

City of Mishawaka
State of the City Address
February 21, 2011

“World Class Service”
Executive Summary - Mayor Dave Wood

Introduction-

The circumstances that brought me to this office last year were unique and historic. In August of 2010, former Mayor Rea announced his resignation to accept the position of President and CEO of the St. Joseph County Chamber of Commerce. Because of his departure, I now have held the office of Mayor since September 7, 2010, after leaving my employment with 1st Source Bank and resigning from serving on the Mishawaka Common Council representing the second district. Although I served the citizens of Mishawaka for eleven years as an elected official, I am now doing so in an office that, a few months ago, I never planned to have. Similarly, as a City, we welcome Mike Bellovich as our newest City Councilman serving Mishawaka’s second district. I have known Mike for over a decade, and appreciate his experience, abilities, and dedication.

I have always felt that City government is the most important layer of government because it is the closest to the people. That is what I love best about being Mayor. It is the highest honor of my life to serve our citizens in this position. Over time, Mishawaka has been blessed with great leadership. Decades ago, Mayor Prickett’s get it done attitude charted Mishawaka’s course. Mayor Beutter’s bold vision then set the stage for Mishawaka’s record growth. Mayor Rea not only continued that vision, but his bold leadership also navigated Mishawaka through the most difficult budgetary times that the City has faced in generations. These Mayors served our citizens well and have left the City far better off than they found her. These Mayors have made a tremendous impact on my life and I aspire to serve as well as they have, leaving Mishawaka better off for future generations.

My time as Mayor has been a whirlwind. Despite a few stitches (getting my lip banged by a car door at City Hall) and some record snowfall, the transition from Mayor Rea’s administration to my administration has been both seamless and smooth. Since taking office, the City has passed a 47 million dollar budget, completed 7 contract wage negotiations with our labor groups, navigated through a plethora of public and private construction projects, and defeated the worst weather that winter



Mayor Wood’s Oath of Office, September 7th, 2010

has thrown at us in decades. There is no training like on the job training. AND--- I have learned a great deal in my short time as Mayor.

The State of Our City

In the past six months as Mayor, I have met with each Department Head, reviewed every Department, and in many cases worked/participated in the Departments to witness first hand the services delivered by the City. My assessment is that as a City, we have a lot to be proud of:

- we are a city that strives to provide world class service;
- we are a city living within our means;
- we are a city that stands in stark contrast to the condition of other Cities and States across the nation who are now facing enormous budget deficits; impending tax increases; and a very uncertain future;
- Mishawaka has not borrowed from the future to pay for the present.

Together, we are working hard to move Mishawaka forward. We're on the right track. Yet many different challenges lie ahead. We need to continue build a community that future generations can be proud of and that is an attractive environment to live, work, raise a family and retire in... our potential is great.

As such, I am pleased to report that the State of our City is:

- Fiscally Stable - another balanced budget, unlike other communities we have not borrowed from the future to make it easier for today nor have we compromised our services. Difficult decisions have also put Mishawaka in a position to provide well deserved cost of living increases for all of our employees. In 2010 we received 94 percent of our tax levy which left us short \$1.3 million. This shortage reminds us that even though we are fiscally stable, the City needs to maintain our cautious spending and budget management to guide us through uncertain times.
- Lean and Efficient - Prior years cuts and efficiencies have resulted positively in remodeling the way services are delivered.
- A Growing City - Mishawaka continues to grow in an orderly and efficient manner- The count recently published by the US Census has the population of the City at 48,252. Over the last decade, our population has grown 3.6%.
- Welcoming Business Climate - Our City has an open for business philosophy. We foster and promote an environment conducive to business growth.
- Strong and Safe Neighborhoods - Mishawaka greatest asset continues to be its citizens. As a City we continue to value and strategically reinvest in our neighborhoods.
- Moving Forward - Our City government continues to change with the times. We value strategic investment compared to undue risk. Our City is on the verge of taking our next great step forward with the improving economy.

Despite the worst economic downturn since the great depression, which was estimated to hit bottom in the middle of 2009, the City of Mishawaka (and northern Indiana in general) continued to grow in 2010, but unfortunately at a slower pace than anyone would like. The City of Mishawaka continues to reap the benefits of our long-term

strategic decision making, such as the relocation of the Saint Joseph Regional Medical Center and our emphasis on diversifying the City's economy by promoting higher paying medical, technology and office jobs. That being said, Mishawaka is not an island. We are impacted by both the national and regional economy. As a region we need to emphasize creating new jobs and further diversifying our economy. To accomplish this, more than ever, the City of Mishawaka needs to engage and take on more of a leadership role for our region.

To be an effective leader, you need to establish credibility. I believe that not only does Mishawaka have this credibility, it exudes from our City at all levels:

It starts with our employees- Our employees are both dedicated and hard working. In working with them I can tell you first hand that they take pride in their work and Mishawaka, for many, it isn't just a job, it is also who they are.

It is facilitated by our department managers- I knew taking on this job that there would be problems that needed to be addressed. Again, I can tell you first hand that the problems were much fewer than the pleasant surprises I found on how well our departments function. This City is blessed with experienced and competent managers who continue to provide creative solutions to meet the City's needs.

Elected officials are public servants- We may not always agree, and that is indicative of a healthy democratic process. However, in my 11 years of service with the City, I believe as a whole our elected officials have the best interest of the City at heart, and that by in large we are able to govern without the contentiousness that is prevalent elsewhere.

From my time on the Council, I always felt that Mishawaka does things a little differently than other communities. Now, being Mayor, I know that Mishawaka services are not only exceptional, they are award winning and I believe are an example of how a City should be run.

World Class Service

For these reasons, in this year's State of the City the theme I am presenting is what I believe are the "World Class Services" that Mishawaka provides its citizens.

First, the obvious question is "What does world class public services mean?"

It does not mean that we don't have problems, or that I am comparing Mishawaka to world class cities such as Chicago or New York... although this year would be a good opportunity to do so on some levels...



Chicago's Lake Shore Dr., Jan. 2011



New York's Time Square, Dec. 2010

World class service means - *“standard-setting excellence in terms of performance, quality, and customer satisfaction/value when compared with all similar items from anywhere in the world.”*

And by the way, in terms of snowfall, Mishawaka was hit hard this year in a similar manner to Chicago and New York-

Top 10 Snowiest Cities in the United States Last Updated 1/28/2011				
	US States and Cities	City Population	2010 – 2011 Snowfall Totals	Normal Snowfall to Date
1-1-1	Syracuse, New York	141,683	114.4	65.2
2-2-2	South Bend (Mishawaka), Indiana	105,262	78.4	47.8
3-3-3	Rochester, New York	211,091	77.1	52.3
4-6-8	Hartford, Connecticut	124,397	71.1	23.8
5-4-6	Buffalo, New York	279,745	62.6	59.8
6-12-14	Newark, New Jersey	280,666	61.8	11.0
7-10-13	Worcester, Mass	175,898	61.6	29.7
8-9-10	Boston, Mass	559,034	60.3	19.8
9-5-4	St Paul, Minnesota	275,150	58.3	???
10-29-28	New York, New York (Central Park)	8,143,197	56.1	9.9

Anytime you receive much greater than average snowfalls, you are going to have problems. The snowfall over the weekend of January 8th and 9th 2011 tells our story the best. A record setting amount of snow fell in a 24 hour time period, over two feet in many

parts of the City. The best way to describe the world class service provided by the City are some of the positive comments sent to us by e-mail or on-line following this event:

"Congratulations to you and the street department for the amazing response to our record snowfall! We all like to whine about the plows adding snow to our walks and driveways, but it was awesome how the streets were back to normal in less than 24 hours! Thanks again for the quick response."

"Mishawaka did great job keeping up with the snow!"

"City came and moved 3 out of 4 humongous piles of snow in our cul-de-sacs. Way to go Street Department; we really appreciate it."

Before I move on to our Departments, there can be no greater example of selfless service to our citizens than the one member of our Mishawaka family that gave his own life serving the City in 2010.

In memoriam - Cpl. James J. Szuba

On January 9, 2010, Cpl. James J. Szuba and his K9 Partner Ricky were "killed in the line of duty." Cpl. Szuba and K9 Ricky were responding to assist another officer whom had reported a dangerous driver that was fleeing at a high rate of speed. Cpl. Szuba's patrol vehicle was struck by the vehicle, killing Cpl. Szuba and K9 Ricky. This was the fourth MPD officer killed in the line of duty since the Department's inception. The City of Mishawaka is extremely grateful and proud of his heroic and dedicated service to our community.

As a Police Officer, Cpl. Szuba was committed to firearm safety. He shared his knowledge and passion with his fellow officers by devoting himself to their training and sharing his passion with them. On January 9, 2011, one year after his death, the City renamed and dedicated the Police Firing Range located at 363 East Douglas Road as the Cpl. James J. Szuba Memorial Firing Range. Although a symbolic tribute, Jim's ultimate sacrifice will live in Mishawaka history well beyond the firing range which now bears his name.

Some of the other tributes and memorials made to Officer Szuba include:

- The Indiana General Assembly – House Resolution No. 31 (memorializing Cpl. James Szuba) was introduced and adopted by voice vote on February 16, 2010.
- On May 13th, 2010- The City added Cpl. James J. Szuba to the City's Fallen Officer Memorial in front of the police station. K-9 Ricky was provided his own smaller stone in the Department's memorial.
- The place of Officer Szuba's name at the Indiana Law Enforcement Officer's Memorial was on September 29, 2010.

- Cpl. Szuba, along with all law enforcement officers who have lost their lives in the line of duty (in 2010), will be recognized for their service and sacrifice this year during National Police Week from May 15th through 21st (2011), at the National Law Enforcement Officers Memorial in Washington D.C. To further honor Cpl. Szuba, who made the ultimate sacrifice for the safety and protection of our nation and its people, his name will be carved on the National Law Enforcement Officers Memorial wall. As Mayor, I will be attending this solemn event along with family members, other City Officials, and Mishawaka Police Officers.

I encourage all of Mishawaka to continue to keep Officer Szuba's family in your thoughts and prayers.



City Departments

The following information represents some of the notable activities from every City Department that I have chosen to highlight. I would encourage everyone interested to also take the time and read each Department report which include these and other facts and activities from 2010. Each Department's Annual Report has been included in this year's State of the City at the end of the document. The items I have chosen to highlight either reflect on our world class service or are a notable achievement from 2010. I believe when you combine them together as a whole, it provides a great understanding of what the City does and what our tax payers are getting for their money.

Administrative Offices

Mayor's Office

It is truly an honor to serve the 48,252 citizens of Mishawaka each and every day of the year. Our Mission Statement is at the heart of everything that we do here in the Mayor's Office. Indeed, our mission is what inspires every decision made in this office. Our mission statement bears repeating: *"Working together to build the "best Hometown in America" by delivering exceptional services, promoting safe and clean neighborhoods, elevating the quality of life and inspiring pride in our community."*

The Mayor's Office is where my expectation and the responsibility of World Class Service begins and ends. Mishawaka's government is open, friendly, personal and accessible to all of our citizens. We never lose sight that the Mayor's office, City Hall, the Council Chambers and all of our facilities are yours, the citizens' of Mishawaka. That too, is the way we operate the Mayor's office. We are here to help you by answering your questions, listening to your concerns and suggestions and directing you to the right department to make sure that you receive the services that you – our citizens need. After all, it is the *Mishawaka way of doing business*.

Let's Move Mishawaka Initiative

Every City receives special monetary contributions/distributions on occasion, but what distinguishes Mishawaka is how we choose to utilize the funds we receive. The citizens of Mishawaka are extremely grateful for the generosity that the University of Notre Dame has shown our community through its \$50,000 yearly donation/grant to our City. These funds have been specifically allocated to the "Let's Move Mishawaka" initiative. Many aspects/programs included in this initiative would not have been possible without these funds.

Let's Move Mishawaka, or its original name "Let's Move America" is a national program that was enacted by First Lady, Michelle Obama in her national campaign to encourage communities to fight the Nation's growing epidemic of childhood obesity. "Get-up, get-out, and get-moving" continues to be slogan used to encourage our youth to seek a minimum of sixty minutes of activity each day to reduce obesity and the diseases associated with it. The Let's Move Mishawaka program was mirrored after the First

Lady's program but was made our own by dividing it into three categories including elementary athletics, after-school programs, and city wide initiatives.

