Annual Report
Fiscal Year 2014

Indiana National Guard

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This annual report for Federal Fiscal Year 2014, Oct. 1, 2013 through Sept. 30, 2014, 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: NGIN-PA; 2002 S. Holt Rd., Indianapolis, IN 46241. Phone number: 317-247-3105

Front cover: Indiana National Guard Soldiers with the 1638th Transportation Company, based in Elkhart, get ready for an Afghanistan, deployment, Wednesday, Nov. 6, 2013. Courtesy photo

Back cover: A 181st Intelligence Wing medic assigned to Indiana's enhanced response force package rappels down an elevator shaft during a training exercise Thursday, April 16, 2014 at Muscatatuck Urban Training Center near Butlerville, Ind. Photo by Airman 1st Class Joe Boals

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

Office of The Adjutant General

Dear Governor Pence,

On behalf of the Indiana National Guard, representing more than 14,000 Soldiers, Airmen and their families, employers and the hundreds of state and federal employees, it is an honor to submit this annual report of fiscal year 2014.

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, ending calendar year 2014 with 104 percent in the Indiana Army National Guard and 101.4 percent in the Indiana Air National Guard.

The Indiana National Guard achieved many successes in 2014. The calendar year started off with the state, active-duty mission, Operation Arctic Tempest, to assist Hoosiers across southern and central Indiana, when snow and freezing temperatures arrived in January.

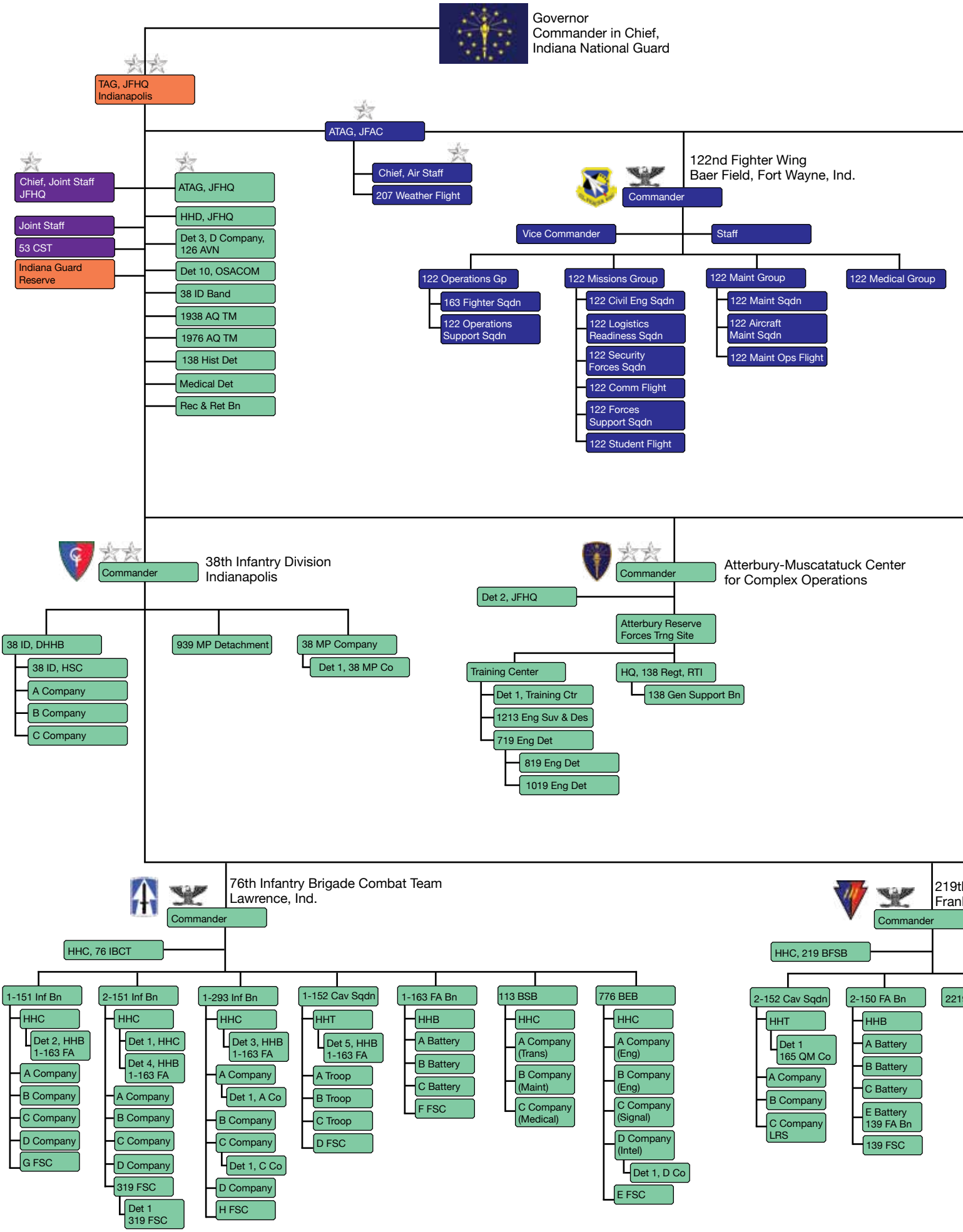
The 38th Infantry Division geared up for the warfigther exercise, which will prepare our Soldiers for command and control missions overseas and here at home. The 38th Combat Aviation Brigade continued to support overseas contingencies with several if its units deploying to South America and the Middle East. The 76th Infantry Brigade Combat Team held its first collective, brigade-level annual training in more than 10 years.

Our fighter wing and intelligence wing have been equally busy. The 122nd Fighter Wing prepared for its deployment in fiscal year 2015, sent its Airmen around the country to support training exercises. The 181st Intelligence Wing's unique mission had its Airmen providing 24-hour a day, direct support to overseas operations.

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

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

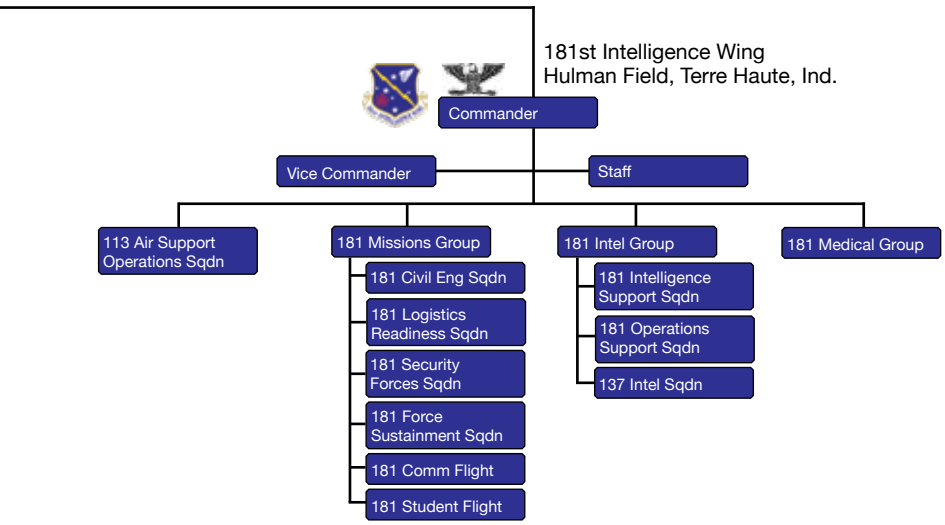
R. MARTIN UMBARGER
Major General,
Indiana Army National Guard
The Adjutant General

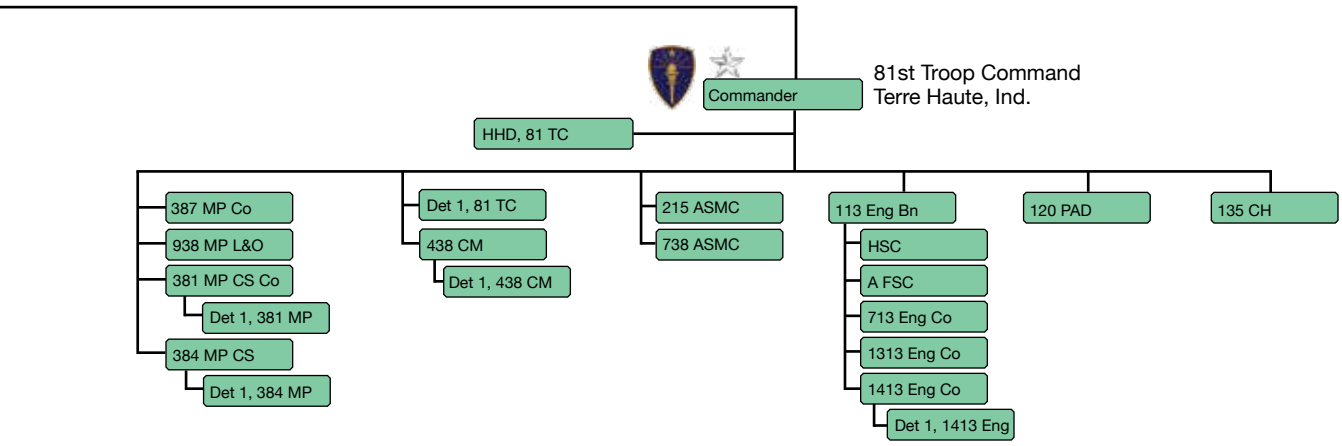

Governor
Commander in Chief,
Indiana National Guard
TAG, JFHQ
Indianapolis
ATAG, JFAC
Chief, Air Staff
207 Weather Flight
Chief, Joint Staff
JFHQ
Joint Staff
53 CST
Indiana Guard
Reserve
ATAG, JFHQ
HHD, JFHQ
Det 3, D Company,
126 AVN
Det 10, OSACOM
38 ID Band
1938 AQ TM
1976 AQ TM
138 Hist Det
Medical Det
Rec & Ret Bn
122nd Fighter Wing
Baer Field, Fort Wayne, Ind.
Commander
Vice Commander
Staff
122 Operations Gp
163 Fighter Sqdn
122 Operations
Support Sqdn
122 Missions Group
122 Civil Eng Sqdn
122 Logistics
Readiness Sqdn
122 Security
Forces Sqdn
122 Comm Flight
122 Forces
Support Sqdn
122 Student Flight
122 Maint Group
122 Maint Sqdn
122 Aircraft
Maint Sqdn
122 Maint Ops Flight
122 Medical Group
Commander
38th Infantry Division
Indianapolis
38 ID, DHHB
38 ID, HSC
A Company
B Company
C Company
939 MP Detachment
38 MP Company
Det 1, 38 MP Co
Commander
Atterbury-Muscatatuck Center
for Complex Operations
Det 2, JFHQ
Atterbury Reserve
Forces Trng Site
Training Center
Det 1, Training Ctr
1213 Eng Suv & Des
719 Eng Det
819 Eng Det
1019 Eng Det
HQ, 138 Regt, RTI
138 Gen Support Bn
76th Infantry Brigade Combat Team
Lawrence, Ind.
Commander
HHC, 76 IBCT
1-151 Inf Bn
HHC
Det 2, HHB
1-163 FA
A Company
B Company
C Company
D Company
G FSC
2-151 Inf Bn
HHC
Det 1, HHC
Det 4, HHB
1-163 FA
A Company
B Company
C Company
D Company
319 FSC
Det 1
319 FSC
1-293 Inf Bn
HHC
Det 3, HHB
1-163 FA
A Company
Det 1, A Co
B Company
C Company
Det 1, C Co
D Company
H FSC
1-152 Cav Sqdn
HHT
Det 5, HHB
1-163 FA
A Troop
B Troop
C Troop
D FSC
1-163 FA Bn
HHB
A Battery
B Battery
C Battery
F FSC
113 BSB
HHC
A Company
(Trans)
B Company
(Maint)
C Company
(Medical)
776 BEB
HHC
A Company
(Eng)
B Company
(Eng)
C Company
(Signal)
D Company
(Intel)
Det 1, D Co
E FSC
Commander
HHC, 219 BFSB
2-152 Cav Sqdn
HHT
Det 1
165 QM Co
A Company
B Company
C Company
LRS
2-150 FA Bn
HHB
A Battery
B Battery
C Battery
E Battery
139 FA Bn
139 FSC

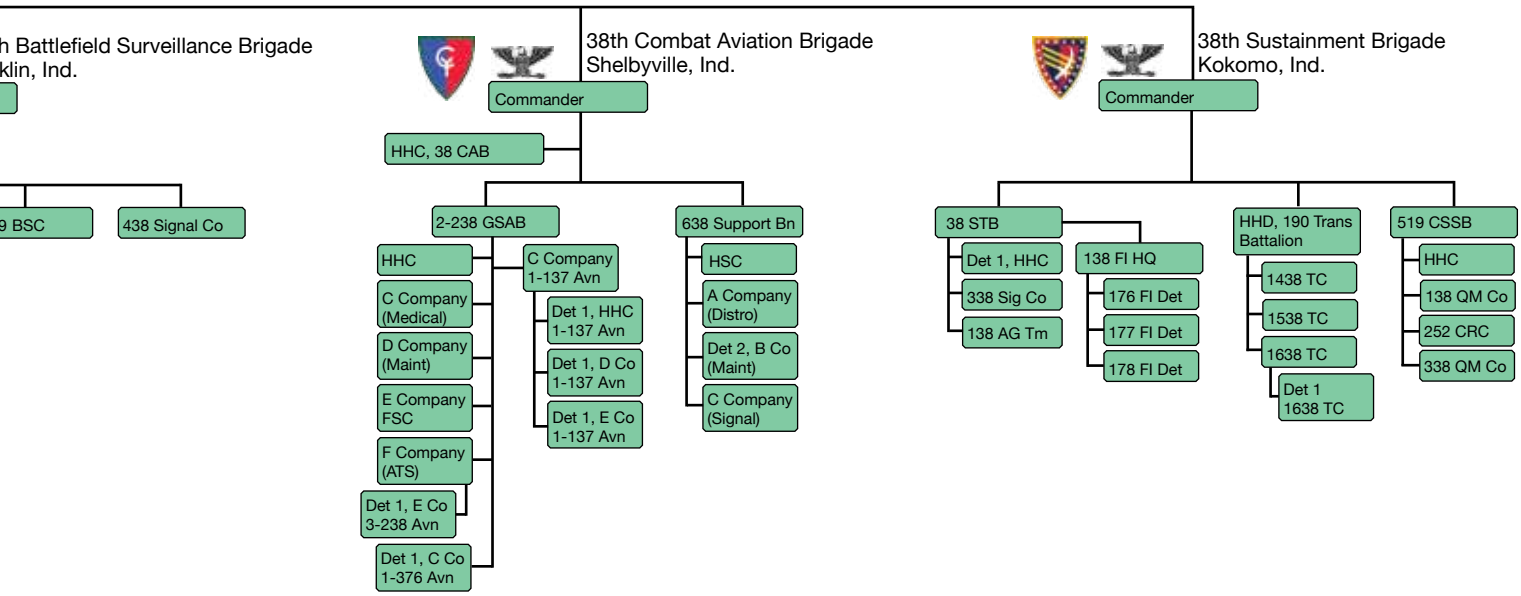
Organization Chart

Legend

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







Training year 2014 saw all J1 sections meet major milestones. Improvements included filling noncommissioned officer and warrant officer vacancies, assigning excess, increasing troop medical readiness and processing of incentives.

