in support of troops-in-contact. Members conducted weekly nontraditional ISR convoy over-watch and counter roadside bomb patrols.

The Medical Group deployed to Pacific Command. Medical personnel provided more than 3,240 hours of service to more than 3,200 patients, saving Pacific Command \$294,600. Racers provided optometry support for Operation Health Delta treating more than 850 patients with 1,645 procedures saving more than \$142,000. Finally the Medical Group exceeded the DOD green Individual Medical Readiness standard; number one in the state, number five in the mid region and 21st in the nation.



Indiana National Guard Sgt. 1st Class Zach Fromme, left, Martinsville, Ind., checks the radio equipment of Staff Sgt. Neal Stone, Mooresville, Ind., before a route-reconnaissance mission, Monday, Aug. 12, 2013, at Muscatatuck Urban Training Center, Ind. The training was part of Vibrant Response, a major, field-training exercise conducted by U.S. Northern Command and led by U.S. Army North, was designed to help units respond to disasters in a timely manner as they provide assistance to the American people.

Photo by Staff Sgt. Tomora Clark

The 53rd Weapons of Mass Destruction, Civil Support Team conducted 80 missions in fiscal year 2013 with local, state and federal responders.

Missions for the 53rd CST included support to state and federal law enforcement and public safety operations for suspicious packages. The unit conducted many hazard interdiction team operations at Indianapolis Motor Speedway, Lucas Oil Stadium, and Bankers Life Fieldhouse.

The 53rd CST supported operations at “Thunder over Louisville” in Jeffersonville, Ind., and Indiana University’s Public Safety Program at the Bloomington campus. The 53rd CST worked alongside civil authorities at major, interagency training exercises.

The 53rd CST maintains constant, proficient technical readiness at all times. U.S. Army North formally evaluated the unit’s readiness in the first quarter. The Training Proficiency Evaluation assessed the unit at the highest level of proficiency, aka “trained,” in every mission essential collective task.

The 53rd CST also earned distinction from the TPE assessment conclusion that every evaluated sub-task was also 100 percent “trained.”

The second quarter started with a change of command followed by implementation of the unit’s professional development program conducted at the Pentagon and the FBI’s Training Academy at Quantico, Va.

Members of the CST also trained at the Department of Homeland Security’s Federal Training Academy in Charleston, S.C., and the U.S. Army’s Biological and Chemical Research Center in Edgewood, Md.



Courtesy photo

Third and fourth quarter of 2013 presented more exciting opportunities highlighted by the Departments of Navy and Energy Spent Nuclear Fuel Derailment Exercise and the Department of Defense’s full-scale, interagency exercise, Vibrant Response 13.2.

The unit hosted and supported many district and local preparedness exercises that included other CSTs from Federal Emergency Management Agency Region V. The 53rd CST supported interagency operations and domestic preparedness exercises throughout the United States including New York, Michigan, Ohio, Illinois, Kentucky, Mississippi and Washington.

During fiscal year 2013, the 53rd CST leveraged its unique joint capability with the Indiana Air National Guard. The 122nd Fighter Wing hosted a 53rd CST led exercise, which integrated the Department of Energy, Local Emergency Planning Committee, 122nd FW Fire Department and the 5th CST from Illinois.

During fiscal year 2013, the 81st Troop Command participated and supported training, deployments, and exercises domestic and abroad with joint, interagency and multinational forces.

Also known as Joint Task Force 81 and commanded by Brig. Gen. Michael J. Osburn, 81st Troop Command supported Vibrant Response, the U.S. Army North, national-level exercise at Camp Atterbury Joint Maneuver Training Center and Muscatatuck Urban Training Center.

The 19th CERFP — Chemical, Biological, Radiological/Nuclear, and Explosive Enhanced Response Force Package — conducted training with the Israeli Defense Forces and interagency partners in Bloomington, Ind. Known as Operation United Front, the Indiana National Guard, Army and Air, conducted search and extraction, medical, and decontamination training forming long-term relationships for future training and exchange of ideas.

The 81st Troop Command deployed the 6-19th Agribusiness Development Team to Afghanistan supporting nation building with a Provincial Reconstruction Team. Embedded with Army, Navy, and interagency partners, the 6-19th ADT led a successful mission that witnessed the end of a six-year relationship with the people of Afghanistan.

The 1938th Contracting Team and the 135th Chaplain Detachment also returned from deployments as the 120th Public Affairs Detachment continued its deployment in Guantanamo Bay, Cuba.

