



October 18, 2012

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### **Mission**

The mission of the Indiana War Memorials Commission is carved in the Indiana Limestone above the main entrance to the World War Memorial and has been engrained into every action we take:

“To commemorate the valor and sacrifice of the land sea and air forces of the United States and all who rendered faithful and loyal service at home and overseas; to inculcate a true understanding and appreciation of the privileges of American citizenship; to inspire patriotism and respect for the law to the end that peace may prevail, justice be administered, public order maintained and liberty perpetuated.”

The primary means of how we accomplish our mission is through the services we provide for our customers.

Our customers are classified into five distinct categories:

- Hoosier Veterans – Our primary mission is to commemorate the contributions of Hoosier veterans of the Armed Forces.
- Tenants – The National Headquarters of the American Legion and the Indiana Department of the American Legion occupy leased office space in the War Memorial complex.
- Tourists - On average, over 400,000 tourists visit our museums and monuments annually. Indiana War Memorial Staff conduct approximately 140 guided tours, upon request, at no cost to our attendees. Our goal is to increase attendance 10% each year.
- Organizational Activities – Last year over 250 events were held in our Indiana War Memorials meeting facilities and over 500 events were conducted on the properties. Events range from small weddings and meetings to large events which range from 1,000 to over 80,000 in attendance.
- Community Events – Our outdoor venues host over a dozen major community events (attendance greater than 10,000) ranging from the 500 Festival Parade in the spring to the Circle of Lights the day after Thanksgiving. In all, more than 1 million people visit our properties annually and over half are participants or spectators in these community events.

The Indiana War Memorials Commission is responsible for 24 acres of downtown property including the World War Memorial, American Legion Mall, Veterans Memorial Plaza, University Park, USS Indianapolis, and the Soldiers and Sailors Monument in the center of downtown that has become the icon of Indianapolis as well as the State of Indiana. The Soldiers and Sailors Monument, being the icon of the city and state, is always in the public eye. We strive to provide all our customers a safe, clean, and attractive surrounding both indoors and in our green spaces so that we can remain the center of attraction. In order to do so, we are constantly updating our museum that chronologically features expansive exhibits from the Revolutionary War through our current conflicts. We strive to portray an accurate and clear representation of Hoosier military history in our museums, programs, and website to further our commitment to the memory of our veterans. Another important service includes ensuring the long-term viability of facilities and grounds. With efforts from our Master Plan, we have pursued aggressive measures through repair and rehabilitation and preventive maintenance to provide for the safekeeping of historic artifacts and documents entrusted to our care and ensuring appropriate stewardship of the taxpayers' resources.

### **Programs and Functions**

The Indiana War Memorials primary function is to honor and commemorate Hoosier Veterans. With five city blocks of monuments and memorials, it is our responsibility to educate citizens on the accomplishments of Hoosier Veterans by paying tribute throughout our properties. Our facility has become the epicenter of all veteran activities for all branches of service across the State of Indiana. In order to maintain high expectations, we have a small but dedicated staff that strives to achieve the level of commitment to ensure the facilities exceed expectations.

Our Museum Specialists manage collections of over 7,000 items of military memorabilia and provide access to more than 200,000 visitors per year to 60 separate exhibits in two museums encompassing 32,500 square feet of exhibit space.

The Physical Plant Division is responsible for the Preventive Maintenance program including repair and rehabilitation, landscaping and custodial services for four occupied structures, seven exterior memorials, 45 pieces of exterior statuary, and over 1.3 million square feet of green space.

Our cooperation with the Indiana State Police Capitol Police provides a full range of public safety/law enforcement services within the War Memorial Plaza and Soldiers & Sailors Monument. Responsibilities include seven day, twenty-four hour police presence, safety of visitors and staff within the complex and the physical security of properties and historic artifacts.

The Administrative office supports the operating elements and provides administrative, personnel, financial, program management, and oversight to the operations of the War Memorials. This division is also responsible for the management of the Gift Shop/Observation deck inside the Soldiers and Sailors Monument and the scheduling and execution of more than 500 events held on the property each year.

### **Accomplishments and challenges over last two years**

We set out to increase our efficiency through networking with private organizations. We started to work with various organizations several years ago building relationships with landscaping and ham radio groups. The landscaping piece started with various groups donating plants and occasional labor to establish and maintain our numerous flower beds over the 24 acres we maintain. This past year we reached a goal of total donations for all flowers and shrubs throughout the properties which resulted in zero State funds being utilized. We even have volunteers to assist in maintaining the flower beds.

We now have audio throughout the Indiana War Memorial Museum in each exhibit area. A local ham radio club has donated the equipment and labor for 14 different exhibits. They have also accepted responsibility to maintain and periodically update the audio recordings.

Another savings has been our continued success working with the Indiana Department of Corrections (DOC). This past year DOC removed 15 large trees/stumps and the debris that had died. The commercial cost to remove the trees was estimated at over \$100,000.

Our agreement with the DOC to provide offenders has been increased over the past year. We were utilizing ten offenders five days a week and we now have access to fifteen offenders seven days a week. The DOC personnel are doing the work this agency previously were paying contractors more than \$250,000 per year to accomplish.

We have expanded our metrics gathering processes to include exterior event attendance. Additionally, we have refined our metrics gathering over the entire agency and have seen an increase in our attendance at a rate of 100%.

### **Objectives for next biennium**

The effort to complete projects on our Master Plan continues with an emphasis on repairing our infrastructure. As usual, we will rely on our Preventive Maintenance allocation but have also submitted several projects such as window/door repair to the IWM and the Legion buildings that warrant immediate attention due to safety and energy losses.

Our plan is to continue with the programs listed above and increase involvement where appropriate. Additionally, we are in the process of expanding our efforts to increase attendance to our museums by adding additional tours and training new docents/tour guides.