

*City of Mishawaka, Indiana  
Administrative Officials  
For the Year Ending  
December 31, 2011*

*David A. Wood  
Mayor*

*John P. Gourley  
City Attorney*

*Deborah S. Block  
City Clerk*

*Yvonne Milligan  
City Controller*

*Mishawaka Common Council  
John Roggeman (At Large)  
President*

*Dale Emmons (1<sup>st</sup> District)  
Mike Bellovich (2<sup>nd</sup> District)  
John Reisdorf (3<sup>rd</sup> District)  
Marsha G. McClure (4<sup>th</sup> District)*

*S. Michael Compton (5<sup>th</sup> District)  
Ron Banicki (6<sup>th</sup> District)  
Dan Bilancio (At Large)  
Matt Mammolenti (At Large)*

City of Mishawaka

# State of the City Address

February 20, 2012

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**City of Mishawaka**  
**2012 State of the City Address**

***“Moving Mishawaka Forward”***  
*Mayor Dave Wood*

**Introduction**

It has now been a year and a half since I took office, and 2011 has been quite a year. I stand here far more seasoned and knowledgeable, and I believe better prepared to serve our City. At last year’s State of the City, I was still very much on a learning curve. Now, I feel like I could teach *“Being Mayor 101”*. This position continues to be the highest honor of my life.

I continue to believe 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. I also continue to believe as a whole our elected officials, department heads, and employees have the best interest of the City at heart. This is not just a job for most of us, and I am reminded every day of the culture of public service and family atmosphere of our City.

As for the State of our City, I am pleased to report that Mishawaka continues 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 promise is great. I am also pleased to report that the current state of our City continues to be fiscally stable, lean, and efficient. I am also proud that we continue to:

- Maintain a welcoming business climate.
- Strive to provide world-class public services.
- Plan for the future, while not borrowing from the future to pay for the present.

The theme I want to highlight for this year’s address is “Moving Mishawaka Forward”. You may recognize this as my campaign slogan from last year, but it could have been anyone’s slogan inserted here. As public servants, employees, or interested citizens, we all have similar thoughts, ideas, and notions to improve our City. Some may be narrowly focused such as on a park or road, some may just be broadly defined as finances or labor. In all cases they are part of the collective drive that provides the direction of our City. As Mayor, it is my job to help define this, lead our collective efforts, and navigate through our difficulties and disagreements. Particularly following an election year it can be hard for the public to see, but we truly are all on the same team and work together well. To use a football analogy, I have been elected the head coach with a new four year contract, but there are many parts to a team and we are only as good as the talents and effort that we collectively put forth. This is our collective call moving forward.

This year I am using this State of the City not only to reflect on what was accomplished in 2011, but to start laying out a game plan for the coming years. As any coach knows,

game plans are also fluid and react to the circumstances presented. Similarly, some of the issues/projects identified herein will be refined and evolve over time and will be shaped by everyone's participation in the process.

To help provide highlights on what transpired in 2011 and what is to come in 2012, I have divided this address into three areas:

- Improving our quality of life
- Job Opportunities/Economic Development
- Providing Public Services

## **Improving Our Quality of Life in 2011**

There is a direct relationship between the work that government performs and the resulting quality of life of the people that live and work in our City. Whether it's a road, park, or an event, much of what the City does has an impact on the environment in which we live. Here are some of the highlights from 2011:

### **Church – Main Connector Improvements**

These improvements completed at the end of 2011 are indicative of what Mishawaka tries to do on every project: enhance value. In this case, we had a need to replace underground utilities and widen Church-Main to a five-lane section, to provide a turning lane. We took this opportunity to enhance the appearance, improve pedestrian access and safety, and the result is that we enhanced the value and provided more of a sense of place for the downtown.



*Picture of Church Main-Connector Improvements, January 2012*

Improvement of the Church – Main Connector was completed by Rieth-Riley Construction at a cost of 3.3 million dollars. The project consisted of new concrete pavement sixty feet in width, providing two travel lanes in each direction and a continuous center left turn lane between the bridge over the St Joseph River and Lincolnway East. In addition, installation of storm sewer, upgrades to watermain and sanitary sewer, sidewalks, concrete curbs, upgrades to the three traffic signals at Church & Main, Church & First and Main & First, and installation of new street lights along both sides of project.

Major elements in this project were the reconfiguration of the intersection of Main and Church to include of landscaped traffic islands along Church Street to identify the gateway into the downtown. The project also includes; installation of field stone monument signs denoting “Historic Downtown” and “Ironworks”, reinstatement of the “Immigrants Sculpture”, small seating area on Main at Church Streets, expansion of the

police station parking lot to provide access at the signal on Main and Church Street and development of a Police Department Memorial Honor Garden.

### **Hillis Hans Park and Neighborhood Improvements**

In June of 2011 the City cut the ribbon on close to a half million dollar investment in Hillis Hans Park. Park improvements included a facelift for the entire park: a new pavilion, reconstructed basketball courts, accessible sidewalks, new play equipment, new furnishings, lighting upgrades, and a rehabilitated restroom.

This effort was started by a small group of committed neighbors, who weren't complaining, but were merely taking action to build a pavilion in their park. The City's investment helped the adjacent property apply for and receive Federal Tax Credits to improve the Parkview Terrace Apartments and assist Habitat for Humanity to build four new single family homes along Dodge Avenue. By the end of 2012 close to four million dollars will have been spent to improve and revitalize this neighborhood.

Parks and neighborhoods have always been a high priority of mine. The prioritization of funds is always a challenge, but the Hillis Hans Neighborhood is a prime example of how leveraging City funds as part of a larger plan will have a profound neighborhood impact for decades to come. The City is now looking to use this model to apply to other parks in the City.



*Picture of Hillis Hans Park Improvements, Summer 2011*

### **Park Events**

The Merrifield pool and rink finished out the year with record attendance and continued diversification in services. Our landscape crew worked with the community in new ways, and our festivals and concerts kept a strong attendance through the spring and summer. Our recreation programs continue to blossom, providing the youth of our community the opportunity to get healthy, stay healthy and to provide them with the necessary tools to enhance their life skills. All generations deserve the opportunity to enhance their lifestyle. Youth sports, adult recreation and senior shape-up are the building blocks of a true "Hometown" community.

This past year, Summerfest returned to Merrifield and Crawford Parks as a 3 day event from June 23<sup>rd</sup> to 25<sup>th</sup>. Thursday night started with the Kids Youth Triathlon followed by the Movie/Musical Xanadu at 7:30 p.m. At noon on Friday, June 24th all food vendors opened for business. Fireworks were displayed at dark at approximately 10pm. Festivities picked up on Saturday morning with a pancake breakfast, a 5k run/walk, a food eating competition, and the traditional concert Saturday evening. Everything our Park Department does provides a valuable contribution to our quality of life, and we are anxiously looking forward to what 2012 programming will bring.

### **Code Enforcement Top 100**

Often overlooked, the Code Enforcement Department works everyday to keep Mishawaka clean and address common nuisances, making Mishawaka a better place to live, work, retire, and invest in. The Code Enforcement Department's primary focus continues to be on Mishawaka's neighborhoods. As one travels through out Mishawaka, you will not see many houses or buildings that are overtly in need of painting or repair. Code made some significant accomplishments in 2011 including the continuation of the yearly Top 100 Program where they were able to bring 87 of the worse 100 structures into compliance. At the same time, our Code Enforcement Department continued to emphasize substandard structures in general as they patrol their assigned areas and address public nuisance type cases.

### **Quiet Zones – Train Whistle Regulation**

Another often overlooked, but an essential element to our quality of life, the City continued to implement the improvements necessary to maintain the City's quiet zones in 2011. The Federal Railroad Administration (FRA) "Use of Locomotive Horns at Highway-Rail Grade Crossings" Final Rule became effective on June 24, 2005 and pre-empted existing state and local laws governing the sounding of locomotive horns. In accordance with Final Rule, Section 222.43, the City of Mishawaka submitted the Notice of Intent (NOI) in 2008 to continue its pre-rule quiet zone and filed a detailed plan for quiet zone improvements. These proposed safety measures were presented to the public at a Public Hearing in 2009 and at a Public Hearing on a Resolution of the Common Council for the permanent closure of Wells Street on October 6, 2009. The City agreed to the installation of mountable median channelization devices at the S. Main, Russell, and Logan Street crossings with the Norfolk and Southern Railroad and at the Jefferson Boulevard crossing with the Canadian National Railroad. That work was completed in 2011.

### **Long Term Control Plan**

The City's Long Term Control Plan (LTCP) was designed to improve wastewater treatment and the sewer collection system to reduce the overflows from 50 per year in 2008 to less than 1 per year upon the plan's complete implementation. Improvements were previously completed at the Wastewater Treatment Plant which turned our attention

to the collection system improvements to redirect the remaining 50 million gallons of combined sewer overflow (CSO) to the St Joseph River.

In 2010 we concentrated on the completing Milburn Sections A, B, C, D, E and F of the collection system by installing separate storm sewers and underdrains to address high groundwater issues. In 2011, a continuation of work within the Milburn area included cured-in-place pipe (CIPP) lining rehabilitation of all the original combined sewers that were repurposed as strictly sanitary sewers. The remaining phases will address the approximately 1300 laterals and the rehabilitation of Milburn Section G. Section G is scheduled after all the sewer main CIPP lining has been completed since it includes upgrading the River Avenue lift station and having an accurate residual sanitary flow is critical to the upgrade design.

Design consultants completed Topographic Survey for the redirection of the Wilson Boulevard four CSOs to river crossing 3. Flow monitoring and final design will be completed in 2012 and construction anticipated for 2013.

The preliminary engineering was completed in 2011 for the remaining elements of the LTCP. However, it was determined that the several elements initially identified in the study required modification due to high groundwater, existing infrastructure conflicts, grade limitations, and overall maintainability issues.

### **Completion of the Mishawaka Avenue Bridge**

In 2011, St. Joseph County completed the Mishawaka Avenue Bridge restoration. This project is a good example of intergovernmental cooperation, and illustrates when projects are done right how they contribute to our quality of life. Specifically, this project included the “Merrifield/Crawford Park Connector” section of the Riverwalk. This project was constructed as part of the restoration and widening of the Mishawaka Avenue Bridge and includes a connective tunnel underneath Mishawaka Avenue between Merrifield Park and Crawford Parks. The vast majority of the construction costs were paid for through Federal Grants and not local money. This was only possible due to the City’s partnership on this project with the Michiana Area Council of Governments (MACOG). The resulting improvements have received many compliments and are a testament to the detailed restoration efforts, and attention to detail taken by St. Joseph County and the Consulting Engineers, DLZ of South Bend



*Picture of the completed tunnel and bridge taken in the summer of 2011*

## **Improving Our Quality of Life in 2012**

Every year brings a new set of opportunities and challenges. The following represents some of the highlights that we expect to see in 2012 which will no doubt positively impact the quality of life of our City.

### **Signing the consent decree**

There is likely no greater quality of life/legacy issue than improving our environment, and more specifically, our greatest natural resource, the St. Joseph River. In 2012 the City will likely enter into its Combined Sewer Overflow Long Term Control Plan consent decree. The signing will bring to fruition seven years of negotiations with the U.S. Environmental Protection Agency (EPA), the Department of Justice and the Indiana Department of Environmental Management (IDEM). The Long Term Control Plan will be enforced by a federal consent decree because Mishawaka discharges into an interstate river. The decree will require that the control plan be implemented according to schedule and that it meet the negotiated level of control.

Mishawaka's proactive approach to combined sewer overflow (CSO) reduction has paid big dividends. A combination of treatment plant expansions, sewer separation projects and sewer system improvements have reduced CSOs by over 86% since 1990. The upgraded treatment plant has capacity for treating increased flows during wet weather and capacity for continued development and growth to keep Mishawaka moving forward.

Reducing the remaining CSOs will be expensive, \$140 to \$160 million, and will take up to 20 years to complete. However, Mishawaka has cost effectively gotten ahead of the curve on CSO reduction. Our CSO control plan will result in zero overflows in years with average rainfall and our early action projects have put us ahead of many Indiana communities in affordably achieving a very high level of control. The river has become a focal point in our downtown and we are committed to protecting and enhancing this vital resource.

### **Sidewalks/ADA Transition Plan**

One of our areas of planning and study in 2011, was sidewalks, specifically with regard to the accessibility. The City of Mishawaka completed the self-evaluation of all City facilities outside of the public right-of-way (ROW), programs, and procedures and prepared a Transition Plan that outlines the necessary steps to be fully compliant with the requirements of Title II of the ADA. The City will strive to include annual budgetary allotments to make required improvements that will eventually make the various facilities fully accessible, with emphasis given to the improvements that most impact the ability of persons with disabilities to access facilities or programs. In addition to City facilities, the self-evaluation reviewed existing City policies and procedures within each department. Following this review, recommendations were made to improve accessibility of programs for each department.

It is the goal of the City to make facilities for all services, programs and activities fully accessible within 30 years, though this will be largely dependent on a number of economic factors and future changes to the ADA Accessibility Guidelines (ADAAG) or other unforeseen requirements that would necessitate additional improvements to City facilities. The results of the self-evaluation identified a number of barriers at City facilities. The estimated cost to correct these deficiencies is in excess of 3.5 million dollars plus public ROW. The degree to which these barriers limited accessibility and their priority for corrective action was subjectively categorized as “high”, “medium”, or “low”. The actual implementation schedule, budgeting, and prioritization is up to the administration and is likely to be impacted by complaints, new regulations and requirements, and availability of funding. A report to the City Common Council will be presented for approval and adoption in the spring of 2012.

The next steps involve self evaluation of approximately 1300 intersections and where feasible incorporating the 60 public survey responses regarding sidewalks. A separate self-evaluation and transition plan will be developed in 2012 for City facilities within the public ROW.

### **First Time Homebuyer Program/Habitat for Humanity Partnership**

In 2012 the City will continue our First Time Homebuyer program, and potentially look to expand our partnership with Habitat for Humanity of St. Joseph County. Both of these programs place new houses in existing established neighborhoods. Many times, these homes are replacing structures that had been blighted or were otherwise a negative impact. This new construction turns what was once a negative into a positive, all while providing quality home ownership opportunities to low and moderate income families. Specifically, in 2012 the City is hopeful to partner with Habitat to develop the residual properties that remain from the construction of the Main Street underpass.

### **Center for Hospice/Central Park**

In the summer of 2011, the Redevelopment Commission entered into a Memorandum of Understanding to allow for the development of an institutional campus for the Center for Hospice and Palliative Care. The campus will be located to the south of Madison Street and will extend from Pine Street to Central Park. The plan includes the phased construction of a new hospice house, community bereavement center, palliative care center, and administrative/support services. Right now the administrative functions for Center for Hospice are dispersed in multiple locations in the region. Approximately 70 employees are intended to be housed at this facility to start, with an opportunity for growth over time. Already this year, Center for Hospice has begun demolition of a number of homes and the former Moose Lodge. They are currently finalizing their master plan and still intend to break ground on the first phase of the campus in 2012.

Concurrent with the Center for Hospice Plans the City is looking to improve Central Park by providing vehicular access from Cedar Street, upgrading playground equipment, improving the sea wall railing, and fixing erosion problems by the dam. The City has

contracted with Lehman and Lehman to prepare a master plan for improvements. Depending on cost, the City intends to make improvements concurrent with the Center for Hospice project.



### **Riverwalk Expansions**

The Mishawaka Riverwalk continues to be the cornerstone for many of the City's redevelopment efforts. It connects neighborhoods and parks by taking advantage of the City's greatest natural resource: the St. Joseph River. The Mishawaka Riverwalk also adds value to existing homes and neighborhoods, and will undoubtedly be a source of pride for Mishawaka's citizens for generations to come.

Already in 2012 the City has applied through MACOG for \$1,098,144 in Federal Transportation Enhancement (TE) funds to extend the riverwalk through Merrifield Park. The project includes the relocation of the existing access drive, the construction of the riverwalk, creating a more formal boat launch, and restroom upgrades. Once completed, this section will extend the walk from the recently completed "Merrifield/Crawford Park Connector" to the intersection of Prospect and Indiana Avenue. The City acquired and demolished property at 1002 Prospect Avenue in 2011 specifically to allow for the widening of this intersection and to provide a suitable connection to the adjacent neighborhoods. It will likely take few years to receive funding, bid, and construct this phase of the project.

In addition to this section through Merrifield, the City continues to work on the design and property acquisition required to extend the walk to Cedar Street. As part of the agreement with Center for Hospice, the riverwalk will be extended through the former Moose property concurrent with other improvements. The City also continues to work with DLZ on the design and acquisition of property from Race Street to Cedar Street on the south side of the river.



## **Job Opportunities/Economic Development 2011**

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 2011, but unfortunately at a much 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.



### **Building the Medical Mecca - Douglas Road Medical Park (Trinity Place)**

With the construction of the St. Joseph Regional Medical Center, the City has actively sought out opportunities to attract high paying medical related jobs and businesses. In 2011 the City completed Trinity Place which is the second of two phases to connect Holy Cross Parkway to Fir Road. The project was completed at the end of 2011 and will be opened to traffic in 2012. The project was unique

since it required special stormwater measures due to Juday Creek. Specifically, work included a three-sided precast concrete bridge structure with a span of 32 feet to cross Juday Creek. In addition, the project included the City standards of concrete curb, pavement, drive approaches and sidewalks, as well as storm sewer, sanitary sewer, and water main. The completion of Trinity Place provides multiple "shovel ready" sites for development in the vicinity of the St Joseph Regional Medical Center.

In addition to Trinity Place, the City also completed the Holy Cross Lift Station and Forcemain Projects. A regional sanitary sewer lift station was constructed to service the new hospital and also the anticipated growth of the City's North-East area. With the completion of the Lift Station in 2011 and all phases of the 2 mile long 24" HPDE forcemain completed in early 2011, this new facility was brought on-line and enabled two existing lift stations (Indian Lakes Apartments and Douglas Road at WSBT) to be eliminated. This will reduce operating and maintenance costs and provides ample capacity for new growth north east of the City. A subsequent project will reroute the discharge from the University Drive Lift Station into this new facility utilizing the 24" gravity sewer in place in Douglas Road. When the University Drive Lift Station Re-route Project is complete the combined flow removed from the North Main Street Trunk Sewer will also provide additional capacity for growth in the area north of SR 23.

## New Construction in 2011

In 2011, the total number of new housing starts was exactly the same as 2010. The saturated market and the housing speculation has been the biggest influence on residential construction. Commercial construction has also been in a downward spiral since 2007.

- A total of 22 new single family permits were issued in 2011. This is the same as last year but down from 32 from the previous year, and down from 47 in 2008.
- There were 4 new commercial buildings started in 2011, compared to 9 last year and 8 in 2009.

The city issued permits worth almost \$45 million in 2011 compared to \$43 million in 2010. This marks the third consecutive year of the totals being among the lowest in the past 10 years. Between 2005 and 2008, even excluding the St. Joseph Regional Medical Center project, the City had averaged close to \$100 million in construction every year. \$45 million is the second lowest valued construction year that has occurred in the City in the past ten years, second only to 2010. The good news, if any, is that the market appears to be stabilizing.