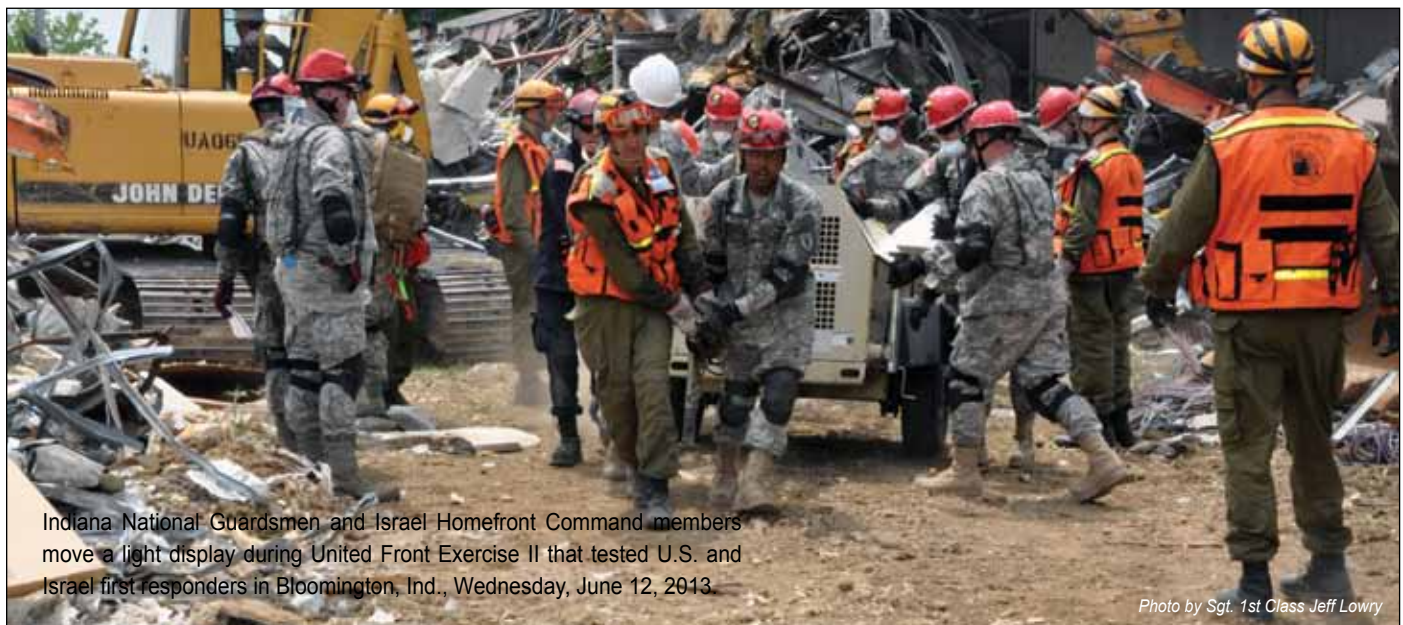
The 1413th Engineers, headquartered in Franklin, Ind., were able to conduct mission-specific training in Honduras that would result in a notification of deployment in 2014 along with the 1313th Engineer Company.

With the relocation of 81st Troop Command to Hulman Air National Guard Base in Terre Haute in 2012; the command continued to participate in challenging and realistic training preparing for when the state or nation would need it.



Maj. Robert Brake, 6-19th Agribusiness Development Team commander, embraces his daughters, Sarah and Sydney, during the unit's departure ceremony at Johnson County Armory in Franklin, Ind., Sunday, Feb. 24, 2013.

Photo by Sgt. Cassandra Monroe



Indiana National Guardsmen and Israel Homefront Command members move a light display during United Front Exercise II that tested U.S. and Israel first responders in Bloomington, Ind., Wednesday, June 12, 2013.

Photo by Sgt. 1st Class Jeff Lowry

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



4 Unified, Interconnected Elements

The enterprise is composed of

- 1.** Atterbury-Muscatatuck Center for Complex Operations
- 2.** Atterbury/Jefferson Proving Ground Air-Ground Range Complex
- 3.** Camp Atterbury Joint Maneuver Training Center
- 4.** Muscatatuck Urban Training Center

The four unified and interconnected elements comprise a functionally cohesive, operationally expansive venue for broad-based, layered, multiservice training and testing scenarios.

In 2013 the enterprise facilities hosted such diverse national-level exercises and international competitions as U.S. Army North's Vibrant Response, Joint Staff and NATO Bold Quest

13.2, which brought together 13 nations, and the 120-team International Police Working Dog Association Competition.

Plans are in progress for fiscal year 2014 events in conjunction with Indiana Department of Homeland Security, NASA, U.S. Special Operations Command, NATO and the Marine Corps Research Lab.

AMCCO

Atterbury-Muscatatuck Center for Complex Operations functions as the strategic business arm of the enterprise. Undertaking specific tasks for marketing the capabilities of the facilities, AMCCO works closely with command and directorate staffs to build the profile of the enterprise through recognition of the ever-changing needs of government, military and commercial clients. Dynamic in its approach to research and evolution of assets, AMCCO is receptive and quick to respond to shifts in human, fiscal and technological landscapes facing federal, state, local and international organizations.

A Military Department of Indiana activity, AMCCO manages strategic business planning and operational liaison on behalf of the enterprise to the office of the adjutant general. As formal installation commander, the adjutant general delegated his authorities and responsibilities for the enterprise to the assistant adjutant general, designated as the senior mission commander.

Atterbury/Jefferson Proving Ground Range Complex

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

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

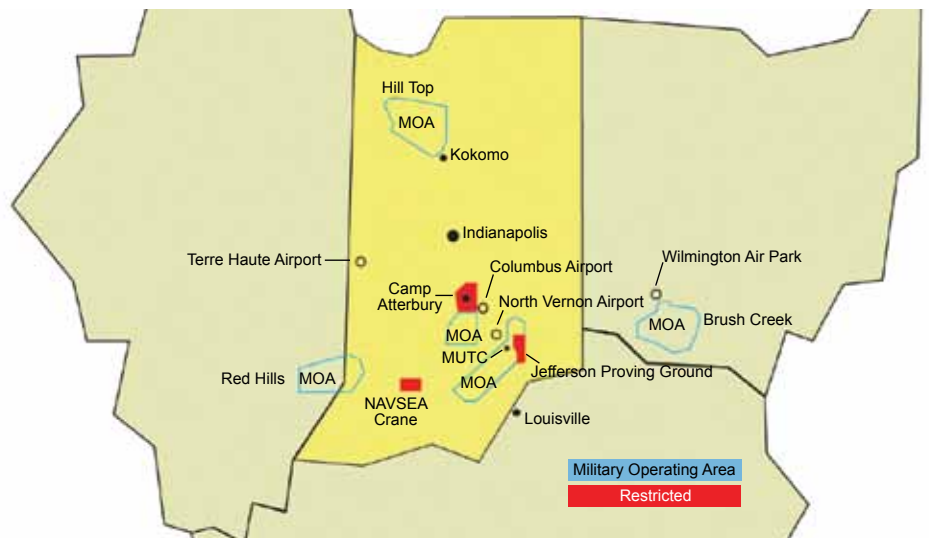
The Jefferson Range provides opportu-

nities to train as you fight with smart bombs linked with inert ordnance expenditure.

There is also the daily opportunity for close air support and intelligence, surveillance, reconnaissance missions at Muscatatuck and Jefferson. Within the restricted airspace and adjacent military operating areas, training units can conduct real-world, but simulated, opposed attacks.

