



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



August 29, 2022

Director, State Budget Agency
ATTN: Mr. Zachary Jackson
Room 212, State House
200 W. Washington Street
Indianapolis, Indiana 46204-2793

RE: State Budget Agency Memo FY24/25 Budget Submission Guidance

Dear Mr. Jackson;

The Adjutant's General Office (AGO) provides this Agency's Overview Narrative information as directed in the above referenced memorandum:

MISSION STATEMENT

The Indiana National Guard acquires, develops, employs, and retains a ready force capable of functioning as both a federal operational reserve and a state and community militia to assist, protect, and defend the people, assets, and values of State and nation.

1. AGENCY PROGRAMS/FUNCTIONS

The agency uses several internal programs to administer Indiana National Guard funds. The following paragraphs describe the function of each program:

a. Adjutant General Funds (Main Operating). This program supports the overall operational and administrative costs of the Indiana Army and Air National Guard. Included in this program is the State share of costs for operating 62 Armories located throughout the state, Hulman and Baer Air Fields located at Terre Haute and Fort Wayne respectively.

b. Hoosier Youth Challenge Academy (HYCA). Located at Knightstown, Indiana, HYCA is a 75% federal and 25% state funded organization that targets 16-18 year old "at risk" youth. The HYCA purpose is to offer students a variety of educational opportunities and life skills to improve their education and employment opportunities and to become successful members of their communities.

c. The Atterbury-Muscatatuck enterprise encompasses more than 35,000 acres of training and maneuver space. Within Johnson, Bartholomew and Brown counties is Camp Atterbury, near Edinburgh, Indiana, an armed forces reserve training area operated by the Indiana National Guard. The base supports active duty and reserve component training, as well as other local, state and federal agency training.

(1) Muscatatuck Urban Training Center (MUTC). Located at North Vernon, Indiana,

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this facility provides both kinetic and non-kinetic training venues for federal, state and local governmental and military organizations.

(2) **Camp Atterbury-Muscatatuck Center for Complex Operations (CAMCCO).** This organization, co-located at Camp Atterbury, is the integrating headquarters for federal, state and private organizations utilizing Camp Atterbury and MUTC facilities and ranges.

d. Governor's Civil and Military Contingency Funds. The purpose of these funds is to provide State emergency funds for the commitment of National Guard forces to support a full spectrum of domestic operations including civil disturbance, acts of terrorism or natural disasters.

2. ACCOMPLISHMENTS AND CHALLENGES.

a. **The Adjutant General's Funds (Main Operating)**. In FY-22/23 this account received an appropriation of \$9,834,777.00 each year. The following departments are included in the Adjutant General's Funds:

(1) **Controller Department**. The Controller Department is responsible for properly administering the Main Operating funds as well as providing guidance and fiscal oversight of the accounting departments for Atterbury/Muscatatuck Center for Complex Operations (AMCCO), Muscatatuck Urban Training Center (MUTC), the Hoosier Youth Challenge Academy (HYCA) programs and the accounting departments of the two Air National Guard bases that make up this Agency. During FY-22 this department managed and executed eighteen (18) Cooperative Agreements totaling approximately \$73,305,000 that provides for the maintenance and upkeep in support of our 62 armories, two air bases, Camp Atterbury, Muscatatuck, the Hoosier Youth Challenge Academy and grounds at Knightstown, and three Starbase programs

(2) **Human Resources**. This agency is currently authorized 582 positions providing support to the Indiana Army & Air National Guard. National Guard Bureau Cooperative Agreements authorize and reimburse 468 of these positions in whole or in part by federal funds. Included in cooperative agreement jobs are areas pertaining to Anti-terrorism, at-risk youth and emergency services including security and firefighting. This Agency also has state employees at our 62 National Guard Armories/Readiness Centers, Camp Atterbury, Muscatatuck Urban Training Center, two Air National Guard bases at Terre Haute and Fort Wayne, Stout Field headquarters and the Hoosier Youth Challenge Academy at Knightstown.

(3) **Facilities**. This office supports the Adjutant General in providing for the sustainment, repair, and modernization of Armories and Support Facilities for use by the Military Forces of the State of Indiana. The Agency currently has 230 structures, which includes 62 armories, throughout Indiana. Due to funding constraints, sustainment and repair of facilities has primarily been limited to addressing life, health, and safety issues. These constraints have only narrowly allowed for keeping these facilities operating. This office is experiencing degradation of facilities that will adversely affect operational status. The only facilities maintained close to acceptable levels receive full reimbursement by the federal government.