### *Points of interest:*

- For the first time in three years, multiple-family building permits were pulled for new structures. AHEPA, 52 senior apartments are being constructed along south Merrifield Avenue, just north of the existing Kroger shopping center. In addition, the permit was pulled for the Mishawaka River Center Apartments. This 32-unit senior apartment conversion of the Old Main Junior High/former Mishawaka Furniture building is being funded in part through tax credits and in part through Northwest TIF funding. The project will be worked on throughout 2012 with expected occupancy at the end of the year.
- One of those positive events from 2011 was the reinvestment occurring in Historic Downtown Mishawaka. Significant vacant or underutilized space was renovated and occupied in 2011. The first floor of the Yorktown Center Building located at the intersection of Lincolnway and Main Street was remodeled for Roc's Sports Café. The building adjacent to Yorktown to the East was converted into Smith's Pub. The Former Women and Children's Center located at the intersection of Mill Street and Lincolnway is now the home of Frost Engineering, with a new tenant planned for the ground level floor. Princess City Antique shop and Arkos Architectural firm are among some of the other small businesses to invest in Historic Downtown Mishawaka in 2011.



The remodeled Yorktown Building, now home to Roc's

## **Job Opportunities/Economic Development 2012**

Although the City itself doesn't directly create economic development/jobs like private industry, we contribute to the overall business climate and most importantly provide infrastructure necessary for growth and development. In 2012 we will continue to make strides to improve our infrastructure and the local climate for new development in the City, specifically with the intent of attracting higher paying jobs and new investment.

### **SR331 Capital Avenue/Toll Road/Fir Connector**

This project is significant. Not only because it will open up approximately 240 acres of prime real estate, but overall it will improve access to the Indiana Toll-Road for many of the existing hotels, businesses, and restaurants currently located in the City.

The extension of sanitary sewer and water north of Cleveland Road in the Fir Road corridor to serve St. Pius Church and School coupled with the resolution of a law suit assuring a full access point on the west side of SR331 at the Mile Post 83 the Entrance to the Indiana Toll Road established approximately 125 acres of vacant property north of Cleveland and east of Fir Roads as potential commercial development.

Late in 2011 the City partnered with developers representing property owners to identify a conceptual alignment for a new connector road that will connect Fir Road with Capital Avenue at the Toll Road entrance for a total length of approximately 3,600 feet. Along with the topographic survey, drainage evaluation and a utility master plan will be developed for the entire site. Once established, an information meeting will be held with affected property owners to review alternate alignments for the road and to determine the location for access points along the connector road. The tentative schedule for this project is to develop preliminary grading and alignment plans (25%) by August of this year.

### **Downtown Development Strategy**

Since 2007, the City has entered into memorandums of understanding with four different entities to develop area in and around downtown as part of our redevelopment strategy. These four entities include Ironworks of Mishawaka (Prime Development), Riverwalk Townhomes, Retail Property Development, and Center for Hospice. In 2007, no one could have predicted the coming magnitude and extent of the banking and housing crisis and the great recession. However, with the market hitting bottom, and the Center for Hospices planned construction, 2012 is an appropriate time to evaluate our current agreements and prepare a marketing strategy for the coming years. With the guidance of the Redevelopment Commission, in 2012 the City will set up meetings with our existing developers, real estate firms, and others to plot a course taking for the next steps in implementing our vision for the downtown.

## **Mishawaka River Center Apartments**

This project could have been placed in quality of life, or delivery of services, but I chose to list it under economic development because of the significant scope of the project job creation, and the resulting impact it is intended to have. When the City first acquired this building it was with the intent of turning a dilapidated, blighted historically relevant building into a landmark in the downtown that helps build much needed population in the downtown. In 2012, we will see the transformation of this building and the completion of this long anticipated project.

As for its recent history, 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/Old Main Junior High into senior apartments. The project is called the Mishawaka River Center Apartments. This project has been reported on for a number of years, and in 2011 significant strides were made. In late Spring, the tax credits were sold, in the summer plans were finalized, in the fall the project was bid, and in December the project was awarded to Ziolkowski Construction from South Bend for 7.3 Million dollars. When the project was bid in the fall of 2011, bids came in significantly higher than estimated. As a result, the Redevelopment Commission increased the amount of City Tax Increment Funds that would be available to complete the project. Originally, it was anticipated that 1.7 million dollars in Tax Increment Funds would be required. As part of their role as developer for the project, the amount of Tax Increment Funds committed to the project increased to 3.9 million dollars. Although we anticipate the actual costs to come in significantly lower, the 3.9 million included over a million dollars in contingency to address unforeseen conditions should they arise.



*Work in Progress, February 2012*



*Architect's Rendering of Finished Project*

## **Private Manufacturing Trends = Brighter Outlook in 2012**

Manufacturing is a hallmark of our local economy. Although the City doesn't create manufacturing jobs, we do our best to maintain an environment that is conducive to operating and growing businesses. Based on the contact we have had with some local businesses, 2012 is looking-up for our local economy.

- Based on tax abatement compliance forms filed in 2011, Nyloncraft employed 63 more people than the 240 reported in 2010.
- Wellpet is in the middle of a 68,000 square foot addition. They have estimated that they will double production at their Logan Street facility, invest over 20 million dollars and creating 45 new jobs.
- JAMIL Packaging filed for and received a tax abatement in 2011 nearly 1 million dollar investment in new machinery and adding at least 6 jobs.
- Elixer on Lincolnway closed a number of years ago as part of the downturn in the RV industry. Opened again last year, they are considering adding an additional production line.
- Patrick Metals: employment in 2011 was at 220, only 136 employees were listed on the 2009 tax abatement compliance form. This employment is more than what they envisioned when they most recently expanded in 2007.
- AM General: Although the commercial Hummer is no more, AM General announced two new vehicles to be produced. One is the MV-1 which has been billed as the first vehicle designed from the ground-up with the American's with Disabilities Act in mind. The second is a joint venture to produce a hybrid cargo van.

## **Providing Public Services 2011**

As was my theme at last years State of the City, I truly believe that one of the differences in Mishawaka is the world class services provided by our dedicated employees, department heads, elected and appointed officials. That being said, every year comes with its own unique set of challenges and opportunities. Here are some of the significant items to note from 2011.

### **City Wide Elections**

In 2011 City wide elections were held including the office of Mayor, City Council, and the City Clerk. I personally would like to thank the electorate for affording me the privilege of serving in this capacity for another four years. This will be my first full term, after having been appointed to fill out the remainder of Mayor Jeff Rea's term.

Common Council - One member, Councilman at large Gregg Hixenbaugh decided not to seek another term. Also, at-large Councilman John Gleissner and third district Councilman Ross Deal lost in their effort to be re-elected. On behalf of the City, I want to thank both of them for their years of service and leadership. Mishawaka's elected officials continue to be a collection of dedicated individuals. Although we sometimes may have disagreed on how to achieve it, Gregg, John, and Ross first and foremost, had the City's best interest at heart.

I also want to welcome new Common Council Members, at large Matt Mammolenti, at large Dan Bilancio, and third district Councilman John Reisdorf to their new respective positions. The elected officials of the City who will serve a four year term starting in 2012 are as follows:

**MAYOR:** Mayor Dave Wood won election to his first full term, defeating State Representative Craig Fry.

**CITY CLERK:** Clerk Debbie Ladyga-Block defeated Tina Smith winning her sixth term as Mishawaka City Clerk. She now becomes the longest serving, current elected official in Mishawaka.

**1<sup>st</sup> DISTRICT CITY COUNCIL:** Councilman Dale "Woody" Emmons won re-election for a third term defeating Attorney, Ben Blatt.

**2<sup>nd</sup> DISTRICT CITY COUNCIL:** Councilman Mike Bellovich defeated Gary Roberts for his first full term.

**3<sup>rd</sup> DISTRICT CITY COUNCIL:** John Reisdorf defeated incumbent Councilman, Ross Deal to win his first term.

4<sup>th</sup> DISTRICT CITY COUNCIL: Councilwoman Marsha McClure won re-election for a fourth term, defeating Chris Ermeti. Marsha now is the longest serving current elected official on the Council.

5<sup>th</sup> DISTRICT CITY COUNCIL: Councilman Mike Compton was re-elected to serve his second full term by defeating Mike Ping.

6<sup>th</sup> DISTRICT COUNCIL: Councilman Ron Banicki won re-election to his second full term defeating Jim Pingel.

COUNCIL AT LARGE: Councilman John Roggeman was re-elected to his third term. John was then elected Council President by his peers for the 2012 year.

Dan Bilanchio and Matt Mammolenti were elected to their first full terms on the Council. Both have served the City before in other capacities, Dan retired as a paramedic and Chief of the EMS division and Matt served on the Redevelopment Commission.

Paul Saros and Josh Holt ran unsuccessfully for Council-at-large.

Mishawaka is unique among cities. One reason for that is the civility that Mishawaka's elected officials display towards each other and the professionalism that they bring to their job of serving the public. Mishawaka's elected officials usually place the City's and citizens' interests above all other concerns. The new Council, Clerk and Mayor certainly possesses these qualities and Mishawaka can look forward to being served by a government that is open, honest, friendly and hard-working.

### **Change in Department Heads**

From an administration/running the City perspective, Department Heads are the ones responsible for applying resources, personnel, and getting the job done. We have been fortunate in Mishawaka to have a wealth of experience with long-standing, dedicated department heads. Thus, when they make a decision to move on, it is important to recognize their contribution and also find a suitable replacement. In 2011, the Human Resources Director Position that was vacated by Tara Antonucci being filled on an interim basis by retired Human Resources Director Bonnie Bonham. I am pleased to report that at the end of 2011 Bonnie agreed to remove the interim label and has assumed the position again full-time.

In 2011 we also had long time Park Superintendent Mike Faulkner leave the City and assume the assistant athletic director position for Mishawaka High School. Mike was replaced following a nationwide search with Terry Zeller who came to us most recently as serving as the Park Superintendent in Reno, Nevada.

Lory Timmer, the City Community Development Director, left the position in the fall of 2011 to take a financial analyst position with the City of South Bend. We are still actively looking for a replacement.

Although not a Department Head position, it is important for me to note and recognize the departure of Julia DeKeizer who left as the Mayor's Assistant to work for the Chamber of Commerce of St. Joseph County. Julie was replaced by Lou Ann Hazen.

As a City we thank Tara, Mike, Lory, and Julie for their dedication, hard work, and contributions to the City and wish them well in their new positions.

### **Crime Statistics**

Mishawaka is seeing our overall crime rate decrease slightly. No amount of crime is acceptable, and particularly with the two murders that occurred in our City at the end of 2011, we know that mere statistics can't measure the true impact of crime and the impact it has on families, neighborhoods, and our City as a whole. That being said, we document the numbers of crime for the historical record, to evaluate needs, and identify how resources are applied. Because crimes are relatively few in number and fluctuate from year to year, for statistical purposes we try to compare rates to the 10 year average rather than year-to-year. Some of the 2011 statistics by major categories are as follows:

- Total dispatches dropped by approximately one tenth of one percent to 45,128
- Two murders occurred in the City in 2011. A total of eight murders have occurred in the City in the last ten years.
- The number of rapes (12) identified in the crime reporting is 27% below the ten year average.
- A total of 68 Robberies were identified in the crime report, up from the 10 year average of 64 (6% higher).
- Assaults dropped between 2010 and 2011, and were 24% below the 10 year average (734 total).
- The number of burglaries (517) dropped by approximately 1% between 2010 and 2011, but was still 17% above the 10 year average of 442 per year.
- Larceny has steadily declined in the City over the last 10 years. In 2011 we had the single lowest annual number of larcenies identified in the last ten years and were 25% below the 10 year average (2,234 total).
- Auto theft has steadily declined in the City over the last 10 years. In 2011 we had the single lowest number of auto thefts identified in the last ten years (144). The numbers of thefts were 22% below the 10 year average.
- The number of arsons (17) identified in the crime reporting is 24% below the ten year average.

### **Fire / Ambulance Runs**

The total run volume for the Fire Department, including fire and E.M.S. increased this year to 6,011 from 5,727 in 2010. This increase was in part attributable to running a third ambulance for much of the year. This averages 501 runs per month or roughly 17 runs per day. Medical runs have a minimum one-hour turnaround time and are 80% of the total call volume. The total E.M.S. runs this year were 4,804. The Department also

responded to 17 commercial fires, 28 residential fires, 7 garage fires, and 11 apartment complex fires. Total fire losses were estimated at \$2,282,725 for the year.

This past year was a busy year for the EMS Division. With both increasing calls for service and acuity of illness, our EMS providers have answered the call to duty each and every time. The demands for accurate reporting, certifications and training have continued to increase as well. In addition, the dispatchers were required to learn a new software program for dispatching calls. Special codes entered by the dispatchers indicate the type of call-out. In the past, all EMS calls were responded to with lights and sirens. Now depending on the severity of the call that may not always be necessary. This increases safety for the firefighters and the general public.

During 2011 we were able to complete the implementation of a new EMS reporting system that directly coordinated with our new outside EMS billing company. Due to the efficiency of our members and their reporting, the billing company reduced the fee it charges the City of Mishawaka by  $\frac{3}{4}$  %.

In January the Common Council changed the fee structure for ambulance runs to keep pace with other area providers. These changes and the addition of the third ambulance for  $\frac{3}{4}$  of the year allowed us to increase ambulance runs by 472 calls over 2010, an increase of 10.8%. Revenues also increased from \$522, 521 in 2010 to \$1,112,829 for 2012.

Unfortunately the City of Mishawaka lost an arbitration ruling in December that has forced us to only have two ambulances in service most days. We are hopeful to continue to work with Mishawaka Firefighters Local #360 to look for ways to increase and make better use of staffing as part of the 2012 contract negotiations.

## **Central Services**

As reported in last year's State of the City, the City received a record setting snow fall on January 8<sup>th</sup> and 9<sup>th</sup> of 2011 and it put our Central Services Department to the test. We ran three shifts, Monday through Friday, from January 2 through the end of March, but these two days happened to be a Saturday and a Sunday. This meant calling employees in for overtime and setting up a schedule to cover the weekend until the start of the normal 3rd shift on Sunday evening at 11:00 pm. Our dedicated employees answered the call by clearing approximately 23 inches of snow from our streets, City-owned sidewalks and parking lots. During this time period, other governmental units in our area were declaring snow emergencies giving the Police the power to ticket anyone on the roads. This meant many businesses in those areas decided to close and, therefore, lost revenue. Because of the hard work of our dedicated employees and help from many dedicated employees in other City Departments, we were able to keep our citizens on the road and businesses open. Our employees really do care about our citizens and that is good for Mishawaka's future. Fortunately, this winter has been unusually mild.

## **Automation/Technology Improvements**

As a City, we continue to work to keep up with technology and deliver our services more efficiently and cost effectively. 2011 brought a number of advances in this regard.

Time and Attendance software from B4Time went live at many City and Utility sites. Old paper time card punches were replaced with biometric palm readers to punch in and out. The new software is web browser based so that no client is required on computers to access the software. This makes future upgrades of the software server centralized and client device agnostic. Efficiencies in collection of punches stands to be a great cost benefit to the City.

Remote Access for the Police Department was implemented to accommodate offsite reporting. Previously officers such as school resources officers would have to go to the Police Station to write up their reports. With the ability to have remote access to the police records system, they are able to log-in and remotely write reports. This has helped in reducing officer overtime. There are several other divisions in the police department that are also using this offsite reporting ability.

Mishawaka Utilities E-Billing 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. In addition to its ability to help utilities control billing expenses, E-Billing has proven to be extremely efficient in allowing for faster payments. By signing up for e-mail statements, 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.

We've added 470 e-bill customers this year, growing our total to 730 from when we started in November of 2010. We plan on increasing that number significantly in the next year as we continue to promote the advantages E-Bill statements.

#### **Mishawaka Fire Station #4**

In 2011, following eight years of planning, study, and property acquisition, construction began on replacing Fire Station #4. The 3.7 million dollar project was awarded to Casteel Construction of South Bend and is currently on schedule to be complete in late 2012. Although the existing Fire Station #4 is a beautiful and historic Tudor revival building that was constructed in 1929, the existing building houses just one truck that has to be custom ordered to fit inside the building. The existing facility also has no off-street parking, and no room for needed expansion.

The replacement fire station is a 13,750 square foot single-story building with three garage bays for fire trucks and/or EMS vehicles. An important component of the City's service model is to be able to house an ambulance at this location. The building will house a training room that can also be used for official neighborhood/public meetings. In 2012, discussions will continue with School City of Mishawaka and the Mishawaka Board of Parks and Recreation to finalize plans to extend Bennington Drive, provide a signalized intersection, and make adjustments to Hums Park.



*Architects rendering of new Station #4*



*Construction as of February 2012*

## **Providing Public Services 2012**

### **Water & Electric Rate Cases**

In 2012 rate case studies will be initiated for the Water and Electric Utilities. Water rates were last adjusted in 2002. Electric rates were last adjusted in 1993. In order to continue to serve our customers with the service and quality they have come to expect, these rate studies are required. Be assured these studies will be done with the goal of keeping our rates among the lowest in the State of Indiana. We have taken steps in the last five years to address our rising costs to provide these services to our customers. These steps have included making the tough decision to reduce personnel as needed without affecting service, and developing and using new technologies to control our administrative and billing costs.

The Water rate case will have two components. First we will analyze our costs versus revenue to determine our revenue requirements. Second we intend to evaluate our current rate structure. Our intent is to simplify the structure so that our customer's costs would be a combination of a base charge to cover the Utility's fixed costs, and a uniform rate for the actual volume of water used. This type of rate structure encourages conservation because saving water equates directly to lower water bills.

The Electric bill consists of a customer charge to cover administrative and fixed costs, the energy charge which was established during the last rate case in 1993, and the tracker. The Electric rate case will center on analyzing our costs to provide service and minimizing the tracker portion of the bill. The tracker represents fluctuating costs incurred by our wholesale electric supplier, AEP/I&M, which are passed on to us. These costs are volatile in nature such as fuel costs to operate their electric generating facilities. The incorporation of these costs into the energy portion of the bill will truly reflect the increase wholesale power costs we have incurred over the past 19 years. The tracker can never be totally eliminated since it is the mechanism the Indiana Utility Regulatory Commission (IURC) has approved to capture these volatile costs in the future.

We strongly believe our Electric Utility is second to none in its ability to respond quickly to outages if they occur. Our residents frequently commend the efforts of our personnel to keep the lights on. While other areas suffer lengthy outages, we typically do not. If we do lose power, the lights are restored quickly. As to how we measure up to other Utilities in Indiana, the most recent data compiled by the IURC shows Mishawaka Utilities as the third lowest electric rate supplier of the 22 utilities overseen by the IURC. Those 22 utilities include 13 municipals, 4 co-operatives and 5 investor owned which include AEP/I&M, Duke Energy and NIPSCO. Our Water Utility takes great pride in supplying safe, dependable drinking water to our customers. When main breaks occur, we are quick to respond and restore service. The IURC shows us as the 15th lowest cost water supplier out of 108 utilities overseen by them.

Although these rate cases are likely to result in increased costs to our customers, rest assured they will be scrutinized closely to keep them as low as possible and maintain our

distinction as a low cost, world class supplier to our customers. It remains our intention to be one of the lowest electric and water rate communities in the State of Indiana.

