



ANNUAL REPORT  
FISCAL YEAR 2016

INDIANA NATIONAL GUARD

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This annual report for federal fiscal year 2016, Oct. 1, 2015 through Sept. 30, 2016, is prepared to satisfy the following statutes within the Indiana Code concerning the Military Department of Indiana:

IC 10-16-2-9(d). Adjutant General duties. The adjutant general shall issue to each commissioned officer and headquarters one copy ... of such annual reports concerning the militia as the governor directs.

IC 10-16-3-16(a). Accounts and reports. The state armory board shall report annually of the proceedings incident to the location and management of the armories, and a detailed account of disbursements. (b). The report shall be filed in the office of auditor of state and a copy furnished to the adjutant general for publication in the annual report of the adjutant general's department.

Questions or comments concerning this publication should be addressed to Maj. Benjamin T. Tooley, 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 Spc. Jeremiah Branson, a 38th Infantry Division long-range surveillance infantryman, climbs a cliff at the Lest Training Center in Slovakia, July 19, 2016. Photo by Staff Sgt. James Davis



Back cover: Indiana National Guard Staff Sgt. Gerald Estelle, a 122nd Fighter Wing weapons loader, dons his gas mask as an alarm sounds during a base-wide exercise, Friday, May 13, 2016. Photo by Staff Sgt. William Hopper

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

Adjutant General's Message

Office of The Adjutant General

The Indiana National Guard, represented by more than 13,000 Hoosier service members, civilian employees and their families, has continued the state of Indiana's proud tradition of service to the state and nation throughout fiscal year 2016. We continue to be the fourth largest Army National Guard in the nation and sixth largest National Guard overall. This is a credit to the people and leadership of our state.

Your National Guard remains committed to providing ready forces focused on protecting our communities, state and nation at a moment's notice in response to complex disasters, emergencies or conflicts. The safety and security of the state and nation, as well as those who serve, is our motivation and inspiration each and every day.

In the face of new and existing threats, the importance of sustained readiness throughout the force has never been more important. With this in mind, I'm proud to report that the Indiana Army National Guard had its best retention rate in more than 15 years while the Indiana Air National Guard achieved a retention rate more than 91 percent. Maintaining the experience of our service members is critical to our success, and I am forever grateful for the continued service.

To improve organizational health, safety and well-being, the Indiana Resilience Campus and Army Wellness Center opened at Camp Atterbury. Working with U.S. Army Medical Command, and National Guard Bureau, the center is designed to enhance the individual and collective resilience by improving physical, psychological and emotional health.

As a community-based organization, working with our local and state first responders and community members remains a focal point in our operations. As such, we have continued to invest in our communities with programs like Hoosier Youth Academy and STARBASE, which work to enrich and educate young men and women throughout the state. This year, we proudly opened the third STARBASE location in South Bend while graduating 173 students through the HYCA program.

Another program important to our communities is the counter drug task force. The Indiana National Guard works closely with local, state and federal law enforcement, which offers unique skills, capabilities, training, equipment, and funds to assist in drug related investigations. Additionally, resources and support are offered to local drug-free coalitions to assist in educating and equipping communities as they work through the struggles associated with illegal drugs.

The threats have been and will remain real at home and abroad. We must be vigilant in all that we do, working closely with all levels of government and members of the community. Together, I'm confident in the way ahead.

I assure you all; the Indiana National Guard will continue to be ready to play an integral role in addressing future challenges the state and nation will face over the coming year. We look forward to these challenges and are honored to serve all Hoosiers throughout the great state of Indiana.



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

# Personnel

## Strength

	Officer	Warrant	Enlisted	Civilian	Totals
Headquarters	193	27	583	–	<b>803</b>
38th Infantry Division	782	153	7,127	–	<b>8,062</b>
81st Troop Command	185	13	2,003	–	<b>2,199</b>
Atterbury-Muscatatuck	33	1	325	–	<b>359</b>
Air Command	19	–	43	–	<b>62</b>
122nd Fighter Wing	100	–	872	–	<b>972</b>
181st Intelligence Wing	98	–	657	–	<b>755</b>
State Employees	–	–	–	589	<b>589</b>
Indiana Guard Reserve	106	6	140	–	<b>252</b>
<b>Totals</b>	<b>1,516</b>	<b>200</b>	<b>11,748</b>	<b>589</b>	<b>14,053</b>

## Highlights

- Medical readiness at nearly **88%** —
- More than **880** Line of Duty cases completed
- The Physical Exam Center conducted
  - 9,085** Periodical Health Assessments
  - 563** Soldier Readiness Processings
  - 306** Aviation Physicals
  - 273** Technician Physicals
- Processed **2.5K+** requests for tuition assistance totaling more than **\$1.56** million
- #1** large state in Select Reserve Incentive Program

Military personnel, including Indiana National Guard soldiers and airmen, honored during prerace ceremonies at the 100th Indianapolis 500, May, 29, 2016. The race drew an estimated crowd of 400,000 spectators and a worldwide TV audience of more than six million. Photo by Staff Sgt. Daniel Bolinger

*“Our military can’t be successful without the proper equipment. This 29,000-square-foot state-of-the-art facility will undoubtedly ensure our citizen-soldiers can rely on mission-ready and mission-capable equipment.”*

— U.S. Rep. Larry Bucshon

A heavy, mobility tactical truck, weighing approximately 21 tons, sets atop a lift at Field Maintenance Shop 8 in Terre Haute that opened in July. The new shop replaced a 1950s-era shop in Brazil. Photo by Staff Sgt. Daniel Bolinger

## Stats

**286** technicians maintain **62K** pieces of equipment — **10.5K** rolling stock, **10.5K** weapons systems, **5K+** electronics  
**\$1.4** billion Army property maintained and accounted for **95%** or greater operational readiness rate  
**\$35** million worth of equipment turned in  
**.22%** excess turned in  
**\$31.2** million budget  
**13** Field Maintenance Shops  
**1** Unit Training Equipment Site  
**2** Combined Surface Maintenance Shops  
**1** Surface Maintenance Office

Operationally, the Indiana National Guard continued to support its dual mission to nation and state. More than 500 Hoosier Guardsmen served overseas during fiscal year 2016 working alongside their active-duty counterparts. Month in and month out, Indiana National Guard soldiers and airmen trained, prepared and participated in missions supporting the Hoosier State.

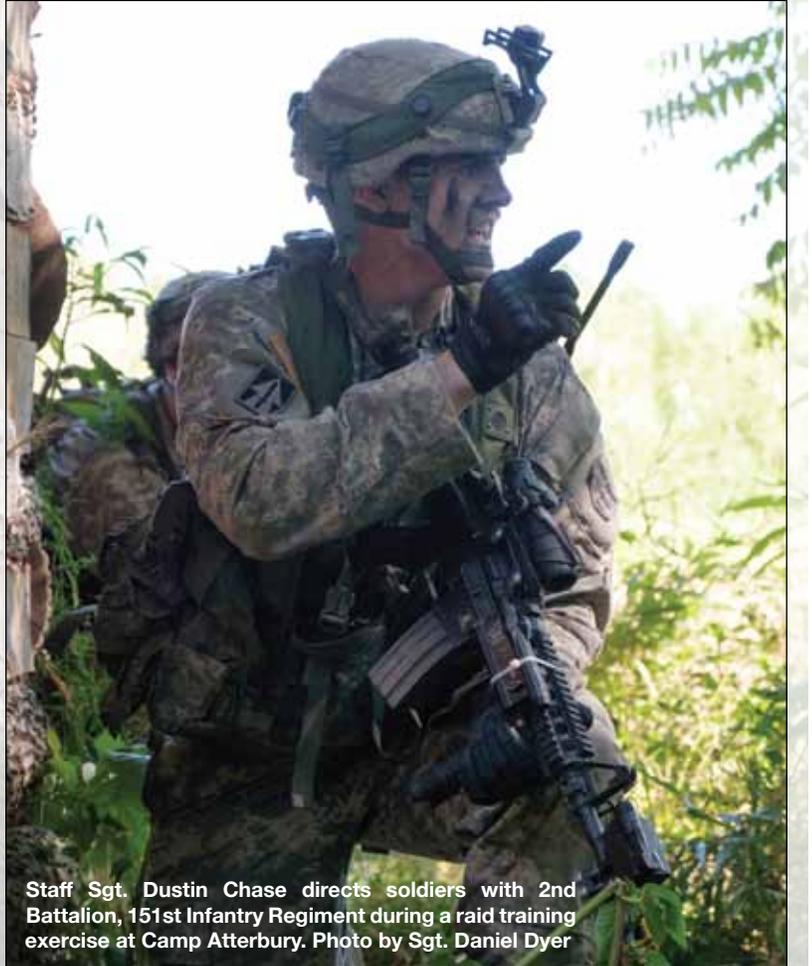
The Indiana National Guard continued to support civilian agencies and organizations including Indianapolis Metropolitan Police Department, Indiana State Department of Health, Indiana Department of Homeland Security, Federal Bureau of Investigations and Transportation Security Agency.

The multi-agency approach to planning, preparedness and training facilitated real-world operational success in implementing appropriate event security plans for several large public events including the 100th Indianapolis 500, which federal agencies rated as a level two event.

Other successful multi-agency highlights included working with civilian-military planners at all levels to enhance critical infrastructure protection and response, earthquake preparedness and emergency public health response procedures.

Key individual training included the completion of the Federal Emergency Management Agencies “A-TEAM” course. This course qualifies individuals for access into the Emergency Management Assistance Compact systems to facilitate agreements between governors to assist in time of need with sharing their available state assets.

See page 9 for cyber teams and operations.



Staff Sgt. Dustin Chase directs soldiers with 2nd Battalion, 151st Infantry Regiment during a raid training exercise at Camp Atterbury. Photo by Sgt. Daniel Dyer

## Mobilizations

478 troops mobilized, 9 units  
596 troops demobilized, 12 units



Maj. Gen. David C. Wood, 38th Infantry Division commander, talks to Staff Sgt. Joseph Bilibrey, right, and his wife, Jessica, following a departure ceremony in Indianapolis, Sunday, Aug. 7, 2016. Photo by Sgt. 1st Class Jeff Lowry

## Training

The Indiana National Guard expended nearly twice the schools funds in 2016 than the year before, amounting to more than \$9.3 million in schools expenditures and more than 2,200 soldiers attending courses, to increase overall readiness.

Monthly school boards that include all commands within the state, focused on achieving greater readiness by ensuring the best candidates filled the school seats assigned.

The state executed nine military airlift requests for collective training and state partnership activities.

The training branch continues to train full-time members in ammunition, Digital Training Management System and other online management courses.

The state participated in the Exportable Combat Training Capability exercise, page 6, with operations in three locations — Camp Atterbury, Muscatatuck Urban Training Center, and Fort Knox, Kentucky — and trained more than 89 platoons from the 76th Infantry Brigade Combat Team including the brigade headquarters staffs and all seven battalions in a consolidated warfighter exercise. This culminated in 34 platoon maneuver live-fire exercises conducted at Camp Atterbury that validates the unit for the Joint Readiness Training Center in fiscal year 2017.

Also, the U.S. Army selected 1st Battalion, 151st Infantry Regiment based in Jasper, for the associated unit pilot program and will be assigned to the 2nd Brigade Combat Team, 25th Infantry Division.



Indiana National Guardsmen train alongside Israel Home Front Command members during United Front Exercise 2016 in Lod, Israel. Photo by Sgt. Evan Myers



## Special Forces

National Guardsmen conduct special forces, airborne training jumping out of a C-130. The special forces citizen-soldiers moved from Illinois to Indiana during fiscal year 2016 and now call Camp Atterbury home. Photo by Staff Sgt. Jeremiah Runser



## Counterdrug

Indiana State Police officers and Indiana National Guardsmen find marijuana plants near Merrillville, Indiana. Photo by Capt. Megan Laycock



A soldier from the 776th Military Intelligence Company installs communication equipment on the tactical ground station in support of full-motion video operations during annual training. Courtesy photo illustration

The Indiana Intelligence Center maintains a collaborative relationship with 181st Intelligence Wing and other intelligence units throughout the state, while continuing to provide intelligence personnel production tasking, training opportunities and facility support to retain critical experience and knowledge base in the Indiana National Guard.

Throughout the summer of 2016, the geospatial intelligence section was busy in supporting the annual training cycle. As a supporting asset the geospatial intelligence section played a key role by providing the imagery analyst and intelligence systems maintainer training and access to imagery exploitation software, data and workstations. In addition to training on software and workstations, training was provided on product exploitation guidelines, classification guidance and collection management processes. The geospatial intelligence section also provided imagery products in response to time-critical taskings in support of brigade-level requirements.

In addition to imagery exploitation the geospatial intelligence section provided imagery analyst soldiers the opportunity to exploit full-motion video in near-real time downlinked from Indiana's own RQ-7 Shadow's flying over Camp Atterbury. The downlink was established with the 76th Infantry Brigade Combat Team's tactical ground station. The downlink connection was set up on a daily basis for eight days of flying and supported six separate intelligence surveillance reconnaissance missions.