Atterbury/Jefferson Air Ground Ranges have

- Day and night operations for manned, unmanned activity
- Restricted airspace for unmanned flight training, testing
- Air-scored, Strafe, Rocket targets
- Laser capabilities

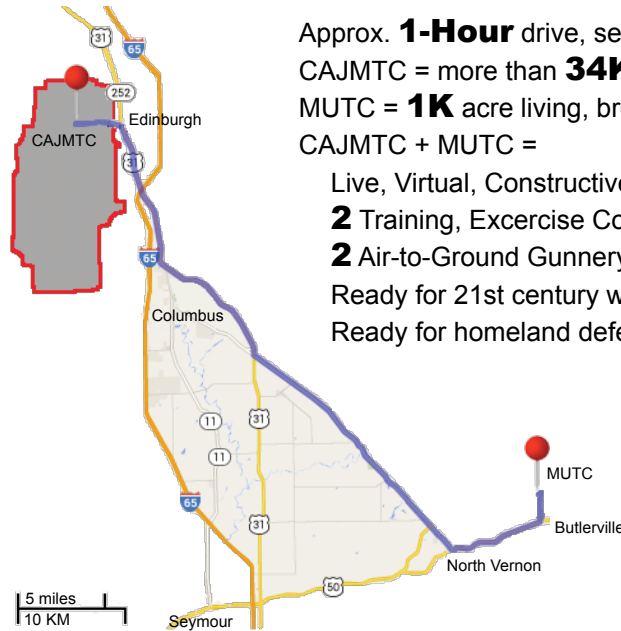


Camp Atterbury Joint Maneuver Training Center

Camp Atterbury is an enduring U.S. Army regional training facility located in central Indiana. It also serves as a training site for multiservice components of the Department of Defense through the support of the First U.S. Army Division East and tenant units located on the installation.

Its mission is managed through garrison operations supported by the Installation Support Unit, Indiana National Guard.

At the close of fiscal year 2013, the post transitioned from military-mobilization centric activity back to the enduring mission as an Army National Guard training center. Growth is anticipated in emerging core initiatives – homeland defense, unmanned aerial systems and cyber activities.



Approx. **1-Hour** drive, see map
 CAJMTC = more than **34K** acres
 MUTC = **1K** acre living, breathing city environment
 CAJMTC + MUTC =
 Live, Virtual, Constructive Ground Ranges
2 Training, Exercise Complexes
2 Air-to-Ground Gunnery Ranges
 Ready for 21st century warfare
 Ready for homeland defense exercises

Atterbury-Muscatatuck Lines of Effort

5

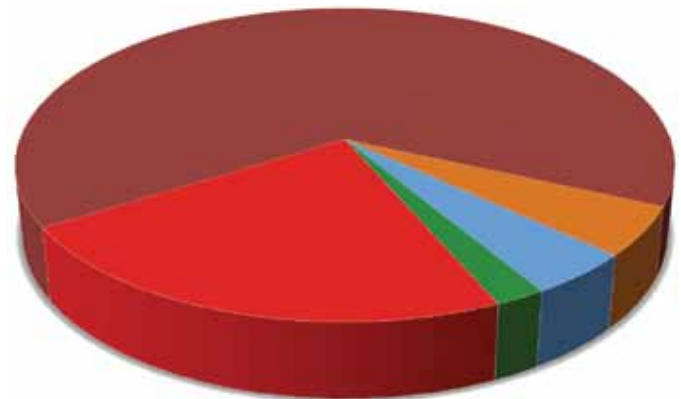
- 1A:** Operate a Defense Department, reserve-component, training facility
- 1B:** Operate an advanced, urban training facility to accommodate joint activities
- 2:** Operate a First U.S. Army mobilization force-generation installation
- 3:** Operate an Army Material Command civilian deployment, redeployment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

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

Line items two and three depict mobilization activity. Under the direction of First U.S. Army, Line of Effort 2 is operating, a mobilization platform capable of deploying military units around the world in support of overseas contingency operations. Line of Effort 3 is the management, processing, deployment and redeployment of U.S. civilian agency contractors or government employees to various regions around the world in support of national deployment initiatives and global missions.

Line items four and five reflect future plans and strategy. Line of Effort 4 supports developmental testing and technology demonstration platform available to a multitude of agencies interested in using the unique facilities at Atterbury-Muscatatuck.

Line of Effort 5 is the overall resourcing, critical services and



67,319 military units - LOE 1, 2, 4
5,198 other Department of Defense - LOE 1, 2, 4
4,605 civilian government agencies - LOE 1, 2, 4
2,196 non-government agencies - LOE 1, 2, 4
23,246 individual replacements - LOE 3
102,564 total users

support to all these lines of effort through the coordination and assistance of installation directorates and staff personnel. These lines of effort are detailed above.



Bold Quest

Photo by John Crosby

Who: More than **1K** coalition troops, from **13** allied nations:
 Australia, Belgium, Canada, Denmark, Finland, France, Germany, Netherlands, Norway, Sweden, United Kingdom, and the United States

What: **3rd** consecutive, **2-week** Joint Staff led coalition demonstration of live-fire missions & close air-support missions.

When: September 2013

Why: Test interoperability of coalition forces

Where:



Vibrant Response

Photo by Sgt. Will Hill

Who: More than **5.5K** service members & civilians

What: DoD field-training, command-post exercise

When: Summer 2013

Where: Camp Atterbury, Muscatatuck

Why: Test live-saving capabilities at request of civilian authorities following a catastrophic, chemical, biological, radiological or nuclear incident



Checkered Flag

Photo by Ashley Roy

Who: 76th Special Troops Battalion Soldiers & 181st Intelligence Wing Airmen

What: Joint training exercise

When: March 2013

Where: Camp Atterbury, Ind.