### **2012 Collective Bargaining Negotiations**

The 2012 collective bargaining season will entail every labor contract in the City with the exception of the IBEW contract. Specifically, we will be negotiating with the fire, police, central services, sewer, and dispatch labor groups.

The content of negotiations will largely be reflective, as we examine the successes (and shortcomings) of the major overhauls that were done in the previous round of negotiations. Though we do not expect the changes in the upcoming negotiations to be nearly as significant as they were two years ago, we are steadfast in our desire to create the most efficient and effective division of labor as possible. To that end, we do expect some changes to ensure we are providing not only great service to the City, but also a great environment for our employees.

As mentioned previously, we are hopeful to continue to work with Mishawaka Firefighters Local #360 to look for ways to increase and make better use of staffing to operate a third full-time ambulance as part of the 2012 contract negotiations.

### **Balanced Budget**

Similar to balancing our family budgets, every year when we discuss the State of our City we include our challenges to balance our budget while continuing to provide world-class service, while still providing cost of living adjustments for our employees. 2012 is shaping up to be one of those challenging years.

In 2011 we received our normal biannual property tax distributions from the County. In 2011 we received 92.7% of our tax levy that left us short \$1.7 million dollars. The City tends to be cautious in its spending and its management of the city budget so in these hard times we benefit by conservative planning. We, as a city still deliver exceptional services as we try to control our costs.

Also in 2011, the City's health insurance cost increased \$791,541. In April of 2010 the City of Mishawaka became part of the IACT Trust. The payments from April 2010 are based on premium rate payments rather than payment of claims. Due to increases in premiums for 2011(7.9%) and 2012(14.2%) the City of Mishawaka will revisit health insurance options in 2012.

### **Central Services Building Needs**

For the past few years we have been evaluating our storage and building needs for the Central Services Department. We have been residing at our current location of 500 North Cedar Street (behind the Ace Hardware Store) since 1963. Over the past 49 years, the City expanded the amount of property by purchasing the South Bend Modern Molding

property in 1998 on the east end of our current location. Central Services operates from this location and has the responsibility for the maintenance and up-keep of all City and Mishawaka Utility owned property. Mishawaka's Sewer Maintenance Department is also located at this complex.

We have been considering facility improvements to more efficiently house and maintain our vehicles and equipment. Working to meet our goals, in 2010 we hired Forum Architects to give us a cost estimate for a steel building. The dimensions of this building would be 105 feet wide and 210 feet long. As they researched the subsoil where this building could be built and the topography, we found that we would need to perform extensive excavation of the subsoil and build a substantial retaining wall and drainage system on the north side of the building. In a nutshell, the cost for this 23,100 sq foot building would be \$1,700,000. We also considered building a new salt barn at our 5<sup>th</sup> Street location. That estimate was \$350,000. Soon we were over \$2,000,000, and we had not met our building needs. Given the economic climate and the land/expansion limitations at this location, I asked the Department to fully examine other alternatives. We have some large upcoming "repair of building" expenses that would also add to the cost of remaining in our current location. With the cost of remaining at 500 North Cedar Street growing, we decided to look into relocating our operations. We hope to come to you with some answer within the next six months. Including investigating the redevelopment potential resale value of the existing facility, if any.

## **2012 Construction Projects**

One of the most tangible elements we have in moving the City forward is some of our public works construction projects. 2012 will bring a number of previously started projects to completion, and here are some of the other significant projects we are looking to make progress on in 2012.

- **Bennington Drive**

With the improvements along Capital Avenue, Twelfth Street/Harrison Road and replacement of Fire Station No. 4, it was found feasible that Bennington Drive be extended from the south going north from the existing intersection of Twelfth Street and Bennington Drive to the proposed Fire Station to be located in the farm field between the Creekside Apartment complex and Hums Elementary School, for a total length of approximately 800 feet. The primary objective of this extension will be to access the fire station. The recreational facilities impacted with the extension will be replaced in-kind. This includes shifting the football field and basketball court slightly north, and a new shelter/restroom building. The existing parking will be replaced by providing a pedestrian access to the school parking lot and fire station training/visitor parking lot. In addition, the intersection of Harrison Road and Bennington Road will be signalized making for a safer environment for children accessing the park and students walking to nearby Hums School. The project will be bid in March with the construction starting in May of 2012.

- **Twelfth/Harrison Road Reconstruction**

The improvements along Capital Avenue and as part of the corridor study from Union Street to Blackberry Road, necessitated improvements along East Twelfth Street/Harrison Road (Phase I), which will consist of widening and addition of a center turn lane from approximately 200' east of Eller Ditch to the west approach of the intersection of Twelfth Street and Blackberry Road, for a total length of approximately 5,200 feet. The City was successful in securing Federal funding for this project through INDOT and will continue to seek Federal funding for the subsequent phases. The design of the project is approximately 70% complete with the R/W acquisition commencing at this time and anticipated to be completed by the end of 2012 with the project constructed the spring of 2013.

- **Church/Main between LW and Norfolk and Southern Railroad**

The Church Main Phase 3 project will continue the 5-Lane section recently completed as a part of the Church Main Project south from Lincoln Way to the Penn-Central Railroad Overpass. The pavement section will include four through lanes and one center left turn lane. The addition of the center left turn lane will allow vehicles traveling on Church Street to make left turns at the Fourth Street, Third Street and Lincoln Way intersections, alleviating congestion in this vital corridor of the City, connecting US 20 Bypass with the downtown and the new hospital and underpass. South of Fourth Street, a 3' shelf will be placed at the back of curb to facilitate snow removal. The existing concrete pavement will be replaced and the original storm trunk line will be used in place. Lighting and landscaping will be incorporated into the design. Traffic signals at the intersections of Third Street and Lincoln Way will be replaced and the signal at Fourth Street will be modernized as a part of this project.

- **Battell Elementary - Safe Routes to School Program**

The purpose of this project, funded from INDOT's SRTS Program, is to provide school aged children adequate sidewalk, curb ramps, and crosswalks to safely walk/bicycle to and from school or other activities. The City of Mishawaka is an all walk-on school system with minimal school bus transportation for the students. The sidewalk repairs will be performed along the path utilized by the students to access Battell Elementary school located on Cedar Street and will include ADA-compliant curb ramps, new sidewalks, signage and pavement markings at crosswalks. The design of the project is underway with the construction anticipated in July of 2012.

- **Main Street - Ardennes to Day**

In 2011, the initial project boundaries of Main Street from Ardennes Avenue north to Edison Road/Edison Lakes Parkway was expanded to include the section of Main Street from Edison north to Day Road. Specifically, the existing storm sewer was found to be in poor condition and undersized within the original project limits and a new storm sewer would be needed to serve the project improvements. This provided the flexibility to include additional pavement from the Main Street between Edison and Day Road. The project will include a center left turn lane, extension of storm trunk sewer from Ardennes north to Day Road, relocation of deceleration lanes, and many utility relocations. It also requires additional right-of-way due to the

construction of the center left turn lane. Consultants completed right-of-way requirements and identified landowners for acquisition. Legal descriptions, plats, and land acquisition was mostly completed in 2011 for the exception of a few parcels which we anticipate finalizing in early 2012. Construction may be phased over two construction seasons due to the extensive utility relocations. However, we do anticipate construction starting the 2012 season.

### **Public Safety Capital Improvements**

As a City we continue to fund capital improvements for our public safety personnel. Rather than wait for things to wear out completely, we try to balance maximizing the life of the equipment while maintaining a regular replacement schedule.

In 2012, the Mishawaka Fire Department will undertake the task of developing a plan to replace some of its vital operating equipment over the next year. This equipment includes its Self Contained Breathing Apparatus (S.C.B.A.). The current S.C.B.A.'s are rapidly approaching the end of their service life and need to be replaced to meet current O.S.H.A. standards. Other equipment in need of replacement includes our LifePack 12 monitor/defibrillators. The current units are being phased out and soon will no longer be covered by the manufacturer.

A significant capital expense planned for 2012 includes the ordering and delivery of a new ambulance. The fire department has put out specifications for a new ambulance for its fleet. Bids will be open on February 21<sup>st</sup>, 2012. The new unit should be better capable of dealing with the increasing call volume and run total that has been trending steadily upward. In 2011, the Mishawaka Fire Department received and placed into operation its most sophisticated asset, an aerial truck with a 105' boom capable of reaching our tallest buildings.

As part of our ongoing replacement schedule, the Mishawaka Police Department will purchase eight new replacement squad cars along with a Police Accessory Package for each vehicle. Also, the plan is to purchase a newer version of eight work stations (in-car computers) for the vehicles. Five new Sig Sauer 40 caliber hand guns and five Remington 12 gauge shot guns will also be added to the Department's inventory.

### **Community Policing**

In light of the two murders that occurred in the City at the end of 2011, I thought it was appropriate to mention the ongoing efforts of the Mishawaka Police Department and what to expect from the Department in 2012.

The Mishawaka Police Department continues to follow the community policing model, although we have customized it to fit the ever changing crime trends and challenges. The newly organized Street Crimes Unit established over a year ago has been instrumental in identifying areas of the City that need extra patrols or new neighborhood watch groups to help secure the safety of the community. This unit has actively engaged the community

and led efforts to engage the public in finding information and clues relative to the murders. Although an arrest has been made for one murder, the other remains under investigation and is of highest priority.

This Street Crimes Unit is able to utilize whatever tactics are needed including the use of new technology to solve the problems they are faced with. Moving forward, we have identified areas of the City void of watch groups with hopes of implementing new interest to partner with the Department. As a City, we are committed to keeping the integrity of our neighborhoods intact for an overall safer community.

### **Engaging our constituents, transparent government**

In 2011, at my direction, the City reached out to our constituents in a number of ways. We held multiple public meetings on Mary Gibbard Pool and the proposed master plan for the park. We conducted an on-line survey advertised through the City Communicator for sidewalks and access issues. We engaged our future leaders/high school age children through the Mayor's Youth Council. Members of the City Council held their own district meetings reaching out providing both a resource and obtaining input. In my dozen plus years with the City, I also can't remember a time when we have had more budget meetings.

Although I personally believe we collectively did well, this is an area with newer technology and the resources we already have, we have the potential to become even more open and interactive. In 2012 we look forward to potentially having public access broadcast of Council meetings. We will also look to use the communicator to direct our constituents to our website for surveys or feedback similar to what we did with sidewalks in 2011.

## **Conclusion**

I have taken the time to assemble bits and pieces from department annual reports for this summary. I would encourage everyone to take the time to read the individual department annual reports. If you do, you will learn in great detail about the City, the challenges we face, and what our priorities will be moving forward. I continue to be amazed at what the City is able to accomplish each and every year by good people working together.

Mishawaka continues 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... as I indicated at the start, our promise is great. In 2012, together we will continue to cultivate a City that is fiscally stable, lean, and efficient. We will continue to maintain a welcoming business climate, provide world-class public services, and plan for the future.

I aspire, as you do, to serve leaving Mishawaka better off for future generations. As I conclude this year's State of the City, I'd like to announce a new planning initiative that we will begin in 2012.

As we look back over the past half dozen years as a City we have rightfully concentrated on the here and now. As a City we have worked through decreasing budgets and layoffs, constant changes relative to the circuit breaker and revenues, and lastly weathering the great recession.

As these cloudy times begin to fade, I am reminded of a quote by Thomas Edison:

**“Good fortune is what happens when opportunity meets with planning.”**

Mishawaka definitively is full of promise and opportunity. What we need now is to re-focus our efforts on long-range planning. Routinely, land use and comprehensive planning efforts are performed, cataloged, and shelved after a few years. What I would like to see different in this planning exercise is to focus on specific goals, objectives, wants and desires. What I would like to created are visions and goals for what Mishawaka will be like in 2033, our City's 200<sup>th</sup> birthday.

### **Mishawaka 200 / 2033 Planning Effort**

Those of us with a little grey hair know that 20 years isn't that long, yet momentous change can happen. 20 Years ago Uniroyal was still in operation, much of Edison Lakes and the commercial development on Main Street did not exist, and computer aided dispatch/lap top computers in police cars were just a dream.

We know that the next 20 years we will continue to bring significant changes.

- Right now there is a State-wide plan to consolidate dispatch centers within each County, right now; we anticipate that there will be two dispatch centers in St. Joseph County compared to the current five locations.
- We know that with the changes in the law governing TIF districts that significant portions of the captured assessed valuation will be released and that the City will no longer be able to fund projects in the same way. What projects will have been completed before they expire?
- Twenty years ago, the City didn't have a splash pad, now they are incredibly popular and desired in more parks. What will the next great recreation amenity be?
- In the last twenty years we have seen decreases in owner occupied housing in older areas with smaller homes. Will that trend continue or will the recent housing crisis create a demand for smaller more affordable homes?

It is not only fun to ponder these questions, but I feel that is advantageous and productive to develop that vision and make calculated choices.

Although the process will be formed as we go and likely take longer than a year, in 2012 the City will seek the input of the public at large, school groups, elected and appointed officials, Department Heads, service organizations, and others. We will collectively identify the goals and issues that will shape the future of our City and move Mishawaka forward!

### **Thank You**

Again, 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 and friends. 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.

# City of Mishawaka State of the City Address

## Department Reports for 2011



## **THE MAYOR'S OFFICE**

*David A. Wood, Mayor*



Mayor David A. Wood

It is truly an honor each and every day of the year to continue to serve the close to 50,000 citizens that call Mishawaka home. Managing over 500 employees and millions of dollars of tax payer money isn't easy, but in performing this work our Mission Statement continues to be at the heart of everything that we do. 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.”*

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*.

***Mishawaka's government  
is open, friendly, personal  
and accessible...***

In 2011 we had some memorable events, activities, and ongoing efforts initiated by this office worthy of mention in this annual report. Some of the more significant ones are as follows:

### **Faith Based Roundtable**

The Mayor's office hosted pastors of the faith-based community and participated in roundtable discussions to further build the relationships and partnerships needed to serve the needs of the Mishawaka community. As a result of those discussions, many local churches have expanded their community outreach programs in Mishawaka schools. Specifically, a program was developed that has enriched the lives and furthered the education of many children through donations of much needed school supplies. The group sponsored families in need during the Christmas season and is the backbone of the newly formed non-profit, "Help with Love". This program assists many local families by providing basic, essential services that are not immediately available through other non-profits and service providers.

Mishawaka is blessed with a rich community of faith-based organizations. The City and the citizens of Mishawaka are grateful to our faith-based community leaders, pastors and

church members for their longstanding dedication to making the Mishawaka community better while making sure that no one is left behind. As Mayor, working to help organize and support efforts such as this continues to be some of my most meaningful work. I will continue my involvement in the months and years to come.

### **Martin Luther King Drum Major Award for Community Service**

One of the better aspects of the Mayor's job is recognizing our citizens for doing great things. The Drum Major Award, sponsored by the Martin Luther King Foundation, City of Mishawaka, City of South Bend and the Chamber of Commerce is given to six people each year from Michiana who are recognized for their dedication to community service. The Drum Major Award was inspired by Dr. King's speech at Ebenezer Baptist Church on February 4<sup>th</sup>, 1968.

The City of Mishawaka is proud to recognize three winners of the Drum Major Award from 2011. I am grateful for their dedication and personal commitment to community services and their love and respect for humanity.

#### Jose Alvarez

A native of Colombia, Jose has been the Diversity Office at Saint Joseph Regional Medical Center for the past 5 years. Alvarez endeavors to do everything possible to assist his clients in realizing their dreams. His diversity initiatives strive for commitment, accountability, communication, community partnerships, workforce development and supplier diversity, and initiatives to provide the best quality of care to all patients of SJRMC. You will often see Jose out and about in the community making sure that he contributes to the brainstorming and organizing of diversity and inclusion and awareness events. He is firmly convinced that our community will be stronger the more we all work to increase opportunities for everyone. Jose has served on many community boards and committees.

#### Bettye Green

Bettye, an associate of Saint Joseph Regional Medical Center for over 34 years, is a registered nurse in the Community Outreach/Partnership Department. While dedication to her patients is top priority, Bettye's tenacious passion and work in educating community residents about the importance of good health practices means much more to her than just a form of employment. As a breast cancer survivor herself, one of her many passions is educating minority women about breast cancer risks and prevention. Bettye was appointed to three committees in the President's National Action Plan Against Breast Cancer. She has continuously fought to eradicate breast cancer and to keep Black Women at the table. She is an educator, trainer, committee member for many groups and is constantly serving her community by promoting healthy living to those most at risk.

#### Dennis Lee

When Dennis started as a volunteer at St. Joseph Regional Medical Center he was looking for a meaningful way to impact his community. Dennis already had a full time job at Sam's Club, but wanted to do more for those around him. Dennis' volunteer roll as

Ambassador Courier at SJRMC aptly suits his demeanor. Dennis' work involves many diverse activities including escorting guests to patient's rooms, making deliveries, greeting guests at the Information Desk and virtually anything else he is asked to do. At the new hospital Dennis volunteered to be a tour guide and orient associates with the new hospital. Whatever task Dennis does he has a smile on his face and performs it with the most sincere thoughtfulness for patients, guests and associates. For his outstanding work, Dennis was awarded \$1,000 by the Wal-Mart Foundation which he donated to the Sister Maura Brannick Health Center. Dennis is truly a blessing to all of those he comes in contact with.

### **Welcome Home Vietnam Veteran's Day**

It has been overdue, and I had the honor and privilege of meeting with veterans of the Marine Corps League, Vietnam Veterans of America, Disabled American Veterans and members of the VFW Post 1167 on Wednesday, March 30<sup>th</sup> to proclaim "Welcome Home Vietnam Veterans Day. A resolution was passed by the United States Senate designating March 30<sup>th</sup> as "Welcome Home Vietnam Veterans Day". The City Of Mishawaka is proud to honor these veterans who bravely served our country and deserve our recognition and gratitude. Mishawaka is, so far, the only city in the State of Indiana that has designated this day for their Vietnam Veterans.

### **Mishawaka Optimist Club Youth Appreciation Breakfast**

Every year, the Mishawaka Optimist Club honors the young men and women of our community who display positive self-esteem, a happy countenance, healthy relationships, personal strength and uplifting attitudes towards other. In 2011 it was my privilege to announce the winners of the 2011 Optimist Club Award. They are:

First Baptist Christian School: Adam Kliing and Lindsey Henderson

Marian High School: Sean Swanson and Mary Kate Kibbe

Penn High School: Michael Schragger and Kristen Cornish

Mishawaka High School: Alex Trippel and Cassie Bohannon

### **Mayor's Youth Initiative**

The Mayor's Office has continued to reach out and engage the youth of our community by continuing great classroom programs and being involved in the schools. Indeed, Mishawaka's future is the youth of today. We have a great responsibility to build a community that our youth can be proud of and I actively seek out every opportunity to engage our youth and get input and feedback on the type of community that they wish to live in. In fact, engaging the youth of Mishawaka continues to be one of the highest priorities of my administration.