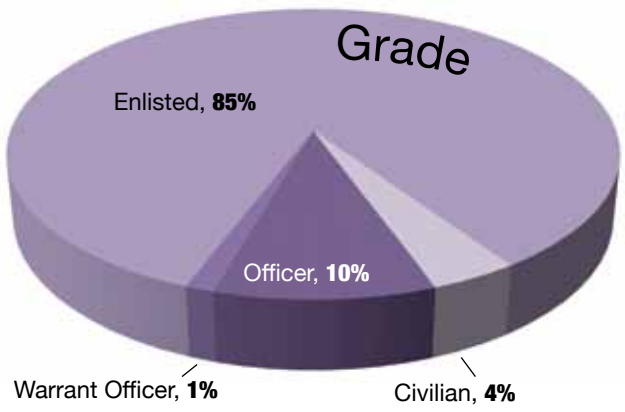
Personnel Strength

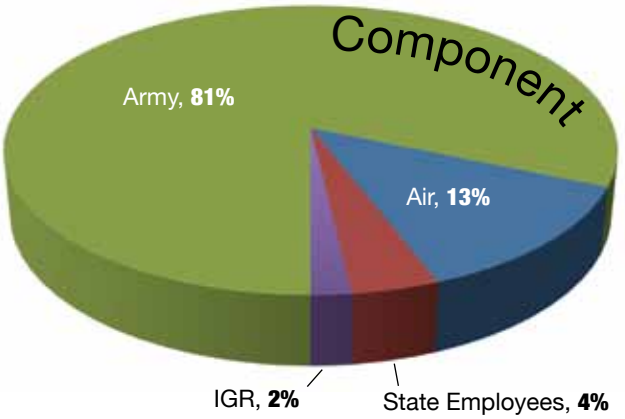
	Officer	Warrant	Enlisted	Civilian	Totals
JFHQ	173	34	815	–	1,022
38 ID	834	144	8,247	–	9,225
81 TC	102	7	1,484	–	1,593
ISU	37	6	259	–	302
JFAC	22	–	49	–	71
122 FW	99	–	849	–	948
181 IW	118	–	757	–	875
State	–	–	–	596	596
IGR	112	7	157	–	276
Totals	1,497	198	12,617	596	14,908

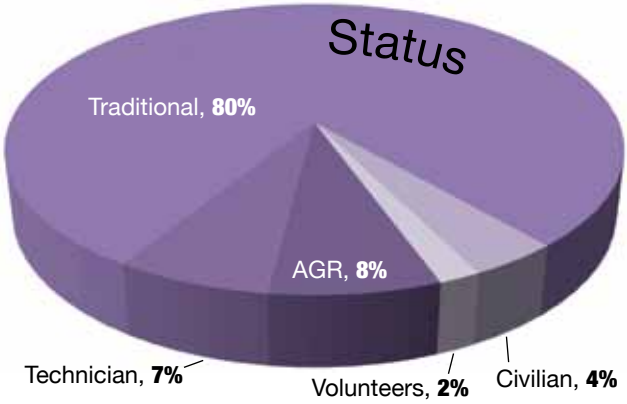
J1 Stats & Highlights

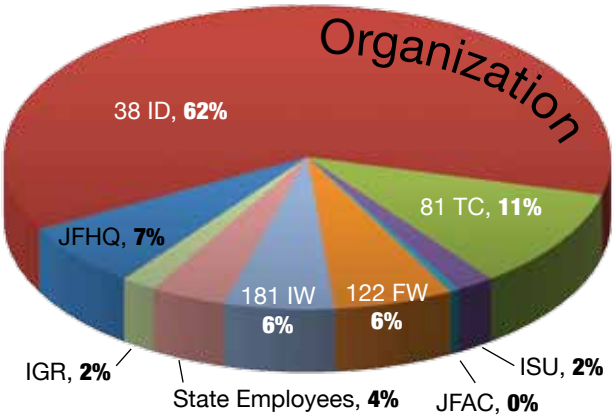
End strength management to target of **12,150**
Completed statewide MTOE reorganization
More than **40** boards directly supported
Boards supported more than **12,000** troops
New Record Review Tool implemented
to more than **70**% of state
for personnel and finance reviews
Medical readiness increased from 89 to **92.8**%
1,143 Line of Duty cases completed
172 troops completed Medical Evaluation Board
Completed **218** Medical Retention Exams.
Ranked **2nd** of 54 in nation of medical readiness
Ranked **1st** among large states
Processed more than **3K** tuition assistance requests
those requests totaled more than **$6** million
2nd education conference
78 higher-learning institutions attended
86 campuses represented
Bonus payment submission rate from 88 to **90**%

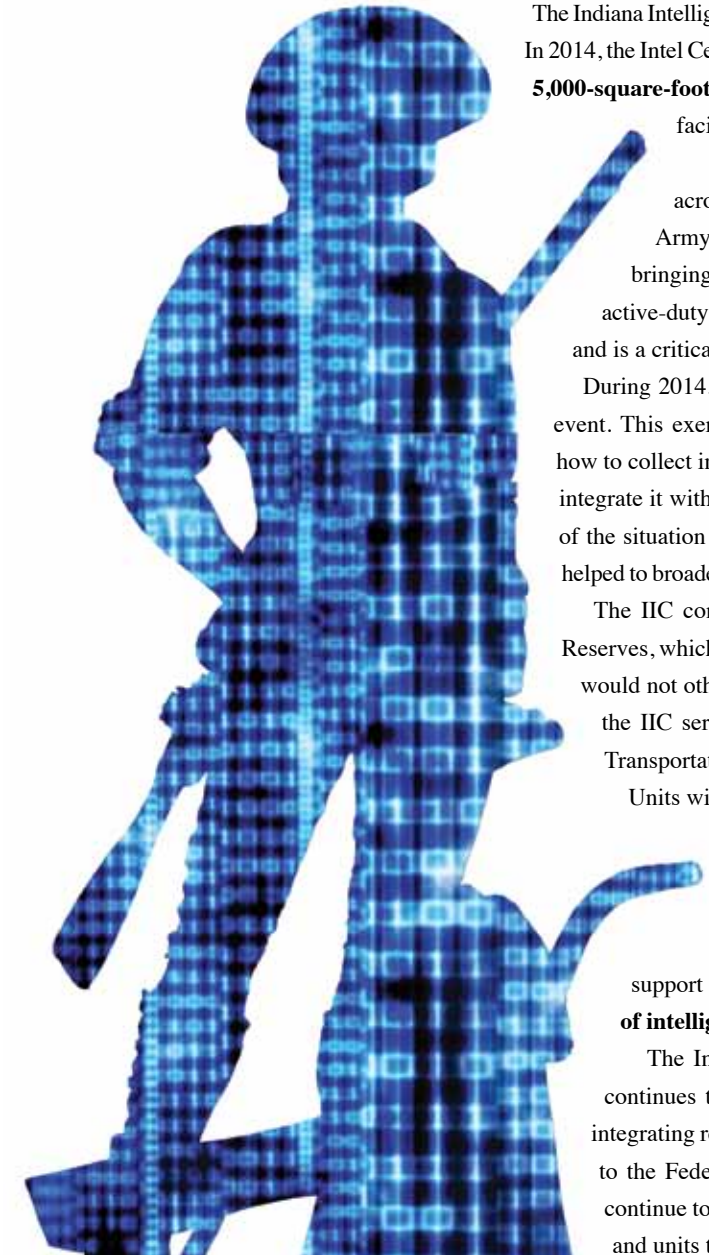
Personnel by ...











The Indiana Intelligence Center continues to expand its operations in size and scope. In 2014, the Intel Center completed its latest expansion that included approximately **5,000-square-foot briefing room**, classroom, bathrooms and entrance to better facilitate intel training and new systems.

The IIC hosts many different classes for our service member's across the nation. The Distributed Command Ground System – Army, Field Service Engineer course has been in the highest demand bringing Soldiers from many formations within the National Guard and active-duty Army. The IIC continues to be the only location for this training and is a critical component of mission command within deployable units.

During 2014, the IIC held its first ever multi-discipline collective training event. This exercise was focused on real-world events that trained Soldiers how to collect information, analyze it efficiently and more importantly how to integrate it within the multiple disciplines to create a comprehensive analysis of the situation to a commander. This training event was a huge success and helped to broaden Soldiers' experiences and knowledge in the intelligence field.

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

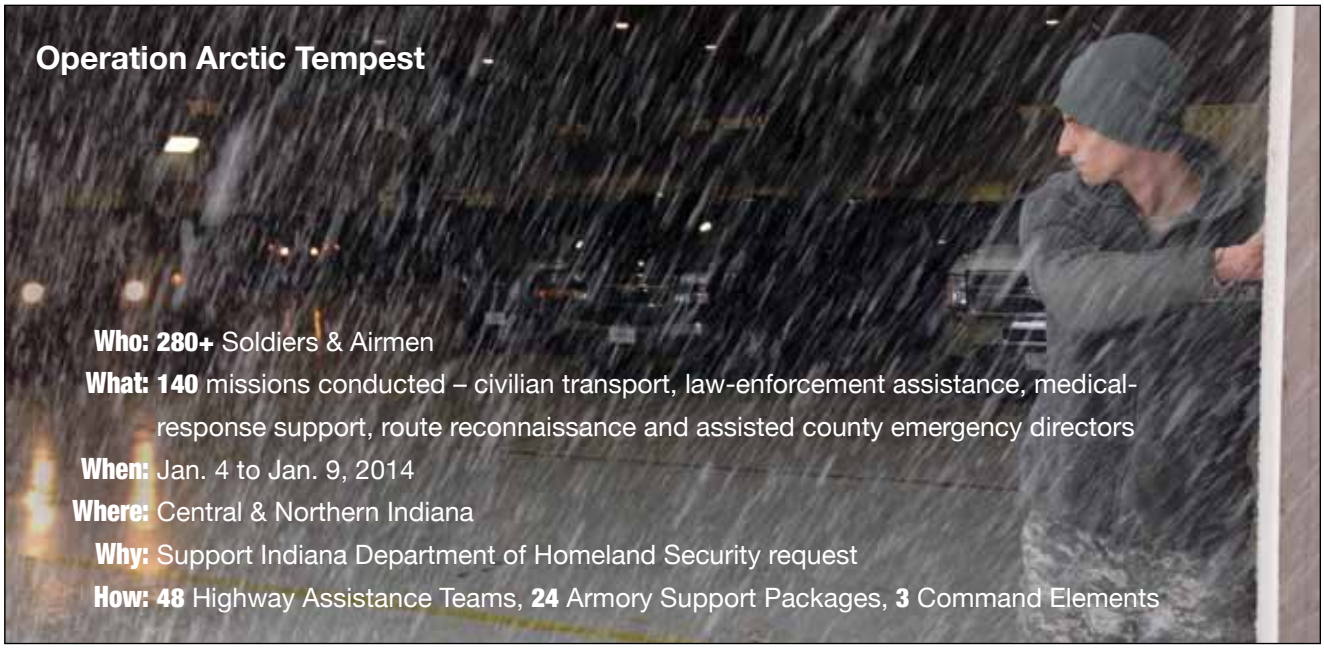
Units within the Indiana Army National Guard continue to support the Federated Intelligence Program by supporting Africa Command through reach-back support missions and assistance to other units that have a need for additional intelligence support. Indiana was on the leading edge of support to the Africa Command by providing **more than 1,200 hours of intelligence support** during 2014.

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

J2 Stats

New **5K**-square-foot expansion
18 different courses at Intel Center
1.2K+ hours of U.S. Africa Command support
1.5K+ trained Soldiers

Defense Support of Civil Authorities



Nested within the governor's priorities, the Indiana National Guard participated in state, national and international civil-support exercises and conducted civil-support missions during 2014.

Indiana National Guard supported exercises:

Vibrant Response – a national-level exercise that brought together service members and civilians from the military, federal and state agencies throughout the country for training in responding to a catastrophic domestic incident.

Capstone – a National Exercise Program conducted to examine the core capabilities described in the National Preparedness Goal.

World Edges – an international event in Israel to validate aspects of the Israeli Ministry of Homeland Defense International Search and Rescue Advisory Group guidelines and identify challenges that would arise when responding to a no-notice foreign humanitarian assistance support request.

United Front – a bilateral international exercise focused on conducting joint search and extraction between Indiana's joint emergency response package and the Israeli Home Front Command National Response Unit.

Strategic National Stockpile Exercise – an exercise validating the ability to distribute and dispense medical countermeasures to the public, ensuring communities are prepared and key medical supplies are available during public health emergencies.

The Indiana National Guard supported missions included **Operation Arctic Tempest**, see statistics above, and **Operation Blue Sky**, an IDHS requested mission to aerially assess flooding in Tippecanoe and Fulton Counties.

Partnerships included those with the **Great Lakes Regional Combined Military Advisory Group** and the **Central U.S. Earthquake Consortium**.

The Indiana National Guard currently has **59** mutual-aid agreements with **15** states to provide or receive resources during a disaster.

Counterdrug

$**147** million in drugs seized
$**143** million in marijuana
$**2.3** million in methamphetamine
$**1.4** million in cocaine
$**224** thousand in heroin
$**100** in other drugs
$**5.8** million non-drug assets seized
$**4.1** million in currency seized
386 weapons seized
887 arrest incidents
10 agencies supported
95 National Guard personnel

PTAE

The Premobization Training Assistance Element facilitated training for ...

14+ annual training periods
40+ drill weekends
500+ Soldiers

Exercises

Bold Quest 14.2
Vibrant Response 14-2
Northern Strike 15

Mobilizations

665 troops mobilized, **4** units
640 troops demobilized, **10** units

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 J4 is organized into three divisions: the Logistics Management Division, the Surface Maintenance Division, and the Consolidated Property Book Office.

The Logistics Management Division facilitated the management of the Indiana Army National Guard **logistics budget of $23.4 million**. Additionally, the division provided policy guidance for all classes of supply and services to include transportation and mobilization support.

The Logistics Management Division focused 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. These efforts continued throughout fiscal year 2014 as the J4 prepared to transition to the new logistics operating system known as the Global Combat Sustainment System-Army.

The Surface Maintenance Division continued to transform and modernize its capabilities to enhance the maintenance support it provided to the Indiana Army National Guard.

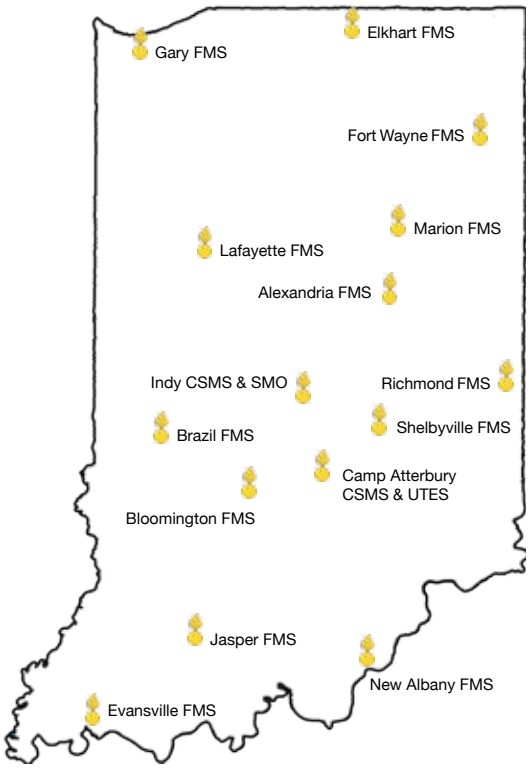
The **279 military technicians** in this division maintain **more than 60,000 pieces of equipment** including **more than 11,000 pieces of rolling stock**, an equivalent number of weapons systems, and **more than 5,000 pieces of electronics and communications equipm**ent.

The Surface Maintenance Division consists of 13 Field Maintenance Shops, one Unit Training Equipment Site and two Combined Surface Maintenance Shops located throughout the state of Indiana, see map.

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 of below two percent for fiscal year 2014.

The Consolidated Property Book Office provided property management and accountability support to all of the major commands within the Indiana Army National Guard. Over the past year, the J4 continued to support the Army's campaign on property accountability by ensuring **more than $1.7 billion worth of Army property** is maintained and accounted for properly. In support of this effort, the CPBO managed excess property by turning in of **more than $35 million worth of equipment** in the past year, representing a **0.27 excess percentage that is one of the best in the National Guard**.

Maintenance Shops



The J5, in charge of Strategic Initiatives and Business Transformation, continued in its mission to transform and improve the organization at all levels.

The directorate aided in the development of metrics and business rules to measure our progress towards achieving Indiana National Guard goals and National Guard Bureau established milestones.

The Continuous Process Improvement Lean Six Sigma program has also been re-invigorated, leading to money and timesaving projects like the Cooperative Agreement Payment Process, which reduced overall reimbursement time.