In September, former Mayor Jeff Rea and I kicked off the Let's Move Mishawaka campaign in Beutter Park with a city wide Health Fair and 5k run/walk. Since then, the Mayor's office and Park Department have been busy implementing and conducting a large variety of events, classes, and activities to educate and encourage our youth to get up, out, and moving. Some of the free activities and classes at Battell Community Center consist of: Child's Play, Yoga, Ping Pong, Tai Chi, Introduction to Pom-Pons, and Introduction to Baton Twirling. In the first month, over 122 children participated. The second part of Let's Move Mishawaka included the after school programming. While the City is not directly involved in providing these services, the City of Mishawaka made funds contributed to the City by the University of Notre Dame available to existing local providers through a grant program. The YMCA and Boys and Girls Clubs obtained grant funding to assist with their programs. Finally, Let's Move Mishawaka focused on assisting in funding of the newly inherited elementary athletic programs.

Mayor's Youth Initiative

Engaging the youth of Mishawaka continues to be one of the highest priorities of the Mayor's office. We continue to spend an enormous amount of time in our schools actively encouraging our Mishawaka youth to study hard, listen to their parents and teachers and get a good education because they are "Mishawaka's future."

My office proudly continues the great classroom programs that Mayor Jeff started:



Let's Move Mishawaka

- Reading in all classrooms grades Pre-school through 6th grade
- The Community Workers presentation for 2nd grade students
- The Mishawaka History for 3rd grade students
- The Indiana History for 4th grade students,
- DARE for 5th and 8th grade students
- The "If I Were Mayor" Essay Contest for 6th grade students in association with the Indiana Association of Cities and Towns.
- Annual Town Hall Meeting at John Young Middle School
- Participate with the Student Council at Mishawaka High School on a variety of yearly events.
- Appear at Career Day at Mishawaka High School updating students on potential job and career opportunities in the community, as well as job and career opportunities with the City of Mishawaka

- Member of the Beyond The Cave Committee to help students with financial aid and college preparation
- Mayor’s Youth Council

City Clerk/Common Council

The Clerk’s Office has the responsibility of preparing agendas, minutes, ordinances, resolutions, and notices sent to city departments, citizens, and other governmental agencies. The Clerk’s office also serves as the staff to the City Common Council, the legislative branch of the City.

Conducting the Legislative Business of the City

During 2010, the City Clerk’s office and Council handled the legislative business of the City which included:

Resolutions	34
Resolutions passed	33
Carryovers	0
Withdrawn	1
Honoring resolutions	10
Proposed Ordinances	55
Ordinances from 2009	1
Ordinances Postponed Indefinitely	4
Ordinances Passed	52
Alley Vacation	1
Annexations	5

In addition, the City Clerks Office has responsibilities relative to the City’s Violation Bureau. Duties recently added include completing court affidavits for the City’s Collection Agency. The City collected \$6,664.97 through the Violation Bureau for 2010, and there is an additional \$11,700.00 that has been referred to the collection agency.

Technology Improvements

During 2010, the City Clerk worked with Bolt Document Management regarding the City’s Laserfiche program to upgrade and better utilize our laserfiche system. The City has begun the process of having Bolt manage our laserfiche system regarding licensing, web access and training for all departments. Also during 2010, the City Clerk worked with BIS Digital on a new recording system for the Council Chambers that will allow the Clerk’s Office to more efficiently manage Council Meeting Minutes and will also allow the Planning Department to manage Planning Commission, Board of Zoning Appeals and Historic Preservation meeting minutes. These improvements will reduce the amount of staff time required to prepare minutes and retrieve records. The end result will also provide a more seamless connection to the web and will ultimately provide more accessibility to our citizens.

Finance - City Controller

The controller's office is the HUB of finance and budgeting for the City of Mishawaka. The financial situation of the city influences everything we do. We must have the resources to get the job done. Managing the resources of the City of Mishawaka can be complicated, but we do the best job possible with the taxpayer's funds. The primary function of the controller's office is finance which is a simplistic word for a wide variety of functions. A few of these functions include; compile the annual budget, process and file all financial reporting for the federal, state, and local levels of government, process payroll, process all accounts payable for both the City of Mishawaka and Mishawaka Utilities; and receipt in and reconcile all deposits on a daily basis.

23 Years in a row!

For the twenty-third consecutive year, the Controller's Office has been recognized with the Certificate of Achievement for Excellence in Financial Reporting (2008). This honor is "the highest form of recognition in government accounting and financial reporting, and its attainment represents a significant accomplishment by a government and its management." Again in 2009, the audit disclosed no material findings and no comments! We are now beginning our audit for 2010 and looking forward to another unqualified audit.

A+ Bond Rating

In 2010, the City of Mishawaka received a bond rating of an A+ for its \$37 million wastewater bond issue. This rating uses the following factors in its assessment, including a steadily growing customer base within an economically stable area, good historical financial performance and adequate legal provisions. The expectation is that the debt service coverage and liquidity profile for this bond issue and future issues for these service projects will remain stable. With a rating like this the sale of bonds can have a lower interest rate along with higher interest from those interested in purchasing the bonds.

Mishawaka Bond Bank

In 2010, the city made use of the Mishawaka Local Bond Bank that was created with the creative use of six million dollars that was awarded to the City as part of the MTBE class action lawsuit that the City participated in. Instead of a one-time use of these funds, the City leveraged this money to limit/reduce the amount of interest paid for future expenditures. Our first endeavor was to provide funding for our Guaranteed Energy Savings Contract. This funding was through a revenue bond in the amount of \$1,366,252.00 at an interest rate of 2.1 percent. It should be noted that the interest paid to the bond bank adds to the initial funding of \$6,000,000 and in turn saves the city an estimated two interest points below what the open market interest rate would have been. Our second project was to lease a Sewer Equipment Truck for the Sewer department. The cost of the equipment will be \$242,900 and the interest rate will be 2.14 percent. On the open market the interest rate for a 5 year lease would have been 3.48 percent which results in a savings of \$ 10,771.63. In the near future the City will likely use the Mishawaka Bond Bank to help fund the replacement of Fire Station #4 and a needed replacement Aerial Fire truck. The bottom line is that the less interest and finance

charges that the City pays over time means that the more funds will be available to provide essential City services.

Fuel Hedging

2010 was the first full year of the Fuel Hedging program. Given the potential for significant changes in fuel prices in very short periods of time, it makes budgeting for fuel a difficult proposition. This program provides us with a tool to stay within our budget parameters. With this program, the city hedged 50 percent of its estimated fuel usage for 2010. The idea of the fuel hedging is this: if the cost of the fuel (NYMEX price) goes under the range (2.00), we pay the difference to the bond bank; if the cost goes over the range (2.41), the bond bank pays us. Each year of the hedging, we need to budget at least 50 percent of the fuel at the highest end of the cost range which then will keep us within our budget. In 2010 the cost was under the range twice (467.78) and over the range once (334.14). As fuel prices will likely rise in 2011, we know that this program will help us stay within our budget.

Law Department

The Law Department provides the City with legal advice on a diverse range of substantive and procedural questions of law arising in administrative functioning of the City of Mishawaka and Mishawaka Utilities. Under the direction of the corporation counsel – city attorney, all personnel of the Mishawaka Department of Law act as advisors to the mayor, and various department managers within the City and the Mishawaka Utilities. In addition, the City legal staff provides legal advice and assistance to numerous City boards, commissions and committees, including but not limited to, the following: Board of Public Works and Safety, Mishawaka Public Housing Authority, Mishawaka Redevelopment Commission, Mishawaka Board of Parks and Recreation, and the Mishawaka Common Council.

Capital Avenue

On November 23, 2009, the City of Mishawaka joined Memorial Health System, Inc. in filing a Complaint for Declaratory Judgment and Damages against the Indiana Department of Transportation and the State of Indiana for passing legislation which would close numerous access points to Capital Avenue. This legislation, was tacked on to the State Budget at the last minute by a local State Representative. This amendment was adopted by the State without any meaningful discussion by the state legislature, and no discussion or input from local governments or property owners. Among other things, this amendment intentionally required the closure of access to Capital Avenue at an existing traffic signal located at the intersection of the entrance to the Indiana Toll Road (the only access to the Toll Road afforded to Mishawaka). If approved, this would have reduced access to the City of Mishawaka and would increase traffic congestion on Fir Road and State Road 23 over time. This is an access point long planned by INDOT and was so far along that a permit had already been issued for its construction. In 2010, the City of Mishawaka and Memorial Health System appropriately obtained a preliminary injunction against the State of Indiana. This injunction, then served as an impetus for changes to the legislation that restored this access and also included the other changes that had been requested, essentially nullifying the amendment. The travesty of this

situation is that instead of spending tens of thousands of dollars of City funds and staff time to create infrastructure, these funds and effort were expended to protect the long term planning and growth of the City, fixing what appears to be no more than political games.

Pleasureland

On May 25, 2010, the City of Mishawaka after more than a decade of ordinance changes and lawsuits, reached a mediated settlement agreement with Pleasureland Museum, Inc. Pleasureland was the last remaining adult use located in the City of Mishawaka that was regulated by the City's Sexually Oriented Business special licensing and ordinance provisions. Pleasureland Inc. had a lawsuit pending with the United States District Court questioning the legality of the City's ordinance that prohibited the sale of certain sexual devices and claiming damages from the City's enforcement of a portion of the ordinance that was not clarified by the previous lawsuits and action of the courts.

The settlement reached included the City's purchase of the property, located at 114 West Mishawaka Avenue, for its appraised value of \$177,000 and settlement of the lawsuit and all other claims and expenses for an additional \$73,000. At the time of the agreement Mayor Rea indicated that although the cost was significant, the removal of the business, the lack of continuing and future legal fees, combined with the positive impact on neighboring properties represented a long term benefit that justified the comprehensive settlement at this time. "One of our key considerations had to be that, barring this type of settlement, this was a legal business that had the right to operate in perpetuity." The building was razed at the end of 2010, and now is ready for redevelopment.

Final Closure on the Uniroyal Site Clean-up

On January 14, 2004, under the direction of newly elected Mayor Rea, the City of Mishawaka filed a Complaint for Damages against Uniroyal Holding, Inc., as the successor to Uniroyal, Inc. and U. S. Rubber. The law firm of Plews Shadley Racher & Braun LLP agreed to represent the City on a settlement only basis, so there were no direct expenditures or risk of City funds to try to receive reimbursement for the millions of dollars expended by the City to clean up the former Uniroyal properties. The lawsuit was a long-shot, but the right thing to do given the legacy costs left by this company. Although the lawsuit revolved around the environmental mess, it is also important to mention here the negative impact this company's actions had on retirees and the surrounding neighborhoods.

Unfortunately, on February 26, 2009, the United States District Court, Northern District of Indiana, South Bend Division, ruled that the Defendant Uniroyal Holding, Inc. was not legally obligated for various environmental clean up expenses at the Hill Street site. After this ruling, the City chose not to drop the lawsuit, and negotiations between the City and Uniroyal Holding, Inc. continued through a mediator. It is with mixed emotions that I report that I have authorized a settlement of the claims in the lawsuit in exchange for a payment from Uniroyal Holding, Inc. of \$175,000. Although I am pleased that the City was able to recover some funds, they are obviously significantly less than the actual costs incurred by the City in cleaning up the site. The reason for the settlement was

based on the advice of counsel, the legal merits of the case, and the fact that the City was already ruled against. Attorney's fees will be deducted from this settlement, and I will direct the remaining proceeds to the City of Mishawaka Bond Bank. On behalf of the City, we wish to thank the past and present counsel of Plews Shadley Racher & Braun LLP for their efforts in this litigation. The fact that any settlement was attained by the City is a testament to their abilities.



*Photograph of the Uniroyal Properties
Prior to the City's Acquisition and Demolition*

Fire Collective Bargaining Agreement/Third Ambulance

The first of the collective bargaining agreements to tackle this year was the fire department. There were a few major issues to resolve this year. First, was to finally fully integrate the EMS division into the fire department. While these two divisions have been working together under one centralized administration for the past eight years, it was always envisioned that EMS would fully merge with fire...unfortunately, that had never happened – until this year. The legal department, working with the Firefighter's Union, was finally successful in fully integrating the EMS memorandum of understanding into the Fire Department collective bargaining contract. An achievement in itself, this merger also serves to substantially increase our level of service to our citizens by making it feasible to place a third ambulance in service far more often than ever before while also curbing the City's overtime expense as well. What this ultimately means is that response times should be quicker but less expensive to our citizens, and the need to rely on outside EMS services to pick up our calls should be far less.