Why: Test unmanned aerial systems with emergency response systems



Northern Strike

Photo by John Crosby

Who: Airmen, Marines, Soldiers representing **24** units from **12** states

What: **2-week**, large scale, combat-training exercise

When: August 2013

Where: Camp Atterbury, Ind., & Camp Grayling, Mich.

Why: Coordinate artillery & air strikes among troops

Line of Effort 1A

Line of Effort 1A supports the Army rotation readiness model through Army Force Generation and building three force pools: Reset, Train/Ready, and Available. This model is designed to effectively generate trained and ready forces for combatant commanders at sustainable rotation levels. The post also supports the Army Force Generation cycle through maneuver, live fires and staff proficiency aim points. Camp Atterbury continues to increase support for training objectives and offers state-of-the-art live fire and simulation base training venues

Ranges 47 and 57 are of significance.

Range 47, see page 31 for more information

10-lane multi-purpose machinegun range

Supports **5.56**mm-, **7.62**mm-caliber transition fire

Supports mounted and dismounted fire

Multiple targets ranging from **100** to **800** meters

Supports a **10**-meter zero for same weapon systems

Major construction completed in 2013

Scheduled to open summer 2014 for regular use

Range 57

Live-Fire Shoot House

2,700-square-foot training venue

Received software, cameras systems upgrade in 2013

Line of Effort 1B

Line of Effort 1B is the operation of an advanced, urban training facility in order to accommodate Joint, Interagency, Intergovernmental and Multinational training and technology assessment. Atterbury has a unique asset in Muscatatuck, which was developed eight years ago and is already known throughout the JIIM community worldwide.

Civilian Training Programs at Muscatatuck:

Several national initiatives modified the fabric of the national security and stabilization goals overseas. This required a significant increase in civilian resources and better civil-military coordination by U.S. government agencies and the international community. Through the support of Line of Effort 3, additional civilian-military programs extend to an integrated, training program at Muscatatuck. The Atterbury-Muscatatuck Enterprise is proud to be part of the platform supporting the team by hosting three distinct civilian-military training programs.

The programs include the Department of Defense Civilian Expeditionary Workforce and Department of Defense Ministry of Defense Advisors program. CEW members perform a wide variety of functions such as logistics, contracting, policy, mentoring, intelligence and more. The MoDA program teaches senior-level executives how to assist a host country in building fundamental capacities in specific functional areas such as acquisition, logistics, strategy, financial management and the like.

Line of Effort 2

The Mobilization Division, under the Directorate of Plans, Mobilization and Training, served as the hub for all military mobilization and demobilization operations for the base.

From October 2012 through September 2013, Camp Atterbury mobilized and demobilized 155 units from the U.S. Army Reserve, Army and Air National Guard, U.S. Marine Corps, U.S. Navy, and U.S. Air Force. Of those units indicated, the base processed a total of 5,974 troops – 4,585 troops demobilized and 1,389 troop mobilized.

For more than a decade, Atterbury-Muscatatuck mobilized and demobilized more than 148,000 U.S. service members from all branches of the armed forces. At the close of fiscal year 2013, the post inactivated the mobilization mission.

During its activation period, Camp Atterbury proudly served as a First U.S. Army Mobilization Force Generation Installation Center of Excellence for the following mission sets: Kosovo Forces, Provincial Reconstruction Teams, Multi-Force Observers, Horn of Africa, Chemical, Agribusiness Development Teams, Maneuver Enhanced Brigade, Well Drillers, and Combat Headquarters, Afghan Development Assistance Bureau.

Line of Effort 3

The Individual Replacement Deployment Operations program continues to be the nation's civilian contractor Deployment Center of Excellence at Atterbury-Muscatatuck. The oversight of the program shifted from Army Materiel Command to U.S. Forces Command effective May 31, 2013. This change allowed a better alignment within the Department of the Army with regards to standardizing individual deployments at Atterbury-Muscatatuck and Fort Bliss, Texas.

IRDO has increased partnerships with Department of Defense and Department of State deploying civilians overseas by providing an insurmountable level of customer service to all individuals deploying across the globe supporting more than 500 different organizations. There was an increase in IRDO's Joint Service Support partnering with U.S. Air Force, U.S. Navy, and U.S. Marines processing and validating their civilians for deployment. From 2012 to 2013, IRDO processed 23,246 civilian personnel for deployment and redeployment averaging 447 per week.

As a primary tenant on Atterbury-Muscatatuck, IRDO has been able to offer increased accommodations to deploying civilians. There were several building upgrades within the walking campus of IRDO to include newly-remodeled showers and bathrooms within living quarters, new furniture within the computer day room, a newly-designed redeployment building that can provide seating for 250 personnel, and access to a multitude of morale, welfare and recreation activities.

Line of Effort 4

Atterbury-Muscatatuck continues to build, improve and equip its ranges to accommodate the testing community. In fiscal year 2013, approximately \$3.5 million was committed to constructing or improving venues available for testing at Muscatatuck. The spectrum of users spans the entire JIIM community and the private sector.

The formation of the National Center for Complex Operations last January by the Indiana lieutenant governor's office and the Indiana Office of Defense Development, provided a portal to private industry, formed specifically to attract more testing activity to defense assets within the state of Indiana, including the Atterbury-Muscatatuck Complex.

This fiscal year organizations using our ranges for testing included 78 different testing events of various lengths of days and organizations both private and government entities.

Testing events continued to be sponsored by Special Operations Command Research, Development, and Acquisition Center as well as used by Crane Naval Base, the Air Force Research Laboratories, and many new organizations including the Department

of Defense Test Resource Management Center's Science and Technology efforts and the Army's Aviation and Missile Research and Engineering Center from Redstone Arsenal.

New developing areas of testing interest are currently being scheduled in the disciplines of Robotics, and Time, Space, Positioning Information in Global Positioning System denied environments with Defense Advanced Research Projects Agency and Office of Naval Research. In collaboration with the Air National Guard's operation of Jefferson Proving Ground, Atterbury-Muscatatuck offers testing opportunities in all four

site environments: Air, Ground, Human and Electromagnetic.