Strategic Plan: In February, the strategic plan was re-written to correspond to campaign planning. In March, Gov. Mike Pence was briefed on the Indiana National Guard's progress toward "Good to Great" and how our strategic plan aligns with the governor's objectives. To increase top-down communication of the strategic plan, the adjutant general's priorities and values were posted across the state and made part of the screen saver on the Indiana National Guard computer system.

Army Communities of Excellence: For the second time in three years, the Indiana National Guard made the **top four in the ACOE program**, earning a site visit from the NGB examining team. Guard states across the country participate and are ranked in ability to sustain the organization, grow the customer base and serve the workforce, among other business practices. We sent four PEC-trained Indiana National Guard examiners to the Down Select to evaluate other state's submissions, three of whom were team leaders or assistants.

Lt. Col. J.R. Newman, the director of J5, traveled to Washington in August as an examiner for ACOE. He was also invited to give a presentation at the Best Practices Conference in which he highlighted the Indiana National Guard's practical organization cycle and his efforts to transform the culture. He also had Sgt. Maj. Ricky Weber talk about the Recruiting and Retention Battalion's program "Books and Boots," and Amy Porter of Dale Carnegie discuss the Indiana National Guard's implementation of leadership development courses.

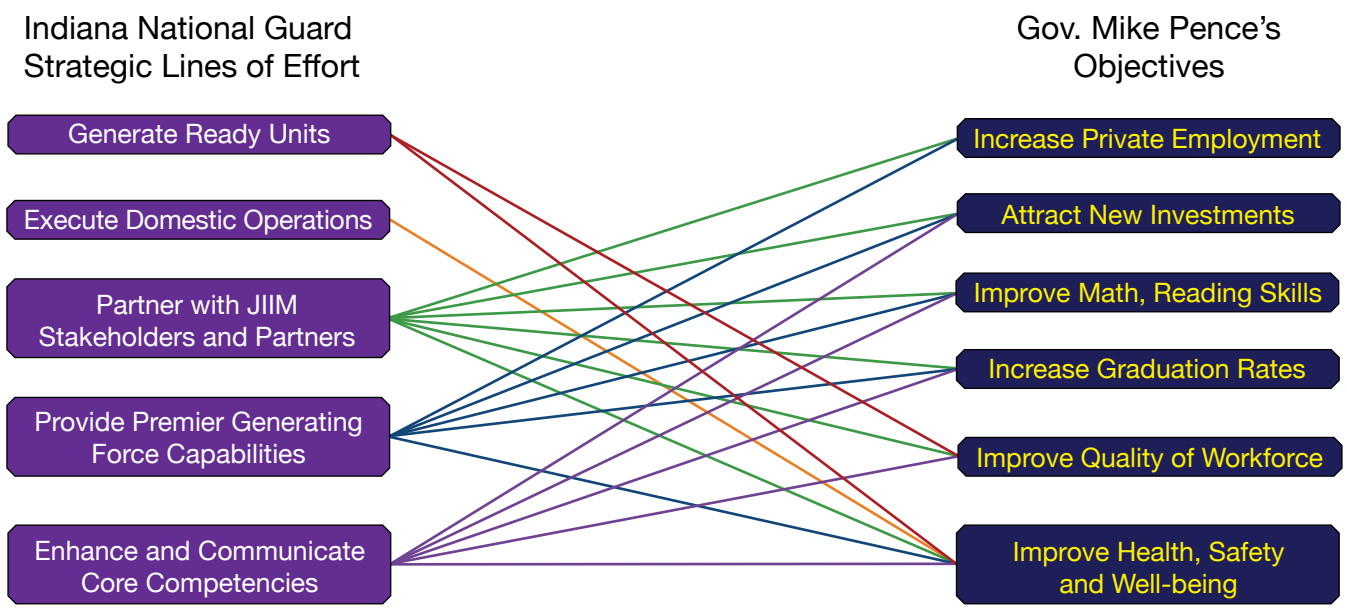
Business Transformation: As part of our mission, J5 brought the Leader's Edge training to Indiana. The one-week course was held at Atterbury and then brought to Stout Field for Soldiers. Leader's Edge was also held in July for Indiana National Guard senior leaders. Purdue University's Lean Six Sigma course was also offered at Atterbury, resulting in **12 Indiana Guardsmen gaining green belt skills**. The Purdue Black Belt course was held in December 2013 and we gained **nine Black Belts**.

There are **32 trained Belts** working projects to improve processes within directorates or related to objectives in the strategic plan. The Master Black Belt who taught the classes is now the Belt mentor for our organization, helping to guide more projects to completion.

Part of business transformation is the sharing of best practices, and J5 director has been busy collaborating with state agencies and other guard states. Our directorate has been part of Indiana's Interagency Efficiency Team, meeting quarterly to exchange ideas to support planning, problem solving, and improvement of agencies practices, such as through the use of LSS. State agencies were given seats in our leadership courses as part of our exchange. In addition Lt. Col. Newman and representatives from Wisconsin share best practices concerning strategic planning and elements of Baldrige as applied to business in the military.

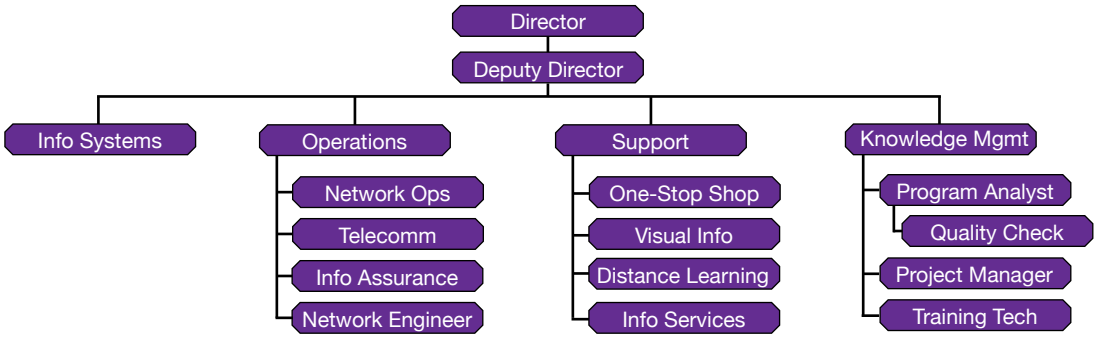
Within our own organization, we teamed with J1, piloting a program that increases cooperation and synchronization between directorates, similar to how the Army embeds subject-matter expert enablers to better integrate operations.

Lines of Effort to Objectives



The J6 establishes policies and procedures, provides advice, and makes recommendations on information technology matters to the adjutant general and chief of the joint staff regarding support to military configurations, major subordinate commands, interagency, and Joint Force Headquarters information sharing in support of National Guard civil-support missions.

J6 Organization Chart



The J6 is responsible for developing the Joint Force Headquarters IT strategy, including the incorporation and use of information in a joint environment for domestic and homeland security response.

The J6 directorate is responsible for all matters pertaining to command, control, communication, and computers, also known as C4 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 – C2S2.

During 2014, we focused on increasing efficiency's. With the **18 percent cut in federal funds in fiscal year 2013 and a 23 percent cut in fiscal year 2014,** it was imperative that the Indiana National Guard consolidate where possible and cut those services no longer needed.

Two Internet Service Provider circuits at Camp Atterbury where discontinued, and they were replaced with one ISP circuit, which provided more than **twice the capacity, 100MB vs. 70MB**, and **reduced the cost by $30,000**.

We continued the process of reducing the IT services footprint at Camp Atterbury and Muscatatuck Urban Training Center by centralizing our support operations within the Joint Forces Headquarters in Indianapolis. Construction of new server rooms at both locations provided us the means to consolidate our network resources into two main areas. These locations will provide primary and continuity of operations support.

In June 2014 we occupied the new server room at the Joint Forces Headquarters, and we are making plans to occupy the server room at Muscatatuck. This reorganization will result in cost savings while maintaining those services needed by our customers.

We continued our capital improvement program and purchased the remaining Voice over Internet Protocol, VoIP, phones needed to upgrade our telephone system. With the progress we've made this fiscal year we are now positioned to decommission the legacy analog phone system. This decommissioning will result in monitory and administrative support savings.

Closing out the calendar year we are scheduled to **upgrade our 3,000-plus users to Microsoft Office 2013**. The deployment of Office 2013 will be our first deployment through the use of our upgraded network. The ability to use our network and avoid the need for touch labor on each of the 3,000 plus computers is more effective, and far more efficient than our previous upgrades.

The J9 Service Member and Family Support at Tyndall Moorhead Armory at 711 North Pennsylvania Street in Indianapolis is the Indiana National Guard's one-stop shop for providing support to service members of all branches and families. The J9 Department's core functions are care and assistance for our service members, their loved ones and their families.

Service Member Employer Family J9 Community

Services located at Tyndall Moorhead Armory:

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

Family Programs

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

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

The Family Readiness program now has **seven** full-time Family Readiness Support assistants, regionally aligned to assist the Commander's Family Readiness Groups at all levels. More than **650 adults have volunteered to support our Family Readiness Groups** and Military Families with a total number of **6,500 volunteer hours**.

Our Youth Programming team provided support to children, youth, and families of the Indiana National Guard, hosting events such as Kids Annual Training, Fall Camp and Teen Summit. The Youth Programming team mentored and supported more than **849 military-connected youth** and **1,663 service members**.

More than **386 military children received Christmas Toys** in the 9th Annual Holiday Toy Drive collection effort.

The Indiana Family Programs expanded its Exceptional Family Member Program by hosting three regional Exceptional Family Members Fun Days and partnering with key statewide community resources to support Indiana National Guard families.

Family Programs was involved in all **17 Yellow Ribbon Reintegration Program events**, educating **1,729 service members and families** in 2014.

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

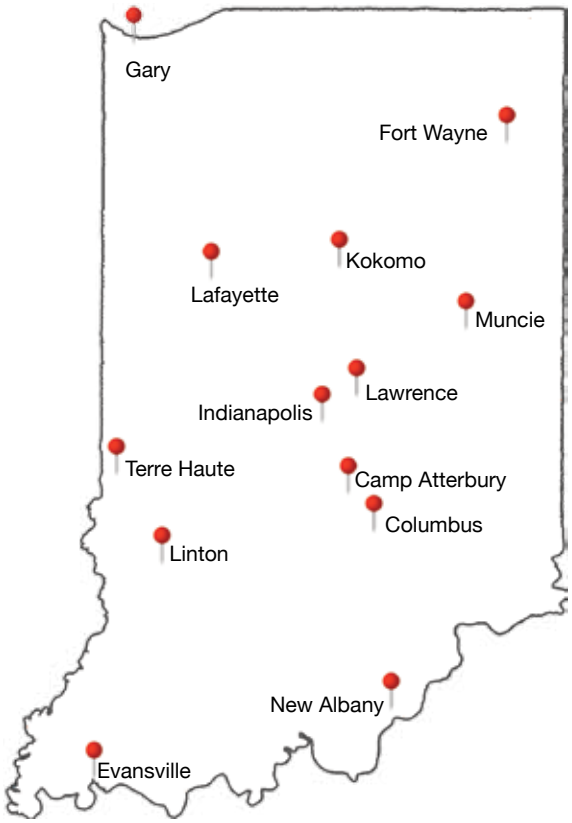
The Indiana Family Programs continues to be leading the effort to expand community resources while supporting the governor and the adjutant general's Joining Community Forces initiative.

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 above.

Family Assistance Centers

The FACs provide assistance to all members of all military branches: active-duty, Reserve, National Guard, retirees, veterans, and their families.



13 FACs throughout the Hoosier State

14,565 support cases opened

Yellow Ribbon Reintegration Program

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

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

We conducted **17 events** resulting in support to **1,729 service members and family members** through all stages of premobilization, mobilization, and postmobilization. Yellow Ribbon events also included several J9 assets – Military One Source, Military Family Life Consultants, Personal Finance Consultants, Crisis Intervention Team, Employment and Education, and Resilience – to ensure a successful reintegration to civilian life.

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

Survivor Outreach Services

The SOS Program is a long-term contact and care program for families whose service member died regardless of status of duty. The program offers a variety of services and support such as obtaining copies of DD1300's, assisting with TRICARE questions, counseling referrals, burial reimbursement, grave markers and various questions related to Veterans Affairs benefits.

In 2014 SOS continued its annual STARR - Survivor Transition and Resilience Retreat and built relationships with outside experts and resources to assist in facilitating and catering the weekend to our survivor families' needs. The second annual STARR had **175 attendees – 100 adults, 35 children, 40 volunteers and staff – consisting of 45 families from four different states – Indiana, 40; Illinois, 3; Ohio, 1; Kentucky, 1**.

Also in 2012 SOS had personal contact with more than 1,600 survivors and their families. The SOS program continued its work with the State Armory Board for the "Wall of Honor" program dedicating armory presentation for one of our fallen National Guard Soldiers.

SOS also supported, assisted in coordination of and participated in **138 events**. Overall SOS completed **outreach activities to more than 31,000** survivors, their families, community partners and organizations via all social mediums – direct mail, email, Facebook, Twitter, EventBrite & MailChimp.

Employment Coordination Program

Employment Coordination Program has grown into a Joining Community Forces initiative with the Indiana Department of Veterans Affairs serving as the lead agency scheduling employment engagement events throughout the state at armories and other locations.

The successes of this program are accomplished by working with service members to increase their job marketability, collaborate with employers throughout Indiana needing to fill vital vacancies, and follow-up with those businesses on the quality of the service member hired.

Additionally, we refer unemployed Guardsmen and their spouses to other agencies for personal resume writing, job search, interviewing skills and job preparedness training.

We have built partnerships with more than **150** Indiana businesses and employers. These partnerships include a reciprocal support process designed to provide the employer and the employee with resources and assets to complete successful hiring and sustained job performance. This also affords us early identification of future positions a company may be hiring.

More information below:

in.ng.mil/Careers/EmploymentEngagementTeam.aspx
in.gov/dva
vetemployment@dva.in.gov
1-844-480-0009

Military Funeral Honors

2,827 funeral services for Hoosier veterans in 2014
23K+ graveside services since 2000
4 honorable transfers in 2014
82 honorable transfers since 2000
75 State Funeral Honors Ribbons awarded
24 to member of veteran service organizations
4 to retirees

Resilience Programs

While facilitating the addition of **29 new Master Resilience Trainers** as force multipliers within Indiana National Guard units, the Resilience Team also qualified **132 new Resilience Trainer Assistants** in 2014. Ultimately, the Indiana National Guard now has **131 Master Resilience Trainers** and **575 Resilience Trainer Assistants** within the ranks.

The Master Resilience Trainer curriculum underwent some modifications in March 2014. The Resilience Team developed an abbreviated curriculum, based upon these changes and updates, in order to provide our MRTs in a short 2-day refresher. It also helped to reenergize unit MRT's roles and responsibilities and promoted instructor confidence.

Under the direction of the Ready & Resilient Campaign Plan, the Resilience Team, in collaboration with other J9 assets, developed a **16-hour peer-to-peer training class** for troops from E-1 to E-4. The goal was to reach a population of service members who commanders either identified as personnel in need of further resilience training or those who are strong role models within their units. In two training classes held at Camp Atterbury, **95 troops completed the training**.

Transition Assistance Advisor

Transition Assistance, Veteran's Support Office, as in past years 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 Veterans Affairs Benefits and often an initial entry point for service members needing crisis intervention and care.

In 2014, the TAA program conducted **198 briefings** for **7,500 service members, veterans and families**. The TAAs personally worked with more than **23,000 individuals** with health and benefits issues. That total represents an **increase of 38 percent** over the number served in fiscal year 2013. In 2014, there was a huge decline in benefits and services that had been available over the previous 12 years. This caused an increase in TAA agency visits from **15 in 2013 to 96 in 2014**.

To continue to support the needs of our service members, veterans and families, there has been an increased focus in engaging community partners to assist with services that are no longer available elsewhere. As a result of programs to reduce the hesitation to seek services, many service members and veterans requested assistance, resulting in a **58 percent increase** in the number of referrals to VA Benefits, VA Health Care and Vet Center resources.

Employer Support of the Guard and Reserve

75+ dedicated volunteers
3K volunteer hours
400+ events across Indiana
9K+ service members briefed
Coordinated with **600+** employers
1,490 Statements of Support

Online information
esgr.mil
inesgr.org
IndianaESGR
indiana.esgr

Substance Abuse Program

The Substance Abuse Program provides commanders with tools to prevent and deter substance abuse through training, education, risk reduction and referral services.