Human Resources

The City's Human Resource Department is responsible for managing the process for hiring new employees and manages many of the benefits and programs offered by the City to its 503 full time employees including both the Civil City and Mishawaka Utilities. In 2010, Human Resources received 415 applications for employment, a slight increase from the 410 applications in 2009. The City and Utility hired 15 new employees this year; one of which was in Mishawaka Utilities. In 2009, the City and Utility were forced to make some difficult decisions regarding staffing and had to reduce our workforce by 25 employees. The City happily reports that in 2010, we did not have any additional reductions, and we hired back 4 employees who were on "layoff" status. Only one new position was added to the City in 2010, and that was a temporary, one-year assignment that was funded with federal dollars in the Community Development Department.

IACT Medical Trust

The IACT (Indiana Association of Cities and Towns) Medical Trust was established in January 2010. Originally the charter group was made up of 4 Cities and Towns—Mishawaka being one of the four cities in the original trust group. The goal was to offer affordable healthcare to member cities and spread the risk among a larger pool. As of January 1, 2011, The Medical Trust has now grown from 4 cities and towns to eleven, and from 1,389 subscriber (employee) members to 2,452 subscriber members. The City of Mishawaka maintained 621 of those subscriber members for 2010. Although the City saw a slight cost increase of an average of 1.7% for our plan, the increase was far less than the national average of 10 to 11% for 2010.

Employee Benefit Fair

Human Resource partnered with United Health Care to offer a benefit fair in October for employees where free flu shots and biometric screenings were given. With over 79 attendees and 16 vendors, this was a positive movement to wellness for the employee group. We hope to continue this movement to wellness and will continue working on creative ways to combat the rising cost of healthcare.

Automated Time and Attendance Software

Showing how the City continues to use technology, HR, IT, Finance, and other City departments began the implementation of the "B4 Time", time and attendance software program. This included installing new biometric hand reader time clocks in various locations and assessing the needs of each department. All current collective bargaining agreements expired at the conclusion of 2010, which lead to much research and cooperation. This system will significantly improve our collection and reporting of time and attendance. Payroll is the single largest expenditure for the City so any improvement in this area stands to result in significant cost savings for the City. Mishawaka Utilities already use an older version of the software package the IT Department will use, and are currently going through an upgrade process to unify the rest of the City into one system. Employees will also be able to access the software through Compass to do self service which consists of activities such as requesting time off or checking remaining vacation balances. Moving away from paper-based time cards to an all electronic system is a

significant improvement in the collection process. Implementation will continue into 2011.

Information Technology

The Information Technology Department is responsible for providing technical support for all of the City's servers, computers and other hardware. The Department works with all Departments on analyzing software and its potential integration on the City's Systems. The Department is responsible for the on-going updating of the City's website and Facebook page. The IT Department keeps advancing with all of the exciting new technologies. These technologies are helping the City of Mishawaka become a much more efficient local government.

www.mishawaka.in.gov

The most visible technology update in 2010 was the launch of the new City of Mishawaka website - www.mishawaka.in.gov. The City's website now provides the public 24 hour access to a plethora of new information that wasn't previously available. The ease of use and ability to find information also dramatically improved. This project was started in 2009 with the creation and hiring of the web developer position. On April 1st the Department went live with the new site. The new site is built in Drupal which is an open and flexible framework that even the White House adopted this year for its website. The site's design allows for new images to easily be placed within the top banner and show images of the City in the current season. It keeps the site fresh and dynamic. The front page of the site offers up-to-date major news items to inform citizens of current and pertinent information in a timely manner. Residents and even former residents can stay better informed about what is happening in the City.

Public Works/Quality of Life

Central Services

In order to improve efficiency, at the beginning of 2010 the City created a Central Services Department to bring together, under one department, employees that were performing similar jobs throughout the City and Utilities Departments. The Central Services Department is responsible for all facilities maintenance, all grounds maintenance, all vehicle maintenance and all street maintenance.

Speaking of snow...

The only way to effectively deal with monumental events, is to be able to mobilize and use all available resources. In 2010, the City took the final steps to realize the creation of a Central Services Department. The department still has a Motor Vehicle Highway budget and a Park budget, but all the Union workers are now covered under one contract which was negotiated in 2010 to take effect in 2011. There was great cooperation from the International Brotherhood of Teamsters, Local 364, which helped the department and employees transition smoothly to one contract. The City is proud to report that the cooperation earned an award from CALMR- the Council for the Advancement of Labor & Management Relations. In October of 2010, The City of Mishawaka Central Services

Department and Teamsters Local #364 were presented an award for “successfully negotiating a Labor Agreement which will benefit the parties, as well as our community for the next 2 years.”

Bang for the buck

Efficiency is one of the key elements to providing world class service. Anyone could perform these tasks if there were unlimited resources. The Central Services Department has a total of 57 employees. These employees take care of:

- 8 major buildings, and 17 minor City owned buildings including janitorial service and routine maintenance.
- 26 City Parks- Including trash removal, event preparation, and maintenance of shelters and equipment.
- Mowing and landscape maintenance for over 270 acres.
- 420 lane-miles of roads to maintain. This includes filling pot holes, street sweeping, and painting center lines, crosswalks, stop bars and fog lines on the roadways.
- In the winter, snow is removed from all 420 lane-miles of roadway, as well as, 15.5 miles of sidewalks, and acres of parking lots around City owned property.
- Repave approximately 65 blocks of residential streets. A typical block is 350 ft. long and 30 ft. wide. Sixty-five blocks equates to 4.31 miles that were repaved.
- Leaf Pick-up Program is second to none. Most Leaf Pick-up Programs offer pick-up once or twice per season. The City is typically in front of each home 7 to 8 times for pick-up.
- Responsible for maintaining all City vehicles and small hand-held equipment. Keeping the nearly 300 vehicles up and running for all the departments is no easy task.

Engineering

The Engineering Department is responsible for planning, designing, bidding, funding and the construction management for all Public Works Projects within the City of Mishawaka. Responsibilities also include review of all private development and utility company projects for conformance with Engineering Standards including stormwater management, sanitary sewer construction and connection, and right-of-way access and improvements. Our office also manages the Traffic Signal System, Traffic Cameras, right-of-way records and As-Built records for locating right-of-way infrastructure such as the City fiber-optic system, and the storm and sanitary sewer systems.

Construction Here, Construction There, Construction Everywhere!

Let us never forget, the road to improvement is always under construction. With the Engineering Department being responsible

for plan development and construction management, the City often has projects under construction that are funded from several sources. In 2010, projects under construction were funded with Long Term Control Funds, Tax Incremental Funds, Cumulative Sewer, Local Road, and Street Funds. In 2010, we also had a one-time use of Stimulus Funding from (SRF) and ARRA (American Recovery Reinvestment Act) Funds. In 2010 these various construction projects totaled over 39 million dollars. Based on the variety of funding sources, combined with the implementation of various plans coming together at

once, we believe that the greatest number of public works projects ever undertaken and completed by the City in a single year occurred in 2010. Likewise, per capita, more construction projects happened in Mishawaka last year than in any other community in the state. These projects were successfully navigated and are a testament to the abilities of our City Director of Engineering, Gary West, his staff, and the many talented consultants hired by the City. A summary of the more significant projects undertaken and completed in 2010 are listed in the Engineering Department Annual Report.



American Recovery Reinvestment Act (ARRA) Projects

No matter how you feel about the federal stimulus, it is important to note that the City received approximately 2.4 million dollars of transportation funds, and we used them to the best of our ability to improve the City in 2010. It should be noted that the restrictions on the use of this money as a jobs bill required the money to be spent quickly. As such, more long range building and construction projects could not be undertaken with these funds.

- McKinley Traffic Signal Modernization:
In 2010 five signals on McKinley Avenue from Logan to Division Street were upgraded including new six-foot sidewalks with handicap ramps and crosswalks at various locations were installed along McKinley Avenue. These improvements were funded with 69 percent ARRA funds. The approved federal split was \$1,340,000 ARRA funds and \$712,000 local funds. The modernization of these intersections will improve the traffic flow in the corridor and result in reduced air pollution caused by the stop and go traffic.
- Traffic Signal Efficiency Upgrade:
In 2010, the conversion of traffic signal incandescent bulbs to LED bulbs at 33 intersections was completed with \$312,367 of ARRA funds at no cost to the City of Mishawaka. This conversion will reduce the operational costs for Mishawaka's traffic signals by 53 percent, saving \$45,000 annually. Because the LED signals will not require annual lamp replacement as needed for incandescent bulbs, this will result in an additional annual savings of \$11,000 and a ten-year savings of nearly \$560,000. In addition, all of the existing school safety flashers have been converted to LED bulbs as part of the Highway Safety Improvement Project which will increase the city's future electrical savings

- Large Overhead Identification Signs:
Several large overhead identification signs have been replaced throughout the city in 2010, primarily on Union Street, Main Street and Lincolnway East and West with \$68,709 of ARRA funds at no cost to the City of Mishawaka.
- Resurfacing Projects:
Bremen Highway was resurfaced from Ireland Road to the US 20 Bypass with \$163,175 of ARRA funds at no cost to the City of Mishawaka. Fir Road was resurfaced from McKinley to the railroad tracks with \$158,511 of ARRA funds at no cost to the City of Mishawaka. McKinley Avenue was resurfaced from Division to Home Street with \$360,715 of ARRA funds at no cost the City of Mishawaka.

Indiana Safe Routes to School Program

One of the highest priorities of our City, with a walk-to school system, is the safety of our children. As such, our Engineering Department continues to work with the State of Indiana to establish a healthy and safe environment for school children through the Indiana Safe Routes to School Program. Each school in the City has been examined relative to the safe route to school program. In 2010, Emmons Elementary School was selected for this program with \$247,965.00 in funding made available for improvements to S. Main Street and E. Sixteenth Street in the Emmons Elementary School area. Working collectively with school officials, parents, and the Mishawaka Police Department, it is our intent to design a safe route that is well maintained so that kids may easily walk or bike to and from school. In 2011, these improvements will include the replacement of damaged sidewalks and the removal of any brush or trees that may hamper the walkway to Emmons. In part, encouraging kids to walk or bike to school will reduce traffic congestion, fuel consumption and air pollution near our schools. Hopefully, this will also help lessen the growing health and obesity concerns for our children. A different elementary school will be targeted each year throughout the life of this program.

Fats, Oils, and Grease (FOG)

Similarly to our bodies, our sewer system is subject to “clogging of the arteries”. To proactively address the situation, in the summer of 2010, the Common Council approved revisions to the Sewer Use Ordinance to cover fats, oils, and grease (FOG), as requested by the Wastewater Treatment Plant, Sewer Maintenance Department and the Department of Engineering. The changes to the existing Sewer Use Ordinance address maintenance requirements and provide a regulatory framework for recovering costs incurred by the City to deal with problem facilities. A pamphlet regarding the changes and City’s expectations was distributed with the 2010 January restaurant license renewal in anticipation of the program’s implementation upon the 2011 renewal.

Parks & Recreation

Mishawaka is blessed with 26 public parks, each with its own unique natural attributes. In addition, the Battell Community Center offers a newly renovated auditorium, special events and classes for all ages, recreation and club activities, various fitness and health

classes, art and music, quilt making and sewing and much, much more. In 2010 the Mishawaka Parks and Recreation Department continued its mission by offering a wide range of recreational programs and events that serve the needs of the entire community. An increase in recreational programs and special events was implemented and delivered based on the desires and needs of our community, a decrease in programming from other private local agencies, as well as interest captured from national recreational trends.

Active Network Computer Software

Meeting the needs of our citizens and delivering world class service continues to be the Park Department's number one goal and objective. While most program inquiries and registrations were conducted through e-mail, walk-ins, or phone, the Park Department added an additional level of service in 2010. A new "Active Network" computer software program was installed and linked to the City's web site in the spring of 2010 allowing online registration for park programs and activities. The new software enables citizens the opportunity to reserve a rental facility, get a season golf, pool, or rink pass; and pay for it all online. Although not everyone has taken advantage of this new convenience, many users feel it is a great addition to the already excellent service. After implementing the Active Network software, the administration and staff knew that it would elevate the level of service and at the same time enhance efficiencies and reporting statistics, all at the click of a button. Additionally, the Active Network will reduce some unnecessary direct customer and staff interaction and allow staff the opportunity to focus on other programming tasks and offerings such as elementary sports and programs such as "Let's Move Mishawaka".