This training event was a first for the Indiana National Guard and pushed the operational capabilities of the tactical ground station and

RQ-7 link architecture capabilities. The training provided an invaluable learning environment where RQ-7 Shadow operators, imagery analyst and intelligence systems maintainer soldiers worked in concert to accomplish a distributed intelligence surveillance reconnaissance mission and processing exploitation and dissemination process.

This hands-on training far exceeded the expectations set for 776th Military Intelligence Company annual training. The prior coordination between the Indiana Intelligence Center instructor cadre and the 776th unmanned aircraft systems platoon were instrumental in providing this training opportunity and made this annual training a success. While this was a first for the Indiana Intelligence Center, this is just the beginning of imagery analysis training opportunities for imagery analyst and geospatial engineer soldiers.

## Information Management

The Information Management directorate provides overall management of information services and information systems support management operations. The directorate advises and assists the adjutant general and chief of the joint staff of the state on information management, information services and information support related matters. The directorate's personnel develop and administer policies, programs, budget and procedures relating to information management, information

services and information systems support management operations.

During 2016, the directorate focused on increasing efficiencies while enhancing services throughout the state.

The directorate staff started pilot programs for modernization of the cellular circuit architecture and increased bandwidth while cutting costs statewide.

The staff continued the process of reducing the information technology

services footprint at Camp Atterbury and Muscatatuck Urban Training Center by revamping support operations throughout the state. The staff also looked at which sites require base operations support versus training mission support in order to properly budget and provide support within a structured framework. Construction of new server rooms at both locations provided the state true redundancy of network presence. These locations will provide primary and continuity of operations support.

## Cyber Teams

The Indiana Army National Guard's two cyber units participated in four exercises: Cyber Shield, Locked Shields, The Joint Cyber Challenge and Critical Infrastructure Exercise.

For Cyber Shield the Indiana Defensive Cyber Operations Element worked through the exercise alongside cyber security employees from Duke Energy and American Water simulating a cyber-attack on a U.S. utility company. The Cyber Protection Team provided intelligence support to Indiana's cyber operations element. The threat emulation team leader held a position on the exercise's opposing team conducting attacks on the Michigan DCOE.

Locked Shields, a cyber-exercise hosted by the NATO Cooperative Cyber Defense Center of Excellence in Tallinn, Estonia, was a joint effort between Hoosiers and Slovaks against 19 other teams from 17 other countries from Europe and United States.

The Slovak-Indiana Team defeated the other teams by successfully completing challenges in incident handling, digital

forensics, cyber law and media response all the while defending their network against cyber intrusions.

The Joint Cyber Challenge was a straight 32-hour exercise that the Cyber Protection Team competed in against 64 other teams.

The challenge was a capture-the-flag event where teams were tested defensively and offensively in challenges that covered reconnaissance, network exploitation, web exploitation, cryptography, forensics and scripting.

The Critical Infrastructure Exercise was a combined effort between Indiana's Defensive Cyber Operations Element, the Cyber Protection Team and Indiana Department of Homeland Security.

In the exercise, personnel from local and state utilities defended water treatment systems against a cyber-intruder. A member of the cyber operations element worked with utility personnel to walk through the attack working out the details of how a National Guard team could be of assistance during a real-world cyber intrusion.

## Cyber Operations

Cyber Operations worked extensively to set up training for the cyber teams and supported their efforts in exercises.

The team scheduled and conducted five mobile training teams ranging from certified ethical hacker to malicious network traffic analysis and included the Critical Infrastructure Exercise.

The operations team secured a seat for the first Indiana Army National Guard lieutenant to attend the cyber basic officer leadership course at Fort Gordon, Georgia. The team helped write the National Guard Cyber Capabilities Based Assessment for the Chief of the National Guard, completed the Federal Emergency Management

Agency cyber terrorism first responder course and attended the Department of Homeland Security indications and warning analyst training in Arlington, Virginia.

In January 2016, Cyber Operations worked with Indiana's State Partnership Program country, Slovakia, and participated in Locked Shields with the Slovak computer security team.

Additionally, a Cyber Operations member was on the Public and Private Sector Cybersecurity Tools and Resources Panel for the Indiana Utility Regulatory Commission's DHS Critical Infrastructure Cyber Community Program. The member discussed tools for cyber response with

Indiana utility cyber security professionals.

Another operations member participated as a panelist on the Institute of Defense and Business' short-term strategic studies hosted at Indiana University. While there, about 25 Army officers briefed their plan to the panel on how they would handle a local cyber-incident, giving them exposure to cyber warfare and a better understanding of its role in national security and strategy.

The office also took part in the FBI's Indiana Cyber Threat Focus Group, a group comprised of Indiana businesses and organizations, and put together the Indiana FBI Cyber Task Force to discuss cyber security topics.

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

## **Tyndall-Moorhead Armory Services**

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



A 122nd Fighter Wing pilot returns home after a mission to Slovakia, Wednesday, Aug. 3, 2016. Photo by Staff Sgt. William Hopper

Civil Military Affairs continued its emphasis on the Joining Community Forces program and all facets of service member support to build community involvement at the local level for service member and family support to build resilient soldiers, airmen and families.

Fiscal year 2016 brought great success for the Family Program Office. Although the Family Readiness Support Assistance team transitioned contracts with a gap in services during the first month of fiscal year 2016, they returned with the commitment and fortitude to provide support to all Indiana National Guard commands.

Through change in services, the FRSA team collectively provided support to more than 6,900 volunteers, command team members and community partners through training, administration, communication and events.

Additionally, volunteer support topped more than 2,900 volunteer hours offering units in-kind services unlike no other and helping units at every level of command. Family Assistance Specialists continued to provide essential referral services to veterans, Guardsmen and their families and community partners across the state such as crisis support, legal and financial services.

Family Assistance Specialists worked more than 1,430 individual cases and up to 1,250 quick track entries offering

## **Points of Contact**

State Family Program Director: 317-247-3300, 85452  
Family Assistance Center Coordinator: 317-650-1334  
Family Readiness Support Trainer: 317-247-3300, 85458  
Child and Youth Services: 317-247-3300, 85441 or 85481



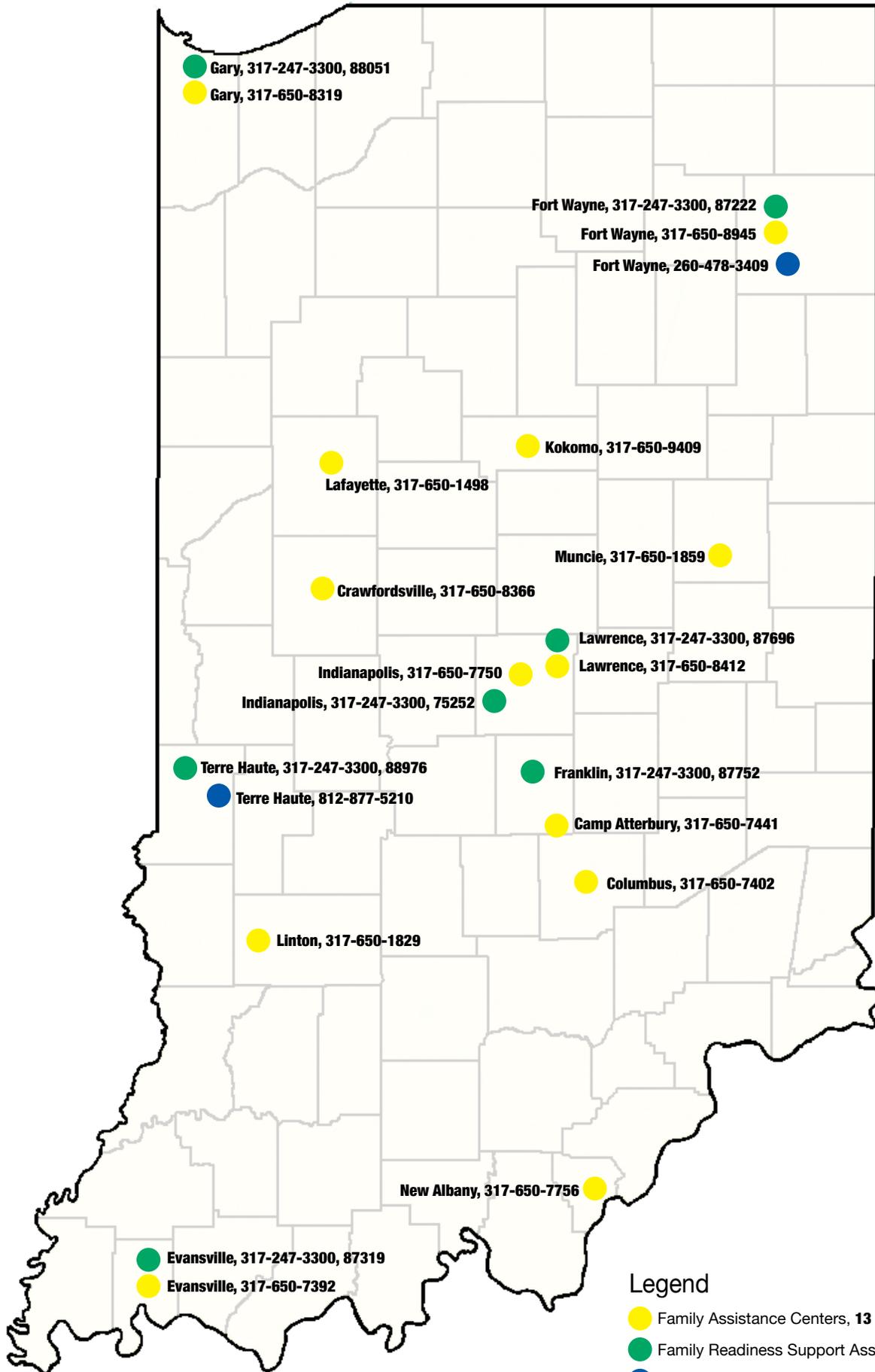
Children of Gold Star families painted rocks to their lost loved ones during the Survivor Transition and Resilience Retreat. Photo by Pfc. Hannah Clifton

## **Joining Community Forces – Indiana**

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

For more info see, [www.jointservicesupport.org/communityforces/IN](http://www.jointservicesupport.org/communityforces/IN)

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more than 8,500 products in material or information, coupled with the overall Family Program supporting more than 465 events, meetings, training, etc. Direct-service cases offer one-on-one support. Quick trackers are a rapid means to provide timely and relevant information. Both offer the ability to promote self-reliance and resilience for those in need. Lastly, the Indiana Child and Youth Program achieved high accolades in 2016 with the unprecedented increase in overall program support and participation.

The Youth Team planned and orchestrated the highest level of programming exceeding participation over the last half-decade. This includes 16 events such as teen council, yellow ribbon, regional teen summit and youth camping opportunities involving approximately 600 total participants. The programming offered enhanced life skills, promoted youth resilience, leadership and personal development for children, ages 6 to 17.

Family Program activities reached levels beyond expectations through program and budget execution and the sheer willingness, experience and talent of the support staff, volunteers and units committed to ensuring its success.

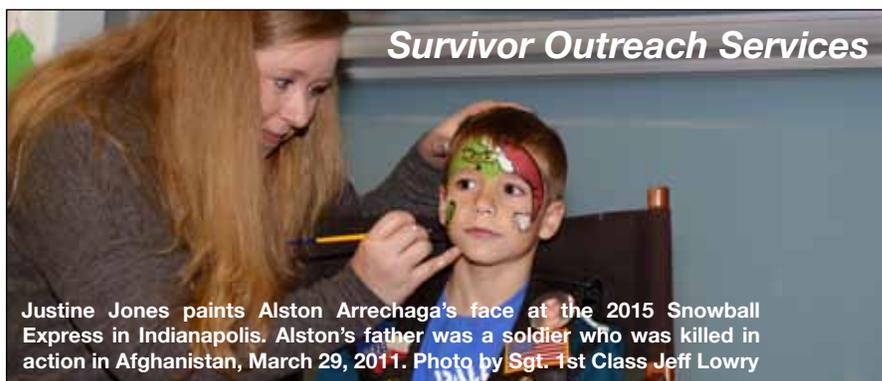
The Strong Bonds Program conducted by the chaplains held more than 25 events and trained 1,100 soldiers and 224 family members. Indiana Strong Bonds is considered a best practice at National Guard Bureau and is the top state in the execution of the Strong Bonds Program.

Indiana Survivor Outreach Services hosted the fourth annual Survivor Transition and Resilience Retreat weekend and ninth overall survivor event with more than 230 family members including 79 children representing 56 families from all branches of service. The team hosted several events throughout 2016: Siblings Canoe Day in July, Indianapolis Colts game, Snowball Express sendoff in Indianapolis, Survivor Riverboat Ride on the Ohio River, Survivor Day at the Races in Louisville, Kentucky.