Prevention coordinators conduct prevention and awareness training annually for all troops, deliver the prevention portion of the Unit Prevention Leader training, administer the Unit Risk Inventory, and assist commanders to enroll troops who self-refer into rehabilitation services.

In June, National Guard Bureau rolled out a new standardized prevention curriculum, Strong Choices. The program's staff **trained 1,089 Soldiers** in the curriculum. The SAP staff delivered **UPL training to 100 Soldiers representing 88 hours of classroom instruction**. URIs were completed by **829 Soldiers in 12 units and 115 Soldiers in one unit completed the Reintegration Unit Risk Inventory**. The SAP staff also assisted **16 Soldiers who self-referred** for substance abuse issues into rehabilitation.

Chaplains

The full-time chaplain support team complements all J9 programs and has been called upon to provide relationship skills training during Yellow Ribbon events, counseling support during Survivor Outreach Services gatherings, and has participated or officiated services alongside Military Funeral Honors and the Ceremonial Unit.

The team also assists each major command. This aspect of the program provides commanders and readiness personnel a direct line to J9 resources on a round-the clock basis. Strength of the Indiana National Guard's chaplains is that most chaplains are pastors of local churches while others are prison chaplains, teachers, therapists, counselors, and denominational leaders. These local connections assist in finding resources close to service member's hometowns.

During the past training year, the chaplains delivered many offerings of the Chaplain Corps' premier relationship skills enhancement program, Strong Bonds. This program serves couples, families and singles. The chaplains, as certified instructors, conducted **30 training events** – an increase of 13 events over the previous year. More than **1,400 individuals were trained in 2014: 1011 Soldiers and 416 family members.** As a result, the Indiana National Guard Strong Bonds program was nationally named a **Top-10 program**.

The chaplains officiated **20 funerals and four honorable transfers**. They taught at **four Yellow Ribbon Events**. Ceremonial participation occurred in **29 military events**.

Focusing on the spiritual pillar, the chaplains delivered training briefings to the Resilience Program as well as offering monthly prayer breakfasts. **Fifteen prayer breakfasts** were conducted throughout Indiana at **three locations**.

In 2014, the chaplains **counseled 685 service members and families** throughout Indiana totaling **more than 1,900 contact hours**. The majority of these counseling sessions were for marital issues often rising from economic and financial challenges.

Sexual Assault Response and Prevention

The Sexual Assault Prevention and Response started new initiatives designed to better serve sexual assault victims. These include **1)** the option for investigations to be conducted by the Office of Complex Investigations, **2)** a focused partnership between the Indiana National Guard's Staff Judge Advocate and the Sexual Assault Response Coordinator, and **3)** the implementation of the Special Victims Council.

The initiatives provide sexual assault victims specialized resources that can assist in navigating the reporting and investigative process. The program ensured we have trained victim advocates who can respond to reports of sexual assault and also provide subject matter expertise to their commanders.

There are **124 Victim Advocates**, **90** of which have all required training and credentialing to perform their duties as an advocate. The remaining advocates are in the process of obtaining their credentialing or attending the required training course.

The Indiana National Guard observed Sexual Assault Awareness Month, authorized and endorsed by the adjutant general. In addition, the program co-hosted a 5K Mud Run to promote awareness for suicide and sexual assault. There were **more than 500 service members**, their families and friends in attendance.

Crisis Intervention Team

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

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

Through teamwork and training, first-line unit leaders and Indiana National Guard full-time service members can effectively assist other service members and civilian employees to request timely assistance and outreach from the Crisis Intervention Team.

The team also participated in and collaborated with various community organizations in every region of the state to promote awareness and preventive measures and continued to build a strong resource network across the state consisting of support and rehabilitative programs that can readily assist our service members.

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

Star Behavioral Health Network is a resource of behavioral health professionals with specialized training in understanding and treating military service members and their families.

Patrick, left, and Taylor Affolder raise their hands for the Oath of Enlistment during a ceremony on Armed Forces Day weekend, Sunday, May 18, at the Indianapolis Motor Speedway in Speedway, Ind. The father and son enlisted into the 122nd Fighter Wing headquartered in Fort Wayne, Ind.

Fiscal year 2014 stood to be a great year for Recruiting and Retention. Once again the end strength mission was met. Warrant officer and officer accessions increased. Recruiters continued to adjust their needs so that they recruited not only increased the force but also recruited quality enlistments that would make the force smarter and stronger. Recruiters also used targeted marketing approaches to build a diverse military.

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

Recruiters focused on enlisting a diverse amount of perspectives, thoughts, ideas and backgrounds to increase our ability to adapt to our growing multicultural world. Recruiters began to influence marketing approaches by completing segmentation and demographic assessments. After studying assessments recruiters targeted different demographics that needed attention in order for them to fully capitalize on the diverse population. Adjustments were then made geared toward those specific markets. These types of approaches gave the ability to steadily increase diversity among enlistments.

Outside of adjusting to the needs of the recruiting environment, recruiters continued to focus on instilling localized recruiting efforts. Recruiters performed events that imbedded them in their community. Hometown Jersey Nights continued to be a great and focused on football, men's basketball and now women's basketball. They also established public relations initiatives to assist with building future leaders, such as being nationally recognized for "Books and Boots," maintaining a partnership with the Boy Scouts, "ScoutStrong" and "Celebrity Read" program.

With the help of the Career Center and Career Counselors, recruiters **improved reenlistment by 19.3 percent**. Recruiters continued Elite Eleven, which tested the top recruiting Soldiers in the Indiana National Guard.

Recruiting & Retention Stats

1,895 Enlisted Accessions
137 Officer Accessions
17 Warrant Officer Accessions
#1 ranked large RSP State
91.7% Tier 1 Accession
16.3% loss rate

Indiana Army National Guard pilots fly a UH-72 Lakota from the 38th Infantry Division headquarters in Indianapolis, Wednesday, April 23, 2014.

The Indiana National Guard's aviation units continue to support overseas contingencies and domestic missions.

Company C, 137th Assault Regiment prepared for upcoming deployment. Company C, 2nd Battalion, 238th Aviation Regiment, Medevac, returned from deployment. Detachment 10, Operational Support Airlift Command deployed twice in 45-day deployments to Colombia, South America, for embassy support. Company F, 3rd Battalion, 238th Aviation Regiment, Air Traffic Control, returned from deployment in Kuwait.

Additionally, Detachment 1, Company C, 1st Battalion, 376th Aviation Regiment, Security and Support, fielded two UH-72 Lakotas and are stationed at the Gary Aviation Support Facility.

The Lakota unit supported local law enforcement in Blue River search and rescue mission and the counter-drug program in coordination with Indianapolis Metropolitan Police Department, FBI, Indiana State Police.

Aviation & Safety Stats

UH-60 Black Hawk
- **3,435** accident-free flight hours
- **63** operational missions flown
- **1.2K+** training missions flown

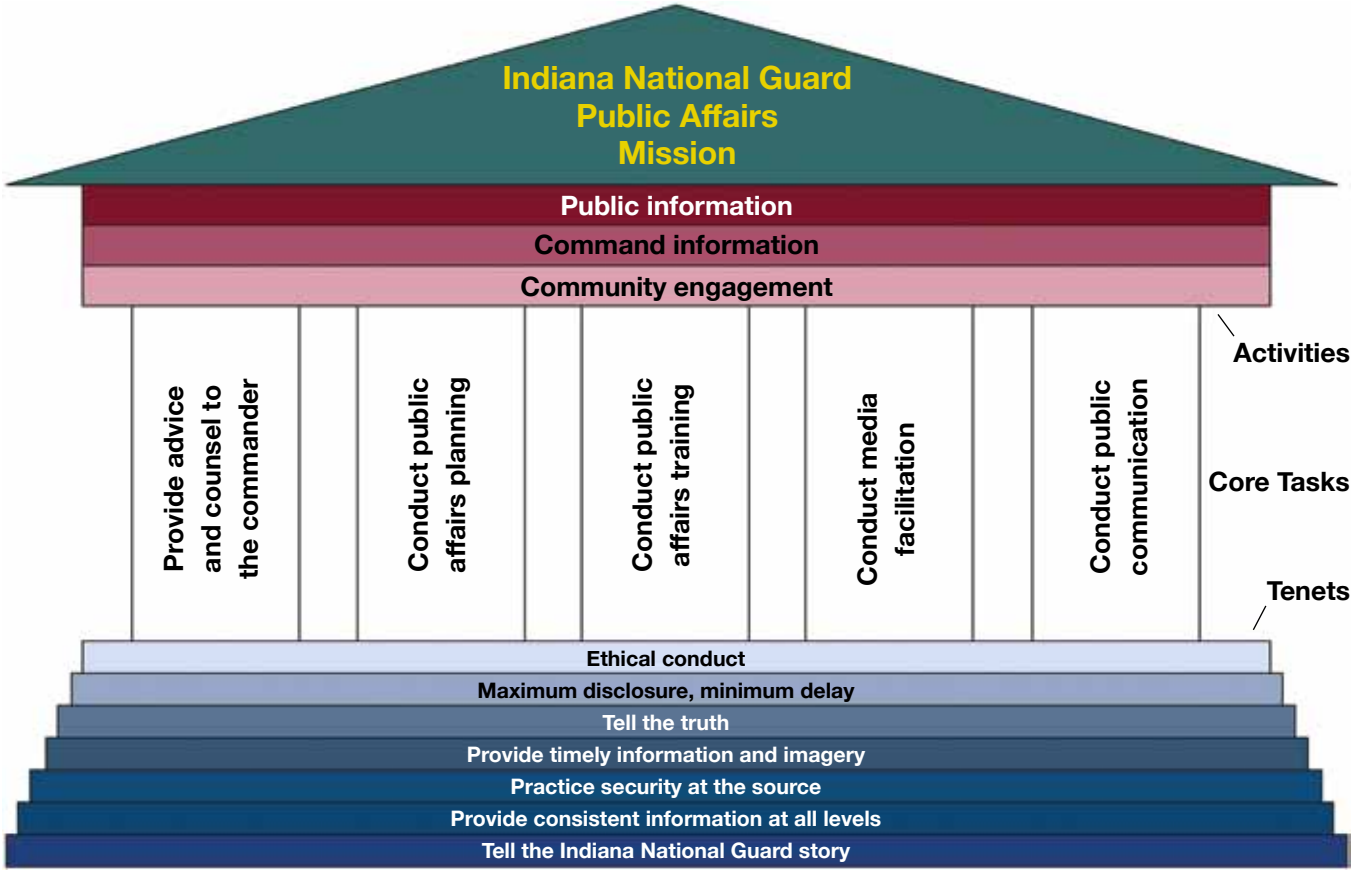
UH-72 Lakota
- **530** accident-free flight hours
- **45** operational missions flown
- **175** training missions flown
- **4,058** accident-free maintenance hours

C-12 Huron
- **497** accident-free flight hours
- **116** missions flown
- **23** in support of Indiana
- **26** operational missions
- **67** airlift support command missions
- **75** deployment, accident-free flight hours

Aviation Training
- Graduated **8** Flight School Students
- Assessed **10** Soldiers to attend flight school
- Qualified **8** pilots into the UH-72
- Qualified **2** pilots as Aviation Safety Officers
- Qualified **5** pilots as UH-60 Instructor Pilots
- Qualified **1** pilot as UH-72 Instructor Pilot

Aviation Safety Stand Down at Indiana War Memorial
- Safety Awards
- National Guard update
- Aviation Life Support Equipment update and training
- Army Safety Center update
- Aeromedical brief
- Reg Duvall of the Tuskegee Airmen briefed The Test – Double Victory
- Indiana State Trooper Jason Allford briefed traffic safety
- Crew Resource Management
- Weather Brief by Angela Buchman

Public Affairs Office



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

Products Produced

288 photo-generating events

57 advisories, releases

23 written stories

41 videos

Community Relations

116 requests supported

146 requests received

Online

in.ng.mil

INGuardsman IndianaGuardsman IndianaGuardsman

Inspector General

The Inspector General's office conducted **more than 150 formal assistance cases** in 2014 that directly increased the readiness of Soldiers and Airmen throughout the state. The Inspector General's functions are listed below.

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

Assistance: Correct injustices, real or perceived. Provides service members 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 service members' 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: The Inspector General informs and provides best practices to enable units or agencies to learn about goals and standards and how to achieve them.

Staff Judge Advocate

In 2014, the Office of the Staff Judge Advocate averaged **10 legal actions per day**, more than **25 requests per month for Trial Defense Services** representation and assisted **more than 1,000** Indiana National Guard troops.

During 2014 we sent **2 Judge Advocates** to Special Victims Counsel course at The Judge Advocate General Legal Center and School in Charlottesville, Va. A Special Victims Counsel was appointed for the state of Indiana.

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

SJA Personnel

4 full-time judge advocates

1 full-time legal administrator

26 traditional judge advocates

Fiscal year 2014 marked another productive year for the 38th Infantry Division, the Indiana National Guard's largest unit with more than 9,200 Soldiers in four brigades and battalion headquarters.

38th Infantry Division, Indianapolis
facebook.com/38thID, @38thID

76th Infantry Brigade Combat Team, Lawrence, Ind.
facebook.com/NighthawkBrigade, @NHawk9

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

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

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

The 38th Infantry Division Commanding General, Maj. Gen. Lonnie Culver, left, talks to his Chief of Fires, Col. David Vesper, during a warfighter rehearsal exercise, Friday, June 13, 2014.

Headquarters & Headquarters Battalion

More than 150 38th ID Soldiers with the headquarters battalion traveled to Fort Leavenworth, Kan., in June to act as a corps-level headquarters during the U.S. Army's largest warfighter exercise.

The Hoosier Guardsmen tested their communication skills, interoperability skills, and command and control techniques during their annual training as they prepared for their warfighter in 2015.

"This is one of the best ATs you'll ever have because there's more training and more learning for a division headquarters than there'll ever be," said Maj. Gen. Lonnie Culver, the division's commander. "There's no better Army training than in a warfighter."

The exercise will hone skills that can be applied to a variety of missions – wartime and defense support to civilian authorities.

The battalion's Soldiers also assisted with the Vibrant Response exercise at Atterbury-Muscatatuck. See Page 29 for more information.

76th Infantry Brigade Combat Team

Annual training 2014 saw many of the 76th Infantry Brigade Combat Team's Soldiers, approximately 3,000 strong, training together for the first time since 2008.

The Soldiers of the 76th, aka Nighthawks, spread out across Camp Atterbury, Ind., May 31 to June 14, bringing along its newly added third maneuver battalion, the 2nd Battalion, 151 Infantry Regiment.

"Nothing more important than getting the brigade back together as a brigade," said Col. Ronald A. Westfall, the brigade commander.

Combat deployments kept the brigade busy since the Sept. 11 attacks, with its units parceled out for various missions. Often, the Soldiers were tasked and trained for duties outside their job specialties.

Also in 2014, the 76th's special troops battalion changed to a brigade engineer battalion.

For more on the Nighthawks' annual training, see Page 29.

219th Battlefield Surveillance Brigade

Indiana National Guard Pvt. Trea Colon inspects her equipment prior to an airborne jump with Detachment 1, 165th Quartermaster Company, Sunday, Aug. 10, 2014, as part of Operation Tecumseh Rage.

It was another busy year for the 219th Battlefield Surveillance Brigade. In January 2014, multiple units supported the state, active-duty mission, Operation Arctic Tempest.

The 219th's 2nd Squadron, 152nd Cavalry Regiment Soldiers participated in Operation Northern Strike with other Air and Army units throughout the state to test their skills against a hybrid enemy threat. Battery A Soldiers from 2nd Battalion, 150th Field Artillery Regiment also participated this multinational, multiservice exercise.