Several youth outreach initiatives include:

- Lectures on Local Government, Mishawaka High School Government Class
- Reading in classrooms, grades Pre-school through 6<sup>th</sup> grade
- The Mishawaka History for 3<sup>rd</sup> grade students
- The Indiana History for 4<sup>th</sup> grade students
- DARE for 5<sup>th</sup> and 8<sup>th</sup> grade students
- The “If I Were Mayor” essay contest for 6<sup>th</sup> grade students in association with the Indiana Association of Cities and Towns
- Annual Town Hall Meeting at John Young Middle School
- Appearing at Career Day at Mishawaka High School
- Participating in Fire Safety Month and the “Fire Safety Obstacle Course”
- Member of the Beyond the Cave Committee to help students with financial aid and college preparation
- Mayor’s Youth Advisory Council

### **Mayor’s Youth Advisory Council**

The motto of the Mayor’s Youth Advisory Council is “Youth of Today.....Leaders for Tomorrow”. Their self created mission statement is as follows:

- “The Mayor’s Youth Advisory Council shall provide a voice for the young adults of our community allowing the opportunity to address issues and concerns that affect them directly and offering solutions to local government officials through participation and community involvement.”

In October, several local students and I began a new year of the Mayor’s Youth Council. The 2011-12 year marks the 8<sup>th</sup> year of the program and the largest Youth Council to date



*The 2012 Mayor’s Youth Council*

with over 25 teens participating. The Mayor’s Youth Council held their election in November and selected their 2011-12 officers: President, Mitchell Hixenbaugh; Vice-President, Sam Schrader; Treasurer, Vince Rovotto; and Secretary, Gina Spalding.

My goals for this program are three-fold. First, I want the program to be a valuable educational experience for the members where they can learn about their city, its local government and the services that it provides. Secondly, I believe it is vital to get input from these young citizens about the community in which they would like to work, raise their families and retire. Finally, the Council is expected to perform community service projects of their own creation, planning and organization.

While learning about the operations of our City is important, I am particularly proud of the community service that our Youth Council has already provided in their short term in office. Indeed, this fine group of students has already left a big impact on their City and it is in this area that I see their passion to improve their community shine through.

### **September 11<sup>th</sup> Remembrance Ceremony**



*September 11 Candlelight Memorial*

September 11, 2011 marked the 10<sup>th</sup> anniversary of the terrorist attacks that shook our nation and changed the world. This September 11<sup>th</sup>, several hundred members of our community came together for beautiful candlelight Remembrance Ceremony at Robert C. Beutter Park. While those tragic events happened a decade ago, it is hard to imagine a day going by where each and every one of us have not somehow been affected.

From September 1<sup>st</sup> through the 14<sup>th</sup>, a very special Memorial was on display at Robert C. Beutter Park honoring fire fighters lost in the World Trade Center attacks in New York City. The Memorial included 50 customized markers, each identified with the name, rank, and unit of one of the 343 fallen fire fighters lost in the World Trade Center attacks. Former Mishawaka Fire Department Chief, Gene Goddard, was instrumental in bringing this special exhibit to our City.

I would like to especially thank Father Barry England, Reverend Larry Whitehead, Congressman Joe Donnelly, former Mishawaka Fire Chief Gene Goddard, the Mishawaka High School Band, the Mishawaka Police and Fire Departments and their Honor Guards, Debbie Ladayga Block, the Mishawaka Common Council, my family and all of the men and women of the Armed Forces and citizens who participated in and attended to make this ceremony an event to honor and remember the heroes and people who lost their lives on that tragic day.

## Winterfest in our Hometown

The Mishawaka Business Association, the Mayor's Office, the Mishawaka Parks Department and the Mayors Youth Advisory Council created another "Holiday to Remember" for the children of Mishawaka. The December 2<sup>nd</sup> arrival of Santa and Mayor Wood on the City's newest fire truck, decorated by Stacy Vervynct and Marsha McClure, was a sight to see on a cold winter's night!



The largest Christmas tree ever to adorn Robert C. Beutter Park was donated by the Delma Minglin family and cut from the front yard of their home on the corner of Broadway and Liberty. The tree was decorated with thousands of lights and ornaments made by the school children in the City Of Mishawaka. Hallie, granddaughter of Delma, had the honor of "flipping the switch" to light the tree.

Christmas Carols were sung, hot chocolate and Christmas cookies donated by Martin's Supermarkets were served, and the children visited with Santa and the Mayor. The second day of the event planned for Saturday evening (at the ice rink), had to be canceled due to the unusually mild winter weather, and was postponed until Saturday, December 10<sup>th</sup>. We look forward to continuing this well attended event in 2012!

## **CITY CLERK**

*Deborah S. Block, City Clerk IAMC, MMC*

The City Clerk's Office has the responsibility of serving as the staff to the Council and the Ordinance Violation Bureau, primarily preparing Council agendas, minutes, ordinances, resolutions, posting notices and collecting money for Ordinance Violation Citations. Information is generated for departments, citizens, and other governmental agencies by e-mail and fax and is mailed only when other methods are not possible. This saves time and money. The office has worked diligently to go paperless.

Certified copies are sometimes needed and must have signatures and the raised city seal on them to make them official, in these instances, emailing or faxing is not possible.

***The office has worked  
diligently to go paperless***

### **Technology Improvements**

During 2011 the Clerk's Office continued to work with Bolt Document Management regarding Laser fiche with the ultimate goal of bringing other city departments on-board so that all departments are on the same system. We are working with Bolt to install already purchased licenses to meet every department's needs.

During 2011 the Clerk's Office brought BIS Digital System on board and began recording Council meetings to efficiently manage Council Meeting Minutes. This system is available to other departments in City Hall for their use in recording their meetings.

The Clerk's Office recently has worked with BIS Digital to install "SuiteOne Media" and is planning to have the Council Meeting Packets go "paperless" or "green" in 2012. The Council packets will be sent out electronically to Council, Mayor and City departments, as well as being placed on our city website for our citizens and the general public to access.

## Conducting the Legislative Business of the City

During 2011 the City Clerk's Office and Council handled the legislative business of the City which included:

### CLERK AND COUNCIL 2011 REPORT

Resolutions	22
Resolutions passed	21
Carryovers from 2010	1
Withdrawn 2010	1
Failed	1
Honoring individuals or school's	9
Proposed Ordinances	37
Carry over from 2010	1
Total	38
Postponed Indefinitely	1
Passed	37
Alley Vacation	3
Annexations	1*

\* For new Fire Station on 12<sup>th</sup> Street 8 acres

The Ordinance Violation Department has collected \$14,097.94 for the year with \$4,515.00 waiting to be collected through the collection agency. This department of the City Clerk's Office has seen collections double from 2010 which was \$6,664.97, while reducing the amount referred to collections down from \$11,700.00 in 2010.

Ordinance Violations Bureau – continues to complete court affidavits for Collection Agency.

For years copies of the agenda were sent to several news media that did not send a request as required by State Statute by the end of the year. We felt that by sending this information out even though it was not mandated was a way of informing the public of the Council's public meetings. Thus we discontinued mailing these agenda. We have been working with the IT Department for a few years to have the Council Meeting Agendas and Minutes posted on the city web site on the Friday prior to Council meetings. This has been a work in progress, with our web site being revamped and personnel changes in the IT Department. It now seems to be working well. We have eliminated mailing these extra agenda.

Annexation Ordinances, after passage, must be sent to many governmental agencies. Because of the need to have proof of delivery, we have always sent them certified mail, with return receipt required. The average cost for these mailings would range from \$5.54 to \$8.00 per piece of mail. We have eliminated the need to send these by mail to 12 agencies by speaking with these agencies and getting email and fax

numbers from them. We will first email and if unavailable, we will fax return receipts by email and fax will be kept for proof of delivery. This will be a cost savings of between \$66.48 and \$96.00 with each annexation passed by the Council.

The Clerk's Office continues to scan and organize into folders by year all previous ordinances, resolutions and all related documents that can be found on the I Drive in Clerk under "Ordinances", continuing to make all documents accessible.

The Clerk's Office is proud to support the Common Council, City Departments, and our citizens. We continue to look for ways to increase efficiencies and elevate the level of service we provide.

## **City Controller**

*Yvonne Milligan, Manager*

The Controller's office has a staff of nine full-time employees; the Controller, Deputy Controller, Purchasing Agent, Payroll Clerk, Accountant and four Bookkeepers. Three of the four bookkeepers are Mishawaka utility employees who are housed at City Hall within the controllers department.

The controller's office is the hub of finance and budgeting for the City of Mishawaka. The financial position 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 compiling the annual budget, processing and filing all financial reports for the federal, state and local levels of government, processing payroll, processing all accounts payable for both the City of Mishawaka and

Mishawaka Utilities, and the receipt and reconciliation of all deposits on a daily basis.

### ***The Certificate of Achievement is "the highest form of recognition in government accounting and financial reporting***

For the 25th consecutive year the Controller's Office has been recognized with the Certificate of Achievement for

Excellence in Financial Reporting (2010). The Certificate of Achievement 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 for the year 2010 the State Board of Accounts audit disclosed no material findings and no comments. We are now beginning our audit for 2011 and expect to have another unqualified audit.

In 2011 we received our normal biannual property tax distributions from the County. In 2011 we received 92.7% of our tax levy which left us short \$1.7 million dollars. The City tends to be cautious in its spending and its management of the city budget so in these hard times we benefit by conservative planning. We, as a city still deliver exceptional services as we try to control our costs.

Making sure that all funds are deposited and accounted for on a daily basis is a huge savings to the City of Mishawaka citizens. The cash handling procedure of the City requires all funds to be deposited daily which in turn make these funds available for interest earnings in a timely matter. We in the Controller's Office prides ourselves in being good stewards of the taxpayer dollar. One way of maximizing the taxpayer dollar is by obtaining quotes on supplies and equipment that is purchased. This process is done daily, and results in the purchase of quality material at the best available pricing.

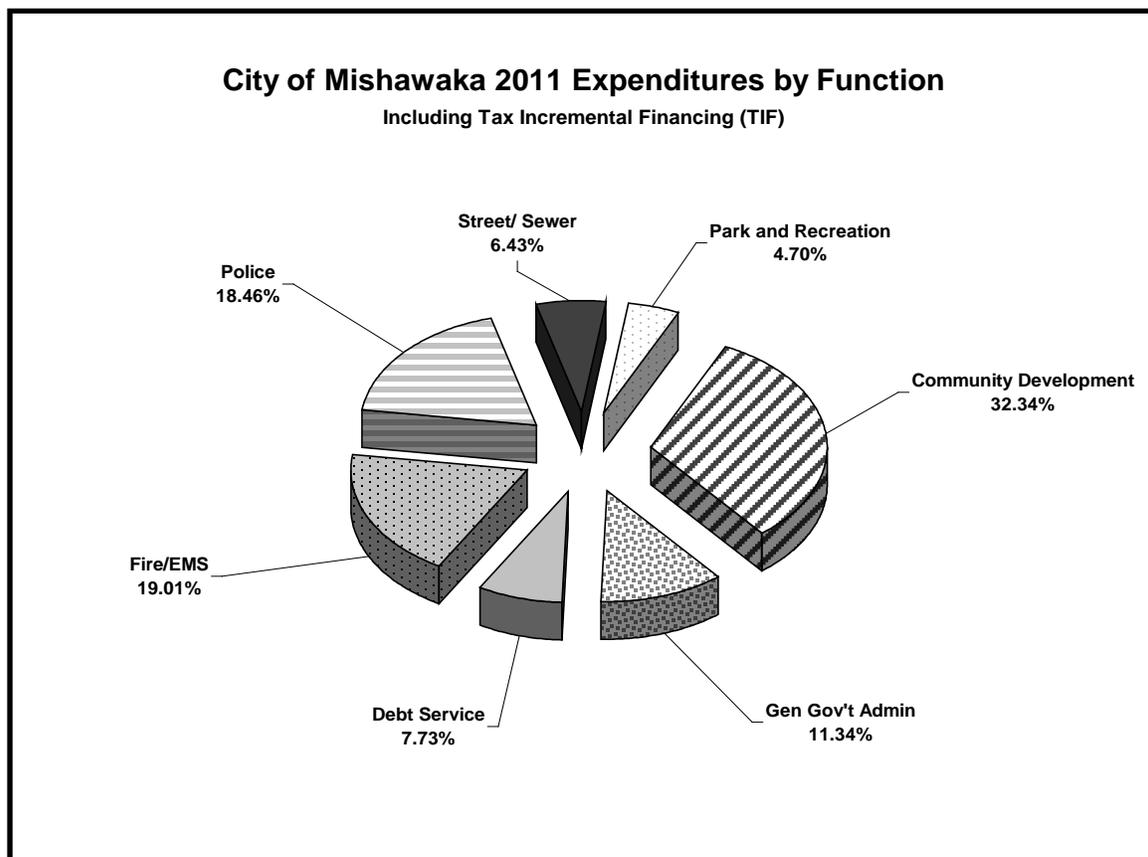
If you compare the January 1, 2011 cash balance (\$5,449,462.42) to the January 1, 2012 cash balance (\$5,753,036.83) we had an increase in cash of \$303,574 or 5.5%.

The total city budget for 2011 was \$44,701,500 which was an increase of 2.78% (\$1,210,094) from 2010 \$43,491,406. The largest increase was in the General fund (3%). A wage increase for 2011 was 2.5% for all but public safety and they received 3%. Reassigning and adding employees to Central

Services had an impact on the increase in general fund. Central Services added three assistants to the department in 2011. We also added some additional funding for part-time help to the General Fund budget. We reapplied some contractual expenditures (Motorola contract) and capital expenditures (building improvements, equipment) from the General and the CEDIT Funds to the Public Safety fund.

In 2011 64.75% of revenue came from property tax. Another 23.24% came from other taxes and intergovernmental revenue. A few examples of other taxes and intergovernmental revenue are: COIT, CEDIT, Auto Excise, Cigarette, and ABC Excise.

In 2011 over 55% of the expenditures were related to Public Safety. The next largest percentage was 16.88% on General Government. An analysis of these expenditures shows 65.5% spent on salaries and benefits, 12.82% on operating expenses, 17.9% on capital, and 3.78% on bond payments for 2011.



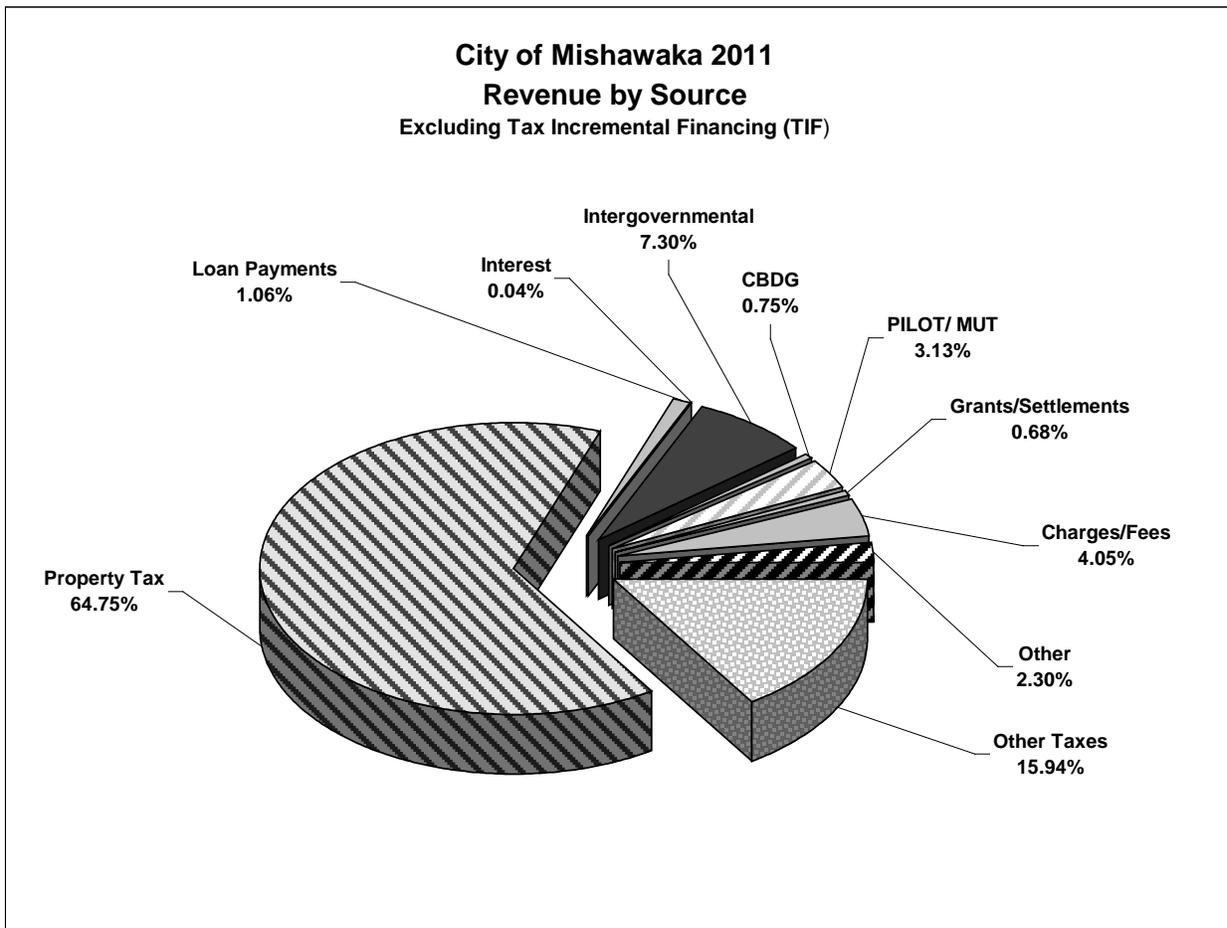
In 2011 the City's portion of the average resident's tax bill was 44% of the total bill. In 2011 our assessed valuation decreased by 1% or \$14,122,023.

In 2011 the health insurance cost increased \$791,541. In April of 2010 the City of Mishawaka became part of the IACT Trust. The payments from April 2010 onward are based on premium rate payments rather than payment of claims. Due to increases in premiums for 2011(7.9%) and

2012(14.2%) the City of Mishawaka will revisit health insurance options in 2012.

2011 was the second full year of the Fuel Hedging program. This program provides us with a tool to stay within our budget parameters. With this program the city hedged 50% of its estimated usage of gallons of fuel for 2011. The concept of the fuel hedging is, if the cost (NYMEX price) of the fuel goes under the range (2.30), we pay the difference to the bond bank and if the cost goes over the range (2.75), the bond bank pays us. Total reimbursement for 2011 was \$24,366.59. Each year of the hedging we need to budget at least 50% of the fuel at the highest cost of the collar which will then keep us within our budget. In 2011 the cost of fuel was over the hedging range 10 out of 12 months.

In 2011 the City's interest yield was 0.25%. This low yield is a continuing trend. Due to this unfavorable rate in overnight repurchase agreements, the City entered into a Cash Advisory Agreement with Umbaugh Cash Advisory Services. Umbaugh has assisted in setting up an interlocal agreement with Hoosier Fund and a depository agreement with Lake City Bank in which these institutions will invest funds in money market accounts and higher yield certificates of deposits. The upside to this is more miscellaneous revenue coming in, lowering the burden on the taxpayer.



The City of Mishawaka's bond rating is A+. This rating uses the following factors in its assessment:

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 favorable rating like this, the sale of bonds can have a lower interest rate along with a large range of interest in purchasing of the bonds. Again this is a benefit to the citizens of Mishawaka. Keeping interest rates lower can have a positive effect on utility and property tax rates.