Mishawaka Parks Youth Athletic Programs

Although the City of Mishawaka Parks and Recreation Department offers a large variety of youth activities, in 2010 the department added even more youth sports programs when it inherited the School City of Mishawaka's Elementary Athletic Programs. While the Park Department already offered youth soccer, wrestling, tackle and flag football, the new sports added in 2010 included girl's volleyball, girl's basketball, boy's basketball, as well as track and field for girls and boys. Inheriting the programs from School City did not mean that the schools completely abandoned the programs; in fact it is looked upon more as a partnership opportunity that will strengthen each entity while increasing participation of all youth living in the City. In fact, the number of participants signed up in each sport provides quick feedback on the quality of the program services offered. Elementary Volleyball attracted over 250 girls grades 4-6. 92 kindergarten through 2nd graders signed up to play flag football. Twenty-two played 2nd grade introductory tackle football, and 242 boys played in the youth tackle football program. Wrestling attracted over 176 boys from six schools.

Prickett Marina Park Off-Leash Dog Run

In October of 2010, the City opened its first off-leash dog run in Margaret Prickett Marina Park, which is on the south side of Jefferson Boulevard between Wyland Marine and Bodine State Fish



Hatchery, across from the AM General Assembly Plant. Since opening, the run has been well received and has drawn a lot of activity, even in inclement weather. The installation of this run represents both an ideal transformation and needed evolution of our parks to meet the changing recreation needs of our citizens. The run was an area of the Marina that was seldom used, predominantly for overflow parking during fishing tournaments. Since the run was created in an existing park, the only significant improvements required of the City were to create additional parking spaces and to add approximately 1,000 lineal feet of fencing. Other concrete work, the extension of water lines, and the new roof on the restroom were performed by the City Central Services Department to keep construction costs to a minimum.



Community Development

The City of Mishawaka's Department of Community Development works to create vibrant neighborhoods and communities through revitalization and redevelopment efforts. At the core of this mission is the goal of providing every resident of our community access to a decent, safe, suitable and affordable living environment. The Department works to achieve this goal by:

- Creating, rehabilitating and maintaining the City's affordable housing;
- Creating homeownership opportunities for low-moderate income families;
- Investing in neighborhood public improvements such as streets, curbs, sidewalks;
- Seeking opportunities to partner with local organizations to leverage resources;
- Pursing new and innovative opportunities to sustain the high quality of life in our community.

West Sixth Street Revitalization Project

The economic downturn brought the City an increase in Federal funding. It was up to the City to develop a plan to address the housing foreclosure crisis in a way unique to our City. The Community Development Department's Plan was Strategic and has already made a profound impact on one of the more troubled areas of our City. The intent of the Community Development Department's \$2,000,000 NSP1 project is to reinvigorate Mishawaka's center city neighborhoods. The NSP1 target area is bordered by Marion Street, Tenth Street, Harrison Street and Merrifield Avenue, but the focus of our activity has been on West Sixth Street between West and Wells Streets, and the blocks surrounding that site. Using the NSP1 grant and some CDBG and HOME funds, seven (7) vacant, blighted properties on West Sixth Street were acquired and demolished. An additional six (6) properties on neighboring streets were purchased and demolished. One First Time Homebuyer and two Habitat for Humanity homes were built on cleared lots. Another three homes were acquired and are being rehabilitated for the City's Lease-to-Own Self-Sufficiency Program. Through 2013, another six Habitat for Humanity and

four First Time Homebuyer homes will be constructed in the area.

The Department's work in the West Sixth Street area has removed "attractive nuisances" from one of Mishawaka's oldest neighborhoods and replaced them with new or rehabilitated housing. A historically and culturally significant area is revitalized, and low to moderate income families now have the opportunity to acquire decent, affordable housing, of an appropriate architectural character, in a neighborhood that is the pride of residents and the City. The project also ties into the overall master plan for redevelopment of the downtown River Center area.

Spot Blight Elimination

The Community Development Department works to maintain the high quality of life in Mishawaka neighborhoods by eliminating vacant, deteriorating properties. In most cases, new First Time Homebuyer or Habitat for Humanity homes are constructed on the cleared lots. In 2010, the Department acquired 33 properties, mostly in the NSP1 and CDBG target areas, in an effort to eliminate spot blight in a focused, strategic manner. This is a significant increase from the 10 substandard properties that were acquired and demolished in 2009. In addition to Federal grants, the Community Development Department acquires and demolishes substandard properties using TIF funds. In 2010, five of the City's 33 acquisitions, also in older central city neighborhoods, were funded with TIF: West First Street, East Third Street, East Fourth Street, Lincolnway East, Lincolnway West, West Mishawaka Avenue and North Cedar Street.

Summer of Service Program

Mishawaka's greatest asset is its people. Harnessing the good will of our people can be a challenge, but again Mishawaka continues to build partnerships to tackle our most difficult problems. In the fall of 2006, the City of Mishawaka began a partnership with Rivervalley Church and Vineyard Community Church to create the program now known as Summer of Service (SOS). In 2010, the City again joined efforts with local faith-based organizations to complete service and repair projects on two homes in the Mishawaka community. Homeowners must be low-income and unable, physically or financially, to make the repairs themselves. Community Development provided funding for materials for the homes that were referred to the Summer of Service committee by the City's Code Enforcement Department.

The home on Kings Court has been owned by the current resident for over 60 years. The Summer of Service team, lead by Rivervalley Church volunteers, re-sided the house and completed extensive exterior repairs and yard maintenance. A fenced-in yard with patio area was created in the backyard. Headed up by volunteers from Vineyard Community Church, the home on South Capital Avenue was scraped and re-painted. In addition, extensive yard maintenance and landscaping was completed.

Mishawaka River Center Apartments

In 2010 the Redevelopment Commission, on behalf of the City, submitted an application to the Indiana Housing and Community Development Authority to receive Rental Housing Tax Credits for the conversion of the former Mishawaka Furniture store into

senior apartments. This is the same building that was Main Junior High, and before that, was the second high school constructed in the City. The project is called the Mishawaka River Center Apartments. This 32-unit apartment development for seniors is located on Lincolnway West in Mishawaka's downtown area. Once construction is complete, the apartments will provide independent housing for low to moderate income citizens 55 years of age and older. By providing adaptive reuse of a historic landmark, this project will aid in the preservation and stabilization of Mishawaka's downtown and central business district for years to come. The City has looked at this project as an opportunity to build population in our downtown helping to support local businesses and provide many nearby conveniences for those who choose to rent an apartment. Obtaining tax credits is a state-wide competitive process. As part of preparing the application with a professional consultant, a self scoring exercise was conducted. Uncharacteristically, the State scored this project even higher than our professional consultant. This is a testament to the quality of the project proposed by the City. We are optimistic that the project will be awarded funding, remodeled, and completed with residents moving in by the end of 2011.

Code Enforcement

The mission of the Code Enforcement Department is to remain proactive in identifying and solving code issues in our Mishawaka neighborhoods and responding to our residents concerns in a very prompt and professional manner. The Department works hand in hand with our residents on a daily basis to maintain our neighborhoods and to improve the quality of life that our citizens have always expected and enjoyed. Typical cases handled by Code Enforcement include but are not limited to substandard structures, abandoned autos, tall grass, animal issues, snow removal, noise complaints, and trash.

Proactively Keeping Mishawaka Neighborhoods Strong

While Mishawaka has had its share of foreclosed properties due to the economic downturn in 2009, it is important to note that these vacant properties are being purchased quite regularly. New owners are investing their dollars into improving these homes and are either occupying them or putting them back on the market. This reduces blight in our neighborhoods and it shows that investors realize Mishawaka is a very strong and stable community. To insure that Mishawaka neighborhoods remain strong and stable, our code officers initiated 4,881 cases in 2010. Of those cases, Code was required to do 11,147 follow-up visits. The overwhelming majority of these cases were self-initiated (and not reported by citizens) while our code officers were patrolling their respective neighborhoods. As a City, we feel that with our aging housing stock, this proactive line of attack helps limit the potential for wholesale decline of a block or neighborhood. Combined with being proactive, a key to Mishawaka's enforcement service is that our Code Officers are asked to maintain a common sense approach when communicating with our residents and are always mindful of any financial or physical issues that residents may have.

Top 100 Program

The Code Enforcement Department takes great pride in knowing that our citizens and those who visit our city do not see many substandard structures in Mishawaka. Now in

the fifth year of the Top 100 Program, during the winter months Code Officers identify the top 100 structures that they feel need the most attention in the coming year. Our Top 100 program has played a huge roll in the great overall appearance of our neighborhoods in the City. In 2010, 67% of these cases were brought into compliance, which is outstanding! Our Top 100 list for 2011 is now being compiled and in the coming spring, Code Officers will begin contacting owners of these properties to establish completion dates for them. Our Top 100 Program is even more significant when you realize that in a five year period Code Officers have addressed 500 of the worst structures in Mishawaka. The vast majority of these structures have been brought into compliance.

Building Department

On a daily basis, the Building Department, combined with the Planning Department for new construction, is responsible for the issuance of permits for virtually all construction including new residential, commercial, and industrial construction. The Building Department inspects new construction as well as internal remodeling to insure that the work meets the current building codes. The Building Department must enforce construction codes with builders, owners, and tenants. Most of this is done through the inspection process. Other Building Department duties include reviewing building design drawings and meeting with contractors, owners, and tenants to interpret code requirements.

Training to increase efficiency- In 2010, the Building Department completed 2,354 inspections, which is 4 to 7 inspections per day, per inspector, spending 40-60 minutes apiece. The Building Department also reviews building design drawings and meets with contractors, owners, and tenants to interpret code requirements. Because construction declined in 2010, the Building Department used the extra time to become more knowledgeable about the ever-changing codes and to cross-train all inspectors to better serve the community. Last year, twelve seminars were attended by inspectors, and two new certifications were obtained. Over time, these advancements will allow us to send one inspector to a given site for basic inspections, rather than two or three based on their specialized fields.

Planning Department/Economic Development

The Planning Department is responsible for overseeing all aspects of city planning and new construction within the City of Mishawaka. This department also serves in a limited capacity to support the Community Development Department. On a daily basis, the department is responsible for the issuance of permits for virtually all construction including new residential, commercial, and industrial construction. The Department also evaluates and approves smaller projects such as the modification of signs, fences, sheds, decks, and garages. The Planning Department reviews and inspects new construction as to insure that the projects meet the current zoning and land use codes. The Planning Department is also responsible for organizing and implementing programs and initiatives aimed at retaining local businesses and assisting them to grow and benefit the greater community. The Department administers the tax abatement program of the City and serves as a direct liaison/contact for the City with the County-wide economic development agencies and the State of Indiana.

Economic Development/Medical Related Construction

In 2010, we were excited to see the continued construction of new medical uses and offices that have occurred since the opening of the St. Joseph Regional Medical Center in 2009. The hospital has profoundly changed the landscape of the City, not just with its massive physical presence, but also for its economic influence on our City's continued growth and prosperity. The City continues to extend utilities and construct roadways to open up more property for medical related construction. The investment in the hospital continues to pay off. In 2010, the former Dr. Del Pilar Building was remodeled and enlarged to accommodate Cancer Care Partners. The former University Commons Shopping Center was purchased and is currently being remodeled to house a series of medical uses including Allied Physicians. In this case, by revamping a half-vacant existing shopping center, the change in use had the added benefit of relocating many of the remaining tenants to what was vacant retail space in the Main Street and Grape Road corridors. Other significant Medical related openings that occurred in 2010 included Michiana Hematology Oncology and the Douglas Road Nursing and Rehabilitation Center.



View of the Saint Joseph Regional Medical Center, from the recently opened Michiana Hematology Oncology Facility

Commercial Vacancy Rates/New Restaurants-

An undeniable element of our City is the prevalence of commercial development in and surrounding the Grape Road/Main Street Corridors. Although the economy continues to take a toll on the retail market nationally, and we have our share of vacant commercial structures, unlike many commercial areas, Mishawaka continues to be a center of activity. Rather than looking for new construction opportunities, many retailers are taking advantage of the good deals to be had in existing buildings. Retailers continue to look at Mishawaka as a prime spot to either continue or start a new business. New restaurants are always a point of interest, and 2010 did not disappoint. Three major/anchor restaurants entered the Mishawaka Market in 2010. These include: the

Corndance Tavern at 4725 North Grape Road which significantly remodeled the short lived Texas Land and Cattle restaurant space, the Tilted Kilt located at 1032 University Drive at the City Plaza shopping center near the Ruth's Chris Steakhouse, and Flat Top Grill located at the University Park Mall in a space that had been vacant for a few years.