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Beyond their primary purpose as a military installation, National Guard Armories support a variety of other activities. Examples of this are:

- (a) Community Centers, especially in smaller communities throughout the State.
- (b) Distance Learning and Education Centers for military and civilian use. The Distance Learning Centers provide communities broad access to education, training and information for the development of new skills to enhance the quality of life. They also serve as a means of communication during times of emergency.
- (c) Supplemental classrooms for primary, secondary and post-secondary educational institutions.
- (d) Emergency operations centers and shelters (civil emergencies).
- (e) Employer Support to the Guard and Reserve (ESGR) meetings.
- (f) Family Readiness Group centers to support deployed troops.
- (g) Voting Centers to support county and municipal governments.

(4) **Contracting**. This office was created in FY18 after being split off from the facilities office. The purpose for this split was to create a more efficient use and management of appropriated funds. Simultaneous with the creation of this office was the implementation of ePRO as the preferred contracting software solution. The office now handles hundreds of purchase requests on a monthly basis that allows for the facilities office to concentrate their efforts on maintenance of armories and facilities.

(5) **Governor's Civil and Military Contingency Funds**. This account receives \$65,125 each year. The purpose of these funds is to provide funding to cover expenses for the rapid commitment of National Guard forces on State Active Duty (SAD) in response to civil disturbance or natural disaster.

Challenges.

Rising costs to increased maintenance and utility costs throughout the Agency continue to be a challenge for this Agency to provide adequate maintenance and upkeep of our National Guard Armories. The cost increases, along with a decline in revenue have had a significant impact to our State Armory Board's (SAB) ability to provide the necessary maintenance and upkeep to our facilities. The SAB no longer has the ability to provide the level of support to our armories without the continued support of the State Budget's capital and preventive maintenance budget as well as State share dollars allocated in the General Fund.

b. **Hoosier Youth ChalleNGe Academy (HYCA) / Knightstown**. This account is funded 75% federally with a 25% state matching funds. The total HYCA Program budget for FY-23 is

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\$3,441,875.62 federal funds and \$1,147,291.87 state funds. The Program was established to support the Hoosier Youth Challenge Academy (HYCA), located at Knightstown, IN, which is the former Indiana Soldiers' and Sailors' Children's Home. HYCA serves as an opportunity to challenge at-risk 16-18 year old youths to change their lifestyles and become productive citizens. The reading and math skills of students greatly improve as a result of this program.

During the Residential Phase the Cadets spend their time focused on the Eight Core Components: Leadership/Followership; Life Coping Skills; Physical Fitness; Academic Excellence; Health and Hygiene; Responsible Citizenship; Job Skills; Service to Community. This focuses the Cadet on changing their behavior and adapting to the realities of the world they are about to face as young adults, challenging them to live by a set of values.

The Academic Excellence Core Component offers the Cadets the opportunity to demonstrate improvement in all academic areas: Social Studies; Reading; Writing; Science and Math. On average, a majority of Cadets begin the Residential portion of the program at approximately a 6th Grade Reading Level and graduate the Residential portion of the program at approximately an 8th Grade Reading Level. The Academy also offers every Cadet the opportunity to take their TASC at least one time while in the Residential Phase.

The Hoosier Youth ChalleNGe Academy has successfully graduated 2,202 Cadets through its program with nearly 70% earning their GED. Additionally, to date Ivy Tech and Lincoln Tech have awarded \$904,000 in scholarships to our graduates. Ivy Tech scholarships are \$1,000 each and are awarded to 14 individuals. Unfortunately, Lincoln Tech's no longer participates in the program.

Challenges.

Attracting qualified cadets in the past two years has been a significant challenge. Although the program is aimed to attract at-risk youth, not all youth are suitable for the program. We continue to have issues with retaining qualified cadre for this program. The high standards of conduct required, plus the long hours and weekends puts a strain on cadre members.

c. Atterbury-Muscatatuck Center for Complex Operations(A-MCCO)

The Atterbury-Muscatatuck Center for Complex Operations (A-MCCO) account, received \$592,791 for both FY22 &23 appropriation. This program is located at Camp Atterbury, near Edinburgh, Indiana. It serves as the coordinating headquarters and business office for the Camp Atterbury and Muscatatuck training and testing complex (Atterbury-Muscatatuck). The primary activity of the Center is working with a number of military and non-military collaborating agencies in a consortium, which includes local, state, and national government agencies and activities; several institutions of higher education; and a variety of private sector businesses and firms.

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Challenges.

The full time staff has a limited travel budget as most of their travel is out of state.

d. **Muscatatuck Urban Training Center (MUTC)**, with an annual appropriation of \$1,002,873.00 for both FY22/23, MUTC is a training range component of Camp Atterbury, located near North Vernon, Indiana. Nationally recognized as a “state of the art” urban training and testing facility for military and non-military organizations, MUTC includes many local, state and federal agencies and activities.

