



STATE OF INDIANA
OFFICE OF THE GOVERNOR
State House, Second Floor
Indianapolis, Indiana 46204

Michael R. Pence
Governor

Dear Colleague:

If the last four years have demonstrated anything, it is this: effective leaders are successful only if they are surrounded by a great team.

As I write to you, my fellow state employees, for the final time as Governor of the state of Indiana, I am grateful for the service you provided on behalf of Hoosiers and am confident that our time serving together will be remembered as an era marked by economic growth, government reform and increased opportunities for Hoosiers to live, work and play right here in the heart of the Heartland.

Today, I'm reminded of the old adage that says time is fleeting, often passing by so quickly that we sometimes forget to take stock of what has been accomplished or what has transpired. It seems like it was just yesterday that we began our time together, but these last four years have been marked by achievement and progress in Indiana.

Together, we made great strides since that January 2013 day when I took the oath of office. We lived up to our reputation and worked hard to create a state that attracts investment and jobs. With the Indiana General Assembly, we cut taxes in each of the last four years. We held the line on spending and with balanced budgets and record reserves, Indiana became the fiscal envy of the country. We rolled back burdensome red tape and made historic investments in education, infrastructure, innovation and reform.

We set a record for private sector employment. Today, we have more Hoosiers working than ever before in the 200-year history of this state. Indiana's economy added more than 165,000 new private sector jobs, and our state's unemployment rate has been cut in half. Indiana's labor force participation rate outpaced the national average for more than two years running.

Because of hardworking Hoosiers and our state's competitive business environment, we secured commitments from companies that represent more than \$15 billion in capital investment creating more than 90,000 jobs in the future.

And, because our fiscal foundation is strong, the state has been able to partner with local communities through the Regional Cities Initiative to support quality of life improvements, attracting even more talent and investment in our cities. The state investment of \$126 million will yield more than \$2 billion in total investments – a great value for taxpayers – and will span more than 100 projects that include the redevelopment of downtown areas and waterways while enhancing cultural and economic opportunities.

As the Crossroads of America, Indiana made robust infrastructure investments to meet the needs of our economy. In the last four years, we committed more than \$2.5 billion in new funding for roads and bridges – without raising taxes. We also secured the first ongoing, new investments for local infrastructure projects in more than a decade and cut the ribbon on new bridges on the Ohio River, made improvements on US 31 and made critical progress completing I-69 from Evansville to Indianapolis.

Our innovative Healthy Indiana Plan is a national model of how to provide affordable health care coverage to our most vulnerable citizens. Hoosiers are proving we can improve healthcare and drive down costs with consumer choices and preventive care without the federal mandates, taxes and fees.

With HIP 2.0, we have also made great strides expanding treatment for those who struggle in the grip of drug addiction. This year, we also broke ground on Indiana's first mental health hospital in more than a generation and brought together experts from across the state to craft solutions to combat the scourge of substance abuse in our communities.

In education, while investing record amounts in K-12 public education, we set aside millions of dollars to increase pay for good teachers. I'm especially proud that we made historic strides to ensure that our schools work for all our kids, regardless of where they start in life and regardless of where they want to start.

We became the first state in America to make career and vocational education a priority again in every high school.

I am especially proud to have signed legislation that, for the first time ever, provides public funding for quality pre-K education for disadvantaged Hoosier children. Our pilot program is opening doors for vulnerable children across Indiana and creating a framework for future investment in early childhood education.

Our focus on education is affecting student performance in the classroom. Thanks to the hard work of our kids, parents and teachers, graduation rates and test scores improved over the past four years all across the state.

I know in my heart that you will continue to play a significant role in shaping the path of this state and her people. It is no secret that the Hoosier state has become a model of reform and each of you has helped set a standard for how to serve a people in state government.

I have seen it firsthand in these last four years – the amazing generosity and compassion of our devoted state employees. In protecting our people, our resources and our way of life, I offer each of you my sincere thanks on a job well done.

As I finish my tenure as Governor of the state of Indiana, I will be forever grateful to Hoosiers for their trust and support. To my fellow public servants in state government, it has been the honor of a lifetime to serve the people of this state alongside each of you.

Please know that I will always admire the manner in which you serve our fellow citizens with diligence, grace and dedication.

A handwritten signature in black ink that reads "Michael R. Pence". The signature is written in a cursive style with a large initial 'M' and a long, sweeping underline.

Michael R. Pence
Governor of Indiana