Capital Avenue/Fir Road/Toll Road Annexation

Corndance Tavern - Grape Road

In 2010, we were excited to see the continuation of annexation requests for the properties that are bordered by Capital Avenue, Fir Road, SR 23, and the Indiana Toll Road. In the fall of 2010, 1st Source Bank, Mary Spillane, and Mary & Apos LLC annexed and zoned 43.36 acres at the northeast corner of the intersection of Cleveland Road and Fir Road (the former Bobick's Driving Range) for a mixed commercial and residential development. The size, scale, and magnitude of the proposed development is significant. The resulting property that will remain following road and internal access drive construction will still leave an area larger than the recently completed Heritage Square planned unit development (Just for the former Bobick's site). As was mentioned when the Golata property was annexed in 2008, there are significant amounts of undeveloped property in addition to this recently annexed property. To the east there is approximately 90-acres of undeveloped land located to the west owned by the Golata's and a 22-acre triangular shaped undeveloped property located to the east adjacent to Capital Avenue owned by Memorial Hospital. To the north of this property there is a vacant 13.5 acre tract owned by the Seggerman family. North of the Seggerman property there is another 36 acres of undeveloped property owned by Three Cousins. Overall, there is more than 200 acres available for development bordered by two arterial roadways, two state highways, and the only direct access to the Indiana Toll Road provided for the City of Mishawaka. As such, the City believes that these collective properties inherently have a high value and contain significant development potential that warrants the City's participation in planning and development efforts. This annexation helps the City plan for orderly and cost effective extension of infrastructure.

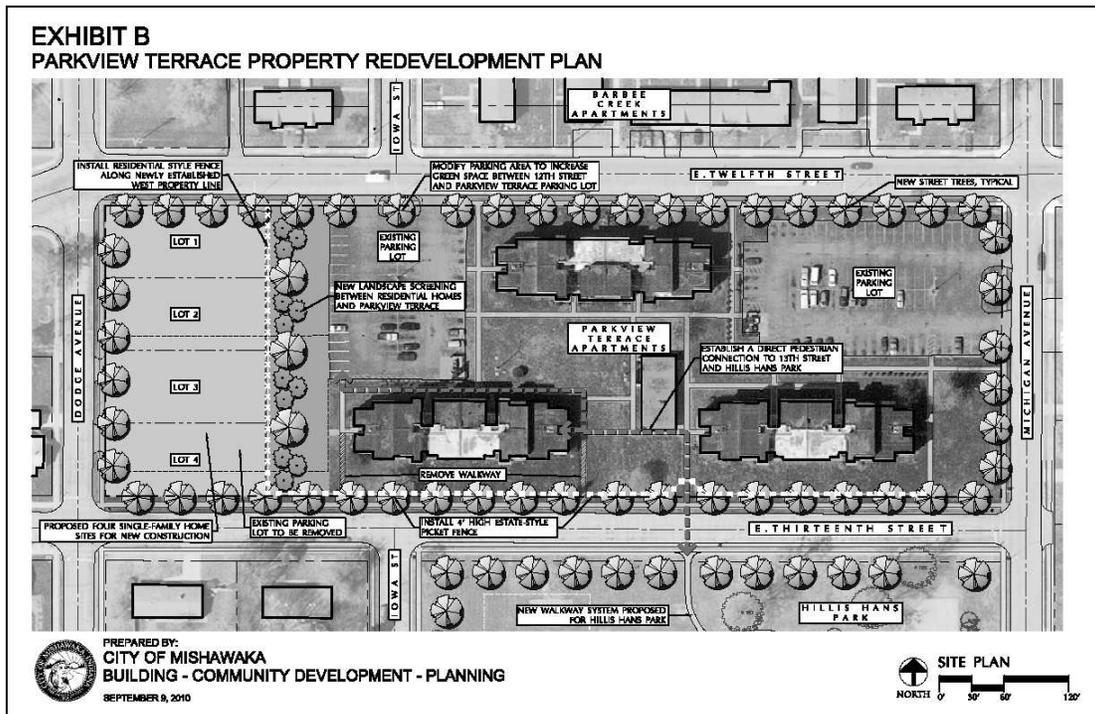
The City has a desire to work with all the property owners and developers to create an Edison Lakes style development in this area with a boulevard gateway entry into the City from the Toll Road. Right now, the Indiana Toll Road is the equivalent of "Main Street USA". I believe the City needs to take advantage of the exposure and access we have to the millions of motorists that use the Toll Road annually.

Currently, the intersection of Cleveland Road and Fir road is planned for widening and signalization through a joint County and City effort. Although the market will ultimately determine the appropriate uses for these properties, the fact that Memorial Hospital has

purchased the prime corner bordering Capital Avenue and the Toll Road is a good indicator that these collective properties represent the potential for hundreds of millions of dollars of high profile development and higher paying jobs for the City of Mishawaka.

Parkview Terrace/Hillis Hans Redevelopment Agreement

In 2010, the City Planning Department conceived and was responsible for preparing a local redevelopment plan for the Hillis Hans Park Neighborhood. The Planning Department identified that it could be beneficial for the City to partner with the owner of Parkview Terrace Apartments to leverage the City's anticipated investment in Hillis Hans Park with the tax credit application being undertaken by Parkview Terrace Apartments. If ultimately funded, the owner of Parkview Terrace apartments will be donating four single family home lots to the City, combined with constructing approximately \$80,000 in site improvements on the property that will help solve some long unresolved neighborhood parking and compatibility issues. The result of these improvements will be a safer, cleaner, and more secure neighborhood.



Public Safety

Fire Department

World class services start with our public safety departments. In 2010, the Mishawaka Fire Department conducted 5,761 runs. Over the last five years the City has averaged 5,364 runs per year. 2010 had 397 more runs than the five year average, or a 7% increase. Although the number of runs per year fluctuates, the number of runs has been increasing over time as the population grows, baby boomers age, and more medical and nursing facilities locate in the City.

Mishawaka Fire Department Leadership Symposium

This was the fourth year of our very successful Mishawaka Fire Department Leadership Symposium. Our working relationship with Bethel College continues to grow and prosper. Working closely with Bethel College the City has one of the premier training opportunities for firefighters in the entire Midwest. Over a three day period, leaders from today's fire service present the latest in Fire Department training. Sponsors make this a free class to all participants with only minimal investment by the City of Mishawaka. A special thanks to our friends at Bliss McKnight, Hoosier Fire, Globe and 5 Alarm Fire Co. for their continued support. Over three hundred attendees representing 15 departments from throughout the State were able to participate in 2010.

Charitable Works

Our Fire Department not only protects our citizens, but looks for opportunities to give back. In 2010, several charitable works were performed by firefighters for the enrichment of the community. Among these were the Needy Family Program at Christmas, Fill the Boot for the Muscular Dystrophy Association, Charity Bass Fishing Tournament, and Habitat for Humanity where our Firefighter's helped build a home on 6th Street. In October of 2010, the "Firefighters Wear Pink" shirt campaign became a success with several local cancer charities receiving the entire profit. These programs show the dedication of the Mishawaka Fire Department and how they go above and beyond for the community they serve.

Proactively planning for the replacement of Station #4

In 2010, the Fire Department entered into an agreement with D.L.Z. of Indiana L.L.C. to update its 2004 Fire District Study. The update took into account the changes which have occurred in the last six years, as well as several other improvements in traffic flow, such as the Main Street underpass, other improvements in the Main Street corridor, and the Capital Avenue implementation. The City constantly reviews run data for any possible changes to improve our delivery of services and maintain world class service to our citizens. The study is also the first step necessary for the design to replace the current station #4 located at 2319 Lincolnway East. As the Capital Avenue project becomes a reality, we have an opportunity to take advantage of some needed redistricting to better serve southeast neighborhoods and plan for anticipated future growth. The southeast quadrant of the City has the greatest area of undeveloped property that can reasonably be provided utilities for residential growth.

St. Joseph County Dispatch Consolidation

In 2010, officials from Mishawaka, the City of South Bend, and Saint Joseph County began conversations about a dispatch center consolidation. The Kernan/Shepard report mandates dispatch center consolidation (no more than two for the entire county) by the year 2014. While there is still much to be decided, the initial proposal calls for the Mishawaka Dispatch Center to handle dispatch for Mishawaka Police and Fire, as well as for Saint Joseph County Fire departments. The South Bend center would be responsible for South Bend Police and Fire, as well as Saint Joseph County Police. Financial considerations and physical locations for the centers are still under discussion, but if Mishawaka maintains a dispatch center, it will insure quicker response times for our

emergency services. It is one of my priorities to continue to lobby for a Mishawaka Dispatch Center.

Public Education

2010 was another very successful year for public education programs. Firefighters Lieutenant Brian Linson II and Derron Hess, who, along with Peggy Marker from the Hannah Lindahl Children's Museum, schedule the public education classes. This past year, 2,703 people were reached by these public education endeavors. 1,132 people toured the Survive Alive House located in Emmons School. Another 508 took advantage of "Little Red" classes at Station #3 on Douglas Road. Other assemblies and tours reached 1,063 people. In addition to these numbers, Chief of Prevention James Schuster educated an additional 805 students at several schools in the area. We were glad to participate in career day held at Mishawaka High School to explain the importance, responsibilities, and benefits of fighting fires professionally. In addition, the Fire Department participated in eight schools as part of the "Let's Move Mishawaka" program.

Police Department

Again, world class service starts with the public health and safety of our citizens. Although crime is unacceptable at any level, it is a reality for every City. In the City of Mishawaka, our primary goal is to continue to decrease crime levels. As Mayor, I am pleased to report that overall our levels of crime continue to drop and that our clean and safe neighborhood reputation continues to be well deserved! The overall low crime statistics in 2010 are a testament to these continued efforts by our Police Department and our involved citizens. That being said, my job as Mayor is not only to acknowledge that we are headed in the right direction, but I will tirelessly pursue the further reduction of all crime in the City. Some of the highlights of 2010 include:

- Robbery- 52 robberies occurred in 2010. Over the last decade there has been an average of 63 robberies per year. The 52 that occurred in 2010 represents a 17% decrease from the 10 year average.
- Assault- 764 assaults occurred in 2010. This is the second lowest amount recorded since the year 2000 with the lowest total of 748 having occurred in 2009. 764 assaults is 23% below the ten year average of 991 per year.
- Larceny- 2,386 instances of larceny occurred in 2010. This is the single lowest yearly total in the past decade! This is 23% lower than the 10 year average of 3,084 per year. This is also 462 less than the 2,848 instances documented in 2009.
- Auto Theft- 156 instances of Auto Theft were reported in 2010. This is the single lowest yearly total in the past decade! The City has averaged 198 per year over the last decade. This is 31 instances less than the 187 cases reported in 2009.

- Arson- 14 Arsons were reported in 2010. This is the single lowest yearly total in the past decade! The City has averaged 23 arsons per year over the last decade.

Partnerships with Schools

While many other communities have scaled back or eliminated D.A.R.E. (Drug Abuse Resistance Education) programs, the City of Mishawaka's DARE program continues to



be made accessible to all twelve public and parochial elementary schools in the City of Mishawaka. In fact, DARE was recently expanded to include an eighth grade refresher course. In 2010, Mishawaka's DARE program was awarded a grant of \$5,000.00 from the Drug Free Community Council to help pay for awards for the DARE students. Our DARE instructor is Lt. Tim Williams. In

recognition of this outstanding program, Lt. Williams was appointed President of the Drug Free Community Council and serves on the committee for Criminal Justice and Prevention.

School Resource Officers play another important role in our efforts in crime prevention and awareness. Cpl. Steve Madison is the School Resource Officer assigned to John Young Middle and Cpl. Jeff Giannuzzi is the School Resource Officer assigned to Mishawaka High School. One of their duties includes serving as a liaison between the school community and the Mishawaka Police Department. The officers conduct short-term educational projects such as speaking to classes, the student body, parents and the school staff. Each officer coordinates with the school administration to provide a safe and secure environment. The officers initiate and follow up on cases involving students enrolled in school. Overall, we know that our partnerships with our schools are extremely valuable and help reduce crime.