Future emphasis on cyber users will focus on the joint and interagency customers. This fiscal year saw the first use of the developing cyber-city complex for use during the Joint Staff's execution of the Bold Quest-13.2 exercise. This capability provided the ability to reach across multiple defense training and testing networks and execute preplanned cyber actions for joint doctrinal development.

Accommodating the broad testing community continues to be an important focus for Atterbury-Muscatatuck.



Photo by Ashley Roy

Line of Effort 5

The installation serves as a multipurpose reception, staging and personnel processing platform as well as logistical support subset for various customers. Informaton at right depicts more than 2,300 primary and supporting staff members. Due to a continued transition from mobilization-centric operations during 2013, the post's manpower has shifted from previous years.

To support all Lines of Effort, the Atterbury-Muscatatuck Complex continued to add infrastructure during fiscal year 2013 with a total of 44 construction projects and funding of \$7.9 million. Highlighted projects at Atterbury include various cantonment area projects, building refit for the mission training complex, ammos supply point canopy, bridge and emergency road repairs, as well as airfield and unmanned aerial systems resurface projects. Muscatatuck built a new data center, water distribution, industrial and trailer park, marketplace and western perimeter village.

Ultimately, the Atterbury-Muscatatuck Complex is able to

Garrison Primary Staff = **1,084**

402 service members

682 civilians

Supporting Staff =

1,273 military members, civilians w/ tenant units

Approx. **200** inmates

2,357 primary and supporting staff members

More than **120K** customers

offer a diverse portfolio of capabilities, services, and programs by drawing on strengths on military, government, university and private partnerships. From the Indiana Department of Correction providing in-kind services for maintenance and laundry, small businesses operating on the grounds of the military installation, to key community partnership, the value added to Atterbury-Muscatatuck is priceless for the state of Indiana.

The mission of the Construction and Facilities Management Office is to provide functional leadership for all Indiana Army National Guard facility engineering programs, including facility construction, maintenance, and real estate with an emphasis on safeguarding the environment and providing quality training and work areas.



Range 47
\$5.6-million dollar project
105-acre range
10 800-meter lanes
 Targets from **100** to **800** meters
5.56mm and **7.62mm** ammunition
 Computer controlled and scored
 Support facilities: operations and storage building, ammunition-breakdown building, utilities, bleachers

Courtesy photo

The Construction and Facilities Management Office programs, plans, designs, permits, oversees construction for large-dollar projects known as the military construction program. In 2013, the CFMO completed multipurpose machine gun range at Camp Atterbury, see above. This project increased Camp Atterbury’s capacity for deploying troops’ critical skill development.

In fiscal year 2013, the CFMO received 11,918,350 dollars for Sustainment, Restoration, and Modernization for Indiana, including Camp Atterbury and Muscatatuck. Sustainment, Restoration, and Modernization refers to operation, maintenance, repair, and construction of real property, including building service worker salary support.

- Sustainment** maintains facilities.
- Restoration** improves facilities back to their current standards.
- Modernization** improves facilities to new standards.

SRM is relatively new terminology resulting from a federal government initiative to recognize that facilities have a definitive life cycle and naturally degrade over time.

By combining the appropriate level of maintenance while restoring to keep facilities’ major building systems up to date with current standards and using new construction to modernize in an effort to prevent functional obsolescence, the full life cycle of a facility can be achieved.

The SRM federal program is a significant philosophical departure from the previous real property maintenance mindset that isolated maintenance and repair efforts from new construction objectives. SRM is designed to bring these two important components together

in a program that ensures the longest life and the best possible performance from a facility for the least investment.

In 2013 the CFMO completed many SRM projects. Of note, the Tyndall-Moorhead Armory received a major facelift, see below.

Also worthy of note is the expansion to Building 7 at Stout Field, in support of the J2 mission, see page 7. The 38th Infantry Division Armory received investments in infrastructure, upgrades and the War Room was remodeled.



Tyndall-Moorhead Armory
\$211K roof, gutter, bracing repair
\$20K gym plaster repair
\$5K data, electrical installation
\$6,7K plaster repair, paint removal
\$79K drill floor repair, refinish, painting
\$67K chiller replacement
\$150K freight elevator repair
\$541,357 total

Photo by Jim Mahern

Indiana Guard Reserve members practice treating and evacuating patients during an emergency situation.



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 as well as providing instruction to emergency management teams regarding the National Incident Management System designing and evaluating training exercises, and executing community support missions.

In April, Indiana's Adjutant General, Maj. Gen. R. Martin Umbarger, oversaw the promotion of Hal Grigdesby to brigadier general of the Indiana Guard Reserve. Grigdesby will now be the deputy commander of operations and training. Grigdesby's friends and family were on hand to congratulate him on the new position.



Photo by Capt. Terry Heifetz

Locations



Training

- Military emergency management specialist certification
- CPR certification, first aid certification
- Basic military training, Noncommissioned officer training, Officer training

The Indiana National Guard continues its partnership with the Slovak Armed Forces in support of the National Guard Bureau's State Partnership Program. The partnership, celebrated the 19th anniversary in 2014, continues to focus on meeting the four strategic goals of the program.



During the past year, 27 Indiana National Guard service members participated in eight in-country events with the Slovak Armed Forces. These events included emergency preparedness and disaster response, consequence management, cyber defense assessment, noncommissioned officer development, leadership development, command and control exercises, senior leader visits and deployment preparation.

Chief of General Staff of the Armed Forces of the Slovak Republic, Lt. Gen. Peter Vojtek, visited Indiana in July. During his trip Vojtek visited Camp Atterbury Joint Maneuver Training Center and Muscatatuck Urban Training Center as well as several units and troops throughout the state.

Indiana's Adjutant General, Maj. Gen. R. Martin Umbarger, and his delegation visited the Slovak Republic in August. Highlights of the visit included conducting office calls with Slovakia's ambassador, Theodore Sedgwick, and with the Slovak Republic President, H. E. Ivan Gašparovič.