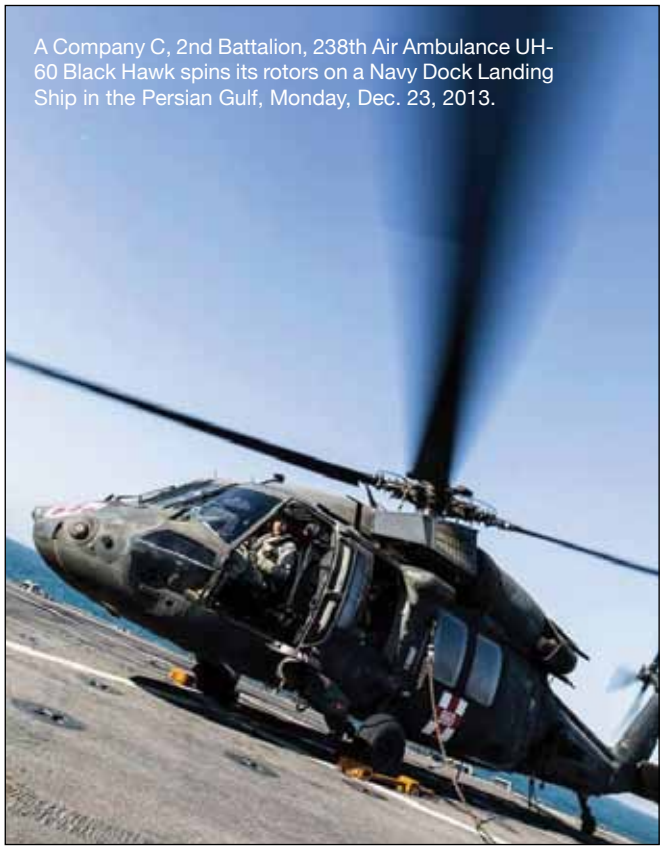
Additionally three 2nd Battalion firing batteries completed their annual training periods in support to the civilian expeditionary workforce missions at Atterbury-Muscatatuck. These missions are a vital component to preparing civilians to be able to successfully integrate into the military environment they will face overseas and each battery completed their mission with great professionalism.

In community relations events the battalion provided ceremonial fire at Maj. Gen. Robert Mitchell's funeral and the 20th anniversary celebration of the Slovak-Indiana State Partnership.

38th Combat Aviation Brigade

Fiscal year 2014 was another busy year the 38th Combat Aviation Brigade with several units deploying in support of overseas contingency operations, Operation Enduring Freedom.

In addition, the brigade's Detachment 1, Company C, 1st Battalion, 376th Aviation Regiment took delivery of UH-72 Lakotas in May. See Page 18 for a photo of the Indiana National Guard's newest helicopter.



A Company C, 2nd Battalion, 238th Air Ambulance UH-60 Black Hawk spins its rotors on a Navy Dock Landing Ship in the Persian Gulf, Monday, Dec. 23, 2013.

38th Sustainment Brigade

The brigade had several of it's units support exercises in Indiana: Bold Quest and Vibrant Response. In addition the support battalion traveled to Fort Irwin, Calif., for its annual training and had several of its units deploy in support of Operation Enduring Freedom.

In support of Operation Enduring Freedom, the brigade's 1638th Transportation Company deployed to Afghanistan in November 2013 where they provided convoy security. They returned in July, below.

The Indiana Air National Guard's 122nd Fighter Wing "Blacksnakes," located at the Fort Wayne Air National Guard Base, completed a challenging and rewarding year.

A 122nd Fighter Wing A-10 Thunderbolt II refuels from a KC-135R Stratotanker from the Air Force Reserve's 434th Air Refueling Wing at Grissom Air Reserve Base, Ind., Wednesday, Aug. 20, 2014. Indiana's two flying wings partnered to fly 37 employers of Guardsmen and Reservists on a boss lift over the Hoosier State so they can learn about their employees' military service and responsibilities.

The 122nd Fighter Wing's mission is to maintain a well-trained and equipped A-10C unit available immediately for combat operations and combat support with adaptable Airmen. The wing's goal during peacetime operations is to assist local authorities with rescue and relief operations in the event of a natural disaster, disturbance or other emergency while protecting the citizens of Indiana and their property. To accomplish these goals, the unit successfully completed a number of combat and military operations, deployments and community programs.

Major Deployments and Exercises

The 122nd Fighter Wing spent 2014 preparing to deploy a large aviation package in support of an Air Expeditionary Force scheduled for fiscal year 2015. While planning for this, the unit **deployed close to 700 members to over nine locations** within the United States and abroad and successfully completed numerous training exercises. Several of the larger deployments and exercises are described below.

January and February, 122nd Fighter Wing Medical Group **sent 38 members to Oahu in Hawaii to support military installation hospitals** to gain training to maintain their wartime duties.

March, the unit performed a natural disaster readiness exercise to prepare for potential inclement weather.

June, 122nd Fighter Wing **sent 85 civil engineering members to train Combat Shield**, March Air Reserve Base, Calif., in order to prepare for the follow on Silver Flag readiness exercise at Tyndall Air Force Base, Fla.

June, The Security Forces Squadron **planned and executed an Air National Guard level marksman course**, bringing security members from around the country to the 122nd.

June, 122nd Fighter Wing Security Forces **deployed 25 members to Qatar in support of Operation Enduring Freedom**.

July, 122nd Fighter Wing and the 163rd Fighter Squadron took part in 2014 Hawgsmoke training exercise at Davis-Monthan Air Force Base, Ariz.

The base held **two active-shooter exercises** and full recalls of the entire unit, testing the base response to potential threats.

In July and August, the Blacksnakes **deployed 180 Airmen and 12 A-10Cs** to Barksdale Air Force Base, Ala., in support of Green Flag East, where they **helped to prepare nearly 4,000 Soldiers** for a potential combat deployment.

The wing conducted three Unit Effectiveness Inspections on base that tested the unit's ability to handle emergencies such as terrorist activity, force protection changes and medical emergencies.

Community Involvement

Participation in the Fort Wayne Base Community Council program

3 ESGR events to include a luncheon for **30+** employers

Provided speakers for various groups in the community

122nd Fighter Wing Honor Guard performed at local functions

21 tours for local groups, schools and organizations

Supported **3 Honor Flight's** for World War II veterans

Focus on Safety

The 122nd Fighter Wing continues its record of flying since 1989 without a Class A mishap.

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 multiple states and four countries. The Medical Group exceeded the DOD Individual Medical Readiness standard; **# 1 in the State, #1 in the Mid Region, #6 in the Nation**.

The 181st Intelligence Wing is the nation's proven choice for combat operations. Nationally, the wing serves as a U.S. Air Force DGS core site, which resulted in **zero unfulfilled combat taskings**. Wing personnel provided 24-hour a day intelligence, surveillance and reconnaissance support and deployed Airmen to the nation and participated in numerous contingency operations.

More then 120 Airmen deployed, mobilized or supported combat operations with **zero local perimeter intrusions**. Racer Security Forces augmented Wright Patterson AFB defenders due to the high operations tempo. They have now been requested to augment the Air Force Marathon security.

Racers remain Indiana's first choice for homeland defense. Racers also participated in **seven joint, one coalition and 10 local disaster response exercises** preparing to assist victims with medical care, fatality services, and incident analysis and assessment. The 113th Air Support Operations Squadron assisted multiple Hoosiers during Arctic Tempest. During the blizzard 19 Airmen provided command and control and Highway Assistance Teams to trapped hospital workers and residents earning the Indiana Distinguished Service Cross and two Indiana Distinguished Service medals for their actions. Racers also flew sorties in support of Operation Blue Sky. They were instrumental in analyzing ice-flow impact on bridges and the rescue of a stranded motorist.

In long-term partnerships, two Airmen were assigned to the Counterdrug Task Force and proved essential in navigating remote terrain to locate illegal narcotics.

In the finest Guard tradition, 181st members volunteered **more than 835 hours** supporting speaker requests, military appreciation events, parades, races, assisted living facilities, community displays and local schools throughout the year.

181st Intelligence Wing Stats

20K+ images analyzed
600+ ISR combat missions supported
9K+ flight hours supported
200+ high-value individuals geolocated
2+ roadside bombs located
20+ high-value-targets capture assists
15+ troops-in-contact situations assisted
4+ strikes supported
70+ domestic operation support flights in Indiana
43+ flight hours supporting Wisconsin, Mississippi domestic operations

53rd Civil Support Team

Airmen and Soldiers with the 53rd CST deploy to support civil authorities at domestic chemical, biological, radiological, nuclear and high-yield explosive incident sites. The mission of CST members is to identify, assess, assist and advise the civil authorities that requested the 53rd. The CST members identify the agents and substances, assessing current and projected consequences. Next, they advise as to the best course of action regarding potential response measures, assisting with requests for state support in order to save lives, prevent human suffering and mitigate damage to property.

Fiscal year 2014 was another challenging and rewarding year for the 53rd Civil Support Team. The 53rd CST conducted **188 missions including 61 civilian-agency standby missions** placing us in the top three in the nation once again.

Standby Mission Support

Throughout 2014 the 53rd CST continued supporting our civilian counterpart agencies in standby mission support. The 53rd continued to support the Indianapolis Colts and the Indiana Pacers while adding support to the NCAA with missions at Indiana University home football games. Additional events: the Big Ten championship football game, Thunder Over Louisville, 500 Festival Mini-Marathon, Grand Prix of Indianapolis, qualification days, Carburetion Day, 500 Festival Parade, the Indianapolis 500, the Brickyard 400 and MotoGP.

Training Proficiency Evaluation

In April, U.S. Army North completed a Training Proficiency Evaluation of the 53rd CST's ability to successfully perform the 12 collective tasks listed by the U.S. Army. The 53rd demonstrated a **"trained" level of performance on all 12 collective tasks** on accomplishing its chemical, biological, radiological, nuclear and high-yield explosive civil support mission. The evaluation was conducted in Bloomington, Ind.

SEAT

In July 2014 National Guard Bureau conducted the Standardization Evaluation and Assistance Team field evaluation designed to ensure teams are trained and ready and compliant with policies, laws and regulations.

The 53rd CST was evaluated in 10 areas including analytical laboratory, budget management, logistics management, medical management, operation management, personnel management, training management, communications, physical security and safety. The 53rd CST overall result was a **98 percent** placing it above the national average of 96 percent.

State Partnership for Peace Support

In August, two CST members resented the 53rd CST at a three-day consequence management workshop in Bratislava, Slovakia, in support of the Indiana National Guard's State Partnership for Peace program. The two members assisted and advised on general framework of the Weapons of Mass Destruction and Consequence Management between civil and military authorities.

The Hoosier CST members also provided the Slovak Ministry of Defense with an overview of the integration of the Indiana National Guard director of military support with outside agencies in planning for and responding to a national-level crisis or WMD event.

In September, 2014 the 53rd CST hosted Kenya Defense Force personnel for a site tour, capabilities tour and response demonstration allowing the Kenyans to see how the CST responds to requests for assistance from civil authorities for all-hazard response – domestic emergencies, law enforcement support, other domestic activities or from qualifying entities for special events.

Vibrant Response

In July, the 53rd CST along with Ohio National Guard's 52nd CST and multiple other agencies participated in Vibrant Response Exercise at Mucatatuck Urban Training Center.

The exercise involved thousands of military personnel and civilian role players in crisis scenarios that are designed to increase proficiency in CBRNE consequence management.

CST members trained on all-hazards capabilities including sustaining continuous operations using organic assets, exercised with other CSTs within the regional response sector, participated in a training exercise with CBRN Enhanced Response Force Package, conducted all 12 unit collective tasks to standard, and participated in National Guard Special Focus Event including other National Guard CBRNE Response Enterprise elements.

Air-Load Operations

In August, the 53rd CST conducted a successful air-load mission to Muniz Air National Guard Base in Carolina, Puerto Rico, to ensure the 53rd CST is capable of moving by air and ground across the United States as directed by National Guard Bureau.

The air-load mission involved coordination and support for multiple agencies including Wright-Patterson Air Force Base, the Indiana National Guard's 181st Intelligence Wing, 105th Airlift Wing from the New York National Guard, and the 22nd CST and 156th Airlift Wing from the Puerto Rico National Guard.

The 81st Troop Command continued its high operational tempo in fiscal year 2014 with units from within the nearly 1,600-strong force supporting worldwide deployments and training for domestic emergencies.

United Front

Who: 100 Hoosier, Israeli military, first responders
What: Earthquake response exercise
When: May 2014
Where: Near Tel Aviv, Israel
Why: Exchange techniques, tactics, procedures, best practices

The Indiana National Guard's joint emergency response team, aka the 19th Chemical, Biological, Radiological and Nuclear Enhanced Response Force Package and comprised of 81st Troop Command Soldiers and 181st Intelligence Wing Airmen, participated in a multinational search and extraction exercise in Israel to share technical response methods during a simulated earthquake response exercise.

Indiana National Guard Lt. Col. Kelly Hammond commands the team of **nearly 200 highly trained Soldiers and Airmen**.

"The CERFP has highly trained Soldiers and Airmen ready to rescue and treat people when called upon during emergencies," said Hammond. "I always welcome an opportunity to push my unit out of their comfort level and learn from other professionals."

Israel's National Search and Rescue Unit hosted the training event near Tel Aviv. CERFP and the NRU integrated forces to rescue **more than 300 simulated personnel** form the **three collapsed structures**.

The CERFP members overcame language barriers and realized that saving lives is a universal language. They picked up Israeli tools and adapted to their way of operating seamlessly.

Deployments & Returns

The 1413th Engineer Company, Franklin, Ind., deployed April 2014 with **approximately 160 Soldiers**. The Soldiers conducted engineering operations in Afghanistan to support the ongoing drawdown of Operation Enduring Freedom.

In February, Soldiers from the 120th Public Affairs Detachment returned from Guantanamo Bay, Cuba, the Soldiers performed public affairs activities in support of command, unified and joint operations for Joint Task Force Guantanamo by facilitating media visits and managing command information operations for base personnel.

From October to December 2013, the 6-19th Agribusiness Development Team Soldiers returned from their deployment to Afghanistan in support of Operation Enduring Freedom.

Vibrant Response

Who: 5.5K military service members, civilians
200 81st Troop Command Soldiers
What: Emergency response training exercise supporting civilian authorities
When: July, August 2014
Where: Muscatatuck Urban Training Center
Why: Test interoperability between military and civilian first responders following a catastrophic domestic incident

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

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

VISION: Provide to the nation the most realistic, fiscally responsible, operating environment possible.
MISSION: Provide platform for training & testing, with the highest level of customer service, at a value cost.
VALUES: We do the right thing, with Hoosier Hospitality, with the unique ability to integrate and change.

Introduction

> Atterbury-Muscatatuck is focused on providing the most **complete, scalable multitier training and developmental testing environment** possible.

> From **unit to brigade level**, the platform offers **urban, rural, cyber, unmanned aerial systems, and air-to-ground** capabilities, interleaving military service, civilian, homeland defense exercises for value-added scenarios.

> The **venues, electromagnetic environment, range portfolio, special-use airspace, living infrastructure and subterranean systems** have been established through a **mission-centric, megalopolis-specific strategic plan**, adaptable to customer needs.

> Located near Indianapolis, transport logistics are eased through the **Indianapolis-Cincinnati-Louisville airport triad, extensive interstate systems, and rail access**.