## Ceremonial Unit

A multiservice color guard presents the colors of the nation and service branches at the Indianapolis 500, May 29. Photo by Staff Sgt. Jeremiah Runser



## Survivor Outreach Services

Justine Jones paints Alston Arrechaga's face at the 2015 Snowball Express in Indianapolis. Alston's father was a soldier who was killed in action in Afghanistan, March 29, 2011. Photo by Sgt. 1st Class Jeff Lowry



## Military Funeral Honors

Indiana National Guardsmen form a funeral procession for former Gov. Edgar Whitcomb. Photo by Staff Sgt. Jeremiah Runser



## Employer Support of the Guard & Reserve

Rita Reith, center, Indianapolis Fire Department public information officer, signs an ESGR statement of support. Photo by Sgt. 1st Class Jeff Lowry

The Office of Strategic Initiatives and Business Transformation went through several important changes in fiscal year 2016. A reorganization of the directorate occurred in order to help consolidate strategic initiatives into a single directorate and enhance collaboration between the headquarters and other stakeholders.

The reorganization included the centralization of the state's marketing program and the creation of a strategic operations branch. The directorate continues to oversee and manage its nationally recognized Army Communities of Excellence and Continuous Process Improvement programs.

Numerous strategic lines of effort expanded or opened over the past year. As an illustration of this, the Indiana Resilience Campus, which opened on Oct. 1, 2016, went from a conceptual framework to grand opening in a little less than one year.

The Indiana Resilience Campus is the first of its kind in the entire reserve component. In addition, the directorate oversaw the expansion of several specific lines of effort — specifically within the cyber and testing domains — to help ensure Camp Atterbury and Muscatatuck Urban Training Center remain postured for long-term success and relevance. Throughout the past year and into the future, Indiana National Guard facilities, along with the greater Indiana defense enterprise, will continue to attract national-level attention for its innovation and value.

Bringing the marketing branch into the Indiana National Guard Headquarters, and within the directorate, was a key pillar of the reorganization. The marketing department launched its core program that includes the following tenets: bringing new initiatives to the Indiana Guard through worldwide recognition of its advanced capabilities; generating an advanced knowledge base in the specialties of military assets in Indiana; creating, preparing and presenting viable products for specific audiences; representing the organization and its capabilities to worldwide audiences through exhibitions,



conferences and conventions.

In order to actualize these goals, short-term and strategic planning have been used to create an ongoing, dynamic plan for internal education and external communication. The initial marketing working group established the central theme for marketing engagement as, “Global Challenges, Tailored Solutions.”

Working hand in hand with strategic messaging, the marketing team built this themed, consistent message into layered product offerings in digital and print media.

Responsible for the Atterbury-Muscatatuck website, the marketing team incorporated design revisions and marketing focus, bringing new emphasis to the capabilities available to local, state, federal, military, international and commercial entities for training and prototyping events.

Through this medium and a second controlled-access website, the marketing department presents a solid underpinning in technologies required by today's technology-driven users. Focusing on collaboration with organizations outside the state's networks, international and domestic organizations can gain familiarity of our platform.

The Indiana National Guard continues to implement systemic, process-focused

improvements using leading commercial methodologies like Lean Six Sigma. With a deep pool of trained practitioners and supportive senior leadership, the Continuous Process Improvement program has achieved more than \$1 million in hard-dollar savings alone.

The program achieved national notice, with a project led by Chief Warrant Officer 4 Ronald Baird, being awarded a Department of the Army Lean Six Sigma Excellence Awards Program award. One of hundreds of projects eligible for the competition, Baird's project was the only Army National Guard project to win and was recognized by the Under Secretary of the Army Patrick J. Murphy.

To assist in continuing to refine and improve our internal policies, processes and programs, the Indiana National Guard has been participating in the Army Communities of Excellence program for almost a decade. Based on the Malcolm Baldrige Quality Criteria and involving all 54 states and territories, ACOE evaluates the participants' strengths and weaknesses against each criteria and provides valuable feedback to help guide future improvements. The Indiana National Guard placed 4th in 2014 and 5th in 2015, and it has again been recognized as one of the top programs in the country.

## Army Stats

- 11,486** Strength
- 1,663** Enlisted Accessions
- 153** Officer Gains
- 15** Warrant Officer Accessions

## Air Stats

- 1,892** Authorized Strength
- 1,894** Assigned Strength
- 91.24%** Retention Rate



Indiana Army National Guard recruits recite the oath of enlistment at the Indianapolis Motor Speedway in Speedway, Indiana on Armed Forces Day, Sunday, May 22, 2016. Photo by Sgt. 1st Class Lasima O. Packett

The Indiana Army National Guard Recruiting and Retention Battalion had another successful year by attaining accession goals, establishing retention standards and managing attrition to meet the adjutant general's goals.

Command Bases Strength Readiness Improvement 2.0 is a unique program that merges the battalion with Indiana National Guard Headquarters, the 38th Infantry Division and the 81st Troop Command. Specifically, this program systematically establishes lines of communication between units, recruiters and retention specialists focusing on retaining and recruiting quality people. Due to the impact of the program, the Indiana Army National Guard had its best retention rate in more than 15 years.

In concert with this new program, the battalion conducted event-based prospecting by instilling localized recruiting efforts through events that imbedded recruiters in their community.

Hometown Jersey Nights continued to be great opportunities that focus on football and men's and women's basketball. On home game nights, student athletes showcased National Guard jerseys featuring

the Army Values in support of the Army, while learning what it means to be a soldier.

To round out the recruiting and retention efforts, the battalion introduced open-house events, which have become a staple in the state's joint effort to recruit and retain. Led by recruiters, open houses offered features and benefits to all visitors. To date, the five open-house events attracted more than 300 visitors to marquee facilities and led to numerous enlistments.

Also in 2016 was the implementation of the Campus Life Student Engagement Initiative. This initiative focused on recruiting potential soldiers on college campuses through academic and student-life leadership development organizations.

This collaboration allowed recruiters to be in front of the students, alumni and educators to explain and offer incentives and benefits of serving in the Indiana Army National Guard. These partnerships are a natural fit as the standards and values of all participating organizations are similar with a mutual goal of producing leaders.

Indiana led the nation in scholarships with 51 through the Minuteman Scholarship. It was an increase of 39

scholarships to Hoosiers from last year.

A historic moment arrived this year with the implementation of women combat arms job specialties. For recruiters everywhere, this opens a whole new opportunity as they no longer limit themselves by gender when recruiting to the combat arms fields. Recruiters now use this opportunity by enlisting a diverse amount of perspectives, thoughts, ideas and backgrounds to increase our ability to adapt to our growing multicultural world.

The battalion focused efforts and resources by investing in training events and opportunities. Twenty-four recruiters graduated from the Special Qualification Identifier 4 Course, which is the National Guard's formal five-week course to provide training to recruiting and retention noncommissioned officers with the knowledge, skills and techniques required to enlist and retain qualified men and women into the Indiana National Guard. The battalion also invested in nonstandard training events such as Dale Carnegie courses, which assisted in developing recruiters' social confidence, rapport and relationship building.



The Public Affairs Office supported 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 at nearly 18 events per month including the Indianapolis 500, and online through the website and social network sites.

**Community Relations**

- 260** requests supported
- 320** requests received
- 81.25%** event support rate

**Online**

in.ng.mil



INGuardsman



IndianaGuardsman

**Products**

- 235** photo-generating events
- 40** advisories, releases
- 31** written stories
- 44** videos

**Staff Judge Advocate**

In 2016, the Staff Judge Advocate office averaged 15 legal actions per day, more than 30 requests per month for trial defense services representation and assisted more than 1,523 Indiana National Guard troops.

During 2016 judge advocates received training courses in office of complex investigations, ethics, contracts, special victims counsel and cyber law.

In addition the judge advocates supported 10 events for National Guard members who deployed in 2016.

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

**Inspector General**

The Inspector General’s office investigated 232 cases in 2016 to address concerns brought forward by members Indiana National Guard members and their families.

The office executed the adjutant general special inspection program for 2016, which assessed the Indiana National Guard compliance with policies associated with security clearance management, equipment management, training schedule management, leadership development, suspension of favorable actions and drivers training programs.



Photo by Sgt. 1st Class Jeff Lowry

Sgt. 1st Class Steven Youngblood, center, and Sgt. 1st Class Michael Gullatte take an oath to become inspectors general for the 38th Infantry Division, Monday, Aug. 3.

## UH-72 Lakota

**872.6** accident-free flight hours  
**168** operational missions flown  
**113** training missions flown  
**25.2** accident-free maintenance hours

## UH-60 Black Hawk

**2,844** accident-free flight hours  
**103** operational missions flown  
**1,012** training missions flown  
**75** accident-free maintenance hours

## RQ-7 Shadow

**192.5** accident-free flight hours  
**21** operational missions flown  
**51** training missions flown



An Indiana National Guard crew chief assigned to the 38th Infantry Division's combat aviation brigade looks out the door of a UH-60 Black Hawk helicopter while in Slovakia for Operation Tobruq Legacy Exercise supporting NATO and U.S. Army Europe. Photo by 1st Lt. Brandon Rex



Staff Sgt. Josh Goldman and Staff Sgt. Andrew Schuman perform technical decontamination procedures during a joint training exercise with the Evansville Fire Department, August 2016.

This year the team conducted a change of command between Lt. Col. Ronald Crane and welcomed Lt. Col. Nathaniel Skelly as the new commander of the 53rd CST.

The team conducted 117 missions; again placing Indiana's team this year in the top three nationally for number of missions conducted. These missions included 63 civilian agency standby missions, two real-world response missions, and 23 training and support missions in support of federal and local agencies.

The 53rd continued to expand and diversify the types of stand-by missions we routinely conducted. For example, the 53rd CST's technical expertise was requested and provided in support of the Republican National Convention in Cleveland and the Democratic National Convention in Philadelphia. During these missions, the 53rd augmented the Department of Energy's Radiation Assistance Program team, while also augmenting the Joint Hazardous Assessment and Rapid Detection Teams.

Additionally, throughout 2016 the 53rd participated in multiple exercises designed to plan for regional, state and local response. For example, the Indiana Department of Homeland Security requested the 53rd to participate as a member of the Executive Steering Committee for the state's and the Department of Homeland Security's Domestic Nuclear Detection Office, which is chartered to develop Indiana's radiological nuclear response program. Other examples included working with local response planners to develop security plans for key events, like the Final Four Women's Championship Games, Big Ten Football Championships, the 100th running of the Indianapolis 500, the Brickyard 400, the Professional Golfers' Association of America's BMW championship tournament and the Thunder Over Louisville celebration.

#### Air Load Operations

A premier highlight of 2016 was an air-load deployment mission the 53rd conducted in December of 2015 to Joint Base Hickam-Pearl Harbor, Oahu, Hawaii. For the 53rd, maintaining the ability to deploy by land or air at a moment's notice is directed as

a critical mission by the National Guard Bureau. As such, this air-load mission provided critical training and experience for all agencies involved including Hulman Air Field, the 181st Intelligence Wing and the 156th Airlift Wing.

#### Arctic Eagle

In April, members of the 53rd CST deployed to Camp Grayling, Michigan to participate in a special focus exercise that included multiple participants including the Alaska, Michigan and Indiana National Guard as well as the U.S. Coast Guard and professional search and rescue assets from around the country. The team's members exercised their role in the national chemical, biological, radiological nuclear and explosive response enterprise by conducting radiation detection and area monitoring that facilitated the activation of follow on forces that included Indiana's joint, enhanced emergency response force package.

#### STARBASE Camp Support

During the months of June and July, the 53rd CST supported several STARBASE Indy summer camps. The CST members demonstrated to students how the science of chemical bonds is used to identify unknown substances using handheld Raman spectroscopy. The students were also given a tour of the analytical laboratory system, which is a mobile laboratory vehicle designed to assist first responders by providing on-scene identification of unknown substances.

#### Edgewood Chemical Biological Complex

In September, the 53rd traveled to Maryland to conduct chemical and biological warfare agent training at the U.S. Army Edgewood Chemical Biological Complex. The complex is the nation's premier research and development resource for non-medical chemical and biological defense and has a long-standing history of developing technologies in the areas of chemical and biological detection, protection and decontamination. The complex is unique in its ability to advance the mission of the warfighter and other stakeholders by leveraging unique expertise, specialized equipment, and state-of-the-art facilities.

# 38th Infantry Division



38th Infantry Division  
Indianapolis



38th Sustainment Brigade  
Kokomo, Ind.



76th Infantry Brigade Combat Team  
Lawrence, Ind.



38th Combat Aviation Brigade  
Shelbyville, Ind.

In 2016, 38th Infantry Division soldiers maintained their personal readiness for possible deployments and domestic crises in support of civil authorities.

The 38th Infantry Division, aka Cyclone Division, celebrated the 99th year of its existence and stands strong with more than 8,000 soldiers in the Indiana National Guard.

In May, soldiers with the headquarters battalion participated in U.S. Northern Command's Vibrant Response mission at Camp Atterbury and revalidated to be on call for this domestic-response mission through 2017.

Also, soldiers in two different teams deployed to Cuba to support Joint Task Force - Guantanamo to assist in command and control operations at the base's detention facilities.

About 4,000 soldiers in the division's three brigades descended on Camp Atterbury in August for the 76th's warfighter and Exportable Combat Training Capability exercises.

The division's aviation brigade continued to shine with its abilities to conduct diverse missions – mobilizing a company to Kosovo, providing a task force for the 76th's training this past summer and participating in overseas missions in Slovakia, see page 19.