In 2011 the Controller’s Office completed an upgrade of its financial software program. This was a year- long process and was completed in August. The upgrade took us from an AS400 environment to a web browser based system. This has helped to provide real time reporting that helps us track and chart information on a daily basis.

In 2011, the City made use of the Mishawaka Local Bond Bank. The City of Mishawaka broke ground on a new Fire Station to be built on 12<sup>th</sup> Street with an estimated cost of \$4,000,000.00 To pay for the new fire station we set up a Mishawaka Building Corporation that sold bonds to the Mishawaka Bond Bank to cover the expense of the project with a low interest rate (2.5%) on the bonds to be payable over 15 years.

**Key indicators for 2011 (with history):**

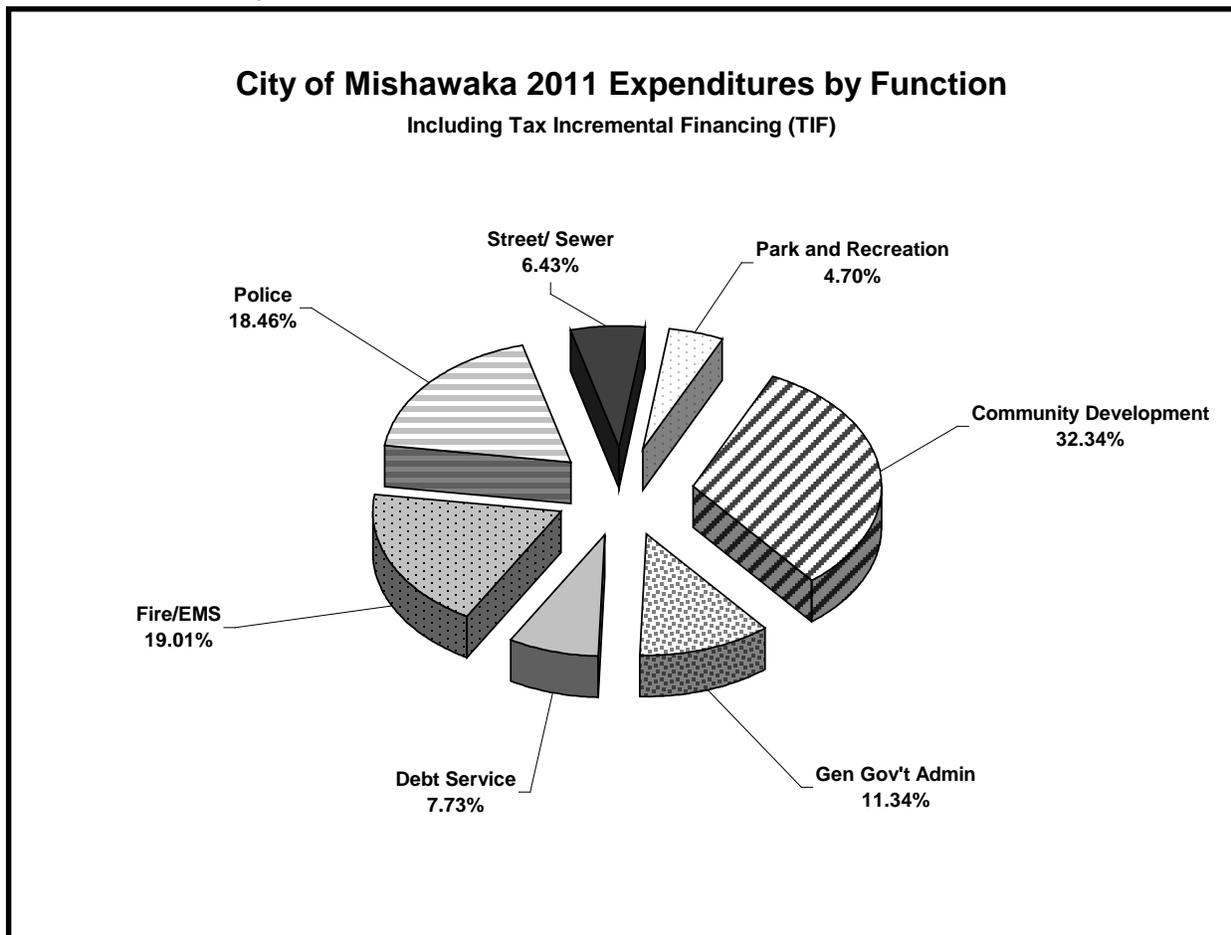
<b>General Fund Balance</b>		
2009	2010	2011
\$4,723,021	\$5,449,462	\$5,753,036
<b>Tax Rate History</b>		
2009	2010	2011
\$1.6557(-8.34%)	\$1.6741(+1.11%)	\$1.7362(+3.71%)
<b>Assessed Value History</b>		
2009	2010	2011
-15.60%	+3.80%	-0.01%
\$1,390,317,351	\$1,443,858,833	\$1,429,736,810
<b>Budget Book Totals</b>		
2009	2010	2011
\$40,317,748 (-0.09%)	\$43,491,406 (+7.87%)	\$44,701,500 (+2.78%)
<b>Tax Anticipation Warrants</b>		
2009	2011	2010
0	0	
<b>Wage Increases</b>		
2009	2010	2011
2.0%	0%	2.5% (3% Police and Fire/EMS)

The Public Safety LOIT Fund has been a great way to fund the capital needs of the Fire/EMS and Police departments. In 2011 the Public Safety LOIT fund paid for a new aerial truck for the Fire Department.

***LOIT Fund has been a great way to fund the capital needs***

Normally this truck would have been purchased through a five year lease with an interest rate of an estimated 4%. With these public safety funds we were able to purchase the truck without a lease payment saving the citizens of Mishawaka an estimated \$113,000.00.

Once again in 2011 we have used part-time help to get us through the toughest parts of the year. Over the past few years the Controllers office has had two retirements and instead of hiring new full time employees we had the opportunity to use part-time help which saved on paying out benefits along with an annual salary.



In conclusion, the City Controllers office has the job of keeping the City financially sound. This may be with earnings, or with savings on purchasing, but either way it's a benefit to all citizens of Mishawaka. Sound financial management is fundamental to keeping Mishawaka moving forward.

## **LAW DEPARTMENT**

*John P. Gourley, Corporation Counsel and City Attorney*

In throughout 2011, the Department of Law continued to provide effective legal assistance and counsel to Mishawaka and Mishawaka Utilities department managers. In addition, the legal staff advised and assisted numerous City boards, commissions and committees, including the following: Board of Public Works & Safety, Mishawaka Redevelopment and Community Development Commission, Mishawaka Board of Parks and Recreation and the Mishawaka Common Council.

*...effective legal  
assistance and counsel*

The Legal Department participated in three code enforcement hearings in 2011. It also handled grievances filed by various collective-bargaining units as well as a Fire Department arbitration proceeding.

Collective-bargaining agreements with several employee groups will expire in 2012. The Department of Law will be actively involved in the negotiation of these new labor contracts.

The Department of Law recovered over \$135,000 in just its third year of enforcing payment of ordinance violation fines, emergency medical service fees, and unpaid ordinance violation fines.

## **Human Resources**

Bonnie Bonham, MS, Director

The Human Resources Department's three dedicated staff and Safety Coordinator primarily provide service and assistance to all City of Mishawaka and Utility departments. Some of these services include staff development for employees and managers that includes training for sexual harassment awareness, attendance / payroll and safety.



This year's Health and Wellness Event resulted in 118 participants receiving free flu shots and biometric screenings. This is an increase of 8% from 2010. Participation was incentivized by the offer of a \$50 gift card from United Health Center for participation in wellness qualified events. Fifty-eight employees qualified for the wellness incentive.

The City continues its participation in the IACT Medical Trust for health care insurance. With healthcare costs continuing to increase, the city must remain diligent in reviewing the cost effectiveness of its health care programs.

## **Workforce**

In 2011, Human Resources received 402 applications for employment and hired 33, including 7 Fire and 4 Police employees, bringing the total workforce to 489. Seasonal employment increased the total by 64 for summer and winter in our Park and Central Services departments. The workforce was reduced by 14 resignations. An additional seven employees retired translating to a loss of 190 years of service and experience for the City. We thank them for their dedication to the citizens of Mishawaka in each of their very important roles.

## **Safety Department**

Josh Callander, Coordinator

A safe working environment free of recognizable hazards is maintained through continued awareness and education. This is evident by the injury frequency which has been on a downward trend since 2008. Training of all Departments and inspection of job sites have been effective tools in minimizing workplace injuries. The Utilities Business Office, Water, Wastewater and City Hall exceeded 1,000 days without a lost-time work injury. The Sewer Department reached 750 days while the Park Department eclipsed 500 days. Additionally the Electric Department was on target to hit the one-year mark in early 2012. These are impressive numbers for work environments that are known to be prone to workplace hazards.

A formal Return to Work Policy was in its first full year of existence and brought positive changes by bringing injured employees back to work within the physician's restrictions.

Training has continued for all City and Utility employees. A new initiative has begun to train each employee in CPR and the use of an AED. Job specific training, such as work zone safety, personal protective equipment, electrical safety, forklifts, fire protection, confined space and chemical safety continued to occur routinely.

The City Safety Committee, with Department representatives, met bi-monthly to discuss City safety enhancement. A new Hearing Conservation Program was introduced that will annually test affected employees for hearing loss.

The Human Resources Department will continue its goal of showing appreciation to all City and Utility employees; and also provide them with the service and resources to encourage and maintain a healthy work-life balance.

## **Information Technology Department**

*Tim Calderone, Director*

The Information Technology Department performs a wide range of technical assistance for the City. Most of these efforts may go unnoticed as upgrades of hardware and software occur behind the scenes. However, as the City becomes more reliant on electronic media, minimizing downtime is extremely important. In addition to computer network management the Department also oversees the Geographic Information System (GIS) and the City's website

The number of computers users on the network continues to grow and the number of service calls has increased. As more and more of our business processes are centered on computers, the need to get a broken computer back in service quickly and efficiently becomes more important. During the year a new IT employee was hired to help assist with service requests. The goal of delivering great technical help and customer service is evidenced by the core switching uptime which was over 99.9 during the year.

***There were over 215,000 visits to the City web site over the year***

The Department continues to facilitate great communication between the general public and the City of Mishawaka. The City's website continues to be a wealth of information for citizens with new content added almost daily by our City web developer. There were over 215,000 visits to the City web site over the year. Facebook also continues to be a great communication tool with citizens offering a more real-time push of information to folks from road closures to tubing hill opening announcements on snowy days.

## **Information Technology Infrastructure**

The integrity and health of the electronic infrastructure that allows for technology and communication services to be provided must be routinely reviewed and updated. The following are some of the projects that the Department implemented this year towards that goal.

The T1 connections that supplied our internet connection were replaced by moving to a Metronet fiber connection. The City realized a huge cost savings along with an increase in bandwidth. A private company now hosts our switching equipment that connects to the internet. A new internet provider was also able to offer significant bandwidth for a fraction of the cost of the T1 lines that were replaced. Because many computer applications now use an internet connection, the demand has increased for bandwidth within the City. Although internet usage will continue to rise, this change enables the City to be able to add more bandwidth at a reasonable cost. To protect the City's internal infrastructure from malicious attacks from the internet, a new firewall system was put into place. This new firewall consists of two units that run in high availability mode to

accommodate our need for an always available internet connection. The enterprise level solution is scaling very well to support the increasing load placed upon it.

Also during 2011 all of the underground fiber connections to City buildings were replaced with aerial fiber of the Mishawaka Utilities. Older fiber switches were changed-out from stand-alone fiber to copper converters with new switch gear. The new switch gear offers gigabit connection speeds at full duplex where the older equipment only offered 100 megabit, sometimes only at half duplex.

For a more agile and disaster resistant data center we now have most of the servers running in a cluster environment. This environment was made possible by connecting the City's physical servers via fiber channel. Live migrations of running virtual servers can now be accomplished without downtime. This allows for maintenance to be performed on the physical servers during traditional business hours. It also accommodates better load balancing of servers when they start peaking in utilization.

Growing data storage demands required the addition of a Storage Area Network (SAN) to the data center. Although the new SAN almost tripled our storage capacity, we are currently evaluating additional storage for 2012. As business processes move from traditional paper workflow to computerized processes, the City's storage needs will continue to increase at an accelerated rate. This also holds true for our data backup capacity for disaster recovery. We added another Continuous Data Protection (CDP) system for retaining more data. Unlike traditional tape backup, the CDP makes a copy of the data the moment the data is changed, instead of a nightly backup that will only capture the data once a day.

The Mitchell software which keeps records of vehicle fleet maintenance was upgraded to the latest version. This allows for maintenance records on the fire trucks being performed at Fire Station 3 to be accessed from that site.

### **Special Projects in 2011**

New time clock software from was installed at many City and Utility sites. Old paper time card punches were replaced with biometric palm readers to punch in and out. The new software is web browser based so that special software is not required on individual computers to access the software. This makes future upgrades of the software server centralized and client device agnostic. Efficiencies in collection of punches could be a great cost benefit to the City.

The Department set up the computer lab at the Battell Center for the United Way tax assistance program. This was the second year for the program at the Battell Center. There is tremendous amount of community use of this computer lab.

City Financials were migrated from an IBM AS400 to a Microsoft .Net platform. This new software is browser based on the client side and allows for all upgrades to the system

to be performed on the server without need to install new software to every client. This new implementation resides on the new virtual servers.

Remote Access for the Police Department was implemented to accommodate offsite reporting. Previously officers, such as school resources officers, would have return to the Police Station to write their reports. With the ability to have remote access to the police records system they are able to log in at school. This has helped in reducing officer over-time. There are several other Divisions in the police department that are also using this offsite reporting ability.

The Department continued its efforts to eliminate inkjet printers from the City's inventory along with consolidating printers in various departments. Both of these efforts are a cost saving measure as printer ink continues to be an expensive consumable.

## **GIS**

Updated aerial photography flown in November 2010 was put formats for use by all GIS users. This color aerial photography is high resolution and enhances our ability to view geographic features underneath GIS data layers. Approximately once a month, the city receives updated parcel data for all parcels in St. Joseph County. This GIS data shows updated parcel boundaries and contains the most up-to-date parcel owner information. This saves time and effort in various Departments such as Code Enforcement where the current owner is needed.

The GIS Department upgraded their GPS collection devices to Trimble GeoXH 6000 series. This device brings many enhancements to GPS data collection, one of the most important of which is real time decimeter accuracy. The Department continues to create monthly burglary and robbery maps and reports for the Police Department. Graphs illustrate the burglary trends by time. These maps and graphs have been helpful to the Neighborhood Watch Coordinators.

A database was created for Code Enforcement that keeps smoke detector records. Along with the database, a map was created that shows properties that have smoke detectors. The data includes date recorded, and landlord contact information.

The Sewer Department's digital video camera trucks for sewer line inspections were fully integrated into the citywide GIS database. The GIS map now includes the ability to click on sewer lines to get a history of inspections and to view any digital video taken in the selected sewer line segment. The Sewer Department camera truck crews were given a GPS unit so they can collect data for entry into our GIS software making our Sewer GIS more accurate. Two-way synchronization is enabled so that inspections be viewed from GIS maps and data can be updated by GIS editing work in-house on the Sewer GIS. The GPS points obtained for a manhole can be matched accurately with the symbol on the GPS map. This will be synchronized back into the Sewer GIS maps used in the camera trucks. All sewer video is stored on an internal server for access by user, and DVD copies of sewer video can be made for specific purposes.

## **Central Service Department**

*Mike Watson, Manager*

At the beginning of 2011, the City of Mishawaka negotiated one working agreement for all Central Services employees in an effort to improve efficiency. In 2010 the employees that joined the Central Services Department retained working agreement coverage. They retained coverage under the same Union agreement until a new agreement was negotiated at the beginning of 2011.

The Central Services Department is responsible for all facilities, grounds, vehicle and street maintenance. We operate the Central Services utilizing three different departmental budgets because of the different revenue monies used for maintenance of all the different facilities, maintenance of park property and the maintenance of all public right-of-ways, and also the maintenance of Mishawaka Utilities property. We had great cooperation throughout 2011 from the International Brotherhood of Teamsters Local 364, which has made for a good transition to one working agreement.

### **Employees**

The Central Services Department is budgeted for a total of 57.5 employees. The Motor Vehicle Highway portion of those 57.5 is 32, but is currently running at 29 employees. The Park department portion of the 57.5 is 15 and is currently staffed with 14. The Central Services Department is budgeted for 10.5 employees and is currently at full strength.



Three members of the Central Services Department retired in 2011. Bill Weimer retired after 25 years of service, Harold Fleming after 32 years of service, and Carol Coryn retired after 25 years of service. The citizens of Mishawaka are extremely grateful to Bill, Harold and Carol for their hard work and service to the City of Mishawaka.

### **St. Joseph County Solid Waste District**

Our Department also works in conjunction with the Saint Joseph County Solid Waste District to provide the Household Hazardous Waste (HHW) drop-off location at 1105 East Fifth Street. The goals of the HHW are to maximize the amount of hazardous waste that would normally go to the landfill, and dispose of it in other safe manners. The HHW site will also accept old electronic devices for disposal. The HHW site, on average, serves approximately 5,000 customers a year, with approximately 2,500 being Mishawaka citizens. At our Fifth Street location, we also allow Mishawaka citizens to bring in brush, tree limbs, and miscellaneous yard waste for disposal.

## **Grounds Maintenance**

Our Grounds Maintenance has a great responsibility with many acres of grass to be cut, weeding of flower beds, trimming bushes and trees, weed eating around fences, sidewalks, trees and utility poles, and maintaining the ball diamonds for league play. Grounds is also in charge of collecting all the trash in the parks and helping to set up for all events that take place in our City parks. During the winter months, Grounds must remove the snow from the sidewalks that are adjacent to all City owned property. We also call upon the Grounds employees to help repair and paint all the picnic tables during the winter months. With the new contract in place, the union employees at the Golf Course, Merrifield Pool and Ice Rink fall under the Central Services Department making it easier for everyone to work together.

## **Building Maintenance**



Central Services has well over 100,000 square feet of buildings to clean and maintain. In the past, many of the buildings had a custodian on staff to perform some of the minor repairs or clean-up duties during the day. With the need to improve efficiencies, and the very tight budgets that everyone is under, we have had to make changes. Each Department is asked to submit a request for repairs, so that we can prioritize and complete them in a timely manner. We also ask each facility to let us know if they have any major repairs, so we can determine if our employees can handle the request, or if we need to hire the work

done. Each building that is accessed by the public is cleaned Monday through Friday. Other aspects of building maintenance are, at times, remodeling all or portions of buildings. This past year employees from Central Services totally gutted the restrooms at Battell Park to make them handicap accessible and to install all new vandal resistant floors, walls, ceilings and fixtures. We were also able to complete the same type project for the Hillis Hans restrooms.