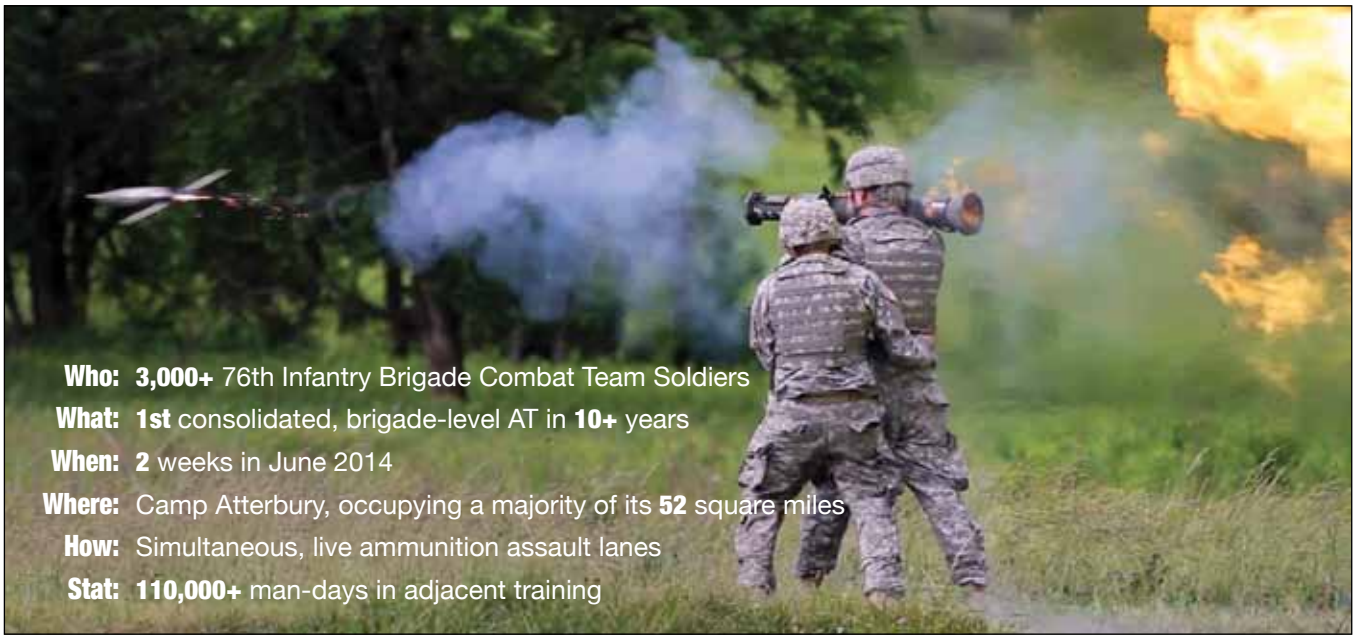
Capabilities

MUTC
- **1K**-acre living, breathing city environment
- Interagency, intergovernmental training venue
- **180**-acre reservoir
- More than **180** structures
- Underground tunnels

Camp Atterbury & MUTC
- **35K** acres training, maneuver space
- Land, airspace training venues
- Assault landing strips
- Drop zones
- Fixed-, rotary-wing capable

Camp Atterbury & JPG Ranges
- Air-scored targets
- Strafe targets
- Rocket targets
- Laser capabilities
- Day, night operations for manned, unmanned activity
- Restricted airspace for unmanned flight training, testing

Exercise & Training Highlights



Within days of the 76th IBCT's training, above, Atterbury-Muscatatuck hosted Soldiers with the Pennsylvania National Guard's **56th Stryker Brigade Combat Team** for their 2014 annual training.

This was the first time A-M hosted so many of these advanced and capable vehicles. The drive from Pennsylvania to Indiana allowed 56th SBCT Soldiers to practice convoy operations. While training at A-M, the 56th conducted **mortar live-fire training, Stryker gunnery, and urban operations training** at Muscatatuck.

Atterbury-Muscatatuck hosted the U.S. Army North exercise, **Vibrant Response**, which brought more than **6,000** troops and civilians from federal and state agencies to southern Indiana for a month of disaster-response training.

Vibrant Response included a **field-training exercise and command-post exercise** for elements of the Defense Department's chemical, biological, radiological and nuclear response enterprise. It featured **realistic venues, fire and smoke effects, mannequins and civilian role players, as well as sophisticated computer simulations**, to replicate a demanding disaster environment.

The exercise tested the ability to **deploy, employ, and sustain specialized military response forces** upon the **request of civilian authorities to save lives and relieve human suffering** following a **catastrophic domestic** incident.

Community Outreach & Visitors

Atterbury-Muscatatuck continues to have a wide variety of Defense Department visitors, civilian guests and community partners who tour, visit the facilities and hold conferences.

Community involvement is a two-way relationship for the garrison to engage with a diverse range of public stakeholders and become formally involved with as many key community organizations as possible.

An important A-M addition outreach platform is the newly designed, conjoined website, **atterburymuscatatuck.in.ng.mil** that provides important information to Guardsmen and their families, training and testing visitors to the enterprise and potential clients. The site had more than **440,000 page views** from July 10, the site's beta completion, and Sept. 30, end of the fiscal year.

Civilian Training Programs

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. The Atterbury-Muscatatuck enterprise hosts three distinct civilian-military training programs: **Department of Defense Civilian Expeditionary Workforce, Department of Defense Ministry of Defense Advisors Program and Department of State Integrated Civ-Mil Training Program**.

CEW members perform 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.

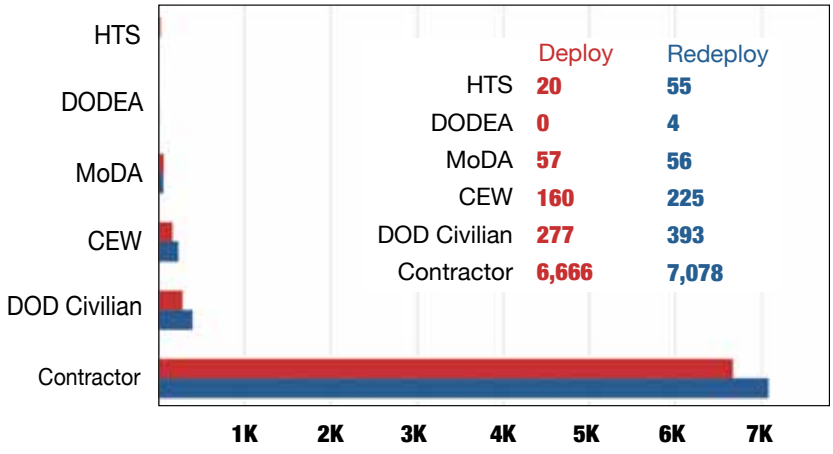
The **Civ-Mil Training Program** has civilians from the State Department, U.S. Department of Agriculture, U.S. Agency for International Development and other agencies who travel from the Foreign Service Institute classroom to the Atterbury-Muscatatuck Complex where they engage in a field-training program.

The **Individual Replacement Deployment Operations** program served as the nation's civilian contractor Redeployment Center of Excellence at Atterbury-Muscatatuck in 2014. IRDO **deployed more than 6,600 personnel and redeployed over 7,000 personnel**, see chart upper right.

The IRDO program used authorized military units in conjunction with certified contractors in deploying civilians overseas by providing an insurmountable level of customer service to all individuals deploying across the globe **supporting more than 500 different organizations**.

The close partnership between the Indiana National Guard, Camp Atterbury, IRDO, First U.S. Army and other U.S. Army Forces Command assets ensures all redeploying personnel are provided the utmost in timely and theater specific training, support and accommodations.

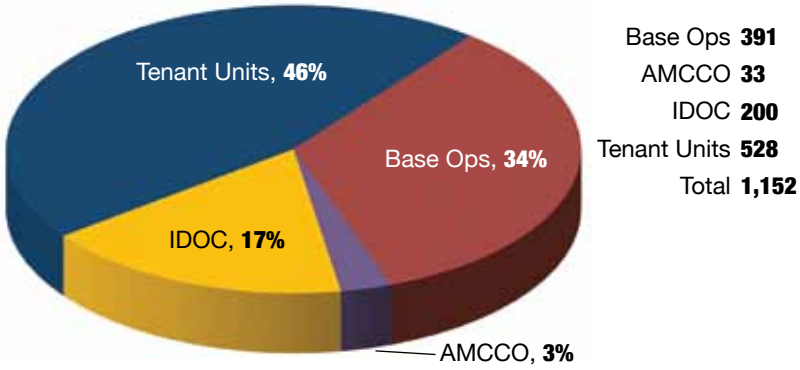
See Civilian Training Programs chart in upper right-hand column.



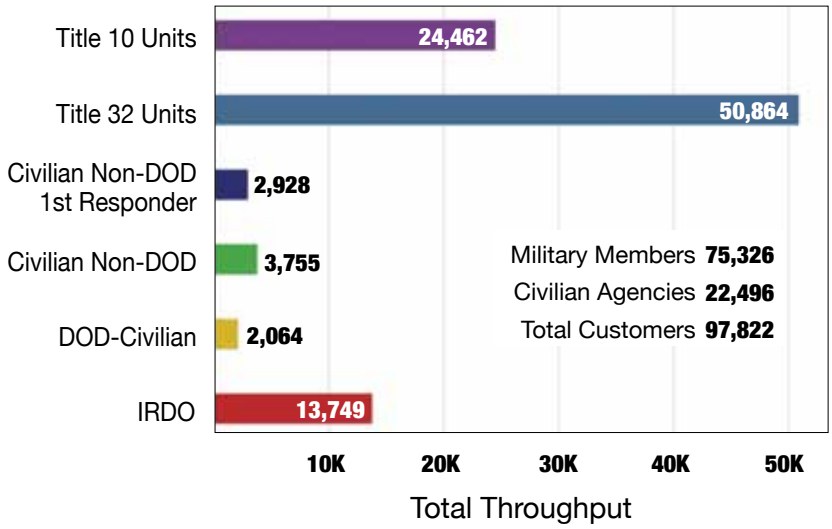
Atterbury-Muscatatuck Manpower

The post's manpower shifted due to a continued transition in today's operations as well as the mobilization-centric operations in the previous years.

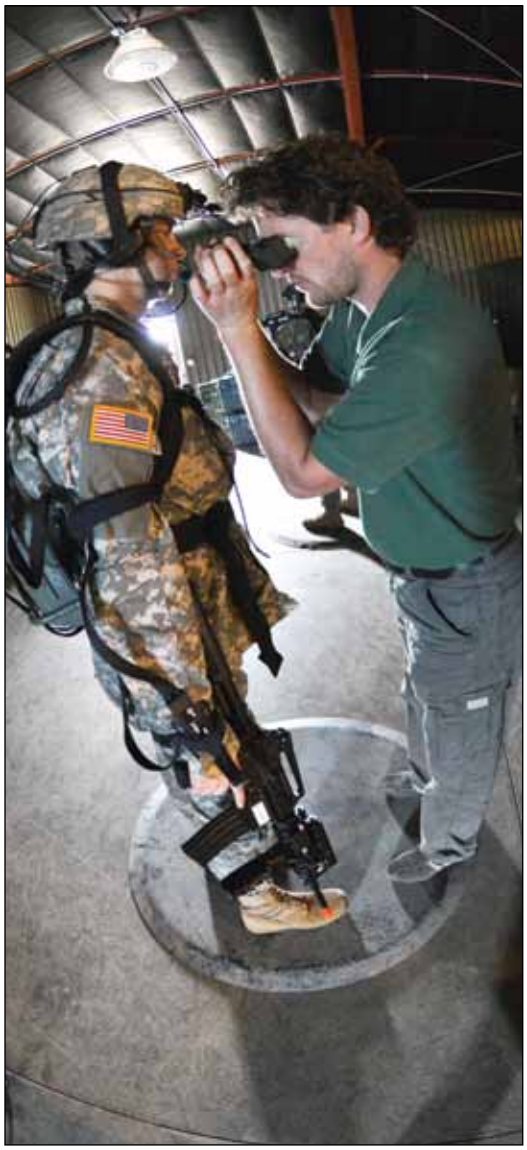
Under the direction of the senior commander, garrison commander, directorates and special staff, the installation serves as a multipurpose reception, staging and personnel processing platform as well as logistical support subset for various customers throughout the nation.



Atterbury-Muscatatuck Customers



Developmental Testing & Evaluation Programs



Atterbury-Muscatatuck continues to build, improve and equip its ranges to accommodate the testing community.

In 2014, approximately **$1.2 million** was committed to constructing or improving venues at Muscatatuck. The spectrum of users spans the entire joint, interagency, intergovernmental and multinational community as well as the private sector with increasing interest from universities.

This fiscal year, organizations using our ranges for testing included **33 different testing events** of various lengths of days and organizations in private, academia and government entities. The actual length of each scheduled test event has increased as well as the number of personnel on site executing the test.

Testing events continued to be sponsored by Special Operations Command Research, Development, and Acquisition Center as well as used by Crane Naval Base, Naval Surface Warfare Center Dahlgren, Air Force Institute of Technology, the Air Force Research Laboratories, Department of Defense Test Resource Management Center's Science and Technology, Defense Advanced Research Projects Agency, Office of Naval Research and many members of private industry. This year has seen an expansion in the developing areas of testing in the discipline area of robotics.

In collaboration with the Air National Guard's operation of Jefferson Proving Ground, A-M continues to offer testing opportunities in all four site environments: air, ground, human and electromagnetic to include integration of distributed events. Included in the above events are unmanned aerial systems that test the system and payload.

Future emphasis on cyber users will focus on the joint and interagency customers. The Air Force Research Laboratory, Air Force Institute of Technology and Department of Homeland Security increased interest as well as national interest in this venue will continue its importance for training and testing. This capability provides the ability to reach across multiple defense training and testing networks and execute preplanned cyber actions for joint doctrinal development.

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

Infrastructure Improvements

Atterbury-Muscatatuck continued to add or improve infrastructure during 2014 with a total of **$6.9 million**.

Projects included road improvements, advanced metering, solar tubes, welcome center restoration, and the completion of the new **North Barracks Complex and Railhead Deployment Center.**

Atterbury also added an Automated Combat Pistol, Military Police Firearms Qualification Range known as Range 15. The facility includes a **1,000-square meter concrete firing pad** with **10 firing lanes** with targets from **7 to 31 meters**, and will be able to train **30 troops per hour**.