Also in August, soldiers with the division's sustainment brigade traveled to Camp Dodge in Iowa for their warfighter exercise, Operation Scimitar Strike, which prepared them for possible future deployments.

As always, the 38th Infantry Division Band maintained its high operational tempo supporting more than 65 events throughout Indiana.

## Deployments & Training



Guantanamo Bay 1 – Headquarters



Guantanamo Bay 2 – Headquarters



Contingency Response Force – Headquarters



Operation Slovak Warthog – Headquarters, Aviation Brigade



Warfighter Exercise – Infantry Brigade



Exportable Combat Training Capability – Infantry Brigade



Kosovo Force – Aviation Brigade



Warfighter Exercise – Sustainment Brigade



Photo by Sgt. Daniel Dyar

Indiana National Guard soldiers with Company A, 113th Brigade Support Battalion and 38th Combat Aviation Brigade conduct sling-load training at Camp Atterbury.

*“This is the first time we’ve integrated the Air National Guard and the Army National Guard together with the Slovaks here in Slovakia.”*

— Maj. Gen. David C. Wood  
38th ID Commander of Operation Slovak Warthog

# 38th Infantry Division



Indiana Army National Guard Staff Sgt. John Bennett with the 38th Infantry Division's long-range surveillance unit, collects his parachute after an airborne demonstration at Sliac Air Base in Slovakia, Wednesday, July 27, 2016. The Indiana National Guard and the Slovak armed forces trained side by side in Operation Slovak Warthog, which included Air and Army assets, and it supported NATO and U.S. European Command. Photo by Staff Sgt. William Hopper

TAG, HQ  
Indianapolis



Governor  
Commander in Chief,  
Indiana National Guard

ATAG, JFAC

Chief, Air Staff  
207 Weather Flight

Chief, Joint Staff  
JFHQ  
Joint Staff  
53 CST  
Indiana Guard  
Reserve

ATAG, JFHQ  
HHD, JFHQ  
Medical Det  
Rec & Ret Bn  
HQ, 138 Regt, RTI  
138 Gen Support Bn  
Co A, 2-20 SF Grp



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

Commander

Vice Commander

Staff

122 Operations Gp  
163 Fighter Sqdn  
122 Operations Support Sqdn  
122 Mission Support 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



38th Infantry Division  
Indianapolis

Commander

Headquarters Bn

38 ID Band  
D Co, 151 Inf, LRS  
139 QM Co  
C Co, 2-152 Inf, LRS  
Hq Supp Co  
A Company  
B Company  
C Company



Atterbury-Muscatatuck Center  
for Complex Operations

Commander

Det 2, JFHQ

Atterbury Reserve  
Forces Trng Site

Training Ctr  
Det 1, Trng Ctr  
387 MP Co  
939 MP Det

113 Eng Bn  
1319 Eng Det  
1331 Eng Det  
1213 Eng Suv & Des  
719 Eng Det  
819 Eng Det  
919 Eng Det  
1019 Eng Det  
HHC  
A FSC  
713 Eng Co  
1313 Eng Co



76th Infantry Brigade Combat Team  
Lawrence, Ind.

Commander

HHC, 76 IBCT

Det 1, HHB, 1-163 FA

1-151 Inf Bn  
HHC  
Det 2, HHB 1-163 FA  
A Company  
B Company  
C Company  
D Company  
G FSC  
2219 BSC  
2-151 Inf Bn  
HHC  
Det 4, HHB 1-163 FA  
A Company  
B Company  
C Company  
Det 1, C Co  
D Company  
319 FSC  
1-293 Inf Bn  
HHC  
Det 3, HHB 1-163 FA  
A Company  
B Company  
C Company  
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

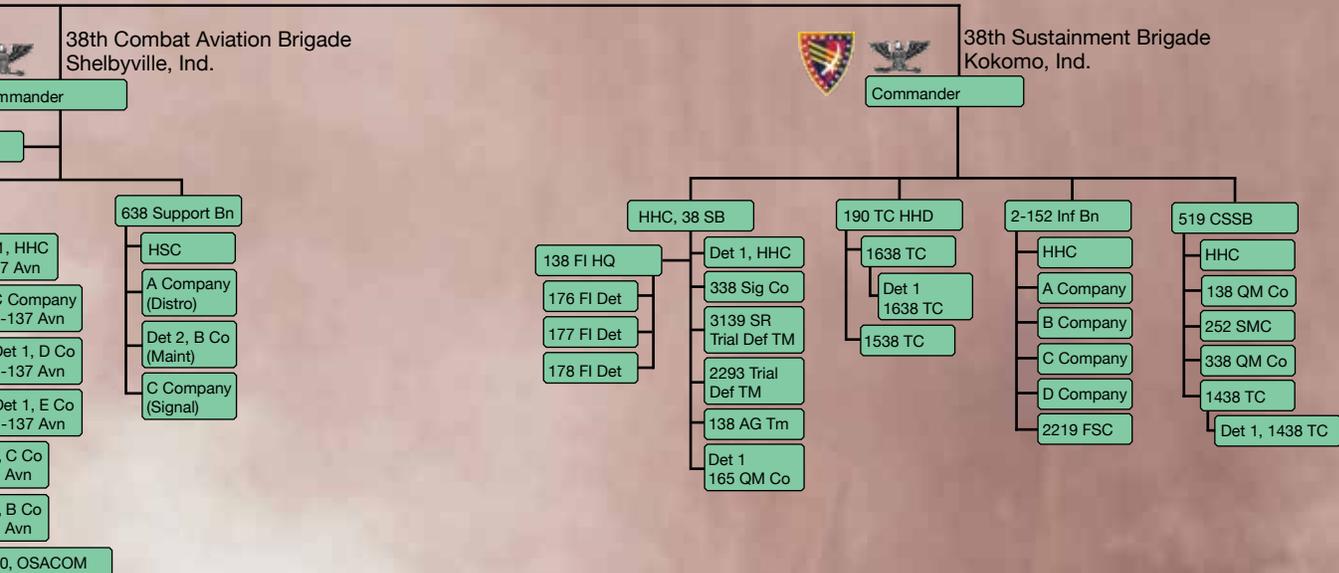
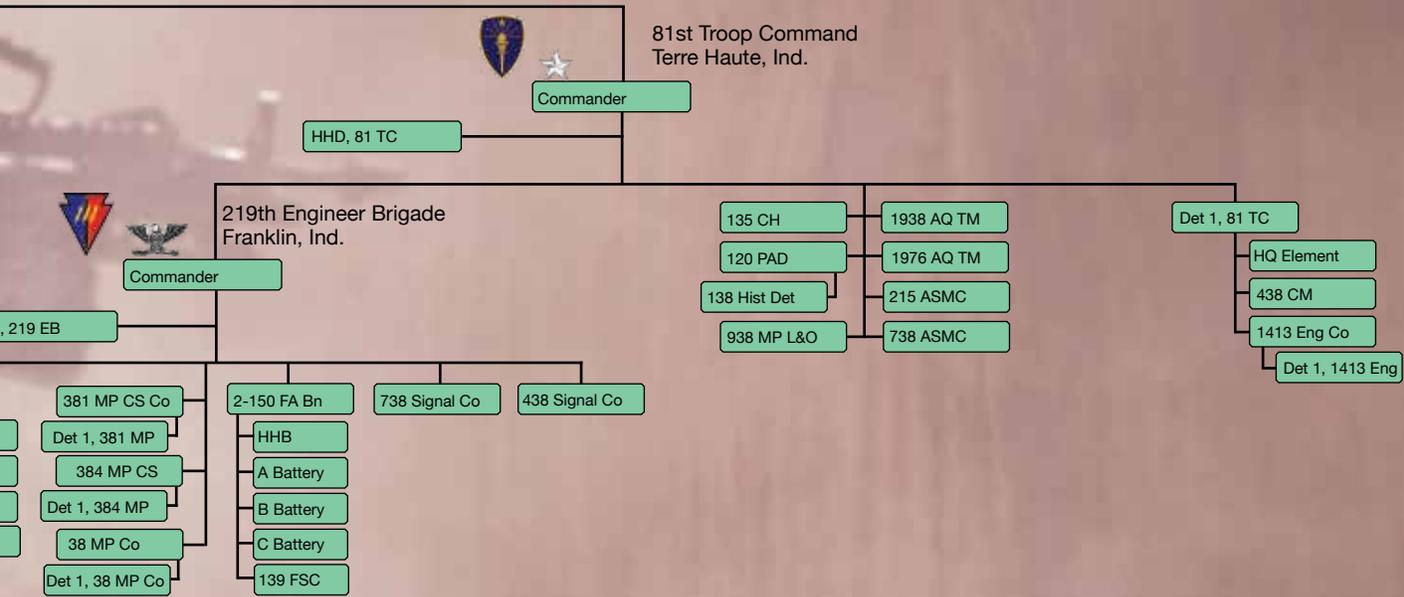
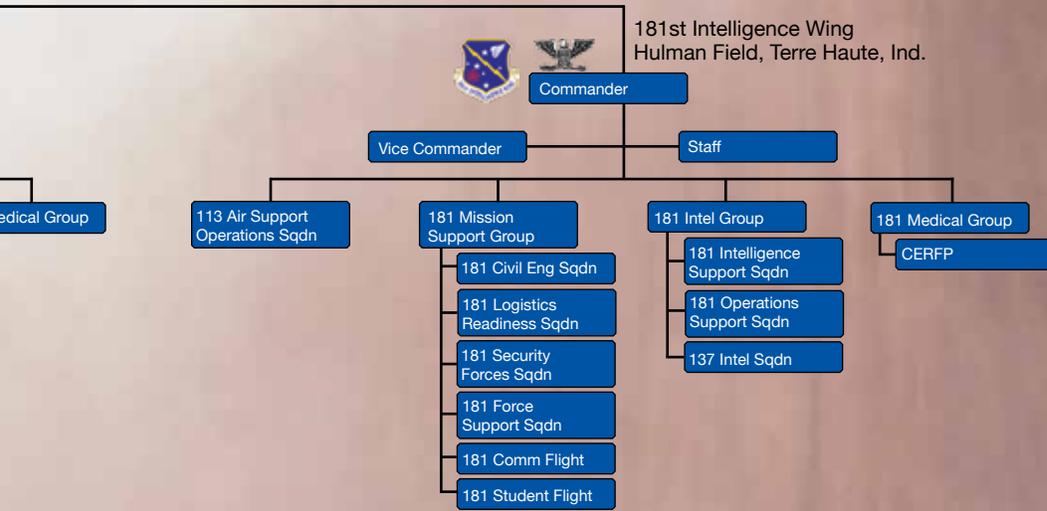


HHC, 38 CAB

2-238 GSAB  
HHC  
C Company (Medical)  
D Company (Maint)  
E Company FSC  
F Company (ATS)  
Det 4, E Co 3-238 Avn  
Det 1, 1-13  
C 1  
D 1  
E 1  
F 1  
Det 1, 1-376  
Det 3, 3-135  
Det 1

## Legend

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



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

The 122nd Fighter Wing's mission is to maintain a well trained and equipped A-10 unit available immediately for combat operations and combat support with adaptable airmen.

The Blacksnakes are highly trained, professional citizen-airmen dedicated to community, state and nation. The 122nd is the proven choice to provide worldwide decisive firepower and agile combat support to combatant commanders, and the first choice in support of homeland operations.

The fighter 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. The 122nd sustains superior, proven, performance as the premier A-10 fighter wing in the combat air forces and posture the Blacksnakes for transition to the next generation of fighter aircraft. To accomplish these goals, the unit, having earned its sixth Air Force Outstanding Unit Award this year, successfully completed a number of combat and military operations, deployments and community programs.

### Major Deployments and Exercises

The 122nd Fighter Wing spent the past year preparing to deploy in excess of 150 members throughout the world in support of Operation Inherent Resolve in various agile combat support packages. Additionally, the unit deployed eight A-10 Thunderbolt IIs and approximately 140 airmen in support of Operation Atlantic Resolve for a monthlong, joint, combined training event to Sliac Air Base, Slovakia.

These airmen conducted training and familiarization events alongside our state partner and NATO ally, Slovakia. In addition, they participated in cross-

border training with other deployed U.S. Air Force and NATO personnel and aircraft in the region. As part of Operation Atlantic Resolve, this deployment continued to demonstrate the U.S. commitment to its allies in the deterrence efforts against Russia.

### Community Involvement

The 122nd Fighter Wing is an integral part of the local community, partnering with various organizations to encourage local understanding and support of the Indiana Air National Guard mission. Some of the Blacksnakes programs include:

- > Participation in the Fort Wayne Base Community Council program by assisting with luncheons in October, February and April, sharing the 122nd Fighter Wing mission with hundreds of community leaders.

- > Partnered with air assets from around state, to include Air Force Reserves, Indiana National Guard Headquarters and ESGR to perform a Boss Lift to educate more than 60 employers of the mission and vitality of the military of Indiana.

- > Provided speakers for various

groups in the community.

- > 122nd honor guard performed regularly at several local functions

- > The base tour program, which provided 68 tours for local groups, schools and organizations.