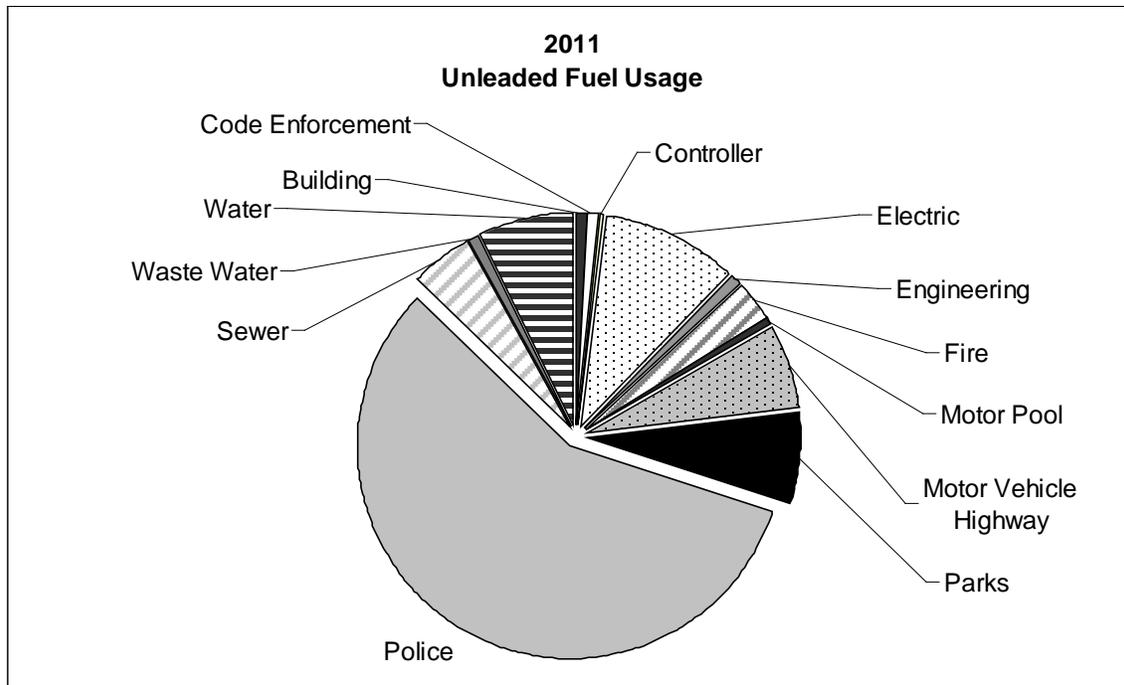
## **Fleet Maintenance Technicians**

Our Motor Pool employees, now known as Fleet Maintenance Technicians, are also under the Central Services Department. We currently have six (6) Fleet Maintenance Technicians that are 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 small task. They not only perform regular maintenance, but are also called upon to perform major repairs to many of the vehicles. The Fleet Maintenance Technicians can also assist in all the duties that Central Services must deliver. The Fleet Maintenance Department of Central Services also tracks the fuel consumption for all City vehicles.

The following is an overview of the fuel used by departments:

Fuel use:	Unleaded	Diesel
Building	1387.8	
Code Enforcement	1506.6	
Controller	595.2	
Electric	17,509.2	
Engineering	1419.2	
Fire	5,357.4	21,058.4
Motor Pool	906.4	971.3
Motor Vehicle Highway	11,089.5	31,853.9
Parks	11,777.9	3,802.3
Police	98,354.6	4.9
Sewer	8,276.3	4,866.2
Waste Water	1,414.8	359.6
Water	12,363.4	4230.0
Total	171,958.3	67,146.6

Average cost for Unleaded	$\$3.04 \times 171,958 = \$522,752.32$
Average cost for Diesel	$\$3.28 \times 67,146 = \$220,238.88$
Total fuel cost City only	\$742,991.20



## Motor Vehicle Highway

Motor Vehicle Highway, more commonly known as the Street Department, must be factored into the work load for the Central Services Department. Much like the Grounds portion of Central Services is seasonal, so is the Street workload. We will begin with spring time since no one likes to think about snow. Spring is the time when we clean up the City from all the winter debris that is left after the snow melts. Our employees take great pride in the work they perform on behalf of the citizens we serve. Our street sweepers are out for approximately nine months each year. We are in most neighborhoods at least once every nine to eleven working days. Spring is when the dreaded potholes keep 6 to 8 employees busy until the weather warms up and we can make permanent repair. The last couple of years we have made a one-week leaf pick-up for the leaves that just don't want to come down in the Fall. We also begin work on our list of streets that did not fare well during the winter. We must compile a list for summer Street Paving. Utilizing Summer Street money, we were able to pave approximately 85 blocks of residential streets. A typical block is 350 ft. long and 30 ft. wide.



Eighty-five blocks equates to 5.8 miles repaved with Summer Street Paving money. The warmer weather of the Summer and Fall months allow our department to paint center lines, crosswalks, stop bars and fog lines on the roadways. Like most citizens, we take advantage of the warmer months to perform repairs to the outsides of our buildings such as roof and fascia repair, painting and, at times, construction of new buildings in the Parks. In the Fall of the year, we gear up for our Leaf Pick-up on the public streets in all residential areas. We believe our Leaf Pick-up Program is second to none. Beginning in mid-October and continuing through the end of November allows our citizens ample time to place their leaves at the curb for pick-up. Most Leaf Pick-up Programs offer pick-up only once or twice for the season. We will be in front of your home at least 7 to 8 times for pick-up. This year we picked up approximately 14,500 cubic yards of leaves.



Winter is right behind the Leaf Pick-up Program, and sometimes even during the program. Clearing the snow from our public right-of-ways is the biggest responsibility for the Central Services. All aspects of travel are affected by the snow and ice on the public right-of-ways. We also believe that our snow clearing of the public right-of-ways is second to none. The employees again take great pride in keeping our roadways as safe as possible. I

believe the snowfall over the weekend of January 8<sup>th</sup> and 9<sup>th</sup>, 2011 tells our story the best. A record setting amount of snow fell in a 24-hour time frame, yet our employees were able to keep up with the clearing of our streets in a timely and organized manner. Yes, we can always improve in all aspects of our jobs; therefore, we will continue to look further for ways to deliver what we believe are world class services to our citizens in a more efficient and timely manner.

## **Engineering Department**

*Gary E. West, Director*

The Engineering Department is responsible for planning, designing, bidding, funding and the construction management for all Public Works Projects within the City of Mishawaka. Also review of all private development and utility company projects for conformance with Engineering Standards, i.e. storm water management, sanitary 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.

### **Engineering Staffing**

The Engineering Department staff includes the Director and Assistant Director of Engineering, a Construction Manager, a Project Manager and Traffic Manager and a Project Coordinator as well as an MS-4 Coordinator and two part-time secretaries.

The Director of Engineering is responsible for the day-to-day management of the Engineering Department. The Director also serves at the City's representative on the following boards and committees:

- President of Board of Public Works and Safety/Utility Board
- Technical Advisor & Member, City of Mishawaka Plan Commission
- Technical Advisor & Member, City of Mishawaka Traffic Commission
- Member of the City's Solid Waste Committee
- Member of the Transportation Task Force, St. Joseph County Chamber of Commerce
- Member of the Transportation Technical Advisory Committee, Michiana Area Council of Governments.
- Mayor Wood designated the Director of Engineering as Deputy Mayor
- Northern Regional Director of the Indiana Association of City Engineers

The Assistant Director of Engineering conducts all site plan reviews, including storm water management, site access, sanitary sewer connections, and construction plan reviews. These plan reviews include new residential and industrial subdivisions, documenting compliance with storm water regulations, subdivision infrastructure requirements, sanitary sewer engineering standards, and to ensure that adequate sanitary sewer capacity is available to serve the proposed development. The Assistant Director also:

- reviews storm water management calculations and plans submitted by developers
- reviews construction plans and specifications for development of improvements to public streets, sewers and drainage within proposed subdivisions
- administers the sanitary sewer use ordinance for connection of county residents
- Coordinates with Wastewater Treatment staff, Consultant Lawson-Fisher Associates of South Bend, Indiana, and Bethel College staff in the development and implementation of the MS4 Program. Participates in the MSP, which is the regional MS4 Education Committee with St. Joseph County, City of South Bend, and Soil and Water Conservation

District.

- Works with consultants to complete design plans and construction cost estimates for various public infrastructure projects.
- This delegation of responsibilities generates a more timely response to developers, engineer and contractor inquiries while enabling the Director of Engineering to focus on planning, right of way, and funding for future Public Works Projects

The Construction Manager oversees all City construction projects within the two Tax Incremental Financing (TIF) Districts to ensure compliance with construction documents and addresses construction concerns reported by the public.

The Project Manager oversees all Public Works projects, the curb and sidewalk program, the summer street paving project, assigns all City addresses in conjunction with 911 emergency system, and troubleshoots citizen complaints. The Project Manager also shares responsibility with the Project Coordinator for the Department's purchase orders, processing of claims, i.e. consulting services, and all construction projects. The Project Manager also coordinates the allocation of funding from multiple fund sources to ensure adequate monies are available to complete smaller local construction projects.

The MS-4 Coordinator is responsible for compliance with the IDEM/EPA Rule 5 and Rule 13 and is the City's coordinator for the City MS-4 Program, processing approval of Erosion Control Plans, and assuring their compliance during, and post construction.

Traffic Engineering is responsible for operation and maintenance of all of the 56 City-owned traffic signals, 13 school warning devices, 2 four-way red flashers and 2 yellow warning flashers. The Traffic Manager oversees the operation of the City's traffic signal system and coordinates repairs by the City's maintenance contractor. The Traffic Manager is also responsible for signal timings, traffic studies and traffic work orders for sign installation, as well as for the management of emergency vehicle pre-emption systems and twelve City traffic cameras.

The Project Coordinator is responsible for coordinating and maintaining all project files and City As-Built records, sanitary sewer construction and connection applications, excavation and sewer permits, sewer insurance records, managing City telephone system repairs/service, and other duties as required.

The Office Manager from the Sewer Maintenance Department splits her time between the Sewer Department and the Engineering Department, which brings efficiency to both departments due to many similar sewer issues in both departments. The Sewer Maintenance Department has assumed the field locating duties from the Engineering Department for storm and sanitary sewers prior to any excavation in the public right of way. The Sewer Office Manager while in our office reviews Locate e-mails, updates Locate database, gathers historic sewer As-built information for the Sewer staff to locate in the field, and also assists with phone and front counter inquiries from the public. However, because the economy is depressed, the number of locating requests is low compared to the historical high values set in the last 15 years. Depending upon the number of locates, they may impact the amount of maintenance work performed by the Sewer Department

and may require reconfiguration of responsibilities if requests increase.

The Mayor's office provided their secretary for a portion of 2011. On a part-time basis, during the afternoons, the secretary would answer telephones and type correspondence. However, work load in the Mayor's Office required an end to that arraignment. A temporary staff member was added to our office to perform the responsibilities the Mayor's office staff member had covered and also learned the addressing, permitting, and sewer insurance process to enable issuances of address assignments, appropriate permits, and sewer insurance work orders.

### **Engineering Services**

In addition to engineering public works projects such as curb, sidewalks, street improvements, traffic signals, school warning devices and sanitary and storm sewers, the Department also ensures compliance with job-site safety, maintenance of traffic and erosion control issues. Follow-up inspections ensure site restoration.

The Engineering Department also reviews plans for construction of proposed development projects to ensure compliance with developmental guidelines, access, and drainage requirements of the City.

The Department also investigates and works to address all drainage complaints that are received from residents throughout the City to resolve concerns within their neighborhood including local and area-wide drainage, traffic and parking issues.

Engineering is also responsible for the underground public works utility locate service for the City. The facilities and services located are the sanitary trunk sewers, lateral connections, storm sewers, fiber optic interconnects, traffic signal control systems, and the Metronet shared conduit system.



Another responsibility is ensuring contractor and individual compliance with the City of Mishawaka Excavation and Public Works Bonding Ordinances and permitting requirements. Engineering issues and tracks excavation and streets cuts for all city streets and public right-of-way. Excavation Permits are important for protecting the motoring public and the existing infrastructure, plus ensuring proper restoration of street cuts. The Engineering Department provides engineering assistance for municipal utility projects on request and on other major public works capital improvement projects.

The Engineering Department receives copies of accident reports involving City property damage, such as guardrails, traffic signs, traffic signals and other City property for restitution of damaged property through insurance claims or personal payment plans. In 2011 \$4,061.63 was collected for damaged property at four locations.

## Excavation and Sanitary Sewer Connections for 2011

Sanitary Sewer connection fees are designed to assess a fee on developers based on the size of their property and the impact on the capacity of the sanitary sewer collection system and the Wastewater Treatment Plant. The money collected is used for oversizing and extending sanitary sewers, and improvements at the Wastewater Department.

In 2011 Engineering issued 717 Excavation Permits with fees totaling \$10,875.00 for all categories of excavation i.e. telephone, cable, gas, electric, boring, street, sewer, water, irrigation. This is a reduction from 2009 when \$12,012 was collected for 624 Excavation Permits. In addition, there were 107 Sanitary Sewer Connection Permits obtained in 2011 that totaled \$63,126.35 versus \$79,992.19 collected from 182 permits in 2010.

## Sewer Insurance Program

The Engineering Department updates all sanitary and storm sewer records and provides administrative assistance to the Sewer Lateral Insurance Program. This program that began in 1986 protects single family residents from paying catastrophic sewer lateral repair costs. The homeowner is responsible for paying all routine sewer lateral cleaning costs, and if the line cannot be opened, the homeowner pays the \$250 deductible fee for the sewer lateral repair. The Sewer Insurance Fund pays all costs in excess of the \$250 that are required for the repair of a private sewer lateral connection from the foundation wall of the home to the trunk sewer main. The costs of removal and replacement of public streets, curbs and sidewalks as a result of the repair are included.

*...protects single family residents from paying catastrophic sewer lateral repair costs*

The fund is also used to replace existing sewer laterals that are located within sewer main replacement

projects to minimize the need to repair a sewer lateral in a newly reconstructed street. Money collected in 2011 totaled over \$225,000 with expenses of over \$168,000. Complaints of sewer problems were received from 53 residents in 2011. The monthly fee for residential sewer insurance was increased to \$1.50 per month in 2008.

A summary of the 2011 Sewer Insurance Program is provided below:

**Summary of 2011 Sewer Insurance Program**

Date Initiated	Job Number	Address	Action Taken	Total Cost	Work Completed
1/3/2011	1108	1307 E Fourth St	Line opened, guarantee provided	\$0	1/6/2011
1/6/2011	1109	842 E Third St	Contractor repaired lateral	\$6,961	1/21/2011
1/17/2011	1110	2503 Normandy Dr	Line opened, guarantee provided	\$50	1/17/2011
1/25/2011	1111	112 Monmoor Ave	Contractor lined lateral	\$11,725	7/18/2011
1/26/2011	1112	231 Saint Lo Ave	Contractor lined lateral	\$3,195	1/26/2011
2/8/2011	1113	309 Milburn Ct	Line opened, no guarantee provided	\$0	2/9/2011
2/11/2011	1114	703 Imus Dr	Contractor cleaned and televised	\$531	2/11/2011
2/24/2011	1115	215 Ray St	Line opened, guaranteed	\$0	2/24/2011
2/28/2011	1116	2813 Lenson Dr	Contractor repaired lateral	\$2050	3/12/2011
3/15/2011	1118	505 Queensboro	Line opened, no guarantee provided	\$0	3/15/2011

		Ave			
3/16/2011	1119	2939 Colonial Dr	Line opened, guarantee provided	\$0	3/16/2011
3/16/2011	1120	128 E Donaldson Ave	Line opened, televised, repair required under floor	\$470	4/18/2011
3/21/2011 11	1121	211 Meridian St	Contractors cable stuck in line; retrieved	\$0	3/21/2011
3/21/2011	1122	926 Carlton St	Line opened, guarantee provided	\$50	3/21/2011
3/22/2011	1123	801 Hendricks St	Contractor lined lateral	\$6,404	5/9/2011
3/30/2011	1124	1330 Prospect Dr	Contractor repaired lateral	\$7,373	4/8/2011
4/4/2011	1125	901 Hendicks St	Contractor repaired lateral	\$1,148	4/4/2011
4/11/2011	1126	201 Towle Ave	Contractor repaired lateral	\$4,730	5/5/2011
4/21/2011	1127	2413 E Fourth St	Contractor repaired lateral	\$3,257	4/25/2011
5/3/2011	1128	421 N Wenger Ave	Line opened, guarantee provided	\$0	5/4/2011
5/18/2011	1129	623 W Battell St	Line opened, guarantee provided	\$0	5/18/2011
6/3/2011	1130	811 Queensboro Ave	Contractor lined lateral	\$6,010	9/19/2011
6/10/2011	1131	2603 N Main St	Contractor repaired lateral	\$2,030	6/28/2011
6/16/2011	1132	918 E Fifth St	Contractor repaired lateral	\$5,947	7/14/2011
6/28/2011	1133	652 N Oakland Ave	Line opened, guarantee provided	\$0	6/28/2011
6/30/2011	1134	126 N Middleboro Ave	Contractor lined lateral	\$7,290	8/2/2011
7/5/2011	1135	415 W Lawrence St	Contractor repaired lateral and lined lateral	\$6,349	7/18/2011
7/11/2011	1136	619 Division St	Contractor repaired lateral	\$1,739	7/15/2011
7/29/2011	1137	306 Milburn Ct	Contractor lined lateral	\$4,930	8/4/2011
7/29/2011	1138	618 E Fourth St	Contractor repaired lateral	\$1,847	9/21/2011
8/1/2011	1139	1212 E Mishawaka Ave	Contractor repaired lateral	\$1,977	9/21/2011
8/18/2011	1140	1316 Michigan Ave	Line opened, guarantee provided	\$0	8/23/2011
8/22/2011	1141	214 Union St	Contractor repaired lateral	\$3,659	9/16/2011
8/27/2011	1142	113 Ardennes Ave	Contractor repaired lateral	\$2,795	8/26/2011
8/25/2011	1143	527 N Oakland Ave	Line opened, guarantee provided	\$87	8/25/2011
8/26/2011	1144	902 W Marion St	Contractor lined lateral	\$3,370	9/8/2011
9/9/2011	1146	120 George St	Contractor lined lateral	\$7,555	11/19/2011
9/9/2011	1147	728 Studebaker St	Contractor repaired lateral	\$5,470	9/15/2011
9/20/2011	1148	1301 E Mishawaka Ave	Contractor lined lateral	\$5,750	10/3/2011
9/27/2011	1149	319 W Lawrence St	Contractor lined lateral	\$3,485	10/28/2011
10/3/2011	1151	112 E Sixteenth St	Line opened, guarantee provided	\$0	10/4/2011
10/6/2011	1152	928 E Fifth St	Contractor repaired lateral	\$7,876	10/18/2011
10/17/2011	1153	733 Lincolnway East	Contractor repaired lateral	\$1,668	10/24/2011
10/19/2011	1154	507 Alabama St	Contractor repaired lateral	\$1,156	10/20/2011
10/27/2011	1155	408 Behney Ave	Contractor repaired lateral	\$1,798	11/19/2011
11/2/2011	1156	421 E Broadway St	In process		11/3/2011
11/7/2011	1157	1306 Prospect Dr	Line opened, guarantee not provided	\$470	11/8/2011
11/9/2011	1158	824 Calhoun St	Line opened, guarantee provided	\$0	11/9/2011
11/30/2011	1160	117 N Middleboro Ave	Contractor lined lateral	\$5,185	1/2/2012
12/9/2011	1162	1316 E Jefferson Blvd	Line opened, guarantee provided	\$87	12/9/2011

12/14/2011	1163	416 Imus St	In process		12/15/2011
12/14/2011	1164	503 W Battell St	Contractor lined lateral	\$1,650	1/6/2012
12/29/2011	1165	901 Laurel St	Line opened, guarantee provided	\$0	1/6/2012

**Review of Industrial, Commercial and Residential Developments in 2011**

Developers did not submit any sanitary sewer main improvements and/or extensions for 2011. The City experienced mostly rehabilitation of existing sites with a few new commercial and residential homes constructed in existing subdivisions, i.e. AHEPA – Penelope Senior Living Apartments at 810 S. Merrifield and new Cheddars Restaurant at 4919 N. Main Street.