Four Strategic Goals

1. Building partnership capacity to deter, prevent, and prepare
2. Building partnership capacity to respond and recover
3. Supporting partners' defense reform and professional development
4. Enabling, facilitating enduring broad-spectrum security relationships

Slovakia Information



Slovakia Flag

Location: Central Europe, south of Poland, north of Hungary
 Area: **18,932** square miles, about half the size of Indiana
 Population: Approx. **5.4** million
 Capital: Bratislava
 Government: Parliamentary Democracy

Information from www.cia.gov

138th Regional Training Institute

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. Some Medical Simulation Training Center courses are available to Defense Department civilians and other branches of the military.

In fiscal year 2013, institute cadre graduated 1,983 students, an increase of 292 from fiscal year 2012. 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.

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. This is accomplished by providing the instruction of classes such as Health Care Specialist, aka Combat Medic, Sustainment, Combat Life-Saver Course, Basic Life Support, Advanced Cardiac Life Support, and Individual First Aid Kit familiarity classes, among others.

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. During Phase II, the instructors train National Guard and Army Reserve candidates from surrounding states. Phase III WOCS is comprised of candidates from across the nation.



Courtesy photo

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.

The centralized training at Camp Atterbury and state-of-the-art facilities are a vital part of the Warrant Officer Career College's continued, full accreditation of the Indiana program. Since 2006, more than 800 candidates have graduated from RTI.

In 2013, Phase II had 13 candidates and Phase III was the largest Reserve-Component WOCS class ever with 158 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 Ohio, Kentucky, Iowa, Minnesota and Wisconsin.

Officer Candidate School

The Indiana Officer Candidate School offered at the RTI experienced a few significant changes in 2013. The addition of a second Phase 2 class increased flexibility and through put. The classes are offset by six months with one class beginning in July

and the other in February.

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 Alabama program while traditional candidates will go to Minnesota for Phase 1 and then to Washington state for Phase 3.

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.

The RSD-O ensures their administrative and logistic requirements have been met along with some preliminary training. During Phase 0, training is focused on the events that have the highest failure rate and introduces the candidate to the platoon trainer vs. classroom environment. This pre-training has reduced the number of returns due to unpreparedness.



Courtesy photo

The mission of the Hoosier Youth Challenge Academy is to intervene in and reclaim the lives of youth ages 16 to 18, producing graduates with the values, life skills, education, and self-discipline necessary to succeed as productive citizens of Indiana. In fiscal year 2013, two classes totaling 162 cadets, who served more than 9,600 hours to Indiana communities, graduated from the academy.



Courtesy photo

Former Indiana Gov. Mitch Daniels and Indiana's Adjutant General, Maj. Gen. R. Martin Umbarger, announced the establishment of the Hoosier Youth Challenge Academy in 2007.

Indiana's Youth Challenge Academy is part of the National Youth Challenge Program, which was established in 1993 by the National Guard and has graduated more than 90,000 cadets.

Located in Knightstown, Ind., HYCA has helped the lives of approximately 1,000 teens across Indiana since its inception in 2007.