- > Helped to provide three Honor Flight's for World War II, Korean and Vietnam War veterans to travel to Washington's monuments dedicated to their sacrifice.

- > Host of two separate Indiana Congressman "Academy Days" for high school students interested in attending a service academy.

- > The unit chaplains' office planned and executed the 12th National Day of Prayer celebration and hosted members their families and community supporters.

### Focus on Safety

The 122nd Fighter Wing's continues its record of flying since 1988 without a Class A mishap. The wing is committed to this standard of safety, and continues to educate and train members in order to continue this safety record in the future.

## Deployments

2 active-shops

Nov — combat

Feb — Snow

Mar — natural

Jun — planned

Jul — performance

Jul — combat

Jul — deployment

Jul — deployment

Sep — 122nd



A 122nd Fighter Wing pilot flying an A-10 Thunderbolt II, aka Warthog, arrives at Sliac Air Base, Slovakia for the first time to take part in Operation Atlantic Resolve, Friday, July 8, 2016. The Hoosier airmen participated in cross-boarder training with other deployed U.S. and NATO aircraft in the area. Photo by Staff Sgt. William Hopper

## Events & Training

---

ater exercises, full recall of unit members, tested base response

at search and rescue missions in Jacksonville, Fla.

ybird Exercise, Davis-Monthan Air Force Base, Ariz.

al-disaster readiness exercise

ed and executed a national-level designated marksman course, bringing in airmen from around the country

med a mass-casualty response exercise including all surrounding civilian law enforcement and medical professionals

at search and rescue mission, Operation Northern Strike, Michigan

yed **150** airmen throughout the world in support of Operation Inherent Resolve

yed **140** airmen in support of Operation Atlantic Resolve to Sliac Air Base, Slovakia

d airmen hosted the Fort Wayne Airshow featuring the Air Force Thunderbirds and boasted **36K+** attendees

# 181st Intelligence Wing

The 181st Intelligence Wing is one of the leading intelligence organizations in the Air National Guard and is located at Hulman Field in Terre Haute.

The wing supports contingencies around the world while ensuring readiness to support the local community and the state.

The wing's moniker, the "Racers," owes its origin to the long and storied association between the wing and the Indianapolis Motor Speedway. Anton Hulman Jr., then the track's benefactor, played a key role in bringing the Indiana Air National Guard to Terre Haute.

The wing's primary mission is intelligence, surveillance and reconnaissance. The wing is composed of three groups: 181st Intelligence Surveillance and Reconnaissance Group, 181st Mission Support Group and 181st Medical Group. Also under the wing's oversight are the 113th Air Support Operations Squadron and the 113th Weather Flight.

The ISR group provides full-spectrum intelligence, surveillance and reconnaissance capabilities to coalition, joint and Air Force warfighters and national decision makers. The group also has the

ability and skill-set to provide incident assessment and awareness during times of disaster to local and state leaders.

The mission support group ensures overall base functionality including facility and real-property management, multi-spectrum network support, human resource administration, materiel management, transportation and overall base security.

Mission support group airmen participated in Exercises Arctic Eagle and Hoosier Rescue to validate their integration into the Indiana National Guard's joint, enhanced response force package.

The civil engineering squadron's deployment for training at Andersen Air Force Base and at Patrick Air Force Base resulted in 47 airmen receiving expeditionary skills training, while the security forces squadron deployed 12 airmen to Al Dhafra Air Base with three airmen from the force support squadron.

The medical group provides highly skilled medical professionals to include doctors, nurses and laboratory technicians to ensure all members of the wing are medically qualified to perform their duties at home and abroad. The group exceeded the

Defense Department's standard by ensuring the wing ranked 11th in the nation, third in the region and first in the state for individual medical readiness. An important element is to provide the first line of triage to victims during natural or manmade disasters in the emergency response force package.

The air support operations squadron consists of battlefield airmen and staff who deploy with joint-force troops to forward locations and provide information regarding air support assets to commanders.

In February, the 113th ASOS deployed 12 tactical air control party airmen to Barry Goldwater Air Force Range, Arizona where they accomplished more than 150 close air support controls. In July, the ASOS deployed seven airmen to Slovakia as part of the Partnership for Peace Program where they conducted close air support missions in support of Operation Atlantic Resolve.

Weather flight airmen analyze and forecast atmospheric weather for military decision-makers. Weather personnel work in a fast-paced, computer-intensive environment and travel around the world. During fiscal year 2016, the unit deployed two airmen to Camp Buehring, Kuwait.



## Stats

- 133** airmen mobilized or deployed for contingency operations
- 10+** troops-in-contact missions directly supported
- 500+** ISR combat missions supported
- 10+** high-value targets captured
- 20K+** targets located

U.S. Air Force tactical air control party airmen with the 181st Intelligence Wing, 113th Air Support Operations Squadron visually acquire aircraft at Barry Goldwater Range, Arizona, for close-air support mission training, Wednesday, Feb. 24, 2016. Photo by Senior Master Sgt. John Chapman

Soldiers with the 81st Troop Command welcomed Brig. Gen. David Vesper as their new commander, who replaced Brig. Gen. Michael Osburn in 2016. The War Eagles of the 81st supported realistic training and critical deployments at home and abroad.

The unit participated in Operation Arctic Eagle, a multinational exercise at Camp Grayling, Michigan, that integrated elements from the Danish and Latvian armed forces with the National Guard, Army Reserves, Coast Guard, Marine Corps and multiple state and federal agencies. The 81st also hosted the Best Warrior Competition at Camp Atterbury where participants tested skills such as physical fitness, weapons qualification and land navigation. The 938th Military Police Detachment departed for a deployment to Afghanistan in July.

The 113th Engineering Battalion participated in Slovak Shield and provided two platoons to the 76th Infantry Brigade Combat Team for their training year rotation to Fort Polk, Louisiana. The 2nd Battalion, 150th Field Artillery soldiers also supported the 76th Infantry Brigade Combat Team during the Exportable Combat Training Capability.

Additionally, the 381st, 384th and the 38th Military Police companies supported Civilian Expeditionary Workforce missions while retransmission soldiers with the 738th Signal Company participated in a live-fire mission, which tested the range of radio systems.

During Arctic Eagle in April, the 19th CERFP — chemical, biological, radiological, nuclear and explosive enhanced response force package — focused on Defense Support to Civilian Agency operations. The exercise tested the troops' performance in extreme cold-weather conditions.

For the fifth year in a row, Israeli and 19th CERFP troops worked side by side in United Front V. Teams also trained with the Slovak Army to enhance their chemical, biological, radiological and nuclear response skills and knowledge during the Slovak Shield, Toxic Lance and Toxic Valley exercises. Additionally, the search and extraction element passed a validation with a near perfect score to become the highest-ranking team in the United States.

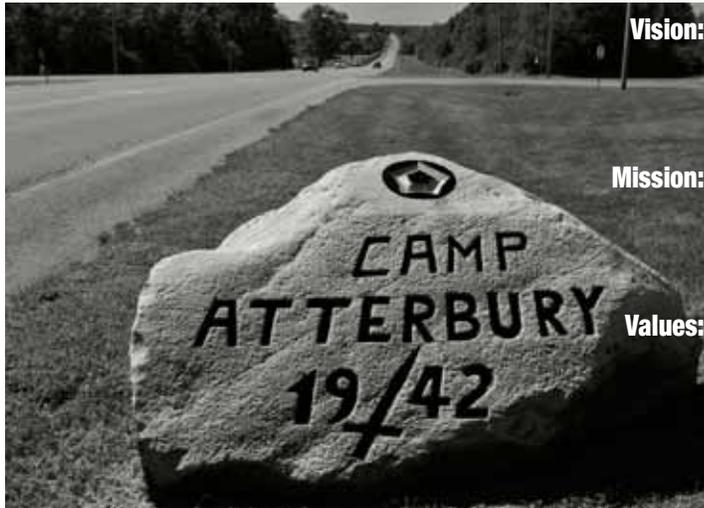


Indiana National Guard soldiers of Battery B, 2nd Battalion 150th Field Artillery, headquartered in Rockville, fire an M777 cannon during annual training at Camp Atterbury, Ind., June 7, 2016. Photo by Spc. Joshua Bales



Indiana National Guardsmen and Israeli soldiers search for simulated victims in a rubble pile in Lod, Israel, Tuesday, June 21, 2016. Photo by Sgt. Evan Myers

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



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

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

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

## Introduction

The Atterbury-Muscatatuck boundaries encompass more than 35,000 noncontiguous acres of training and maneuver space.

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

Unit to brigade level, the platform offers

urban, rural, cyber, unmanned aerial systems, and air-to-ground capabilities, interleaving military service, civilian, homeland defense exercises for value-added scenarios.

The venues, electromagnetic environment, range portfolio, special-use airspace, living infrastructure and subterranean systems have been established

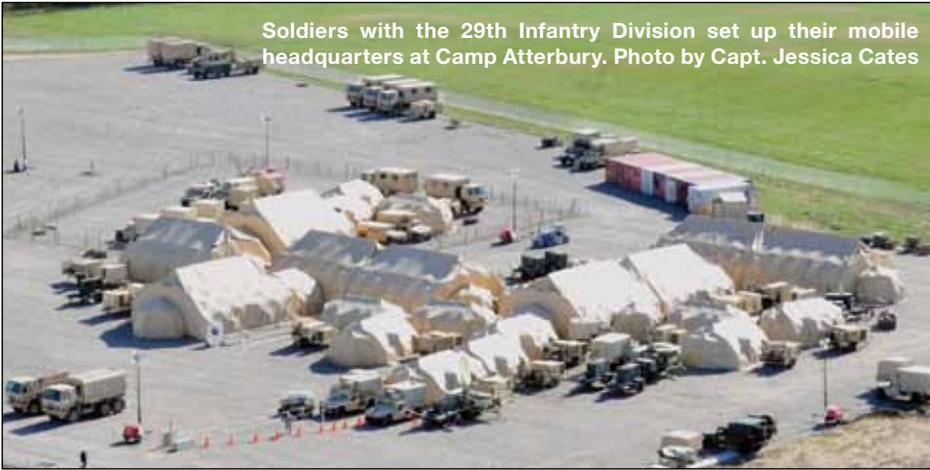
through a mission-centric, megalopolis-specific strategic plan, adaptable to customer needs.

Located near Indianapolis, transport logistics are eased through the Indianapolis-Cincinnati-Louisville airport triad, extensive interstate systems, and rail access, see map on page 29.



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

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



Soldiers with the 29th Infantry Division set up their mobile headquarters at Camp Atterbury. Photo by Capt. Jessica Cates



Indiana National Guard soldiers load their military trucks to railcars at the Camp Atterbury railhead, Thursday, Aug. 11, 2016. Photo by Sgt. Daniel Dyar

Within Johnson, Bartholomew and Brown Counties, near Edinburgh, is Camp Atterbury, a premier training area operated by the Indiana National Guard. The base supports active-duty and reserve-component military training as well as other civilian local, state and federal training.

Regional National Guard units, U.S. Army Reserve units, U.S. Army North, U.S. Northern Command, the Joint Staff and other military and civilian organizations also use Atterbury's facilities.

The Joint Simulation Training and Exercise Center is an 80,000-square-foot walkable campus within Camp Atterbury. The campus contains eight buildings and features configurable classrooms and exercise space; simulation specialists; a live, virtual, constructive integration hub; and a Joint Training Enterprise Network 2.0.

Camp Atterbury hosted 54 conferences and events, received 663 distinguished guests and the museum had approximately 2,000 visitors.

Significant exercises took place at Camp Atterbury in 2016 including warfighter exercises, the Army National Guard's Exportable Combat Training Capability exercise and Vibrant Response. See list and economic impact at right.

The warfighter exercise, WFX, is an electronic battle simulation designed to test and evaluate a division or brigade staff on all levels of operations, communications and adaptation on the battlefield.

The XCTC exercise is an instrumented, brigade, field-training exercise designed to certify platoon proficiency in coordination with First Army. The XCTC provides combat training to National Guard soldiers at home station or at a regional training center, minimizing cost and time away from home and jobs.

The Vibrant Response exercise confirms the operational readiness and tactical capabilities of specialized military forces tasked with responding to natural and man-made incidents in support of local, state and federal civilian agencies. The goal is to train various civilian, National Guard, Reserve and active-duty military emergency response personnel to work together efficiently.

Exercise	Personnel	Income
Division WFX 16.2	3,000	\$460,000
Bold Quest	175	\$30,000
Cyber Shield	850	\$2,600,000
Vibrant Response	700	\$700,000
278th Brigade WFX	700	\$300,000
33rd Brigade WFX	700	\$425,000
76th Brigade WFX	700	Centrally Billed
48th Brigade WFX	700	\$250,000
Active-Duty Support	N/A	\$900,000
XCTC	5,000	Centrally Billed
<b>Totals:</b>	<b>12,525</b>	<b>\$5,665,000</b>

## Muscatatuck Urban Training Center



Soldiers with the 31st Canadian Brigade Group hone their combat skills during Exercise Arrowhead Lightning at Muscatatuck Urban Training Center, March 18, 2016. They made use of combat watercraft as part of their movement into the training area and used Muscatatuck's one-of-a-kind training environments to help strengthen their capabilities to operate effectively. Photo by Master Sgt. Brad Staggs

Atterbury's advanced urban training facility is located in Jennings County near Butlerville, Indiana.