**MS4 Municipal Separate Storm Sewer System**

In August 2010, the Municipal Separate Storm Sewer System MS4 program underwent its first comprehensive audit by the Indiana Department of Environmental Management. The results of this audit were extremely favorable. The City’s program was chosen for recognition at IDEM’s annual MS4 meeting in 2011.



On May 24, 2011, representatives from the City and Saint Joseph County presented a paper called “Partnerships Work – the Michiana Stormwater Partnership” at IDEM’s annual meeting for MS4 professionals and regulators in Indianapolis. The City was further recognized at the annual meeting with a Certificate of Recognition for “Implementation of the MS4 Storm Water Quality Management Plan at the Highest Level.” This was the highest honor conveyed on MS4s at the annual meeting and was awarded to less than ten percent of all MS4s in the State.

***City personnel worked diligently to ensure that the City’s projects were complying with local and State regulations***

In November of 2011, the MS4 program underwent its second in a series of three audits of the program. This audit focused on the management of our construction site run-off program. In preparation for the audit, MS4 procedures were evaluated and streamlined. The City implemented a

new tracking program for stormwater pollution prevention plans (SWPPPs) and worked closely with an outside engineering firm to develop the capability to integrate SWPPP information with our GIS. As part of the audit, the IDEM inspector requested to visit two of the City’s open Rule 5 construction projects and the single private Rule 5 construction project that was open at the time. City personnel worked diligently to ensure that the City’s projects were complying with local and State regulations. The overall result of the audit was favorable as none of our program areas received an unsatisfactory rating. However, as with any regulatory inspection of a

comprehensive program, the inspector found a few items that need to be addressed. The City is currently working on addressing those concerns and working with IDEM to implement the required changes.

IDEM will likely conduct its final audit of the current NPDES permit term sometime in 2012. The audit is expected to focus on the detection and elimination of illicit discharges to our storm sewer system. In August, Department of Engineering personnel attended a workshop by IDEM to assist in preparation for the upcoming audit. The City has GPS located the City's stormwater outfalls and sampled at several outfalls that were discharging in dry weather to characterize the nature of discharge. It appears that these discharges are merely groundwater.

The City continued its participation in the Michiana Stormwater Partnership (MSP), which is a consortium of MS4s within St. Joseph County. To ensure consistent messaging and to pool resources, the MSP works collectively to implement the public education and outreach programs required by each entity's NPDES permit. Additionally, the City continued its partnership with St. Joseph County for SWPPP reviews.

### **Fats, Oils, and Grease (FOG)**

The Common Council approved revisions to the Sewer Use Ordinance to cover fats, oils, and grease (FOG) in the summer of 2010. These changes address maintenance requirements and provide a regulatory framework for recovering costs incurred by the City to deal with problem facilities. The FOG program was further refined in 2011. Upon inspection, the FOG from some restaurants was deemed to be a minimal threat to the municipal system. The City has some facilities that are merely storefronts that reheat much of their food or prepare food entirely on disposable paper products. The registration process was modified to omit the fee for these low-impact businesses. A pamphlet regarding the changes and City's expectations was distributed at the 2011 January restaurant license renewal.

### **Construction Projects**



The Engineering Department is responsible for plan development and construction management. Often times these construction projects are funded from several sources. In 2011 projects under construction were funded with Long Term Control Funds, Tax Incremental Funds, Cumulative Sewer, Local Road and Street Funds. Construction projects in 2011 totaled approximately \$15.9 million. These projects are highlighted below:

#### **Northwest TIF Projects**

The preliminary engineering plans were completed for the widening and the addition of a center left turn lane for the Main Street Corridor extending from Lincolnway on the south to SR23 on the north. This work has been ongoing for several years and the following sections were completed in 2011:

### *N. Main Street, Mishawaka Avenue to Battell Street, Phase III*



The reconstruction of the northbound lanes began with the removal of the existing pavement in March 2011. New storm sewer was installed and connected to the trunk line sewer. The new northbound concrete lanes and center lane were poured in the spring of 2011. Main Street was opened to unrestricted traffic on May 25, 2011. Lawrence and Battell Streets were reconstructed between Main Street and Sarah Street in May and June 2011. Construction was completed with the abandonment of old sewer and the reconstruction of

several sewer sanitary manholes in September and October of 2011.

### *Church-Main Street Connector*

The reconstruction of Church Street/Main Street began in June 2011. The northbound and southbound lanes were completely reconstructed and a center turn lane added between Lincolnway and the St. Joseph River Bridge. Two-way traffic was maintained on the west side of Church Street while the northbound lanes were reconstructed and the road widened to accommodate the added center turn lane. New storm sewer was installed along Church Street to handle the additional drainage from the widened roadway. New curb, sidewalk, and traffic signals were installed between Lincolnway and the river bridge. Main Street between First Street and Church Street was also reconstructed. The existing water main, sanitary sewer, and storm sewer on Main Street were completely replaced.



The existing parking lot at the Mishawaka Police station was reconstructed. Additional parking space was added to the existing lot and connected to the traffic signal at the Church/Main intersection. Considerable landscaping was added to the area, including the construction of a memorial for fallen officers at the Police Station, an outdoor cafe seating area on the SW corner of Church/Main, and the reinstallation of the Immigrant Sculptures near the intersection of Main/Front Streets. Church/Main was opened to unrestricted traffic on November 23, 2011.

### *Main Street -Ardennes to Day*

In 2011, the project limits of Main Street from Ardennes Avenue north to Edison Road/Edison Lakes Parkway were expanded to include the section of Main Street from Edison north to Day Road. The existing storm sewer was found to be in poor condition and undersized within the original project limits and a new storm sewer was needed to serve the project improvements. This provided the flexibility to include additional pavement from the Main Street between Edison and Day Road. This project includes a center left turn lane, extension of storm trunk sewer from Ardennes north to Day Road, relocation of deceleration lanes, and many utility relocations. It also requires additional right-of-way due to the construction of the center left turn lane.

Consultants completed right-of-way requirements and identified land owners for acquisition. Legal descriptions, plats, and land acquisition was mostly completed in 2011 with the exception of a few parcels which we anticipate finalizing in early 2012. Construction may be phased over two construction seasons due to the extensive utility relocations. However, we do anticipate construction starting at the south in the 2012 season.

### *Douglas Medical Park, Phase II (Trinity Place)*

This project is the second of two phases to connect Holy Cross Parkway to Fir Road with the construction of Trinity Place. The project was substantially completed at the end of 2011 and was unique since it required special stormwater measures due to crossing Juday Creek. Work included a three-sided precast concrete bridge structure with a span of 32 feet to cross Juday Creek. In addition, concrete curb, pavement, drive approaches and sidewalks were added. Also included were storm sewer, sanitary sewer, 100 feet of jacked 18-inch steel for the water main and a portion of the 10-inch water main as well as miscellaneous associated items. The completion of Trinity Place provides multiple “shovel ready” sites for development in the vicinity of the St Joseph Regional Medical Center.



The completion of Trinity Place provides multiple “shovel ready” sites for development in the vicinity of the St Joseph Regional Medical Center.

### *Edison Road / Grape Road Intersection Improvement*

This project involved the construction of an exclusive eastbound right turn lane on the south side of Edison Road located west of Grape Road plus an additional through lane on the south side of Edison Road, east of Grape Road. The project began in late 2011 due to right-of-way and utility conflicts. The intersection of Grape and Edison Road was open to traffic for the holidays; the remaining construction operations, including bituminous pavement, roto milling and resurfacing, will begin in early 2012 as the weather permits.

## *Edgewater Drive*



This project extends from John Street to Mishawaka Avenue and from the Mishawaka Avenue Bridge to 312 feet west, and John Street from Edgewater Drive to Park Avenue. It began in July 2011 and was completed in October 2011. The project included bituminous pavement, roto milling and resurfacing, storm sewers, pavement markings, landscaping, and concrete sidewalk, curbs, handicap ramps, and drive approaches. The most challenging portion of the project was the construction of a 20 foot deep, precast concrete storm sewer outfall structure in the west bank of the St. Joseph River. The structure provided a direct stormwater discharge for the new storm sewer installed in the project.

## *First and Hill Street Improvements (Mishawaka River Center Apartments)*

The rehabilitation of the former Mishawaka High School Building into apartments for senior living was the focus of the Community Redevelopment Department in early 2011. Named the Mishawaka River Center Apartments, this senior living center

### ***The rehabilitation of the former Mishawaka High School Building into apartments for senior living***

project, made it apparent that new utilities were required for the project. Hill Street and First Street were identified as the new corridor to provide sanitary sewer, storm sewer and water to the facility. In addition, on-street parking will be slightly reconfigured and include new street pavement and sidewalk since sections are in poor condition. Therefore in early summer of 2011, W.R. Armstrong was contracted to design the utility improvements in addition to reconfiguring the pavement, concrete curb and gutter, and sidewalk within the existing right-of-way of Hill Street from Lincolnway to First Street and First Street from West Street to Spring Street. These improvements were split into two phases of construction.

Specifically in the fall of 2011, John Boettcher Excavating was the successful quoter to install the first phase which included 140 LF of new 8 inch gravity sanitary sewer within Hill Street extended from First Street's existing gravity sewer and temporary pavement patch. The second phase of the Improvement Project includes new storm sewer, concrete curb and gutter, pavement, and sidewalk for First Street from Spring to West Street and Hill Street from First Street to Lincolnway with construction in summer of 2012.

## *Holy Cross Parkway Lift Station and Forcemain Project*

A regional sanitary sewer lift station was constructed to service the new hospital and also the anticipated growth of the City's north-east area. With the completion of the Lift Station in 2011

and all phases of the 2 mile long 24 inch HDPE Forcemain completed in early 2011, this new facility was brought on-line and enabled two existing lift stations (Autumn Lakes Apartments and Douglas Road at WSBT) to be eliminated. This will reduce operating and maintenance costs and provide ample capacity for the growth north-east of the City. A subsequent project will reroute the discharge from the University Drive Lift Station into this new facility utilizing the gravity sewer in place in Douglas Road. When the University Drive Lift Station Project is complete the combined flow removed from the North Main Street Trunk Sewer will provide additional capacity for growth in the area north of SR 23.

*River Crossing No. 2 Expansion and Modification of CSO 19*

This project involved three 24 inch HDPE river crossing barrels and associated headworks and tailworks structures that will serve to accept the flow from the Holy Cross Parkway Lift Station Forcemain, which went on line in February 2011. The project connects Central Park control structure from the IIF project completed in 2010 to the junction chamber at the Police Station, which was constructed through the Front Street Reconstruction Project which interconnects this flow with the existing River Crossing No. 2. With this in place and connected, as the other systems are separated or abandoned by the City as part of the Long Term Control Plan, the combined sewer overflows have been redirected from CSO #19 to the expanded river crossing. This redirection allows its treatment at the Wastewater Facility in lieu of relief at the CSO 19 structure. Final separation and pipe abandonment was completed in October 2011.



## PUBLIC WORKS PROJECTS

### Summer Street Paving Program

The Engineering Department assisted in overseeing 36,950 linear feet of street milling and resurfacing projects and 570 linear feet of alley paving. The following table summarizes the streets that were resurfaced in 2011. All were either edge milled 6 feet along the curb line or the entire surface removed to retain as much curb exposure as possible.

#### 2011 Street Resurfacing Summary

Street Name / Section	Length
Alford Street – Lincolnway East to Fourth Street	800
Ballard Avenue – Vistula Avenue to Cottage Avenue	1700
Byrkit Avenue – Sixth Street to Twelfth Street	2050
Colfax Avenue – Chestnut Street to Went Avenue	950
Day Road – Fir Road west 500 feet	500
Day Road – Grape Road to Main Street	1300
Day Road – Windingbrook west 2300 feet	2300
Eighth Street – Logan Street to West Street	2800
Elder Street – Lincolnway East to Norton Court	450
Fourth Street – Main Street to West Street	1400
Fourteenth Street – West Street to Main Street	1500
Geyer Avenue – Dragoon Trail to Delaware Street	700
Grove Street – Oak Street to Willow Street	325
Harrison Road – Oakside Avenue to Blackberry Road	2000
Jefferson Boulevard – Liberty Drive intersection	250
Logan Street – Saint Joseph River north to railroad tracks	3800
Mason Street – Mishawaka Avenue to South of Prospect Avenue	800
Mishawaka Avenue – Ann Street to Charlotte Street	800
Mishawaka Avenue – Bridge west to Cedar Street	1000
Mishawaka Avenue – Bridge east to Byrkit Avenue	2100
Orange Avenue – Lincolnway East to Third Street	750
Pleasant Point Court – Ballard Avenue to Oakland Avenue	1300
Queensboro – Dragoon Trail to Delaware Street	700
Rosemont Place – Bennington Drive SE to Dead End	1200
Spring Street – Fourteenth Street to Sixteenth Street	700
Spring Street – Sixth Street to Eighth Street	600
Third Street – Mill Street to Main Street	350
Union Street – Fourth Street south to Dead End	375
West Street – Sixth Street N to Railroad Tracks	250
White Dover Drive – Rosemont Place to Stonegate Drive	300
Wood Lane – Dragoon Trail to Trail Ridge West	1000
Total Linear Feet	36,950
Total Cost of Resurfacing	\$342,082.26
Total Cost of Milling	\$200,787.75
Grand Total for Summer Street Paving Program	\$543,136.98

## **Alley Paving Program**

The Alley Paving Program pays half the cost of paving alleys with residents who request their alley be paved. Typically, a field inspection of the alley is conducted to determine the feasibility of paving the alley. A list of all property owners adjacent to the alley is obtained from the County Assessor's Office. This information is provided to a designee of the property owners who is responsible for collecting the cost per linear foot assessment from each property owner along the alley. The residents along the alley benefit from this work because of the reduction of the dirt and dust generated by traffic. The Street Department also benefits by not having to grade or oil the paved alley for at least ten years. There are 256,178 LF or 48.52 total miles of alley that are open to the public, and a significant number of these have been paved by property owners. In 2011 the City paved one alley located between Byrkit Ave, Victoria Ave, 3<sup>rd</sup> Street and 4<sup>th</sup> Street approximately 570 feet in length. The City has worked with the property delegates for three additional alleys to be paved in the spring of 2012.

## **Curb and Sidewalk Program**

Instituted in 1986, this program encourages single-family homeowners to repair or replace deteriorated public curb and sidewalks adjacent to their property and provides for a 50/50 split of the repair cost of curbs, sidewalks and drive approaches between the homeowner and the City. Since the beginning of this program, the cost for reconstruction of approximately 81,068 LF of new curb and sidewalk has been shared by the City and its residents. This year a total of \$92,528.75 was spent in neighborhoods on curb and sidewalk improvements.

## **First Time Homebuyers Project**

The First Time Homebuyers Project for 2011 consisted of 3 lots at various locations on the south side of Mishawaka. As part of the Curb and Sidewalk Program the contractor installed the concrete work at each of these locations including the curb, sidewalk, steps, patio and drive approaches at each of these locations.

Location	Amount
Jefferson Blvd – Installed approximately 500 linear feet of sidewalk along the north side of Jefferson Blvd from Clay Street to the east.	\$17,500.00
West Street – replaced existing curb and sidewalks along both sides of West Street as required from Ninth Street south to Fourteenth Street. This project included upgrading all handicap ramps to the current ADA standards and gain curb exposure along the street to aid in drainage.	\$209,545.61
Various locations – Improved handicap ramps to meet the current ADA standards and provide specific routes for residents to public facilities.	\$18,147.82
Brookside Subdivision – Replaced damaged sidewalk along three streets within the subdivision and upgraded the handicap ramps per ADA.	\$36,944.00
Various locations – Replaced damaged curb and sidewalk as a	\$15,443.74

result of accident reports and winter damage.	
Merrifield Avenue – Stanley Street to Jefferson Blvd – Placed new sidewalk along the east side of Merrifield Avenue to connect the improvements on Stanley Street to Jefferson Blvd.	\$17,240.00
Installation of the Qwik Kurb Barriers at the Norfolk Southern Railroad at Russell Street and Logan Street.	\$20,151.16
Total	\$334,972.33

### **Milburn Blvd Landscape Improvements**

As part of the Milburn Blvd Improvements the seventeen islands located in the center of Milburn Blvd from Logan Street to Ironwood Drive were landscaped with a variety of trees. These islands were planted with seven varieties ranging from 2 inch ornamental trees to 51/2” diameter canopy trees. The varieties chosen will provide seasonal interest throughout the year beginning in the spring with the 2 types of ornamental crabapple trees, Snowdrift, and Prairiefire; flowering



with white and pink flowers. The foliage of the Crimson Maple, Whitespire Birch, Black Tupelo, State Street Maple and a new hybrid Accolade Elm will provide texture and color throughout the summer. The fall colors will be vibrant yellows, reds, and some green.

### **Sidewalks/ADA Transition Plan**

The City of Mishawaka completed the ADA self-evaluation of all City facilities outside of the public right-of-way (ROW), policies, and procedures and prepared a Transition Plan that outlines the necessary steps to be fully compliant with the requirements of Title II of the ADA. The City will strive to include annual budgetary allotments to make required improvements that will

eventually make the various facilities fully accessible. Emphasis is given to the improvements that most impact the ability of persons with disabilities to access facilities or programs. In addition to City facilities, the self-evaluation reviewed existing City policies and procedures within each department. Following this review, recommendations were made to improve accessibility of programs for each department.

It is the goal of the City to make facilities for all services, programs and activities fully accessible within 30 years. This will be largely dependent on a number of economic factors and future changes to the ADA Accessibility Guidelines (ADAAG) or other unforeseen requirements that would necessitate additional improvements to City facilities. The results of the self-evaluation identified a number of barriers at City facilities. The estimated cost to correct these deficiencies is \$3,536,000 plus public ROW. The degree to which these barriers limited accessibility and their priority for corrective action was subjectively categorized as “high”, “medium”, or “low”. The actual implementation schedule, budgeting, and prioritization is up to the administration and is likely to be impacted by complaints, new regulations and requirements, and availability of funding. A report to the City Common Council will be presented for approval and adoption in March of 2012.

The next steps involve self evaluation of approximately 1300 intersections and incorporating the 60 public survey responses regarding sidewalks where feasible. A separate self-evaluation and transition plan will be developed in 2012 for City facilities within the public ROW.