Bicycle Safety Program/Stranger Danger

St. Joseph Community Pediatrics and Lt. Williams teamed up to provide a bicycle safety program to all 3rd grade students in Mishawaka. Therefore, in 2010 Mishawaka 3rd graders received approximately 950 bicycle helmets, which were furnished by St. Joseph Community Pediatrics of Mishawaka. Lt. Williams also provides Stranger Danger education for local schools. Lt. Tim Williams talks about Child Lures, Internet Safety and Bullies. WNDU Channel 16 and United Way helped produce a Stranger Danger Video that is used to educate students and care givers about the lures used to kidnap children. The 15 minute video features Jack Nolan of WNDU and Lt. Tim Williams along with other local police officers.

Our Best in State D.U.I. Task Force

On November 19, 2010 the City led D.U.I. Taskforce was given the “Best in State” D.U.I. Taskforce Award by the Governor’s Council on Impaired and Dangerous Driving. The D.U.I. Taskforce has received the Best in State award 3 out of the last 4 years, and has maintained the top 2 positions in the state since 2002.

Mishawaka Utilities

Business Office

The Mishawaka Utilities Business Office is responsible for providing the billing and customer service for each Mishawaka Utility Division, as well as our third party vendor that provides residential waste removal and recycling. The Business Office is also home to the Business Manager who is responsible for overseeing all divisions. Emphasis is placed on making business services convenient, efficient and friendly. This continues to be done by being able to interact on a personal level with the Utility’s customers rather than through an impersonal automated phone service or a far-away call center.

Document Imaging

We’ve implemented Document Imaging in 2010, which is the conversion of paper documents into electronic images. These documents can be retrieved effortlessly in seconds. Document Imaging has become common now in numerous businesses and organizations, making paper filing systems obsolete. The benefits are numerous:

- Prevents lost records
- Saves storage space
- Manages records easily
- Finds documents quickly
- Makes images centrally available
- Eliminates need for filing

We have also implemented a Report Management System, which enables users to securely store, retrieve, parse and distribute internally generated documents. With Report Management, spool files become safeguarded by routine backups so they no longer need to be printed. This new system automates document retention and purges reports based on compliance regulations, essentially eliminating much of the cost of paper and forms, storage, and labor for handling. With this new system, we have also been able to offer electronic billing statements (e-Bill Statements).

Mishawaka Utilities eBilling

Mishawaka Utilities eBilling replaces paper bills and statements with enhanced, interactive electronic documents that are delivered securely and directly to customer inboxes. This enables Mishawaka Utilities to reduce their billing costs, while maintaining customer service and efficiency. With most clients achieving full return on investment within the first year, eBilling is an immediate cost saving solution with benefits that reach far beyond reduced billing costs. In addition to its ability to help utilities control billing

expenses, eBilling has proven to be extremely efficient in allowing for faster payments. By signing up today, you can enjoy the following benefits:

- Receive an email when your bills are ready to view
- Download and print your billing information at your convenience
- Avoid mail delays
- Avoid statements lost in the mail
- Avoid missing or delayed statements due to changes in address
- Help the environment by saving paper and reducing waste

Water Division

In 2010 the Water Division provided exemplary customer service to over 17,000 customer accounts by delivering over 2.3 billion gallons of safe drinking water. To ensure the quality of the drinking water we produced for our citizens, Water Division personnel conducted over nineteen thousand water quality tests, and over twenty-two hundred backflow devices were inspected. Phase II of the federally mandated Well Head Protection Rule was submitted to the Indiana Department of Environmental Management to ensure that the City's drinking water wells are protected from potential sources of pollution. In an effort to inform our citizens about the water delivered to their homes and businesses, the Annual Water Quality Report was published and distributed to our customers by mail and via the internet.

Infrastructure Improvements

During the year numerous areas in the City underwent extensive sewer and road construction. A goal of the Water Division was to provide world class support during construction to minimize water service disruption to our customers while helping construction contractors maintain aggressive schedules. The Division worked with, and supported three contractors working in the Milburn Boulevard Area, relocated water main to accommodate the Capital Avenue underpass construction, and laid water main during the Main Street, Mishawaka Avenue, and Lynn Street improvement projects.

These tasks required outstanding effort from each of the Division's twenty-nine employees. With a staff that was reduced from forty-one employees just two years earlier, the Division replaced over four hundred service lines in areas disturbed by construction. Water mains and fire hydrants were relocated at numerous locations to accommodate new construction. The Water Division invested over \$450,000 in these infrastructure improvements without having to resort to borrowing or rate increases. This was possible due to extremely frugal conduct in all phases of Water Division operations.

Energy Efficiency

In an effort to further control operating expenses and energy use, the Water Division continues, with the guidance of the Department of Environmental Management and USEPA, to conduct a self directed energy audit and to develop an Energy Management System. We expect to see measurable benefit from these efforts beginning in 2011.

Sewer Maintenance Department

The Sewer Department is a well equipped and cross-trained group of ten employees responsible for maintaining over 200 miles of sanitary sewers. The most significant responsibility of the Sewer Department is to maximize the volume of flow transported to the Wastewater Treatment Plant which is accomplished by a well planned rigorous scheduled maintenance program of the sewer system. The Sewer Department also performs tasks for Electric, Water, Central Services, and the Wastewater Treatment Plant.

Outstanding Service

In 2010, an example of Mishawaka's world class service was the response made to an elderly gentleman who lives on Main Street in the Normain Heights area. The City discovered that his service lateral had been crushed by the new storm line that had been laid over the top of it. This gentleman could not leave his house for medical reasons so the City brought everything to him. This project took a little longer than most since it involved a newly paved section of Main Street, three contractors, dewatering the area, and digging around two gas lines and a water line. Once the problem was identified and the contractors were hired, the project was quickly completed. Also, the home owner had his service lateral, his driveway, and his sidewalk replaced!

Preventive Maintenance- An ounce of prevention...

The Sewer Department has an aggressive preventative maintenance schedule that routinely checks and cleans inlets for debris or repairs, cleans and televises mainline sewers, cleans catch basins, and lift station wet wells. There are over 200 miles of sewer lines in Mishawaka that need to be maintained. In 2010, the department was able to clean and televise almost 25% of the 200 miles. In 2010, we responded to 101 requests resulting in 6,023 feet of mini-cam inspections of resident's service laterals. Many of these calls came from concerned residents in areas where the City had large construction projects; like the Milburn restoration project, the widening of Main Street, and the Capital Avenue project.

Hazardous Spill Training

In 2010 the Mishawaka Sewer Department participated in an Indiana Department of Environmental Management Inspection. The Sewer Department's results were outstanding getting flying colors in all categories! Everyone in the department has been trained on what to do in the event of a hazardous spill. We have identified all structures, sewer, and storm lines at the Motor pool. We have set up a centralized spill control station in our shop complete with instructions and materials for controlling and cleaning up different size spills. We also placed spill kits in every vehicle which are complete with instructions, and emergency numbers. All chemicals used in the sewer department have been identified, properly stored, and labeled. The Sewer Department worked in conjunction with Central Services, and the Wastewater Treatment Plant preparing for this inspection taking every step of the process very seriously.

Wastewater Division

Mishawaka's Wastewater Treatment Plant serves over 17,100 residential and commercial accounts. Annually over 3.7 billion gallons of wastewater is treated prior to discharge

into the Saint Joseph River. A recent survey by the British Medical Journal asked health care professionals to rank the most important medical milestone in the last 150 years. To the surprise of many, “the sanitary revolution” topped the list. Safe drinking water and proper sewage treatment were ranked as more important to public health than even antibiotics.

Award Winning- Indiana Water Environment Association

When the wastewater treatment plant is doing its job most people give it no thought. From a customer’s perspective, the best recognition can be no recognition at all. However, Mishawaka enjoys outstanding wastewater treatment service provided by highly dedicated employees. The Wastewater Division was distinguished at the 2010 annual conference of the Indiana Water Environment Association (IWEA) held in Indianapolis in November. Over 500 wastewater professionals gathered for continuing education, to discuss new trends and technologies, and to recognize outstanding contributions and achievements.

The Wastewater Division received seven awards, 4 from the state IWEA and three from the national Water Environment Federation (WEF). Assistant Manager Tim Brill and Manager Karl Kopec received the Quarter Century Operator Award from WEF in acknowledgement of twenty five years of service and dedication to the water environment profession. Karl Kopec received the WEF William D. Hatfield Award for outstanding performance and professionalism in the operation of a wastewater treatment facility. Interestingly, in 1957 the first Indiana recipient of the Hatfield Award was Ronald Kronewitter, Mishawaka’s first Wastewater Manager. Although the Hatfield award is bestowed upon an individual, it is a reflection of the performance and professionalism of the entire staff.

The Division’s laboratory received an IWEA Laboratory Excellence Award for the 9th consecutive year. Mishawaka’s wastewater laboratory analyzes approximately 18,000 samples annually. The Wastewater Division received the large facility Collection Systems Award for innovative solutions for reducing combined sewer overflows (CSOs). Since 1990, Mishawaka has reduced CSO volume to the river by over 86%. For the 9th time and third consecutive year, the division received the large facility Best Annual Report Award. The Wastewater Division has a great story to tell. Finally, we are proud that plant chemist Jill Norton was inducted into the Loyal Order of the Tumblebug, an award recognizing outstanding effort on behalf of the IWEA. Jill joins past recipients Tim Brill and Karl Kopec as Mishawaka Tumblebugs.

Energy Efficiency

In the treatment process, aeration and pumping require the highest energy usage. To reduce this demand, one of the first high-efficiency turbo blowers in the state of Indiana has been installed. Eligible for \$250,000 in grant funding under the American Recovery and Reinvestment Act Green Project Reserve, the new turbo blower passed EPA green initiative requirements. The turbo blower has the potential to reduce aeration electrical consumption by more than 30 percent and requires less maintenance compared to the existing blower. The new turbo blower was placed in service in July of 2010. Digester

gas which is produced in the treatment process is also recovered and burned in the new plant boilers to provide “free” energy that replaces natural gas. Much time was invested in 2010 fine tuning the digitally controlled heating and ventilation system that serves all the facility’s buildings and connecting tunnels. This effort has significantly reduced the plant’s reliance on natural gas while maximizing the use of “free” digester gas.

Mishawaka has documented a 16 percent improvement in overall wastewater energy performance. The facility has decreased natural gas consumption over 30 percent. This is significant considering the 2008 expansion required a 35 percent increase in heating capacity due to increased building area and safety code-mandated increases in building ventilation. Improvements to the digester system have increased digester gas production by an average of 15 percent. Digester gas utilization has risen from 40 percent or less to nearly 70 percent. The new central heating system more efficiently burns digester gas and distributes “free” heat wherever it is needed. `

Combined Sewer Overflows

Although the water quality in the Saint Joseph River is better than at any time in our lifetimes, further improvement is required. During heavy rainstorms, when the capacity of the sewer system and treatment plant is exceeded, combined sewer overflows (CSOs) can discharge a mixture of stormwater runoff and wastewater directly into the river without treatment. CSOs prevent basement backups and street flooding. Mishawaka is one of 100 communities in Indiana with combined sewer overflows. There are over 900 CSO communities nationwide.

The reduction of CSOs to the river during wet weather is required by federal law and continues to be one of the City’s top priorities. Since 1990 Mishawaka has reduced annual CSO volume approximately 85% from 300 million gallons per year to less than 50 million. These significant reductions have been achieved through a combination of treatment plant expansions, sewer separation projects, and sewer system capacity upgrades. Mishawaka has developed a long-term plan to address the remaining combined sewer overflow.

Federal law requires cities with CSOs to eliminate their impact on water quality. Cities must develop Long Term Control Plans to minimize CSOs. During 2010 the City continued negotiation with the Environmental Protection Agency, the Indiana Department of Environmental Management, and the Department of Justice over its Long Term Control Plan (LTCP). The City submitted its final draft in October of 2009 for review by the agencies. The proposed plan will vastly reduce the occurrence of CSO from the current 50 overflows per year to zero overflows in years with typical rainfall.

Final approval of the LTCP is expected in 2011. The plan is estimated to cost between 140 and 160 million dollars and the City is requesting a 20 year implementation schedule. Consistent with EPA policy, once the LTCP is approved it will be enforced in a federal consent decree. The decree will require timely implementation of the Long Term Control Plan as submitted or the City will face fines.