State Armory Map

Legend

JFHQ

38th ID
38th CAB

76th IBCT

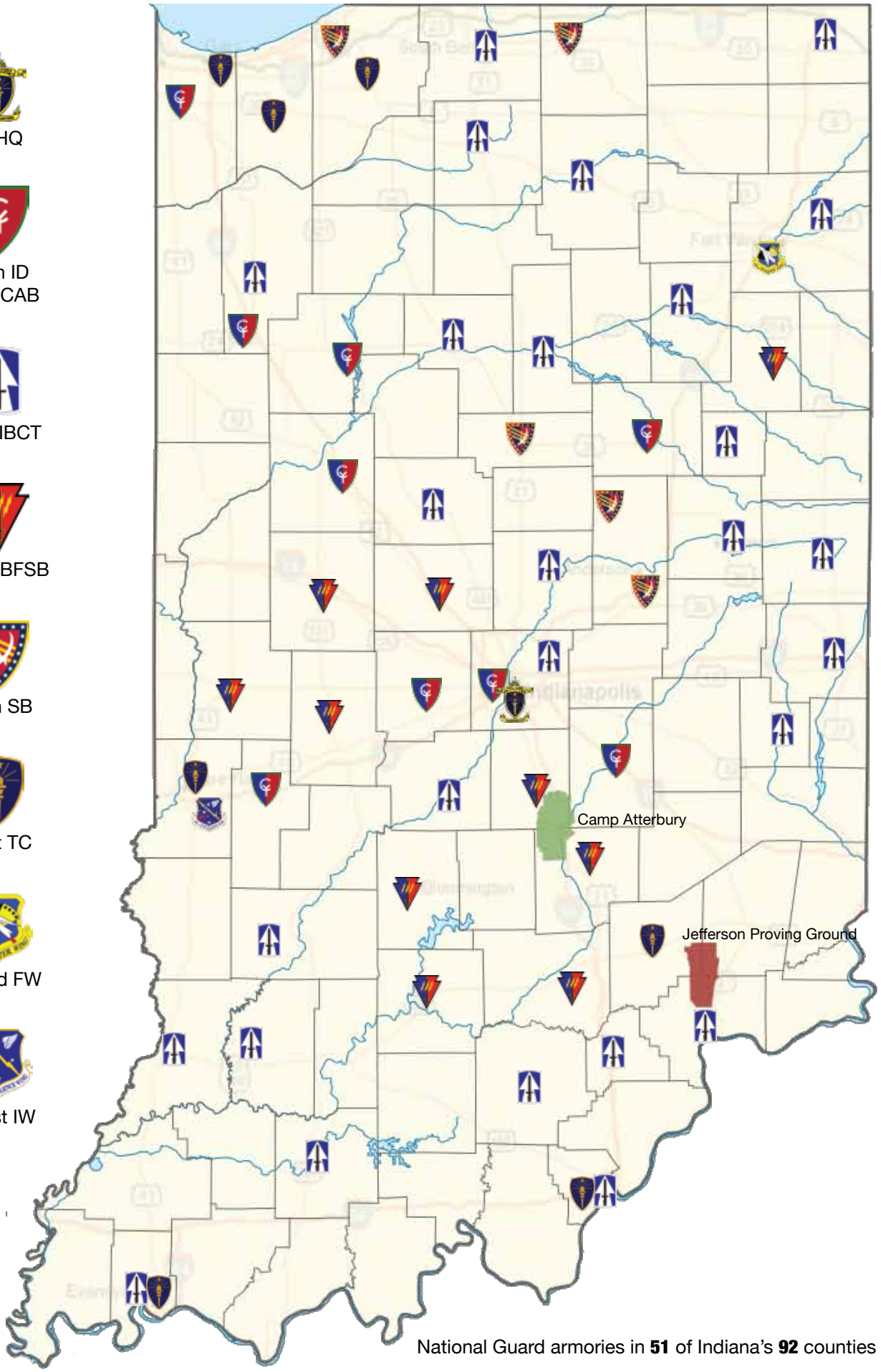
219th BFSB

38th SB

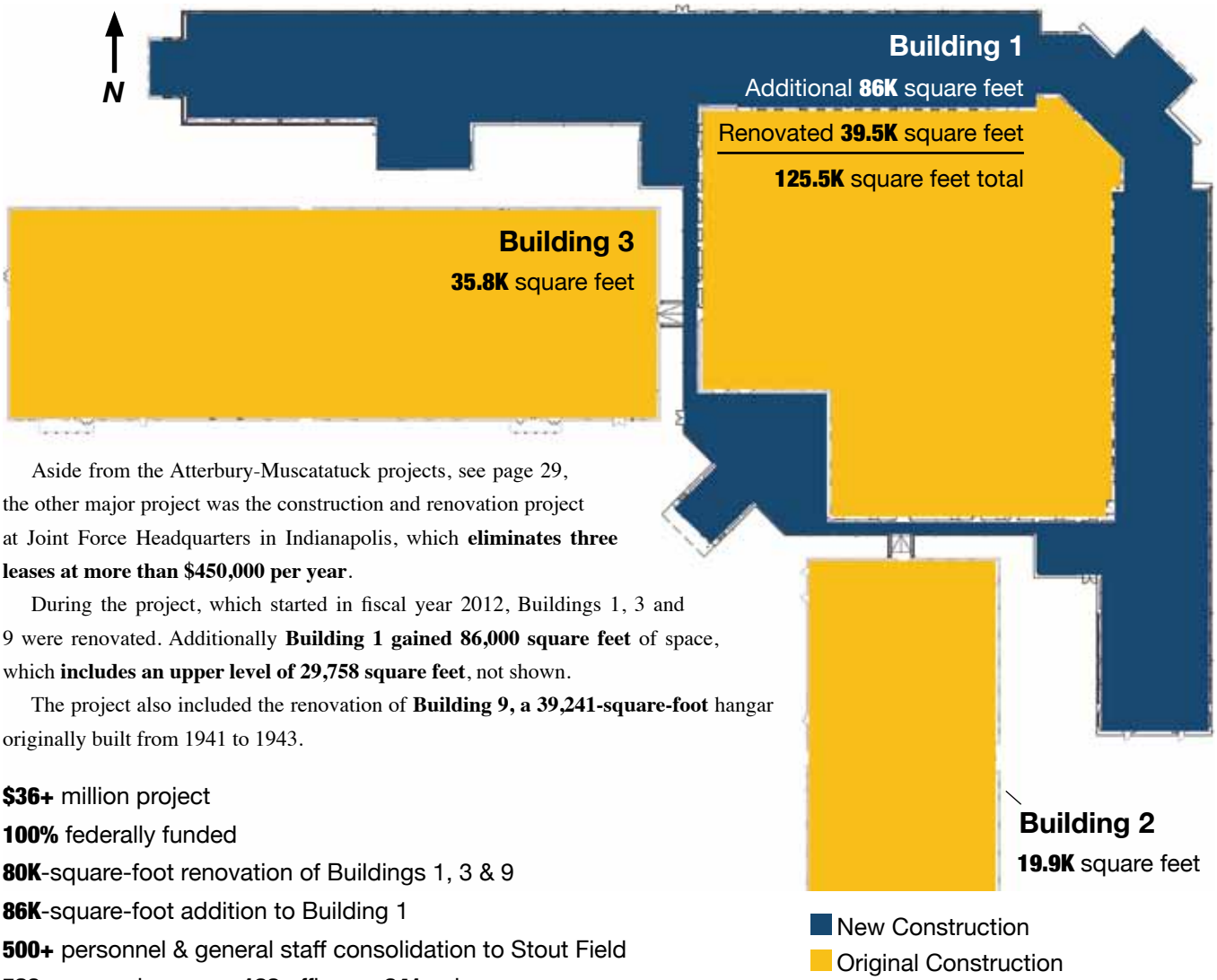
81st TC

122nd FW

181st IW



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



Aside from the Atterbury-Muscatatuck projects, see page 29, the other major project was the construction and renovation project at Joint Force Headquarters in Indianapolis, which **eliminates three leases at more than $450,000 per year**.

During the project, which started in fiscal year 2012, Buildings 1, 3 and 9 were renovated. Additionally **Building 1 gained 86,000 square feet** of space, which **includes an upper level of 29,758 square feet**, not shown.

The project also included the renovation of **Building 9, a 39,241-square-foot** hangar originally built from 1941 to 1943.

$36+ million project
100% federally funded
80K-square-foot renovation of Buildings 1, 3 & 9
86K-square-foot addition to Building 1
500+ personnel & general staff consolidation to Stout Field
529 new work areas = **188** offices + **341** cubes
24 conference areas in Buildings 1 & 3
38th Infantry Division Band new facilities
- **1** recording studio
- **7** practice areas
- **210** theater-style seats in new Building 1 auditorium

All built to Leadership in Energy & Environment Design Silver Certification specifications & standards

Indiana Guard Reserve members practice search and rescue scenarios at annual training in September 2014.

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

Indiana Guard Reserve members assist with security, medical, logistics and public affairs at the National Law Enforcement & Fire and Emergency Services Exploring National Conference in Bloomington, Ind., in July 2014.

Members of the IGR, a volunteer force, donate their time, expertise and passion to serve to fill in for Indiana National Guard members in times of need.

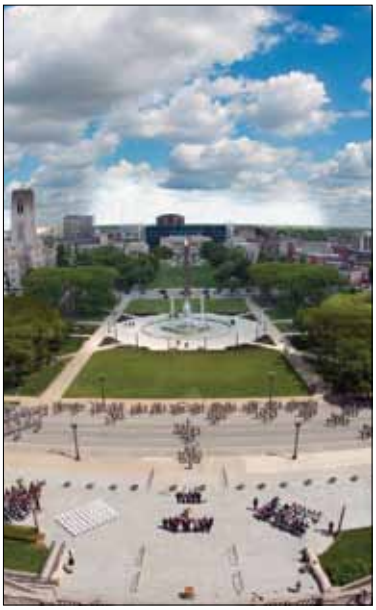
Indiana Guard Reservists provided security, medical, logistics and public affairs at the National Law Enforcement & Fire and Emergency Services Exploring National Conference in Bloomington, Ind.

Additionally, IGR launched a new website, **in.gov/igr**, hosted by the state of Indiana, see below.

IGR Highlights

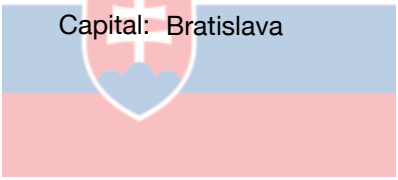
- Civilian Escort Mission at Camp Atterbury, Ind.
- Indianapolis 500 Festival Mini-Marathon
- Indianapolis 500 Festival Memorial Service
- National Guard Association of Indiana Car Show
- Veterans Day Parade
- Operation Hire a Hoosier Vet Job Fair
- Search and Rescue
- Point-of-Distribution
- National Incident Management System
- Military Emergency Management Specialist
- Community Emergency Response Teams

The Indiana National Guard continued its partnership with the Slovak Armed Forces in support of the National Guard Bureau's State Partnership Program. This year, Slovaks and Hoosiers celebrated the 20th anniversary of the partnership in a ceremony at the Indiana War Memorial.



Slovakia Information

Area: **18.9K+** sq. miles
Population: **5.4+** million
Capital: Bratislava



Information from www.cia.gov

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

During the past year, **21** Indiana National Guard service members participated in **eight** in-country events with the Slovak Armed Forces. These events included ...

5-Year Cooperation Plan
Senior Leader Visit
Slovak National Uprising
Ceremony Participation
Reserve Force Development
JTAC ICE
Helicopter Support of SOF Unit
Consequence Management and
CBRN Familiarization Event.

Lt. Gen. Milan Maxim, chief of general staff of the Armed Forces of the Slovak Republic, visited Indiana in May. During his trip, Maxim was able to visit the 181st Intelligence Wing, Camp Atterbury Joint Maneuver Training Center as well as participate in the 20th anniversary of the Indiana, Slovakia State Partnership Program ceremony held May 17, 2014.

Indiana's Adjutant General Maj. Gen. R. Martin Umbarger and his delegation visited the Slovak Republic in spring 2014. Highlights of the visit included conducting office calls with the Ambassador to Slovakia, Theodore Sedgwick, and with the Slovak Minister of Foreign and European Affairs, Miroslav Lajcak.

The 138th Regional Training Institute is Indiana's and the region's primary school for U.S Army Training and Doctrine Command certified courses and is open to active-duty, Reserve and National Guard Soldiers. Several medical courses are available at the state of the art Medical Simulation Training Center. Training at the MSTC is available to all service member and Defense Department civilians.

In 2014, the institute cadre **graduated 2,137 students**, a **154 increase** from last year. The institute provided **more than 15 different courses of instruction** with most having multiple iterations.

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. Medical courses include Health Care Specialist, 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 6-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.

The RTI WOCS is comprised of three phases. Phase I is online learning. Phase II consists of five training weekends at Camp Atterbury. Phase III is two weeks of rigorous training at Camp Atterbury that concludes with a graduation ceremony. Phases II and III are located at Camp Atterbury. The centralized training location and state-of-the-art facilities are a vital part of the Warrant Officer Career College's continued, full accreditation of the Indiana program. Establishment of RTI WOCS occurred in 2006, and **more than 950 candidates have been trained**. In 2014, Phase II had **12 candidates** and Phase III was another exceptional class with **157 graduates from 29 states**. The Indiana WOCS also serves as an Army School System WOCS regional battalion headquarters.

Officer Candidate School

The Indiana Officer Candidate School offered at the RTI experienced a few significant changes in 2014. The addition of a second Phase 2 class increased flexibility and throughput. Indiana is the only National Guard state that offers two traditional OCS classes annually. The classes are offset by four months with one class beginning in February and the other in July.

Indiana National Guard Warrant Office Candidate Derek Weaver, a 38th Combat Aviation Brigade geospatial engineer, pulls weeds from a memorial at Proctor Park, Saturday, Aug. 2, 2014, in New Whiteland, Ind. For community-based Soldiers projects likes this one are a chance for them to give back to the community for which they serve.

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 8-weeklong program in Alabama. The traditional candidates will go to Minnesota for Phase 1, Washington state for Phase 3, and conduct 13 IDTs in Indiana.

While working 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. While at the RSD-O, 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.

STARBASE

STARBASE is an educational Defense Department program that challenges children with science, technology, engineering and math activities.

Instructors encourage students to set goals and achieve them. STARBASE instructors seek to raise interest and improve knowledge and skills of at-risk youth in STEM courses by exposing youth to technological environments and positive role models.

In 2014 STARBASE laid the groundwork for a new campus to open in Indianapolis at the Indiana National Guard headquarters at Stout Field. The Fort Wayne campus started three years ago at the 122nd Fighter Wing headquarters at Baer Field.

Science
Technology
Academies
Reinforcing
Basic
Aviation
Space
Exploration

858 students
36 classes
17 schools represented
97 Fort Wayne campers
20 Indianapolis campers
16 Big Brothers Big Sisters
300 Girl Scouts at STEM outreach
46.7% avg. STEM test score increase

www.starbasein.org
www.twitter.com/starbasein
www.facebook.com/StarbaseIN

Hoosier Youth Challenge Academy

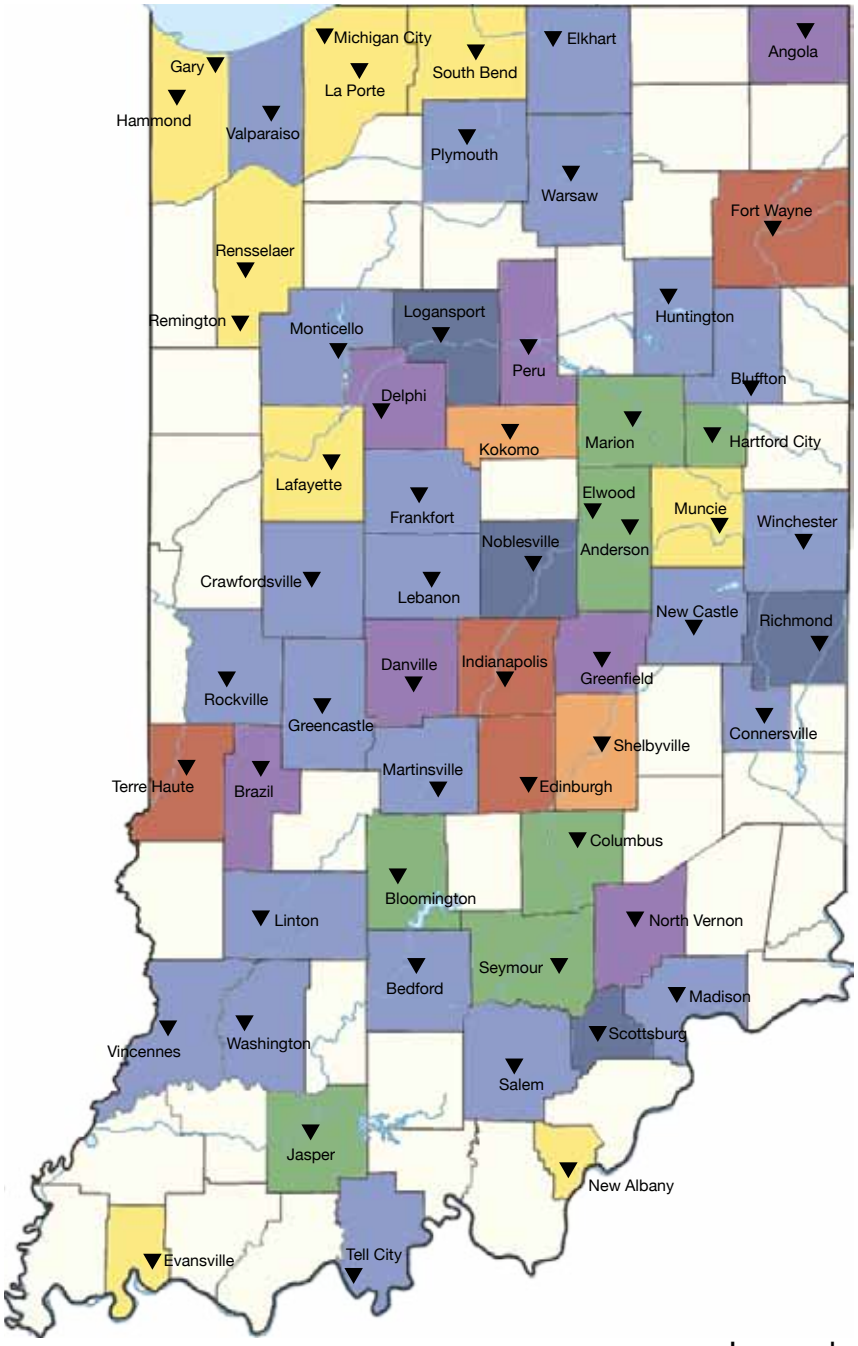
The Hoosier Youth Challenge Academy intervenes and reclaims the lives of youth producing graduates with the values, life skills, education, and self-discipline necessary to succeed.