Courtesy photo



Courtesy photo



State Fiscal Impact by Armory, City

LOCATION	# PURE STATE EMPLOY	# PART FED REIMB EMPLOY	# 100% FED REIMB EMPLOY	PERSONNEL	APP OPERATING	SAB	APP FACILITIES	TOTAL STATE EXPENDITURES
ALEXANDRIA				\$ -	\$ 114.00	\$ 44.00	\$ -	\$ 158.00
ANDERSON		1		\$ 31,447.00	\$ 12,481.00	\$ 8,763.00	\$ -	\$ 52,691.00
ANGOLA		1		\$ 14,612.00	\$ 10,271.00	\$ 3,532.00	\$ -	\$ 28,415.00
BEDFORD		1		\$ 14,163.00	\$ 9,779.00	\$ 4,320.00	\$ -	\$ 28,262.00
BLOOMINGTON		1		\$ 24,858.00	\$ 12,575.00	\$ 6,611.00	\$ -	\$ 44,044.00
BLUFFTON		1		\$ 23,165.00	\$ 8,512.00	\$ 8,991.00	\$ -	\$ 40,668.00
BRAZIL		1		\$ 22,076.00	\$ 13,550.00	\$ 9,903.00	\$ -	\$ 45,529.00
BUTLERVILLE	37	2	40	\$ 904,572.00	\$ 239,327.00	\$ 1,566.00	\$ 36,152.00	\$ 1,181,617.00
COLUMBUS		1		\$ 31,631.00	\$ 8,449.00	\$ 2,984.00	\$ -	\$ 43,064.00
CONNERSVILLE		1		\$ 20,943.00	\$ 13,942.00	\$ 153,780.00	\$ -	\$ 188,665.00
CRAWFORDSVILLE		1		\$ 13,554.00	\$ 12,473.00	\$ 9,910.00	\$ 4,146.00	\$ 40,083.00
DANVILLE		1		\$ 21,234.00	\$ 9,089.00	\$ 7,419.00	\$ -	\$ 37,742.00
EDINBURGH	13	1	100	\$ 955,155.00	\$ 88,821.00	\$ 9,944.00	\$ 4,829.00	\$ 1,058,749.00
ELKHART		1		\$ 17,461.00	\$ 14,505.00	\$ 6,525.00	\$ -	\$ 38,491.00
ELWOOD		1		\$ 24,128.00	\$ 11,746.00	\$ 8,540.00	\$ -	\$ 44,414.00
EVANSVILLE		3		\$ 45,628.00	\$ 53,603.00	\$ 15,662.00	\$ -	\$ 114,893.00
FORT WAYNE		20	42	\$ 248,376.00	\$ 376,481.00	\$ 51,163.00	\$ -	\$ 676,020.00
FRANKFORT		1		\$ 37,313.00	\$ 19,054.00	\$ 13,452.00	\$ -	\$ 69,819.00
FRANKLIN		4		\$ 66,081.00	\$ 14,005.00	\$ 699,213.00	\$ -	\$ 779,299.00
GARY		6		\$ 76,369.00	\$ 56,986.00	\$ 19,429.00	\$ -	\$ 152,784.00
GREENCASTLE		1		\$ 28,321.00	\$ 10,584.00	\$ 7,006.00	\$ -	\$ 45,911.00
GREENFIELD		1		\$ 24,038.00	\$ 11,713.00	\$ 6,184.00	\$ -	\$ 41,935.00
HAMMOND		1		\$ 22,652.00	\$ 8,989.00	\$ 2,335.00	\$ -	\$ 33,976.00
HARTFORD CITY		1		\$ 20,981.00	\$ 11,154.00	\$ 11,378.00	\$ 3,445.00	\$ 46,958.00
HUNTINGTON		1		\$ 15,737.00	\$ 10,422.00	\$ 14,801.00	\$ -	\$ 40,960.00
INDIANAPOLIS	68	9	33	\$ 2,815,498.00	\$ 486,235.00	\$ 600,095.00	\$ 32,647.00	\$ 3,934,475.00
JASPER		1		\$ 19,804.00	\$ 13,210.00	\$ 3,301.00	\$ 4,500.00	\$ 40,815.00
KOKOMO		2		\$ 27,935.00	\$ 13,128.00	\$ 15,653.00	\$ -	\$ 56,716.00
KNIGHTSTOWN	14	57		\$ 1,382,677.00	\$ 751,563.00	\$ 683,953.00	\$ 5,796.00	\$ 2,823,989.00
LAFAYETTE		3		\$ 45,670.00	\$ 67,042.00	\$ 15,355.00	\$ -	\$ 128,067.00
LAPORTE		1		\$ 14,694.00	\$ 8,588.00	\$ 21,872.00	\$ -	\$ 45,154.00
LAWRENCE		3		\$ 55,504.00	\$ 50,090.00	\$ 14,845.00	\$ -	\$ 120,439.00
LAWRENCEBURG				\$ -	\$ 9.00	\$ -	\$ -	\$ 9.00
LEBANON		1		\$ 15,949.00	\$ 12,212.00	\$ 12,128.00	\$ -	\$ 40,289.00
LINTON		1		\$ 20,768.00	\$ 7,559.00	\$ 1,897.00	\$ -	\$ 30,224.00
LOGANSPORT		1		\$ 20,689.00	\$ 8,686.00	\$ 9,118.00	\$ -	\$ 38,493.00
MADISON		1		\$ 26,189.00	\$ 6,064.00	\$ 2,767.00	\$ -	\$ 35,020.00
MARION		1		\$ 25,009.00	\$ 12,472.00	\$ 60,720.00	\$ -	\$ 98,201.00
MARTINSVILLE		1		\$ 22,716.00	\$ 8,791.00	\$ 2,996.00	\$ -	\$ 34,503.00
MICHIGAN CITY		1		\$ 20,989.00	\$ 14,211.00	\$ 17,509.00	\$ -	\$ 52,709.00
MONTICELLO		1		\$ 22,335.00	\$ 10,503.00	\$ 11,510.00	\$ -	\$ 44,348.00
MUNCIE		3		\$ 46,821.00	\$ 19,617.00	\$ 252,769.00	\$ 5,267.00	\$ 324,474.00
NEW ALBANY		1		\$ 24,288.00	\$ 10,324.00	\$ 17,515.00	\$ -	\$ 52,127.00
NEW CASTLE				\$ -	\$ 54.00	\$ -	\$ -	\$ 54.00
NOBLESVILLE		1		\$ 14,904.00	\$ 8,092.00	\$ 23,716.00	\$ -	\$ 46,712.00
NORTH VERNON		1		\$ 17,259.00	\$ 13,116.00	\$ 7,496.00	\$ 25,984.00	\$ 63,855.00
PERU		1		\$ 19,818.00	\$ 8,135.00	\$ 11,224.00	\$ -	\$ 39,177.00
PLYMOUTH		1		\$ 26,781.00	\$ 12,590.00	\$ 9,600.00	\$ 3,622.00	\$ 52,593.00
REMINGTON		1		\$ 21,249.00	\$ 17,669.00	\$ 18,144.00	\$ -	\$ 57,062.00
RENSSELAER		1		\$ 16,645.00	\$ 7,552.00	\$ 734.00	\$ -	\$ 24,931.00
RICHMOND		1		\$ 16,898.00	\$ 9,802.00	\$ 11,297.00	\$ -	\$ 37,997.00
ROCKVILLE		1		\$ 22,310.00	\$ 8,666.00	\$ 4,807.00	\$ -	\$ 35,783.00
SALEM		1		\$ 26,175.00	\$ 8,089.00	\$ 2,764.00	\$ -	\$ 37,028.00
SCOTTSBURG		1		\$ 26,994.00	\$ 11,187.00	\$ 4,669.00	\$ -	\$ 42,850.00
SEYMOUR		1		\$ 18,084.00	\$ 14,135.00	\$ 6,230.00	\$ -	\$ 38,449.00
SHELBYVILLE		4		\$ 48,430.00	\$ 15,964.00	\$ 15,893.00	\$ -	\$ 80,287.00
SOUTH BEND	2			\$ 87,583.00	\$ 59,196.00	\$ 20,504.00	\$ -	\$ 167,283.00
SPENCER				\$ -	\$ 141.00	\$ -	\$ -	\$ 141.00
TELL CITY				\$ -	\$ 9.00	\$ -	\$ -	\$ 9.00
TERRE HAUTE		15	22	\$ 232,293.00	\$ 185,804.00	\$ 5,693.00	\$ -	\$ 423,790.00
VALPARAISO		1		\$ 23,999.00	\$ 1,429.00	\$ 3,917.00	\$ -	\$ 29,345.00
VINCENNES		1		\$ 18,166.00	\$ 7,601.00	\$ 59,588.00	\$ -	\$ 85,355.00
WARSAW		1		\$ 18,863.00	\$ 10,018.00	\$ 4,355.00	\$ -	\$ 33,236.00
WASHINGTON		1		\$ 21,592.00	\$ 9,842.00	\$ 9,200.00	\$ -	\$ 40,634.00
WINCHESTER		1		\$ 27,958.00	\$ 13,659.00	\$ 9,985.00	\$ -	\$ 51,602.00
CU				\$ -	\$ -	\$ 96,925.00	\$ -	\$ 96,925.00
IGR	1			\$ 38,843.00	\$ -	\$ 49,020.00	\$ -	\$ 87,863.00
MISC				\$ -	\$ 487,445.00	\$ 175,599.00	\$ -	\$ 663,044.00
Gov Civil Contingeny				\$ 12,000.00	\$ 28,805.00	\$ -	\$ -	\$ 40,805.00
TOTALS:	134	177	237	\$ 8,068,874.00	\$ 3,477,929.00	\$ 3,378,818.00	\$ 126,388.00	\$ 15,052,009.00