Muscatatuck is a 1,000-acre site with existing buildings, a 180-acre reservoir in a fully operational infrastructure in the midst of an isolated rural location. The training

center offers realistic and complex training for a variety of groups, including active and reserve military units, state and federal agencies, universities and U.S. diplomats.

Outfitted as a live cyber range, the capabilities of Muscatatuck Urban Training Center can be configured into varied

training and developmental testing scenarios as requested.

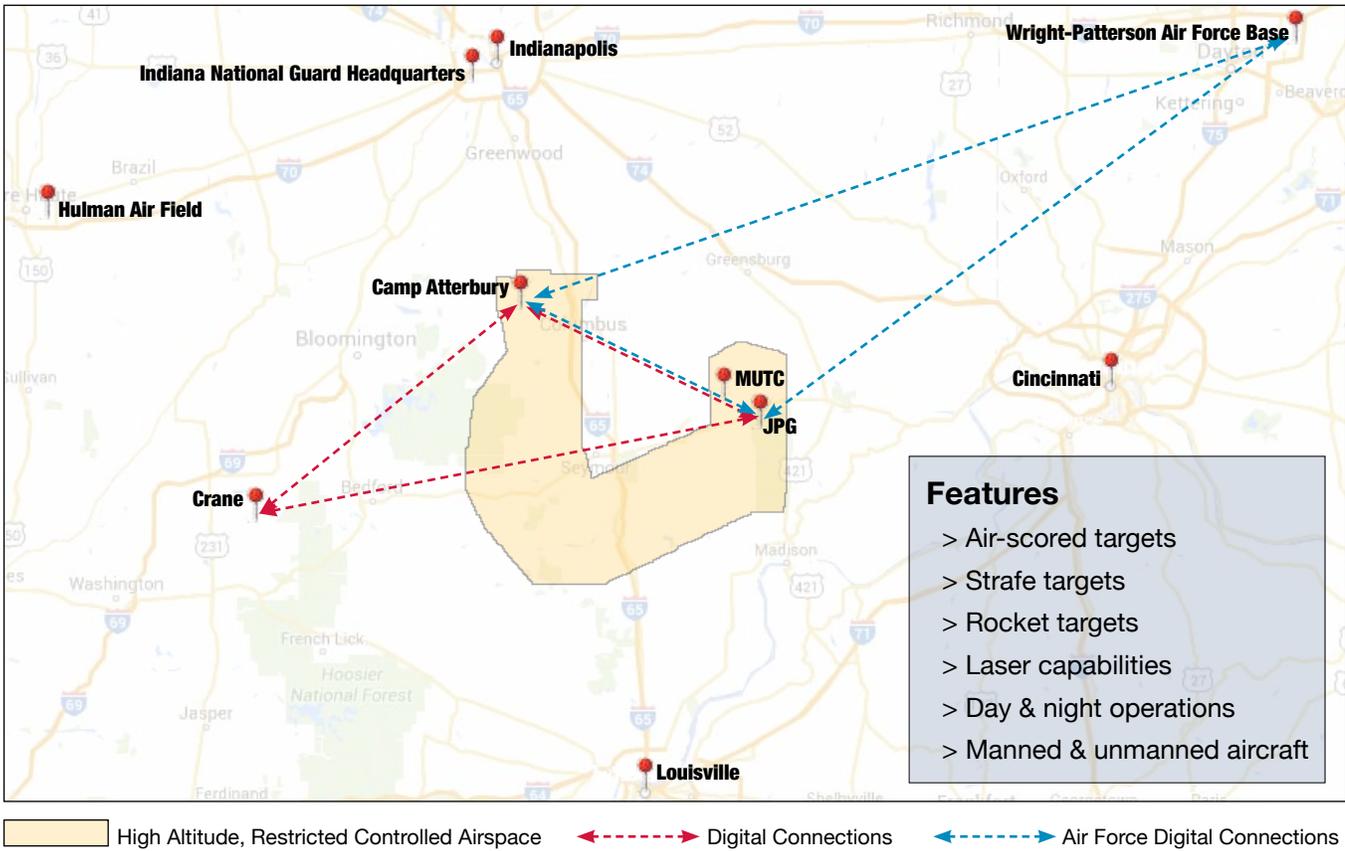
Development of the site is continual, based on the needs of the users, specified urban terrain zone essentials, and the environment plans designed as key areas around the world.

### Current MUTC Venues

- > collapsed structures
- > high-rescue trainer
- > flooded community
- > governor's residence
- > walled embassy
- > business zones
- > cave system
- > market place
- > courthouse
- > train station
- > bus station
- > hospital
- > school
- > farm
- > prison



Landon Lewis explains how a hacker can infiltrate a water utility company in real-time during the Critical Infrastructure Exercise 16.2, an advanced cyber exercise at Muscatatuck Urban Training Center Photo by Master Sgt. Brad Staggs



A 122nd Fighter Wing A-10 flies over the Indiana Air Range Complex. Courtesy photo

The Indiana Air Range Complex is instrumental to the capabilities of the Atterbury-Muscatatuck Enterprise and continues to build, improve and equip its ranges to accommodate the testing and training community.

In fiscal year 2016, approximately \$5 million and more than 23 projects were committed to constructing, improving or maintaining the infrastructure and venues available.



A soldier and airmen load a C-130 cargo plane at Camp Atterbury, Friday Nov. 6, 2015. Courtesy photo

The air range complex features two Air National Guard bases co-located with civilian airports; fighter, intelligence and air support operations squadron mission sets with associated facilities, support and training; air-to-ground ranges; live-virtual-constructive training including specialists. The complex can also be stressed to accept 747 and C-5 aircraft.

# State Armory Map

## Legend



HQ



38th ID  
38th CAB



76th IBCT



38th SB



81st TC



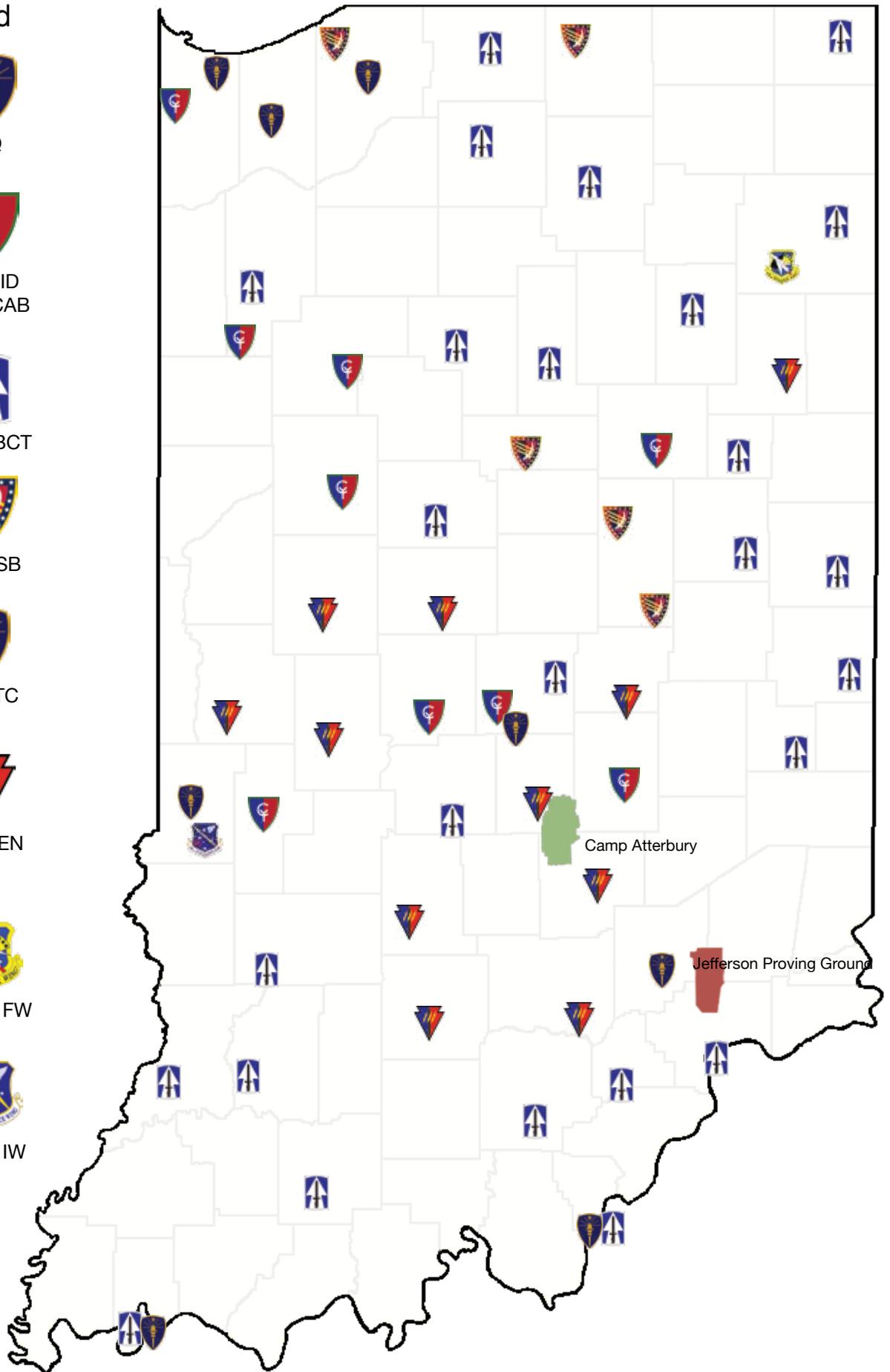
219th EN



122nd FW



181st IW



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

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

*“We rely on all our support to come from the Army for all our parachuting missions. We have 12 jumpers, and we don’t have our own equipment or riggers. Having this new facility and being able to have more full-time employees to support our operations is going to enhance our capabilities to jump in a more frequent and reliable basis”*

— Lt. Col. Chris Snider  
113th Air Support Operations Squadron Commander



Columbus Mayor Jim Lienhoop, center in suit, and Indiana’s Adjutant General, Maj. Gen. Courtney P. Carr, cut a red ribbon officially opening a hangar and administrative space for Indiana National Guard soldiers with Detachment 1, 165th Quartermaster Company, Saturday, June 4, 2016. Photo by Staff Sgt. Daniel Bolinger

### **Building 2 at Stout Field, Indianapolis**

This \$2.4 million project was federally funded for the United States Property Fiscal Officer Administrative building. It involved renovating the existing space, 20,000 square feet, originally constructed in the late 1980s.

The building had been largely neglected in terms of routine repairs and any significant form of modernization. Interior improvements included new interior doors, new exterior doors and windows to meet antiterrorism and force-protection standards, restroom renovations including additional shower facilities to accommodate female troops and new energy-efficient lighting. The building also received a new roof, curbs and drains.

### **Stout Field Fence Line**

Antiterrorism and force-protection improvements at Stout Field in Indianapolis included a \$330,000.00 project that removed a chain-link fence and replaced it with an approximate 700-foot antiterrorism and force-protection ornamental fence.

### **Building 18 at Stout Field, Indianapolis**

This \$790,000 project was federally funded for the Counter Drug team. It involved renovating the existing space, 1,800 square feet, adding additional restrooms, classrooms and offices, 2,500 square

feet. Exterior improvements were also made improving access and improving drainage.

### **Hangar, Administrative Space at Municipal Airport, Columbus**

In 2015, Detachment 1, 165th Quartermaster Company reorganized from a light airdrop supply detachment to a heavy airdrop supply unit. This change required additional space to give the soldiers the ability to pack, maintain and repair parachutes for far larger and heavier payloads in training operations. Indiana is only one of four states in the Army National Guard with a unit capable of supporting these rigging operations. The unit’s move into a lease of 16,400-square-foot hangar and share 35 acres of ramp space at the Columbus Municipal Airport, allows much closer proximity to drop zones at Camp Atterbury, saving time and resources for training activities.

### **Other Projects**

- Elkhart Armory Roof: \$276,000
- Martinsville Armory Roof: \$366,000
- Monticello Armory Roof: \$240,000
- Winchester Armory Roof: \$300,000
- Shelbyville Armory Roof: \$660,000
- New Albany Field Maintenance Shop Roof: \$36,000

The Indiana National Guard and Slovak armed forces celebrated their 22-year partnership and continued to work shoulder-to-shoulder in myriad exercises.



*“The Indiana National Guard’s partnership with Slovakia plays a vital role in the European theater’s security cooperation efforts. The multiple events and exercises conducted in fiscal year 2016 helps build interoperability amongst our forces, provides assurance to our partners and continues to deter our aggressors.”*

**— Maj. Shawn Eaken**  
International Programs Director

The Indiana National Guard deployed more than 500 soldiers and airmen, as well as aircraft, 122nd Fighter Wing A-10s and 38th Infantry Division UH-60s, within fiscal year 2016.