Although Mishawaka's CSO control plan has not been formally approved, the City is proactively addressing the problem. In 2010 the Milburn Blvd. area underwent extensive sewer separation work which removes rainwater runoff from the sanitary sewer system. Removing stormwater from the sanitary sewer system reduces the volume and frequency of combined sewer overflows.

An underdrain system was installed to lower the groundwater table, reducing sanitary sewer leakage and basement flooding. In 2011 the existing sanitary sewers will be rehabilitated. An added bonus of the CSO work in this area has been many new streets, curbs, and sidewalks as part of the restoration work.

The next LTCP phases to be addressed will be completion of work in the Milburn Blvd. area, construction of a lift station and larger sewers as part of the Capital Avenue railroad underpass work, and construction of a new interceptor sewer in the Wilson Boulevard area. This interceptor will combine five existing CSO points into one, and will vastly reduce the frequency of overflow in this area.

In December a \$37 million Sewage Works revenue bond was sold to complete the sewer improvements in the Milburn Blvd. area and to fund the next phases of CSO long term control measures.

Electric Division

Mishawaka Utility's electric distribution system is the second largest municipally owned utility in Indiana, providing service to 27,035 meters. The heart of the system is the 11 substations located at strategic points throughout the city. The staff constructs and maintains the distribution system consisting of nearly 127 miles of overhead lines and 176 miles of underground distribution lines, as well as seven miles of transmission lines (primarily 34.5 kV, with a small 69 kV section). This system serves a population of nearly 50,000. Mishawaka's electric consumers enjoy electric rates that are slightly below average for similar sized cities in Indiana, which is already one of the nation's lowest-cost energy states. World class service begins with a world class staff. This is literally the case with our Electric Division.



Apprenticeship Program

Our apprenticeship program, established in 1989, has continued to produce some of the best line workers in the country. In March 2010 we finished with three linemen placing in

the nation's top 20– we placed 10th (Chuck Bailey), 15th (Scott Flynn), and 16th (David Cochran) in the American Public Power Association (APPA) nationwide lineman competitions in Omaha, Nebraska. In October of 2010, Chuck Bailey went on to finish 6th among apprentices in the world competition in Kansas City, Kansas. With this personnel, we can truly say that we provide world class service to our citizen's each and every day.

Lineman Preparatory Program:

Mishawaka partnered with Lake Michigan College in a job shadow program for a lineman's preparatory program. This is a 30 week climbing lab that trains future line workers. Students participate in classroom instruction and build pole lines at the college while job shadowing on utility crews. Four students shadowed at Mishawaka working on various line-work projects, such as the Virgil Street Substation. Upon completion each student receives a CDL class A license, CPR/first aid certificate, qualified climber certificate, underground locator training, and a head start in the industry. After graduation they held a line skills competition and our own Kevin McGann was selected to judge.

School Partnerships- Electric Education

Another goal was achieved last year when Mishawaka Electric Division paired with the Bremen Electric Division to train all of Mishawaka's 5th graders in the dangers of electricity. This program highlights the dangers of both electricity in the home and in the community, including underground and overhead distribution systems from the substation to the house meter. Under the direction of Brian Adams of Bremen and Kevin McGann of Mishawaka, the kids witnessed 15,000 volt electrical arcs and various demonstrations of how electricity can be harmful to people. Brian and Kevin energized hot dogs, pickles, and showed the dangers of playing with outlets. It has been a great success which is evident from the very positive feedback received from both the teachers and children.

Building Mishawaka's Electric Infrastructure

Unlike other communities served by a private entity, Mishawaka receives the benefit of infrastructure improvements installed by our own forces. In 2010 Major Projects Included:

- *Holy Cross Parkway and Trinity Parkway lighting projects:* Over 60 of the dark sky initiative lights were installed, creating a beautiful corridor to the new hospital and surrounding area.
- *331 Expansion Project:* This is one of our largest projects that will continue into 2011. Multiple overhead to underground rebuilds were completed in the Greenlawn addition area, improving reliability and beautifying this region. Our three phase lines were abandoned along the south side of the tracks to make room for the temporary railroad track to be installed in 2011.
- *Front Street Parking lot:* The existing overhead three phase and secondary lines were removed and underground facilities were installed, improving reliability while improving the appearance of our historic downtown area.

- *Milburn Blvd Sewer improvements:* This was one of the biggest roadway improvement projects of the year, from Logan west to Ironwood. We worked closely with three separate contractors on a daily basis, making splices and installing temporary services so that each contractor could continue to move forward with their projects. Our goal was to keep as many lights burning each night as possible. Once the road was installed we upgraded 37 of the old steel cor-ten lights with new modern twin head black fiberglass lights on each island.
- *River View 500 High-Rise:* The only remaining indoor power bank in our utility system was removed and relocated outside the building. A new three phase pad mount transformer was installed on a custom concrete pad and wall. A loop feed was installed to include Riverside Terrace, allowing redundant feeds to improve reliability.
- *Summerfest rebuild on Kamm Island:* New underground primary lines were installed across the bridge and to both ends of the island. Transformers were installed at both ends of the island and in the center of the hill with secondary feeds and pits for temporaries at intervals along the perimeter of the island. This allows easy access to install festival temporaries for all Kamm Island events.



Moving Forward in 2011

To conclude the State of the City, it is important to identify the City’s priorities for 2011. Mishawaka's history is rich and we have a proud tradition in the Princess City. I believe we are uniquely situated in a strong position and poised to experience record growth.

Economic Development

Our first order of business is to continue to build upon Mishawaka’s dynamic economy, enhance our business-friendly environment, and become even more of a center for economic growth attracting high paying jobs. We know that our success is based on a diverse economy of small business, traditional manufacturing, the service sector, and now, more than ever, the high tech and medical sectors that are the foundation of our evolving economy. To attract this new business, we will extend our world-class services to areas such as the Capital Avenue Corridor and use every available tool in our arsenal to welcome growth across our City.

AEP Sewer Easement Purchase, A building block to the future...

I am pleased to report that the City has just purchased a sewer easement that is a significant building block to open potential development along the Capital Avenue Corridor. Specifically, the City purchased a fifty-foot wide sanitary sewer easement from AEP adjacent to Capital Avenue, between Jefferson Road and north of Day Road for future trunk sewer installation. The cost of the easement was \$191,517 and was based upon appraisals prepared by INDOT. This is an easement that took years to negotiate and finalize with AEP. Although the extension of this trunk sewer will be expensive, simply having the easement puts the City in a better position to cost effectively provide municipal services to any large economic development prospect who may be interested in the Capital Avenue Corridor.



Emphasizing Support of Existing Businesses

A primary focus of our economic development strategy is to take more advantage of the growth opportunities of business and industry that already exists in the City. Obviously, if each business were to add just a few employees, it would have a significant impact on our local economy. In 2011, we will step-up our communication and reach out to support our existing businesses. Although the role of government is limited, we want our hometown businesses to know that we are supportive and are a potential partner where City services might play a role in their growth.

Project Future

Clearly, our regional economic climate warrants investments in retaining businesses and promoting future growth. Regardless of the concerns that have been expressed, it doesn't change the fact that Project Future is the recognized countywide economic development agency. As such, if we are to demonstrate Mishawaka's ability to lead and make a difference, we need to have a seat at the table. Therefore, in the near future I am going to ask the Council to reconsider providing \$22,000 in funding to Project future. If Project Future is not ultimately funded, it demonstrates that Mishawaka would rather go its own direction rather than contribute to a community wide vision. Although going our own direction may appear to be a prudent strategy, it would undoubtedly have a negative impact on the overall perception of economic development in St. Joseph County. A rising tide lifts all boats, and Mishawaka benefits by having South Bend and St. Joseph County as a whole prosper.

Downtown Development

Downtown development is a key component to our economic development strategy. We will continue to invest in our downtown to bring new businesses, housing opportunities and high quality, mixed-use development to our city center. While development has been delayed due to the lagging economy, we know that progress will occur soon. However we will stay true to the original vision and plan for high-quality, unique development that compliments our existing downtown. New improvements need to pay tribute to our proud history while also leading Mishawaka into the future. We will not sacrifice "great" for "adequate" nor "getting it done right" for "getting it done right now".

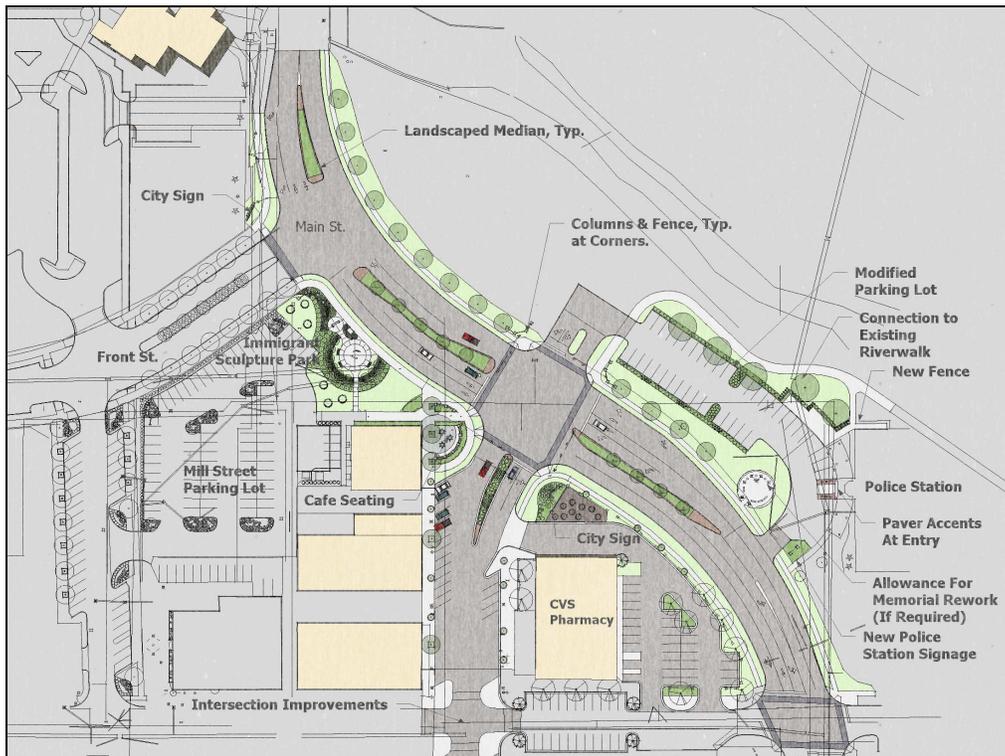
Downtown Main Street/Church Street Improvements

In 2011, we will undertake a major improvement to the Main Street/Church Street corridor in the heart of our downtown. This is the most heavily travelled thoroughfare in the downtown and provides a tremendous opportunity to enhance and beautify our downtown for our citizens, existing businesses, and to help promote future development. Once completed, this project will improve traffic flow, increase pedestrian safety, and enhance the character of our downtown.

When this project is complete later this year, it will consist of two travel lanes in each direction with a center left turn lane to serve our historic downtown and the Ironworks Developments east and west of Main Street. Construction will include replacement of curbs, sidewalks and new concrete pavement. It will also include landscaped gateway islands at the intersection of Church and Main Streets. Construction of the widening will also reconfigure the parking lot at the Police Station, providing an entrance at the Main and Church traffic signal. The project will include historic looking signage, the re-setting of the "Immigrants Sculpture", and include outside seating.