The 1,000th Hoosier Youth Challenge graduate, James J. Oldham, second from left, poses with, from left, Hoosier Youth Challenge Academy Bethany Williams, U.S. Congressman Luke Messer and Indiana National Guard Chief of Staff Brig. Gen. Brian Copes, Saturday, June 14, 2014.

149 cadets
2 classes
7.8K+ community service hours
1,000th cadet graduates

www2.ngycp.org/in/
twitter.com/HycaMis
youtube.com/user/HoosierYouth

Federal Fiscal Impact by Armory, Location



Legend

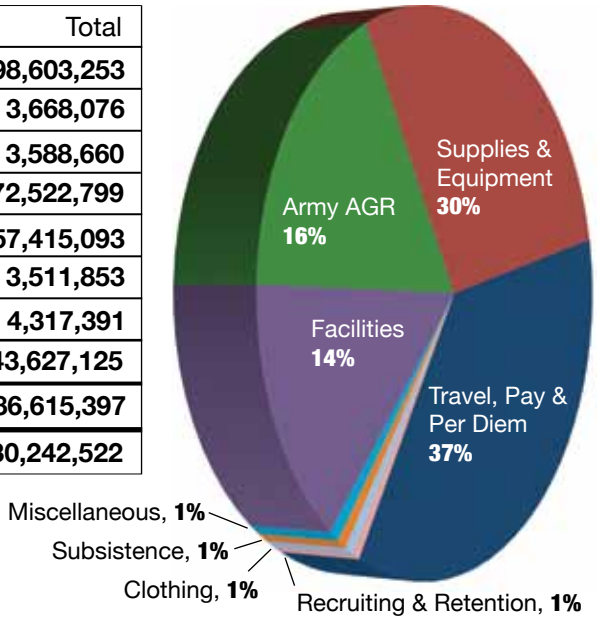
- Impact of **$50+** million
- Impact between **$10** and **$20** million
- Impact between **$2.5** and **$10** million
- Impact between **$1.5** and **$2.5** million
- Impact between **$1** and **$1.5** million
- Impact between **$500K** and **$1** million
- Impact between **$0** and **$500K**

Location	Population	Total Spent
Anderson	55,554	1,428,506
Angola	8,591	394,874
Bedford	13,402	865,339
Bloomington	81,963	2,473,520
Bluffton	9,897	548,526
Brazil	8,153	383,015
Columbus	45,429	1,571,506
Connersville	13,335	617,084
Crawfordsville	16,276	642,773
Danville	9,126	465,213
Delphi	2,889	310,844
Edinburgh	4,501	61,708,568
Elkhart	51,152	571,682
Elwood	8,518	838,177
Evansville	120,235	3,109,192
Fort Wayne	254,555	68,600,871
Frankfort	16,502	702,724
Gary	79,170	6,312,934
Greencastle	10,331	868,439
Greenfield	21,056	494,164
Hammond	79,686	1,292,850
Hartford City	6,091	1,737,797
Huntington	17,291	582,748
Indianapolis	834,852	242,199,481
Jasper	15,157	2,473,572
Kokomo	56,866	11,810,593
La Porte	22,096	800,783
Lafayette	67,925	4,050,105
Lebanon	15,715	990,316
Linton	5,373	847,262
Logansport	18,217	1,400,471
Madison	12,083	693,583
Marion	29,639	2,170,309
Martinsville	11,831	819,473
Michigan City	31,150	1,756,914
Monticello	5,342	869,696
Muncie	70,087	3,528,552
New Albany	36,462	3,578,414
New Castle	17,805	508,317
Noblesville	55,075	1,277,303
North Vernon	6,660	412,720
Peru	11,257	407,335
Plymouth	10,032	687,374
Remington	1,170	1,081,356
Rensselaer	5,912	1,534,123
Richmond	36,599	1,271,964
Rockville	2,581	829,130
Salem	6,236	757,351
Scottsburg	6,648	1,000,467
Seymour	18,520	1,533,714
Shelbyville	19,159	17,274,972
South Bend	100,800	5,167,330
Tell City	7,238	714,830
Terre Haute	61,112	57,183,381
Valparaiso	32,014	993,734
Vincennes	18,239	787,385
Warsaw	13,815	760,868
Washington	11,739	770,316
Winchester	4,887	777,685
Grand Total		$530,242,522

Federal Appropriated Funds

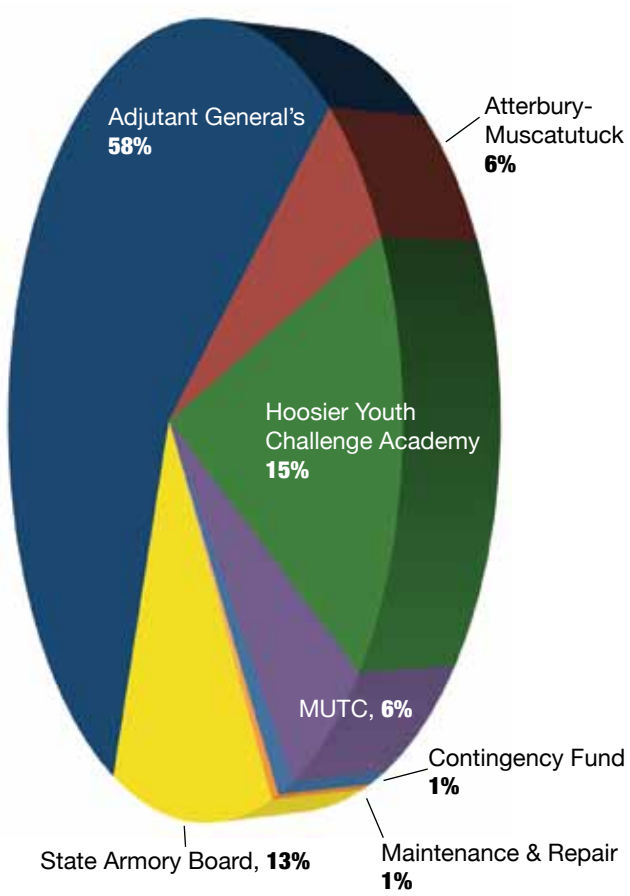
Category	Air	Army	Total
Travel, Pay & Per Diem	90,777,044	107,826,209	**198,603,253**
Subsistence	107,311	3,526,765	**3,668,076**
Clothing	186,744	3,401,916	**3,588,660**
Facilities	11,872,918	60,649,881	**72,522,799**
Supplies & Equipment	11,841,120	145,573,973	**157,415,093**
Recruiting & Retention	176,193	3,335,660	**3,511,853**
Miscellaneous	784,865	3,532,526	**4,317,391**
Subtotal Federal Funds	115,746,195	327,880,930	**443,627,125**
Army AGR*	–	86,615,397	**86,615,397**
Grand Total	**115,746,195**	**414,496,327**	**530,242,522**

Paid directly by Defense Department

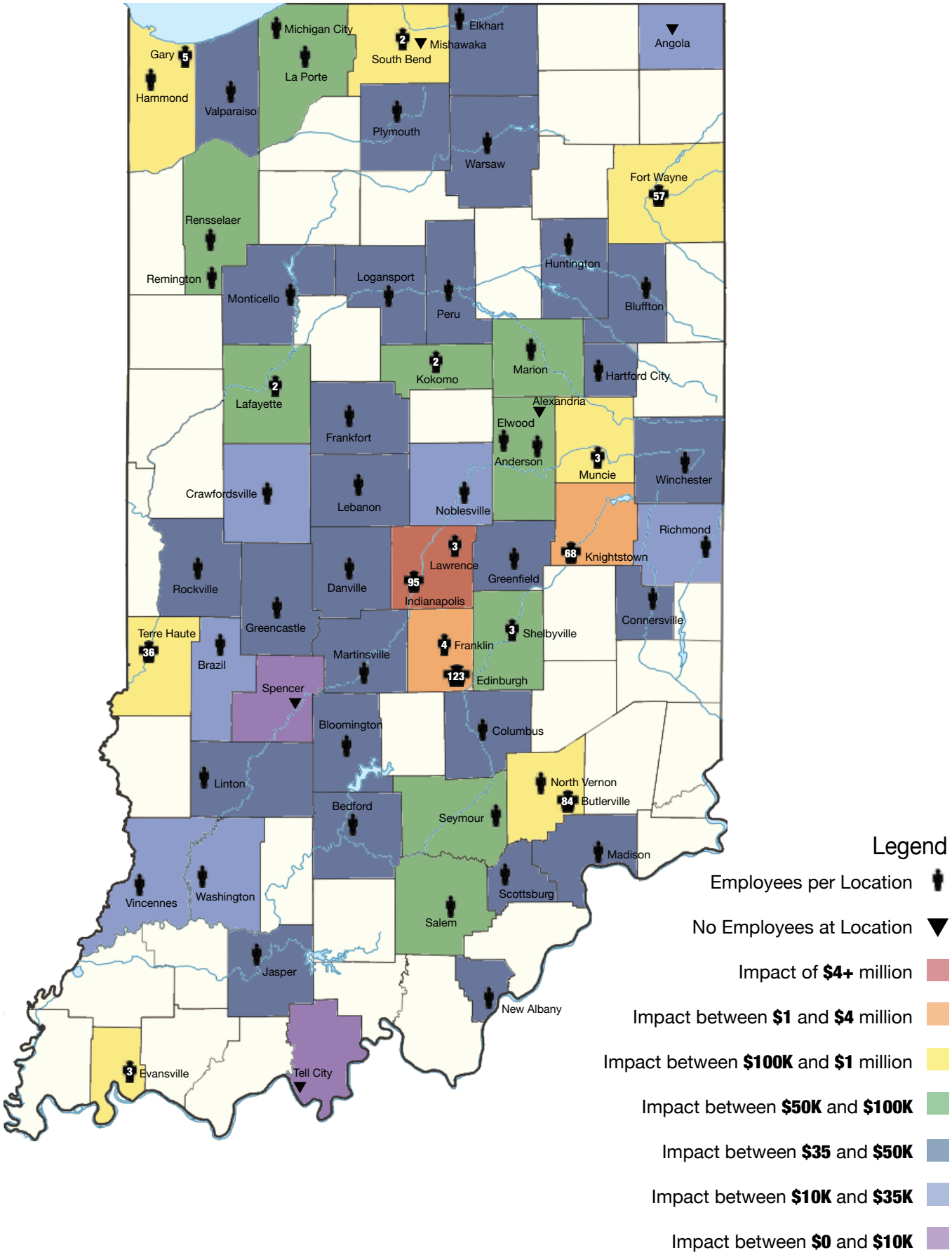


State Appropriated Funds

Adjutant General's	
Personal Services	6,124,421
Other Operating	2,164,331
Total	**8,288,752**
Atterbury-Muscatatuck	
Personal Services	793,100
Other Operating	16,617
Total	**809,717**
Hoosier Youth Challenge Academy	
Personal Services	1,556,731
Other Operating	639,271
Total	**2,196,002**
Muscatatuck Urban Training Center	
Personal Services	593,713
Other Operating	275,799
Total	**869,512**
Governor's Civil-Military Contingency Fund	169,528
Accumulative Maintenance & Repair	74,060
Appropriated Funds Subtotal	**12,407,571**
Additional State Expenditures	
State Armory Board — By City	1,708,737
State Armory Board — Misc.	174,197
Total	**1,882,934**
Grand Total:	**$14,290,505**



State Fiscal Impact by Armory, Location



For more detailed information, see Page 39

Location	Employees*			Costs: Personnel	Operating	Armory Board	Facilities	Total
Alexandria				—	244	—	—	**244**
Anderson		1		23,251	13,207	9,712	134	**46,304**
Angola				—	10,695	11,134	135	**21,964**
Bedford		1		22,584	8,505	6,017	—	**37,106**
Bloomington		1		25,262	12,403	4,753	134	**42,552**
Bluffton		1		22,224	10,336	4,765	134	**37,459**
Brazil		1		22,256	10,450	2,216	50	**34,972**
Butlerville	36	2	46	593,713	275,799	—	—	**869,512**
Columbus		1		37,603	8,276	2,401	—	**48,280**
Connersville		1		21,297	13,949	2,356	176	**37,778**
Crawfordsville		1		13,719	11,445	7,927	134	**33,225**
Danville		1		24,080	8,685	7,251	134	**40,150**
Edinburgh	14	1	108	1,861,196	112,561	72,943	-	**2,046,700**
Elkhart		1		17,672	15,645	5,553	245	**39,115**
Elwood		1		27,903	11,034	5,435	84	**44,456**
Evansville		3		58,836	55,580	46,263	—	**160,679**
Fort Wayne		22	35	270,448	266,875	8,106	168	**545,597**
Frankfort		1		25,569	9,487	12,213	—	**47,269**
Franklin		4		51,051	131,071	50,407	599	**233,128**
Gary		5		78,020	53,392	34,322	191	**165,925**
Greencastle		1		28,756	6,305	7,744	134	**42,939**
Greenfield		1		24,433	11,434	4,853	50	**40,770**
Hammond		1		23,027	7,920	7,786	134	**38,867**
Hartford City		1		21,234	11,453	8,203	73	**40,963**
Huntington		1		15,957	12,700	8,290	—	**36,947**
Indianapolis	53	9	33	3,012,696	673,239	440,725	61,369	**4,188,029**
Jasper		1		15,919	15,344	9,180	134	**40,577**
Kokomo		2		47,659	16,209	14,237	167	**78,272**
Knightstown	14	54		1,556,731	639,271	342,244	—	**2,538,246**
Lafayette		2		34,347	46,674	16,325	253	**97,599**
La Porte		1		14,872	8,047	1,863	—	**24,782**
Lawrence		3		58,836	41,944	43,461	6,509	**150,750**
Lebanon		1		16,310	12,008	6,819	134	**35,271**
Linton		1		24,752	6,367	4,714	—	**35,833**
Logansport		1		20,943	8,054	16,939	—	**45,936**
Madison		1		26,598	6,030	2,566	—	**35,194**
Marion		1		25,420	13,270	14,586	—	**53,276**
Martinsville		1		23,024	9,468	4,792	129	**37,413**
Michigan City		1		21,749	12,960	15,286	134	**50,129**
Mishawaka				—	27	—	—	**27**
Monticello		1		22,690	11,916	3,066	—	**37,672**
Muncie		3		71,097	12,941	19,266	134	**103,438**
New Albany		1		24,621	10,861	2,289	134	**37,905**
Noblesville		1		16,941	8,232	4,386	170	**29,729**
North Vernon		1		17,466	13,683	14,005	119	**45,273**
Peru		1		20,353	7,615	13,511	134	**41,613**
Plymouth		1		27,381	9,910	7,210	134	**44,635**
Remington		1		21,606	17,200	8,096	—	**46,902**
Rensselaer		1		23,699	7,291	208	45	**31,243**
Richmond		1		16,340	9,219	8,568	213	**34,340**
Rockville		1		22,683	9,540	9,495	—	**41,718**
Salem		1		26,595	7,267	22,903	—	**56,765**
Scottsburg		1		22,499	12,101	3,299	95	**37,994**
Seymour		1		22,203	21,897	10,073	—	**54,173**
Shelbyville		3		58,836	14,069	5,264	225	**78,394**
South Bend		2		88,448	50,887	8,287	236	**147,858**
Spencer				—	53	—	—	**53**
Tell City				—	16	—	—	**16**
Terre Haute		19	17	246,834	225,636	124,665	347	**597,482**
Valparaiso		1		24,315	9,712	8,909	134	**43,070**
Vincennes		1		17,656	6,220	5,759	—	**29,635**
Warsaw		1		19,131	9,422	8,810	134	**37,497**
Washington		1		18,221	8,735	3,997	134	**31,087**
Winchester		1		28,403	13,218	7,822	134	**49,577**
Ceremonial Unit				—	14	77,412	—	**77,426**
Indiana Guard Reserve	1			—	—	65,962	—	**65,962**
Miscellaneous				—	—	174,197	—	**174,197**
Contingency Fund				—	169,528	1,088	—	**170,616**
Totals:	**117**	**178**	**239**	**$9,067,965**	**$3,265,546**	**$1,882,934**	**$74,060**	**$14,290,505**

*Employee Categories: 100% State Funded, Partial Federally Reimbursed, 100% Federally Reimbursed