All totaled, Indiana and Slovakia conducted 35 separate events, highlights below.

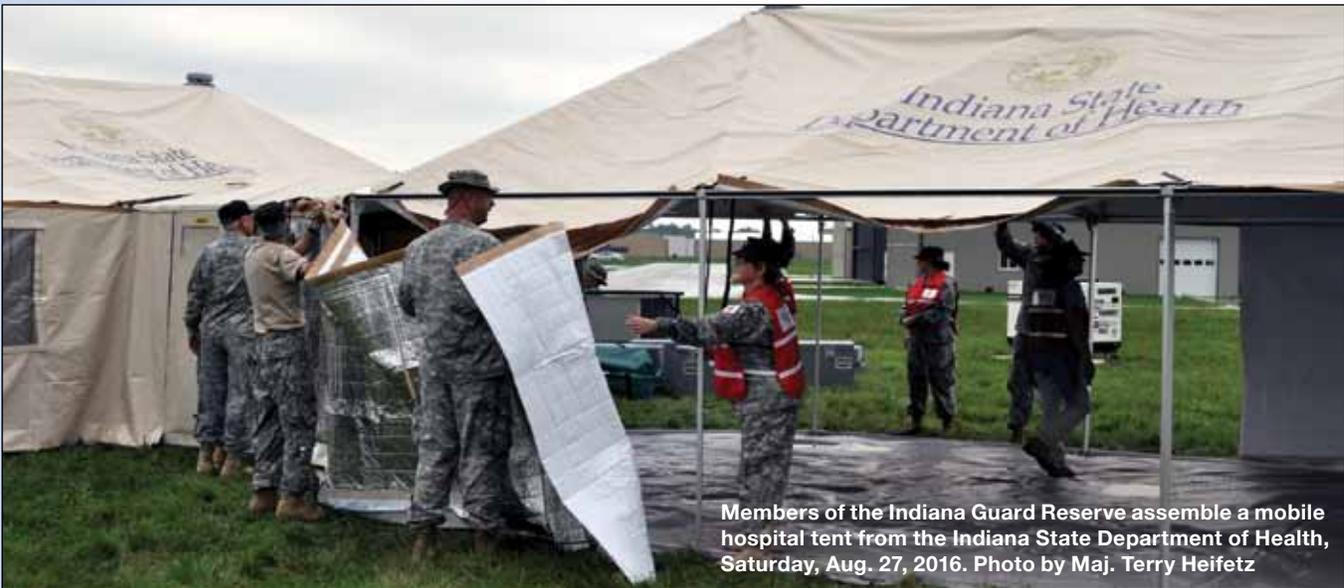


## Highlights

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- Atterbury-Muscatatuck & Lest partnering in-country exercise
- Noncommissioned officer battle staff in-country exercise
- Slovak Atlantic Commission key-leader engagement
- Intelligence, cyber in-country exercise
- Congressional delegate visits
- Operation Slovak Warthog
- Special forces evaluation
- Tobruq Legacy Exercise
- Locked Shield Exercise
- Toxic Lance Exercise
- Toxic Valley Exercise
- Operation Anakonda
- Warfighter Exercise
- Slovak Shield 2016

A Slovak armed forces MiG-29 takes the lead in front of two 122nd Fighter Wing A-10s in a flyover demonstration at Silac Air Base in Slovakia, Wednesday, July 27. Photo by Sgt. 1st Class Lasima O. Packett



Members of the Indiana Guard Reserve assemble a mobile hospital tent from the Indiana State Department of Health, Saturday, Aug. 27, 2016. Photo by Maj. Terry Heifetz

The Indiana Guard Reserve has embraced a new mission — to become the “go-to” agency for medical emergencies across the state of Indiana during a crisis.

At the Warsaw airport, the Indiana Guard Reserve and Indiana State Department of Health teamed up to demonstrate how quickly they could set up a mobile hospital. Under the direction of the health department, dozens of Guard Reservists removed hospital tents and equipment from a trailer, built it and tested it. The process took less than two hours.

“It has everything you’d need for a full hospital,” said Col. Mark Griffith, the Indiana Guard Reserve medical commander. “We have physicians, EMTs and other medical professionals who can staff it, no matter where it is.”

Once the hospital was operational, IGR’s medical command tested its capabilities using mock patients. Parkview Health brought its Samaritan Two air ambulance from Rochester to evacuate a patient after triage at the hospital. Emergency management agencies, first responders, elected officials and reporters came on-site to witness the event.

Medical training was just one part of the IGR’s busy year. The month of May’s Indianapolis 500 activities kept Guard Reservists busy, as always.



Indiana Guard Reservists monitor the 500 Festival Mini-Marathon, Saturday, May 7, 2016. Photo by Maj. Terry Heifetz

Each year, Guard Reservists provide security and logistical assistance for the 500 Festival Mini-Marathon, making sure the roads are safe for runners, walkers and spectators. Medical command stands by to assist any participants who need assistance.

Even before the Mini-Marathon ends, the IGR is preparing for the Indianapolis 500 Festival Memorial Service. Guard Reservists are there to keep the area secure for this somber celebration.

The next morning, it’s a different kind of celebration; it’s a party in the streets as the Indianapolis 500 Parade takes over downtown Indy. At Tyndall Armory, Guard Reservists host volunteers who make the parade possible and the cars that the Indy 500 drivers will ride in the parade.

All year long, the IGR supported the state by assisting in many other missions, highlights below.

## Highlights

- State Guard Association Communication Exercises
- National Guard Association of Indiana Car Show
- Indianapolis 500 Festival Memorial Service
- Indianapolis 500 Festival Mini-Marathon
- Commemorative Air Force Warbird Expo
- JROTC Cadet Leadership Challenge
- Warfighter Exercise Support



Indiana Guard Reserve Sgt. 1st Class, right, Jeffrey King directs a JROTC cadet to a land-navigation point. Photo by Maj. Terry Heifetz



Indiana National Guard soldiers with the 38th Infantry Division, Pfc. Lal Siang, and Pfc. Nkanyiso Ndlovu, both from Indianapolis, examine their mannequin to put their combat lifesaver skills to the test at Camp Atterbury's Medical Simulation Training Center, Wednesday, Aug. 10, 2016. Photo by Spc. Jesse Chapel

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 soldiers of all components.

Several medical courses are available at the state-of-the-art Medical Simulation Training Center. Training at the MSTC is available to National Guard soldiers, Defense Department civilians and other branches of the military. In fiscal year 2016, the institute cadre instructed and graduated 3,122 students.

The RTI provided more than 15 different courses of instruction with most having multiple iterations.

**Infantry School:** The 138th Regiment offers the infantryman transition course, infantryman qualification course and infantryman advanced leader course each April. In 2016, 74 soldiers graduated these three courses. Training includes classroom and field training culminating with exercises at Muscatatuck Urban Training Center.

**Officer Candidate School:** The Indiana Officer Candidate School offered at the RTI offers one class per year. National Guard Bureau issued guidance as to the locations of Phase 1, Phase 3 and accelerated programs attendance. All accelerated

officer candidates will attend the eight-week program in Alabama. The traditional candidates will go to Minnesota for Phase 1, Washington state for Phase 3 and conduct 13 in-active duty training weekends in Indiana for Phase 2. The RTI continues to conduct an OCS Phase 0 program that prepares the new officer candidates for the environment they will encounter in Phase 1. In conjunction with the Recruit Sustainment Detachment – Officer Program, Indiana officer candidates are better prepared to meet the rigors of the endeavor with which they have chosen.

**Warrant Officer Candidate School:** The Warrant Officer Candidate School at the 138th Regional Training Institute provides soldiers nationwide with an alternative to the six-week active course at Fort Rucker, Alabama, while still providing candidates with the same high standards of training. The RTI WOCS is comprised of three phases. Phase I is online learning. Phase II consists of five training weekends at Camp Atterbury. Phase III is two weeks of training at Camp Atterbury that concludes with a graduation ceremony. Phases II and III are located at Camp Atterbury. The centralized training location and state-of-the-art facilities are a vital part of the

Warrant Officer Career College's continued, full accreditation of the Indiana program. In 2016, Phase II had 15 candidates from Indiana, Michigan, Illinois and the Army Reserve. Phase III had 151 candidates from 32 states. The Indiana WOCS also serves as an Army School System WOCS battalion that has responsibilities over Phase II training companies in Indiana, Iowa, Kentucky, Minnesota, Ohio and Wisconsin.

**Medical Training:** The mission of the Camp Atterbury Medical Simulation Training Center is to train soldiers to have the fullest ability to provide the highest standard of medical care in all aspects of combat trauma management, during any mission in various environmental and physical conditions. The MSTC uses state-of-the-art medical simulation training to minimize the severity of injuries and loss of life in peace and wartime by incorporating emerging medical technology and techniques backed by Army Emergency Medical Service. In 2016, the MSTC reached 3,122 students from Indiana and surrounding states. Various agencies have participated in training, including all military branches, civilians, government contractors, as well as local police, fire and homeland security departments.

## Hoosier Youth Challenge Academy

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



Hoosier Youth Challenge cadets study in a classroom at their academy in Knightstown, Indiana, Thursday, Feb. 10, 2016. Courtesy photo

### Class 18

- 93** graduates
- 83%** registered
- 50** or **53.7%** achieved GED
- 4K+** community service hours

### Class 19

92 cadets enrolled

### Online

-  [hoosieryouthchallenge.org](http://hoosieryouthchallenge.org)
-  HycaMis
-  HoosierYouth
-  [Hoosier-Youth-ChalleNGe-Academy-401257849918048/](https://www.facebook.com/Hoosier-Youth-ChalleNGe-Academy-401257849918048/)

## STARBASE

STARBASE Indiana is a premier educational program sponsored by the Department of Defense.

At STARBASE Indiana students participate in challenging hands-on, minds-on activities in science, technology, engineering and math. Students interact with STEM civilian and military professionals to explore careers and observe STEM applications in the real world. The STEM-program encourages students to set goals and achieve them.

STARBASE Indiana-Fort Wayne at the 122nd Fighter Wing headquarters hosted more than 1,600, fifth-grade students from various counties in and around Fort Wayne. Students meet with military installation mentors including A-10 pilots. STARBASE 2.0 programs in Fort Wayne's region doubled in size to include four new after-school programs with approximately 20 students each at four schools. Students met for 10 weeks each session after-school. Fort

Wayne's location also hosted three summer camps. A total of 92 campers attended the summer session in Fort Wayne. Fort Wayne met with more than 300 Girl Scouts at a STEM outreach for girls, presented at the 122nd Fighter Wing Family Day, offers STEM project interaction to hospitalized children at Lutheran Hospital monthly, and also held day classes to more than 100 students at the McMillen Parks Department.

The Indianapolis region hosted more than 694, fifth-grade students from Indianapolis and surrounding areas. While attending the STARBASE 1.0 program these students had an opportunity to explore the Rolls - Royce Heritage Trust Museum, listen to career engineers discuss their profession and view the F-35 lift-fan built locally in Indianapolis.

Indianapolis' academy also served 85 summer campers at three sessions held throughout the summer. This location hosted five outreach events within the

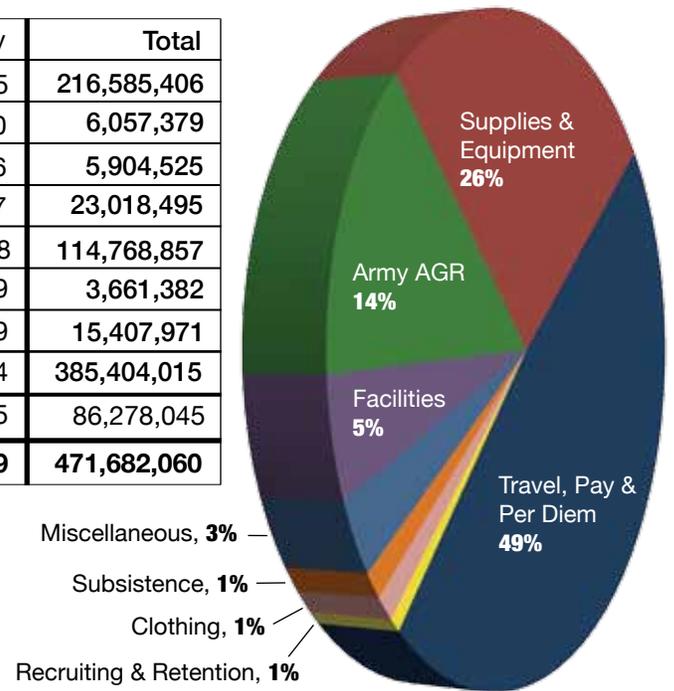
community: Celebrate Science Indiana, Passport to Hi-Tech and the Curiosity Fair at Conner Prairie, Conner Prairie Aviation Youth Camp, and the Warbird Expo.

The South Bend location opened its doors at the National Guard armory in February 2016. Since then, the cadre established relationships with area schools. At the armory, the military personnel have offered their STEM expertise as guest speakers and volunteers to the students including a demonstration on the vehicle convoy operations trainer. Its STARBASE 1.0 program hosted 201 students sparking their interest in STEM topics and careers. The South Bend location held two summer camps expanding 60 students' knowledge of robots, Newton's laws, rocketry and navigation. The South Bend location also participated in a STEM symposium at the University of Notre Dame and demonstrated robotics at the Mini Maker Faire at the Success Academy.