Artists rendering of Historic looking signage



Downtown Main Street/Church Street Conceptual Improvement Plan



Concept Rendering Downtown Main Street/Church Street Intersection

Mishawaka Riverwalk- Race Street to Cedar Street Connection

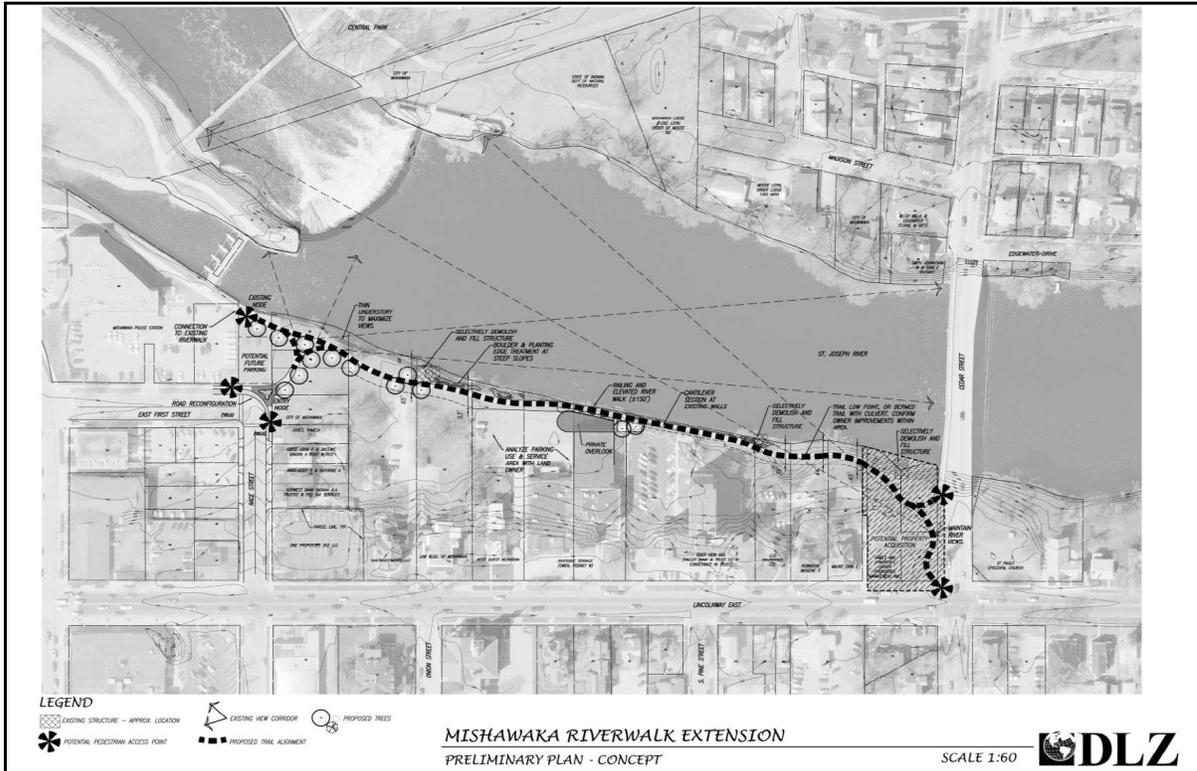
In 2011, we will continue to work toward connecting more neighborhoods to our downtown and riverfront areas and, in doing so, make them a critical piece of our city's landscape. We will continue to make connections between our river in the heart of the City to our neighborhoods to promote recreation, commerce, urban living, and environmental preservation.

The Mishawaka Riverwalk has become part of the fabric of our downtown. It continues to attract people to enjoy the beauty of the St. Joseph River, cherish our exceptional park system, participate in events, and support our downtown businesses. The Riverwalk continues to be a legacy project where our investment today will be treasured by generations to come.

The success and heavy use of the Mishawaka Riverwalk continues to spur the City's efforts in expanding to connect more neighborhoods and parks to the St. Joseph River. Implementing the expansion of the Riverwalk requires a great deal of planning and study. Unlike a rails-to-trails program or green-field development, constructing the Riverwalk through established areas will require the City to buy property and, in some instances, relocate homes or businesses.

The next logical expansion of the Riverwalk will be to connect our existing downtown walk east to Cedar Street, on both sides of the river. Specifically, in 2011 the City will contract to design a connection between Race Street and Cedar Street on the South side of the river. The goal will be to work with the existing land owners to limit the impacts

on private property while providing the appropriate public space. The engineered plan will identify the impacts to specific properties and will allow the City to review plans with existing property owners. Given the number of property owners involved and the dialogue that needs to occur, implementation of this conceptual plan will likely take a number of years.



Neighborhood Reinvestment

As a City we will continue to make reinvesting in our neighborhoods a top priority in 2011. Our focus will be on keeping Mishawaka’s reputation as one of the greatest hometowns in America. As a City we will work to make positive impacts to our neighborhoods by selectively targeting our biggest problems. Our goal continues to be providing every resident of our community access to a decent, safe, suitable and affordable living environment. In 2011, the City will continue to create homeownership opportunities for low to moderate income families where the proposed homes match the character of the surrounding neighborhood.

Sidewalk Master Plan Initiative

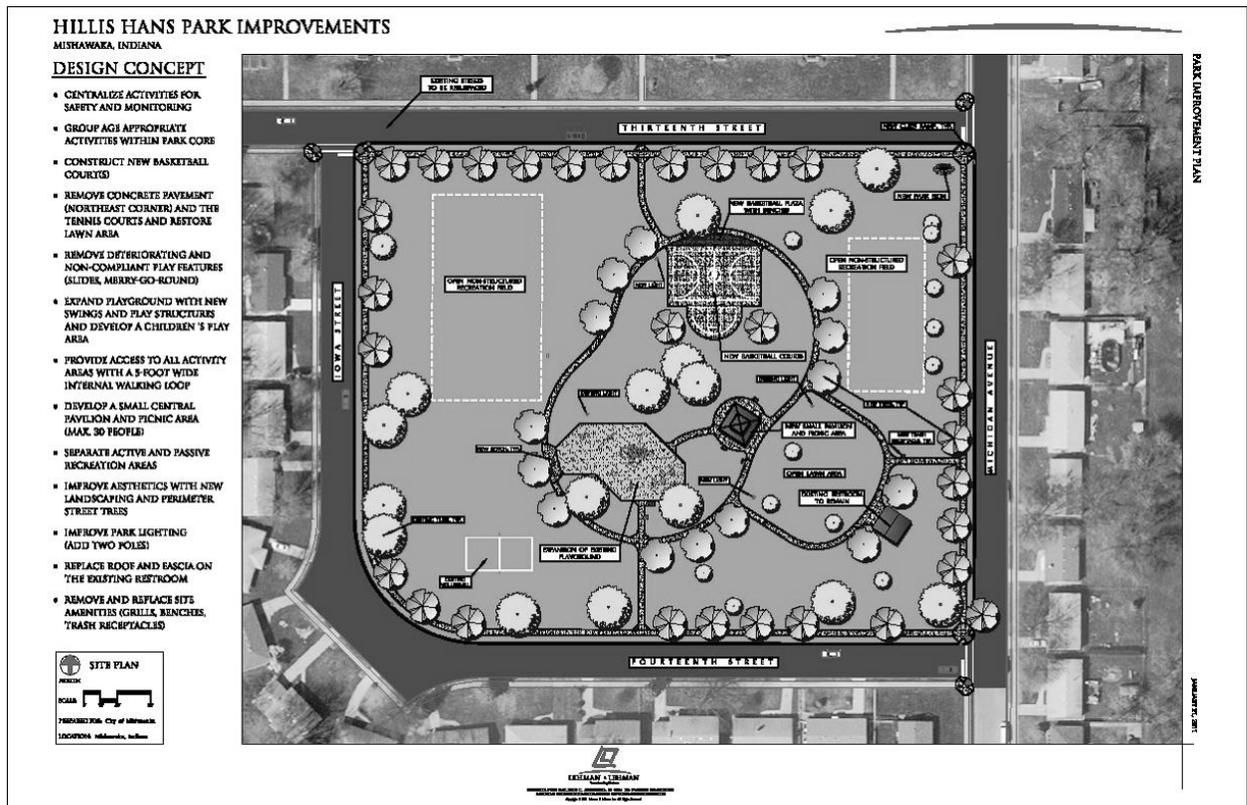
We all know that there is just simply not enough funding to make improvements to all of the City’s streets to either provide new sidewalks or improve existing sidewalks. However, it is a priority to make strategic investments to address deficiencies. In 2011 we will continue significant investment in neighborhood public improvements such as streets, curbs, and sidewalks. In addition to these expenditures, in 2011 we will formulate a strategic master plan specifically for sidewalk improvements to enhance the

quality of life and walkability of our City, particularly in older downtown and residential areas, and to meet current ADA standards for accessible design.

Hillis Hans Park Improvements

The City currently owns and maintains 26 parks. Many of these parks are in need of improvement. Again, although there is not enough funding to do everything we want to do immediately, in 2011 the City will undertake a significant neighborhood improvement project in and around Hillis Hans Park. This is a prime example of the City’s on-going commitment to neighborhoods. This project includes:

- The updating of park amenities including the replacement of older play equipment that in some cases could be 40 years old.
- Making the park more usable and accessible by replacing the sidewalk around the park, and installing ramps that meet ADA standards for accessible design.
- Providing accessible walks through the park and creating activity areas for the playground, basketball, and a new picnic pavilion.
- Installing new trees and upgrading park lighting
- All of our improvements will emphasize “ease of maintenance”, knowing the City has fewer resources to operate and maintain parks.
- Re-paving adjacent neighborhood streets
- Substantially completing the improvements and opening the park at the start of the summer.



Public Safety

In order to rank as one of the greatest hometown's in America, Mishawaka needs to be one of Indiana's most livable cities as well as one of its safest and cleanest. We will continue to be a leader in providing services to our neighborhoods, reducing crime and providing public safety that is second to none.

Two New Officers Assigned to Neighborhood Policing

On September 30, 2010 the City received a 2010 COPS Hiring Program (CHP) grant award for 2 officer positions. The estimated amount of federal funds to be awarded to the Department over the three-year grant period is \$356,256.00.

The COPS Hiring Program is a competitive nationwide grant program that provides funding directly to state and local law enforcement agencies to hire or rehire full-time sworn officers to increase community policing capacity and crime prevention efforts. CHP grants provide 100 percent funding for approved entry-level salaries and fringe benefits for three years for newly-hired, full-time sworn officer positions. Mishawaka was fortunate to receive these funds.

I am pleased to report that the Mishawaka Police Department is presently in the process of screening applicants to fill these two positions. This additional police presence will be in our neighborhoods in 2011. Specifically, once these officers are hired, I will place them in the role of serving our citizens and neighborhoods as part of the City's community oriented policing efforts.

Education

Our future also hinges upon our ability to assist our schools and support the education of our children. Mishawaka City Government is a leader in supporting education. We are partnering with our schools like no other community in the region. We have forged new partnerships with our public schools, picked up school programs that were cut by State budget reductions and developed new programs to promote education, health and the safety of our students and community. We will also be a willing partner with our schools and business community to make sure that the schools of today are preparing a capable workforce for tomorrow.

Since becoming Mayor, I have spent more time in our schools and with our students than any other single thing that I have done. That is because Mishawaka's #1 resource is its citizens. Our students are our future. I will continue to reach out to our students to form a personal connection, instill pride in our great City, teach them about Mishawaka's history, and encourage them to become actively involved with their government. Most importantly I will engage them to be an active partner in building a community that they are proud of. This will continue to be a focus in 2011.

Budget

Lastly, we will continue to emphasize a need for the most efficient government possible. We must leave no stone unturned in our effort to reduce the cost of government and improve the delivery of services. We will continue to increase our use of technology to

improve services, cut costs, and solve problems in new ways. For example, we have equipped our police officers with mobile data terminals which allow them to file reports from the field, cutting down on time spent filling out paperwork at the station, and getting them out in our neighborhoods. We will use this as a model as we look to improve productivity and service in other departments.

Wireless Communication to City Vehicles

A project to go wireless with communication to City vehicles was started in 2010. The IT department purchased an Alvarion WiMAX base station along with 5 in car receivers. This project being implemented in 2011 will serve as a pilot project to test range and reception in the moving vehicles. The testing will determine where the City will need to place several base stations to blanket the city with wireless coverage. The units in the vehicles will act as Wi-Fi access points allowing us to connect many different devices without modification. As this technology is implemented it will greatly improve the efficiency of our field personnel. Using Code Enforcement as an example, our Enforcement Officers will use this technology to check on the status of properties in real-time. Reports can be made, and inquiries followed up on without the need to travel back to the office.

2012 Budget

There is a continuing challenge to balance the budget. I will propose and submit a balanced budget for 2012, accounting for cost of living wage increases for our employees with representation through organized labor groups. My goal is to provide the same increase for our other employees in 2012, despite continued economic uncertainties, while maintaining the world class services that our citizens have come to expect.

Thank You

Lastly, I want to thank all of Mishawaka for providing me the opportunity to serve. I am humbled by the trust that has been placed in me and it is the honor of my lifetime to serve the City I love and the citizens that I consider family. It has also been my privilege to work shoulder to shoulder with the finest public servants anywhere. Together, we will work to make improvements that we all can be proud of, seizing opportunities for today and for future generations, making our contribution to the City that continues to be the best hometown in America. May God continue to bless our great City of Mishawaka.