Camp Atterbury proper is more than 34,000 acres in size; plus 1,000 non-contiguous acres of the living, breathing city environment known as the advanced urban training facility at Muscatatuck. The Atterbury-Muscatatuck complex provides a full suite of live, virtual and constructive ground ranges, maneuver space, facilities, simulation training aid devices, joint simulations, two training and exercise complexes, two air to ground gunnery ranges, an airfield and air space to train for 21st century warfare, as well as homeland defense exercises. Support for reception, staging and personnel processing is also available as an element of the “be prepared” for Mobilization mission. Atterbury-Muscatatuck also supports the Army’s Sustained Readiness Model (SRM) through maneuver, live fires and staff proficiency aim points. Atterbury-Muscatatuck continues to increase support for training objectives and offers state-of-the-art live fire and simulation base training venues. The Installation hosted 445,177 user training days in fiscal year 2022, this number does not include the 7100 Afghanistan refugees as part of Operation Allies Welcome and is scheduled to host 323,661 user training days thus far for fiscal year 2023. FY22 is highlighted by Operation Allies Welcome, one homeland defense exercises (Guardian Response), and FY23 is highlighted by one War-fighter exercise (WFX), two homeland defense exercises (Vibrant Response and Guardian Response), and one Mobilization exercise (MOBEX).

For more than a decade, Atterbury-Muscatatuck mobilized and demobilized more than 148,108 service members from all branches of the U.S. armed forces to deployments to Iraq, Afghanistan, Kuwait, Bosnia, and the Horn of Africa. Atterbury-Muscatatuck maintains a status as a Department of the Army planned mobilization station.

The Atterbury-Muscatatuck complex provides many unique training and testing venues to prepare individuals and military organizations to meet challenges at home and abroad. Included in the offerings are multiple weapons ranges, tactical maneuver areas, urban assault courses, air to ground gunnery, live and virtual simulation facilities, and agricultural training areas. During FY22, Camp Atterbury hosted 30 conferences and events, hosted 90 distinguished visitors, and received over **\$1.5M** in funds for conduct of exercises for out of state organizations.

The Atterbury-Muscatatuck Complex offers a diverse portfolio of capabilities, services and programs utilizing military, government, university and private partnerships. Drawing on resources from the Indiana Department of Corrections providing in-kind services for

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maintenance and laundry, small business operations on the grounds at the facilities, to key community partnerships, the value of Atterbury-Muscatatuck is invaluable to the State of Indiana.

Challenges.

The Muscatatuck installation staff is still reflective of the staff that existed when the campus was a hospital with very few residents. With the expansion of exercises and training venues for the numerous missions now conducted, the staff needs to expand in order to meet all demands.

3. STRATEGIC OBJECTIVES/INITIATIVES FOR THE NEXT BIENNIUM. The INNG incorporates 5 lines of efforts to describe its strategic objectives, nested with the Governor's Next Level Agenda.

- a. ACQUIRE: The accessions of Soldiers and Airmen into the Indiana National Guard to meet respective end strengths of 11,100 Soldiers and 1,938 Airmen.
- b. DEVELOP: The mechanisms to train, promote, broaden, and assign people within the organization and the processes to develop and groom current and future leaders. Our measure of performance for this LOE is at least an 80% job qualification standard with 85% of our senior grades filled.
- c. EMPLOY: The utilization of INNG formations in support of state emergencies and federal contingencies coupled with effective training management systems will yield a force capable of meeting all the Governor's state active duty requirements as well as deploy, on time, within the Department of Defense's planning structures.
- d. RETAIN: The development of systems to maintain 75% of our formation as available for deployment, manage our attrition rates, and integrate family services into Soldier and Airman well-being programs.
- e. LONG RANGE INITIATIVES: This LOE focuses specifically on the Governor's Next Level Agenda; plans for facility, force structure, and material refinements to the organization; and seeks to incorporate our assets in direct support of the INNG's status as a state agency. These initiatives seek to contribute to the Governor's stated goal of tripling defense spending by 2024 and create a flexible organization whose structure does not constrain our ability to support State and Nation.

4. PROGRAMS REDUCED/ELIMINATED/REPLACED. None

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5. SUMMARY

Readiness is the most critical issue for the Indiana National Guard and our people are our most precious resource. As the 6th largest Army National Guard and the 13th largest Air National Guard in the United States, the Indiana National Guard receives over \$322 million in federal funds per fiscal year to support training throughout Indiana, Slovakia and many other parts of the world. To date the Indiana National Guard has mobilized and deployed over 24,000 Soldiers and Airmen since 9/11 to fight in the war against terror.

While we are proud of our accomplishments, our budgetary requirements address how we buttress our people, including our state employees who provide the necessary maintenance and upkeep of our armories, allowing our Soldiers and Airmen to focus on their training mission during their weekend drills and annual training. After this tumultuous year, we assess that our pandemic and civil unrest response competencies will likely grow. This budget reflects an appropriate resourcing of those requirements.

R. DALE LYLES
Brigadier General, INNG
The Adjutant General