## Federal Appropriated Funds

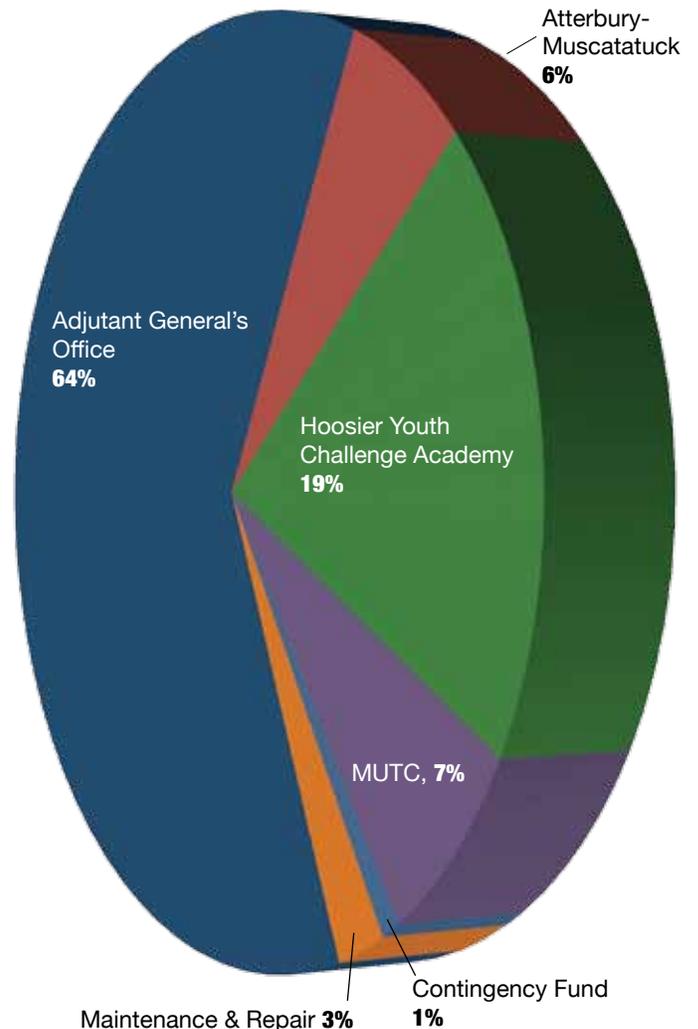
Category	Air	Army	Total
Travel, Pay & Per Diem	111,805,961	104,779,445	216,585,406
Subsistence	139,639	5,917,740	6,057,379
Clothing	86,569	5,817,956	5,904,525
Facilities	3,938,418	19,080,077	23,018,495
Supplies & Equipment	3,272,609	111,496,248	114,768,857
Recruiting & Retention	95,393	3,565,989	3,661,382
Miscellaneous	4,889,242	10,518,729	15,407,971
<b>Subtotal Federal Funds</b>	<b>124,227,831</b>	<b>261,176,184</b>	<b>385,404,015</b>
Army AGR*	—	86,278,045	86,278,045
<b>Grand Total</b>	<b>124,227,831</b>	<b>347,454,229</b>	<b>471,682,060</b>

\*Paid directly by Defense Department



## State Appropriated Funds

Adjutant General's Office	
Personal Services	4,262,248
Other Operating	<u>3,881,931</u>
Total	<b>8,144,179</b>
Atterbury-Muscatatuck	
Personal Services	787,115
Other Operating	<u>25,114</u>
Total	<b>812,229</b>
Hoosier Youth Challenge Academy	
Personal Services	615,607
Other Operating	1,447,752
Dedicated	<u>392,850</u>
Total	<b>2,456,209</b>
Muscatatuck Urban Training Center	
Personal Services	381,726
Other Operating	<u>551,579</u>
Total	<b>933,305</b>
Civil-Military Contingency Fund	
Personal Services	90,444
Other Operating	<u>28,560</u>
Total	<b>119,004</b>
Accumulative Maintenance & Repair	328,687
<b>Grand Total:</b>	<b>\$12,793,613</b>



## Federal Payroll by Location

Location	Traditional Guardsmen	Technicians	Active Guard	Total Spent
Anderson	60	7	4	1,134,959
Angola	101	—	1	1,630,505
Bedford	76	—	2	1,246,857
Bloomington	166	10	13	3,021,230
Bluffton	59	—	2	975,106
Brazil	205	1	4	3,356,922
Columbus	171	—	13	2,941,303
Connersville	80	—	3	1,326,783
Crawfordsville	101	—	3	1,662,476
Danville	129	—	4	2,126,051
Edinburgh	573	140	100	12,996,083
Elkhart	87	10	2	1,582,549
Elwood	31	—	2	527,516
Evansville	518	9	23	8,791,938
Fort Wayne	1,178	224	141	24,665,384
Frankfort	68	—	2	1,118,974
Franklin	574	—	38	9,783,030
Gary	484	29	18	8,488,217
Greencastle	14	—	2	255,765
Greenfield	42	—	3	719,340
Hammond	77	—	2	1,262,842
Hartford City	88	—	3	1,454,666
Huntington	63	—	2	1,039,047
Indianapolis	1,508	428	296	35,679,285
Jasper	158	6	11	2,797,435
Kokomo	188	—	10	3,165,098
La Porte	125	—	3	2,046,124
Lafayette	397	16	19	6,905,668
Lebanon	49	—	2	815,252
Linton	102	—	3	1,678,461
Logansport	115	—	3	1,886,270
Madison	60	—	3	1,007,077
Marion	81	10	14	1,678,461
Martinsville	112	—	3	1,838,314
Michigan City	35	2	5	671,384
Monticello	130	—	3	2,126,051
Muncie	312	—	76	6,202,313
New Albany	94	7	9	1,758,388
North Vernon	39	—	2	655,399
Peru	42	—	1	687,370
Plymouth	134	—	3	2,189,992
Remington	84	—	2	1,374,739
Rensselaer	48	—	2	799,267
Richmond	60	6	3	1,102,989
Rockville	38	—	2	639,414
Salem	77	—	2	1,262,842
Scottsburg	247	—	3	3,996,336
Seymour	100	—	3	1,646,490
Shelbyville	360	93	38	7,848,803
South Bend	414	1	13	6,841,727
Terre Haute	834	148	164	18,319,203
Valparaiso	61	—	6	1,071,018
Vincennes	84	—	6	1,438,681
Warsaw	52	—	4	895,179
Washington	67	—	4	1,134,959
Winchester	141	—	4	2,317,875
<b>Totals:</b>	<b>11,293</b>	<b>1,147</b>	<b>1,109</b>	<b>\$216,585,406</b>

## State Fiscal Impact by Armory, Location

Location	Employees	Costs in \$: Personnel	Operating	Armory Board	Total
AGO — Miscellaneous	—	—	571,415.62	577,038.47	1,148,454.09
Anderson Armory	1	25,905.10	130,884.12	5,937.76	162,726.98
Camp Atterbury	110	4,697,890.08	5,878,441.58	35,401.49	10,611,733.15
Baer Field	—	—	1,277,173.79	2,282.27	1,279,456.06
Bedford Armory	1	30,510.74	36,477.33	3,956.14	70,944.21
Bloomington Armory	1	30,280.90	81,842.08	275.90	112,398.88
Bluffton Armory	1	23,635.56	37,431.01	3,566.43	64,633.00
Brazil Armory	1	31,237.70	28,430.60	2,432.90	62,101.20
Columbus Armory	1	34,691.80	205,746.41	3,612.72	244,050.93
Connersville Armory	1	22,958.26	25,854.16	146.61	48,959.03
Crawfordsville Armory	1	22,958.26	88,019.16	1,229.00	112,206.42
CSMS Indianapolis	—	—	221,990.91	—	221,990.91
Darville Armory	1	23,404.16	30,540.93	1,043.00	54,988.09
Indianapolis Armory	4	128,699.22	155,865.30	20,666.94	305,231.46
Electronic Security	—	—	82,213.35	—	82,213.35
Elkhart Armory	1	22,726.60	60,825.82	6,474.39	90,026.81
Elwood Armory	1	21,216.00	106,322.61	11,240.54	138,779.15
Evansville Armory	2	45,414.72	126,536.71	24,283.00	196,234.43
Flight Facility Indianapolis	—	—	144,421.92	—	144,421.92
Wayne Armory	61	1,793,791.74	112,743.82	15,100.00	1,921,635.56
Frankfort Armory	1	33,254.00	39,570.69	967.02	73,791.71
Franklin Armory	4	26,702.00	283,781.75	—	310,483.75
Gary Armory	4	75,256.22	63,028.91	84,614.48	222,899.61
Greencastle Armory	2	64,198.16	20,396.28	222.95	84,817.39
Hammond Armory	1	26,323.18	19,241.27	1,522.61	47,087.06
Hartford City Armory	1	33,415.72	27,006.15	4,798.61	65,220.48
Huntington Armory	1	22,289.54	47,731.11	1,794.00	71,814.65
Jasper Armory	1	21,216.00	38,803.20	7,428.55	67,447.75
Knightstown Armory	68	1,754,318.02	509,590.81	379.84	2,264,288.67
Kokomo Armory	2	67,294.24	27,403.89	2,628.45	97,326.58
Lafayette Armory	3	73,330.40	189,289.52	19,583.00	282,202.92
Lawrence Armory	1	21,216.00	298,750.00	23,744.27	343,710.27
Logansport Armory	1	33,600.84	27,928.56	—	61,529.40
Madison Armory	1	32,032.00	149,712.22	947.53	182,691.75
Marion Armory	1	30,834.96	10,597.07	8,216.00	49,648.03
Martinsville Armory	1	30,902.56	276,333.37	2,686.07	309,922.00
Michigan City Armory	1	22,958.26	53,860.82	3,564.47	80,383.55
Monticello Armory	1	26,493.48	328,457.40	10,708.16	365,659.04
Muncie Armory	2	52,281.06	78,774.54	4,102.12	135,157.72
MJTC Armory	91	1,996,932.60	2,143,511.25	1,343.10	4,141,786.95
New Albany Armory	1	35,512.62	28,545.18	1,764.00	65,821.80
North Vernon Armory	1	29,836.56	46,616.58	967.50	77,420.64
Peru Armory	1	22,289.54	205,129.35	11,134.25	238,553.14
Plymouth Armory	1	33,254.00	35,863.66	3,341.61	72,459.27
Remington Armory	1	23,404.16	35,455.43	6,386.95	65,246.54
Rensselaer Armory	—	—	131,744.88	—	131,744.88
Richmond Armory	1	23,404.16	159,207.27	—	182,611.43
Rockville Armory	1	25,735.84	46,326.96	5,961.05	78,023.85
Salem Armory	2	32,002.10	141,960.69	1,328.33	175,291.12
Scottsburg Armory	2	33,254.00	30,776.35	3,019.42	67,049.77
Security Police	—	—	124,114.81	—	124,114.81
Seymour Armory	1	21,216.00	169,780.14	1,242.80	192,238.94
Shelbyville Armory	4	36,209.68	835,607.57	16,895.35	888,712.60
South Bend Armory	2	63,363.30	2,494,397.05	33,847.82	2,591,608.17
Stout Field Armory	61	2,442,714.30	1,031,689.74	34,317.90	3,508,721.94
Terre Haute Armory	34	849,140.50	820,153.09	427.61	1,669,721.20
Tyndall-Moorhead Armory	16	694,237.70	337,463.32	6,161.30	1,037,862.32
Valparaiso Armory	1	27,908.40	22,751.56	78.00	50,737.96
Vincennes Armory	1	32,612.84	33,665.49	575.05	66,853.38
Warsaw Armory	1	26,958.36	269,499.45	558.05	297,015.86
Washington Armory	1	30,322.50	20,332.05	1,722.44	52,376.99
Winchester Armory	1	33,254.00	51,215.19	9,632.33	94,101.52
<b>Totals:</b>	<b>510</b>	<b>\$15,916,800.64</b>	<b>\$21,109,241.85</b>	<b>\$1,033,300.55</b>	<b>\$38,059,343.04</b>



An Indiana National Guard 122nd Fighter Wing A-10 Thunderbolt II aka Warthog flies over Slovakia, Wednesday, July 27, 2016. Members of the U.S. and Slovak armed forces joined together for Operation Slovak Warthog to demonstrate joint operations with a variety of aircraft during Operation Atlantic Resolve. The operation showed the United States' unfailing dedication to NATO allies and demonstrated the continued commitment to European security and stability. Photo by Staff Sgt. William Hopper

Indiana National Guard Staff Sgt. Gerald Estelle, a 122nd Fighter Wing weapons loader, dons his gas mask as an alarm sounds during a base-wide exercise, Friday, May 13, 2016, at the Indiana Air National Guard Base in Fort Wayne. Airmen trained to operate while in their protective gear, used during chemical, biological, radiological or nuclear attacks. Photo by Staff Sgt. William Hopper