Federal Fiscal Impact by Armory, City

Armory, City	Population*	Dollars Spent
Anderson	55,554	1,427,284
Angola	8,591	392,090
Bedford	13,402	854,834
Bloomington	81,963	2,475,947
Bluffton	9,897	555,123
Brazil	8,153	378,056
Columbus	45,429	1,558,907
Connersville	13,335	655,061
Camp Atterbury	see Edinburgh	-
Crawfordsville	16,276	647,854
Danville	9,126	475,332
Delphi	2,889	311,451
Edinburgh	4,501	71,708,568
Elkhart	51,152	563,723
Elwood	8,518	841,493
Evansville	120,235	3,153,005
Fort Harrison	see Indianapolis	-
Fort Wayne	254,555	64,301,030
Frankfort	16,502	737,606
Gary	79,170	7,019,632
Greencastle	10,331	952,522
Greenfield	21,056	509,593
Hammond	79,686	1,435,980
Hartford City	6,091	1,943,740
Huntington	17,291	633,230
Indianapolis	834,852	280,571,079
Jasper	15,157	2,645,244
Kokomo	56,866	13,506,933
La Porte	22,096	853,652
Lafayette	67,925	4,285,316
Lebanon	15,715	1,077,951

Armory, City	Population*	Dollars Spent
Linton	5,373	908,657
Logansport	18,217	1,582,146
Madison	12,083	745,592
Marion	29,639	2,399,177
Martinsville	11,831	913,378
Michigan City	31,150	1,797,128
Monticello	5,342	916,402
Muncie	70,087	3,724,505
New Albany	36,462	3,839,925
New Castle	17,805	526,342
Noblesville	55,075	1,342,365
North Vernon	6,660	432,014
Peru	11,257	425,641
Plymouth	10,032	738,244
Remington	1,170	1,129,279
Rensselaer	5,912	1,759,118
Richmond	36,599	1,411,263
Rockville	2,581	936,003
Salem	6,236	821,057
Scottsburg	6,648	1,108,769
Seymour	18,520	1,702,222
Shelbyville	19,159	19,748,006
South Bend	100,800	5,607,475
Tell City	7,238	770,737
Terre Haute	61,112	45,409,903
Valparaiso	32,014	1,063,192
Vincennes	18,239	918,993
Warsaw	13,815	825,840
Washington	11,739	836,401
Winchester	4,887	845,121
Grand Total		571,657,131

*Population as of 2013 per www.city-day.com



Task Force Guardian Soldiers march into Building 9 at Stout Field in Indianapolis, Thursday, Nov. 29, 2012, as families and friends anxiously await their release after a nearly yearlong deployment to Afghanistan.

Photo by Sgt. 1st Class Jeremy T. Vise

Federal Appropriated Funds

Category	Air	Army	Total
Travel, Pay and Per Diem	83,191,759	202,824,041	286,015,800
Subsistence	131,140	14,027,687	14,158,827
Clothing	187,734	1,743,064	1,930,798
Facilities	2,294,496	29,382,800	31,677,296
Supplies and Equipment	10,902,858	134,403,700	145,306,558
Recruiting and Retention	415,431	3,182,958	3,598,389
Miscellaneous	1,648,328	2,733,500	4,381,828
Subtotal Federal Funds	98,771,746	388,297,750	487,069,496
Army AGR*	–	84,587,635	84,587,635
Grand Total	98,771,746	472,885,385	571,657,131

*Paid directly by Defense Department

State Appropriated Funds

Adjutant General's:	
Personal Services	\$ 5,068,687
Other Operating	<u>\$ 2,436,578</u>
Total	\$ 7,505,265
Camp Atterbury & Muscatatuck Center for Complex Operations:	
Personal Services	\$ 700,938
Other Operating	<u>\$ 65,131</u>
Total	\$ 766,069
Hoosier Youth Challenge Academy:	
Personal Services	\$ 1,382,677
Other Operating	<u>\$ 709,468</u>
Total	\$ 2,092,145
Muscatatuck Urban Training Center:	
Personal Services	\$ 904,572
Other Operating	<u>\$ 237,947</u>
Total	\$ 1,142,519
Governor's Civil Military Contingency Fund	\$40,805
Accumulative Maintenance & Repair	\$126,388
Appropriated Funds Subtotal:	\$11,673,191
Additional State Expenditures:	
State Armory Board – By City	\$ 3,203,219
State Armory Board – Misc.	<u>\$ 175,599</u>
Total	\$ 3,378,818
Grand Total:	\$15,052,009



Indiana National Guard Soldiers with 2nd Battalion, 150th Field Artillery Regiment, headquartered in Bloomington, Ind., fire an M777 Howitzer at Camp Atterbury, Ind., Saturday, Sept. 14, 2013. The artillerymen received their fire mission from French army forward observers, part of Bold Quest 13.2, a Joint Staff sponsored multinational capabilities demonstration held at military installations across Indiana. Photo by John Crosby