### **Juday Creek Force Main Rehabilitation (SRF Funds)**



This Project was selected by the IDEM SRF Loan Program to be partially funded with a grant from the Federal Stimulus Package and the balance with the SRF Loan Program. Originally 11,086 lineal feet of 18” Ductile Iron Forcemain was planned for rehabilitation with structural cured-in-place (CIPP) lining from the Juday Creek Lift Station to Lowell Avenue. As the project progressed, further investigation and testing revealed that this pipe was in satisfactory condition north of Catalpa. The 18” CIPP lining was reduced to 6,122 lineal feet and instead 2,650 lineal feet of 24” pipe on Russ Street from Liberty to Christyann was rehabilitated along with the manholes. This pipe had previously been targeted for rehabilitation in a future project. In addition, 1,888 lineal feet of 18” forcemain was replaced with a 24” gravity sewer main along Lowell and Clay Street. This project requires extensive bypass pumping to accommodate the flows currently handled by the lift station. The existing pumps were upgraded to VFD’s and associated controls within the Juday Creek Lift Station. This project was completed in 2011.

## **LONG TERM CONTROL PROJECTS**

The City's Long Term Control Plan (LTCP) was designed to improve wastewater treatment and the sewer collection system to reduce the overflows from 50 per year in 2008 to less than 1 per year upon the plan's complete implementation. Improvements were previously completed at the Wastewater Treatment Plant and our attention is now directed to the collection system, which in total diverts 350 million gallons of combined sewer overflow (CSO) to the St Joseph River during wet weather. 2010 construction concentrated on the Milburn Sections A, B, C, D, E, and F of the collection system. 2011 concentrated on the cured in place pipe (CIPP) lining rehabilitation.

### *Milburn Boulevard Area Sewer Improvement Projects*

The first area identified was the Milburn Area which is bounded by Logan Street, Ironwood Drive, Dragoon Trail/Panama Street and the St. Joseph River. This area is 348 acres with approximately 1,300 residents. The projects involved a design of a new separate storm system while utilizing the existing combined sewer as the sanitary sewer system after cured in place pipe (CIPP) lining rehabilitation. A new underdrain system was included to protect homes from foundation issues resulting from sealing the ground water from the historical outlet it found in the old deteriorated sewer system. With adequate funding, all sections are scheduled for completion by 2026.

2011 was a continuation of work within the Milburn area which included cured-in-place pipe lining (CIPP) rehabilitation of all the original combined sewers that were repurposed as strictly sanitary sewers due to the 2010 projects installing separate storm sewers and underdrains to address high groundwater issues. CIPP Phases I and II will be completed in the spring of 2012. This included the rehabilitation of the Biosolids forcemain from the Wastewater Treatment Plant to the Biosolids Facility. During lateral investigations in the Phase I CIPP project, it was determined that the laterals on Lincolnway West required rehabilitation. This work was bid in the fall of 2011 and will be constructed in the spring of 2012.

The Division G Project - River Avenue Area bound by the St Joseph River, Railroad and Ironwood Drive, is schedule after the sanitary sewer main CIPP lining completion due to River Avenue lift station rehabilitation being a portion of the Milburn G Project. The remaining construction phases will address the approximately 1300 laterals and the last Milburn Section G.

### *Wilson Boulevard Area*

Design consultants completed Topographic Survey for the redirection of the four Wilson Boulevard CSOs to river crossing 3. Flow monitoring and final design will be completed in 2012 and construction anticipated for 2013.

*Phasing and Implementation Plan for Remaining LTCP Elements*

The preliminary engineering was completed in 2011 for the remaining elements of the LTCP. However, it was determined that the several elements initially identified in the study required modification due to high groundwater, existing infrastructure conflicts, grade limitations, and overall maintainability issues. The following table outlines the phasing with brief descriptions of the revised Long Term Control Plan.

**Long Term Control Plan - Recommendation and Implementation Plan**

Location	Project	Description	Capital Cost Estimate <sup>1</sup> (\$Millions)	Size <sup>2</sup>	Start Date <sup>3</sup>	End Date <sup>4</sup>
Milburn Boulevard Area	Division G	Sewer separation and rehabilitation South of the St. Joseph River, bounded by Ironwood, River Ave, and Lincolnway Ave.	2.6	N/A	2011	Dec 2026
Wilson Boulevard Area	Wilson Boulevard	Parallel interceptor to redirect flows from CSO 004, 005, 006, 007, and 008 and consolidate into one overflow.	5.0	N/A	Oct 2011	Dec 2020
River Center CSO 009	Fourth St. Storage/Conveyance Tunnel (Phase I)	Storage/Conveyance Sewer from Main St. to the WWTP	22.6	96"-120"	Feb 2012	Dec 2020
	Fourth St. Storage/Conveyance Tunnel (Phase II)	Storage/Conveyance Sewer from Merrifield Ave. to Main St.	18.7	72"-120"	Dec 2014	Dec 2022
	Fourth St. Storage/Conveyance Tunnel (Phase III)	Storage/Conveyance Sewer from Fourth Street to Merrifield Park (Linden Ave.)	5.7	60"-84"	Dec 2015	Dec 2023
East Area	Linden Area Sewer Separation (Phase I)	Sewer separation of approximately 152 acres north of Lincolnway East between Merrifield Park and Roosevelt Ave.	4.8	N/A	Dec 2014	Dec 2028
	Linden Area Sewer Separation (Phase II)		4.8	N/A	Dec 2016	Dec 2028
	Linden Area Sewer Separation (Phase III)		4.8	N/A	Dec 2018	Dec 2028
	Linden Area Sewer Separation (Phase IV)		4.8	N/A	Dec 2020	Dec 2028
	Alley Conveyance Sewer from Capital Ave. to Merrifield Ave.	Conveyance from the outfall of the Mariellen Lift Station to the storage/conveyance sewer along Merrifield Ave. at Fourth St.	5.8	30"-48"	Dec 2015	Dec 2028
	Northeast River Crossing to Merrifield Park (Linden Ave.)	Conveyance sewer which intercepts flow from the Daisy Road Lift Station Forcemain/Northeast River Crossing	2.3	42"-48"	Dec 2021	Dec 2029
Central Park Area	Daisy Road Lift Station, Forcemain, and RC-5 (Phase I)	Lift Station with 15.8 MGD capacity.	9.3	18"-24"	Jan 2021	Dec 2027

<sup>1</sup> Capital cost includes 20% contingency and 20% engineering, admin, and legal costs. ENR 8000

<sup>2</sup> The final facilities will be sized within the stated ranges to achieve zero overflows during the typical year (1992). The sizes shown were preliminarily determined by subbasin flow monitoring during preliminary design of each project component.

<sup>3</sup> Engineer under contract to design the facility.

<sup>4</sup> Facility is operational.

### **Northwest Trunk Gravity Sewer Rehabilitation (Wastewater Funding)**

This project involved the cleaning and rehabilitation of approximately 2,600 lineal feet of 30” and 36” reinforced concrete pipe in Benton Street from the CN Railroad to River Crossing No. 4 as well as the cleaning of River Crossing No.4. This pipe was lined with Cured in Place Pipe (CIPP), and the manholes have been rehabilitated by coating them with a structural polyurethane product. Final cleaning and inspection of the three River Crossing No. 4 barrels revealed they were also in need of rehabilitation. The two larger barrels, 18 inch and 14 inch have been rehabilitated. The smaller 8” barrel is still under investigation for an appropriate rehabilitation method. Additionally, video inspection of the downstream pipe within the Wastewater Treatment Plant indicated significant deterioration. This included approximately 300 lineal feet of 36” pipe and 100 lineal feet of 42” pipe, four large junction chambers as well as the headworks and tailworks of River Crossing No. 4. This project is complete with the possibly exception of the rehabilitation of the 8” siphon.

### **Highway Safety Improvement Program (HSIP)**

The Engineering Department has implemented four projects as part of the Highway Safety Improvement Program through MACOG with federal funds. This Program’s goal is to achieve a significant reduction in traffic fatalities and serious injuries on public roads. The four projects involving guardrail placement, delineator installation, traffic signal installation, and school warning flasher replacements are identified as follows:

Replaced 768 feet of existing guardrail along the north side of Dragoon Trail with new guardrail approximately 2,194 feet on both sides of Dragoon Trail to protect existing residential homes, a public park, an athletic field and a utility pole line. Approximately 458 feet of existing fence on the north side of Dragoon Trail and Logan Street intersection was removed and replaced with 72” chain link fencing. On the north side of Dragoon Trail, a new fence, signal support foundation, signal handhole, controller cabinet foundation, controller cabinet and signal mast foundation were installed. The installation of the traffic signal is scheduled for completion in April, 2012.

Placement of delineators along the north and south edge of pavement along Dragoon Trail from Russell Avenue to Clover Road, approximately 18,000 linear feet, is scheduled for the spring of 2012.

Replacement of ten out of twelve existing school warning flashers from incandescent to LED lighting including a beacon located on the back of the assembly identifying to traffic they are traveling within a school zone is scheduled for completion in 2012. The change to LED will allow a brighter display during all weather conditions providing a greater distance of visibility. The greater distance allows for the vehicular traffic to have an advantage of recognizing the school zone sooner and providing the highest level of protection for pedestrians. In addition to the additional safety, the LED provides a longer life, and less energy. The remaining two school warning flasher locations have been included in previous or scheduled City projects and offer this same level of safety.

## **Quiet Zones – Train Whistle Regulation**

The Federal Railroad Administration (FRA) “Use of Locomotive Horns at Highway-Rail Grade Crossings” Final Rule became effective on June 24, 2005 and pre-empted existing state and local laws governing the sounding of locomotive horns. In accordance with Final Rule, Section 222.43, the City of Mishawaka submitted the Notice of Intent (NOI) in 2008 to continue its pre-rule quiet zone and filed a detailed plan for quiet zone improvements. These proposed safety measures were presented to the public at a Public Hearing in 2009 and at a Public Hearing on a Resolution of the Common Council for the permanent closure of Wells Street and the installation of mountable median channelization devices at the S. Main, Russell, and Logan Street crossings with the Norfolk and Southern Railroad, and at the Jefferson Boulevard crossing with the Canadian National Railroad.



Mountable Median Channelization Devices

## **Traffic Engineering Services**

Traffic Engineering is responsible for the operation and maintenance of 56 city-owned traffic signals. In addition, there are 13 school warning devices, two four-way red and two yellow warning flashers under the responsibility of Traffic Engineering. Traffic Engineering received several requests for additional or modified signage through the Mishawaka Police Department, concerned motorists, and citizens. All requests are investigated by Engineering. In 2011, these requests resulted in the issuance of 33 work orders for the installation or modification of signage and pavement markings.

## **Traffic Signal and Flasher Maintenance**

In 2011 one hundred seventy seven (177) traffic signal repairs were completed. Also maintained were luminaries, guardrails and all 56 signal cabinets. The Engineering Department also resolved numerous 4-way flash problems involving the resetting of traffic controllers and conflict monitors.

## **Signage**

New sign retro-reflectivity standards are required by the Federal Highway Administration (FHWA). This proposed change will promote safety while providing sufficient flexibility for agencies to choose a compliance method that best fits their specific conditions.

## **Indiana Safe Routes to School Program**

Engineering 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. This

program allows the City to apply for a grant each year to encourage kids to walk or bike to school reducing traffic congestion, fuel consumption, air pollution while increasing the activity level of the children.

The City of Mishawaka is classified as an all-walk-on school system with minimal bus transportation for the students. In 2010 we were awarded a grant for Emmons School. In 2011, Battell Elementary School was selected for this program with \$230,075.00 available for improvements to sidewalks and crossings located in the Battell Elementary School area.

Each of these grants have allowed the city to replace deteriorated sidewalk, improve drainage situations, install ADA approved handicap ramps and to provide educational materials to the children in cooperation with the DARE officers of Mishawaka.

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. Each school within Mishawaka has been examined to identify a safe route for that particular school. A different elementary school will be targeted each year throughout the life of this program.

### **School Signage**

Every year the Engineering Department inventories all traffic control signage near public and private schools. This process involves replacing damaged, faded or missing signs and repainting school crosswalks. This enables Engineering to maintain safe and effective traffic control signage that follows the Federal guidelines as outlined in the Indiana Manual on Uniform Traffic Control Devices for all schools in Mishawaka.

### **Traffic Studies**

Requests for four-way stops, time limit parking, restricted parking, etc. require a recommendation by the Traffic Commission and in many instances, action by the Mishawaka Common Council before implementation. The Engineering Department conducts a thorough investigation to determine the merits of each request. These studies are then presented to the Traffic Commission for review and recommendation and to the Common Council. Upon adoption of an Ordinance by the Mishawaka Common Council, the Engineering Department issues a work order to install the appropriate signage. In 2011 the Council approved the following changes that were recommended by the Traffic Commission: (1) The North and South Side Speed Study recommendations from First Group will lead to speed limit changes on both the north and south side of Mishawaka. These changes are due to speed variations between city and county roads that have been viewed as speed traps by the motoring public. (2) A second recommendation was to add an additional school speed limit sign (20 mph) "When Children are Present" for Liberty School on Division that was placed before the school flasher. Parking restrictions were also added on the south side of Pregal Drive between Division Street and the school entrance.

The Engineering Department issued 17 dumpster permits in 2011. The Engineering Department also received requests for additional signage from the Street Department and the Mishawaka Police Department in various neighborhoods. Speed limit signs were added at Kings Court and on Somerset Avenue.

The Engineering Department continues to work with the Mishawaka City Police Department to resolve truck problems. With several streets closed, or in various stages of repair during the 2011 construction year, excessive truck traffic occurred on non-truck route streets. Police enforcement assisted in curbing these truck problems in residential areas.

MACOG (Michiana Area Council of Governments) continues to partner with the City to gather traffic count data for various Mishawaka locations. This data assists in tracking changes in traffic patterns and may possibly be used to justify changes in infrastructure. In 2011 MACOG provided data for speeds and traffic accidents for the North and South Side Speed Study.

A CMAQ grant was approved in 2009 to update the traffic signals on Church/Union Street from Front Street to Dragoon Trail. Construction for this closed-loop traffic signal central control system is scheduled to begin during the 2012 construction season for this corridor.

### **Disabled Parking Approvals**

With the assistance of the Mishawaka Police Traffic Division, the Engineering Department manages the application process for designated disabled parking spaces on public streets. In 2011 the Board of Public Works and Safety approved the designation of 17 new disabled parking spaces and the removal of 6 spaces that were no longer required.

### **2012 - Construction Projects**

#### *Bennington Drive*

With the improvements along Capital Avenue, Twelfth Street/Harrison Road and replacement of Fire Station No. 4, it was found desirable that Bennington Drive be extended a total length of approximately 800 feet. The primary objective of this extension will be to access the fire station. The recreational facilities impacted with the extension will be replaced in-kind. This includes shifting the football field and basketball court slightly north, and a new shelter/restroom building. The existing parking will be replaced by providing a pedestrian access to the school parking lot and fire station training/visitor parking lot. In addition, the intersection of Harrison Road and Bennington Road will be signalized. The project will be bid in March with construction starting in May.

#### *Twelfth/Harrison Road Reconstruction*

The Indiana Department of Transportation's improvements along Capital Avenue including an underpass with the Norfolk-Southern Railroad are scheduled to be completed late in 2012. The City identified the Twelfth Street Corridor from Union Street to Blackberry Road, as needing upgrades to carry the increased traffic volumes through the corridor. The City completed a corridor study identifying the improvements along East Twelfth Street/Harrison Road (Lexington

– Blackberry, Phase I), which will consist of widening and addition of a center turn lane from Lexington Drive to the intersection of Blackberry Road, for a total length of approximately 5,200 feet. The City was successful in programming this project for Federal funding through MACOG and will continue to seek Federal funding for subsequent phases. The design of the project is approximately 70% complete with the R/W acquisition commencing at this time and anticipated to be completed by the end of 2012. The project is scheduled for construction the spring of 2013.

#### *Church/Main between LW and Norfolk and Southern Railroad*

The Church Main Phase 3 project will extend the 5-lane section south from Lincoln Way to the Penn-Central Railroad Overpass. The pavement section will include four through lanes and one center left turn lane. The addition of the center left turn lane will allow vehicles traveling on Church Street to make left turns at the Fourth Street, Third Street and Lincoln Way intersections, alleviating congestion in this vital corridor of the City. South of Fourth Street, a 3-foot shelf will be placed at the back of curb to facilitate snow removal. The existing concrete pavement will be replaced and the original storm trunk line will be used in place. Lighting and landscaping will be incorporated into the design. Traffic signals at the intersections of Third Street and Lincoln Way will be replaced and the signal at Fourth Street will be modernized as a part of this project.

#### *Battell Elementary - Safe Routes to School Program*

The purpose of this project, funded from INDOT's SRTS Program, is to provide school aged children adequate sidewalk, curb ramps, and crosswalks to safely walk/bicycle to and from school or other activities. The City of Mishawaka is an all-walk-on school system with minimal school bus transportation for the students. Sidewalk improvements will be performed along the path utilized by the students to access Battell Elementary school and will include ADA-compliant curb ramps, new sidewalks, signage, and pavement markings at crosswalks. The design of the project is underway with construction anticipated in July of 2012.

#### *Main Street -Ardennes to Day*

In 2011, the initial project limits of Main Street from Ardennes Avenue north to Edison Road/Edison Lakes Parkway were expanded to include the section of Main Street from Edison north to Day Road. Specifically, the existing storm sewer was found to be in poor condition and undersized within the original project limits and a new storm sewer would be needed to serve the project improvements. This provided the flexibility to include additional pavement from the Main Street between Edison and Day Road. This project includes a center left turn lane, extension of storm trunk sewer from Ardennes north to Day Road, relocation of deceleration lanes, and numerous utility relocations.

Additional right-of-way is required due to the construction of the center left turn lane. Consultants completed right-of-way requirements and identified land owners for acquisition. Legal descriptions, plats, and land acquisition was mostly completed in 2011 with the exception of a few parcels which we anticipate finalizing in early 2012. Construction may be phased over two construction seasons due to the extensive utility relocations. However, we do anticipate construction starting in 2012.

## FUTURE PROJECTS

Project	Completion Date	Amount
<b>Northwest TIF Area</b>		
Third Street Improvements - Cedar St. to East of Merrifield	Oct 2012	\$1,250,000
First Street Improvements – Main St. to West St.	Nov 2012	\$975,000
Fourth St. Conveyance 120” Sewer – Main St. to WWTP Design	Jan 2013	\$1,475,000
Fourth St. Conveyance 120” Sewer – Main St. to WWTP Constr.	Aug 2015	\$22,600,000
<b>South Side TIF</b>		
Bremen Highway South Gateway- US 20 Bypass to Ireland	Jul 2013	\$1,350,000
<b>Public Works Projects</b>		
Merrifield Ave. Curb and Sidewalk – Fifth St. to Eighth St.	Sep 2012	\$175,000
<b>LPA Projects (20% Local Share)</b>		
Fir Road, Toll Rd Bridge to south of Cleveland	Nov 2013	\$1,600,000
Church/Union Signal Modernization – LWE to Dragoon Tr.	Jun 2013	\$1,375,000

## **Mishawaka Parks and Recreation Department**

*Terry Zeller, Superintendent*

The Mishawaka Parks and Recreation Department offers a wide range of programs and special events to our "Hometown" community. We have over 318 acres of green space for the community to enjoy. Your Parks provide opportunities to relax, exercise, and seek entertainment in a variety of areas and at a participation level that fits your lifestyle. We pride ourselves on the level of customer service we provide to each and every patron from a call, visit, or participation in a program. We continued our mission by offering quality programs and events, but did a little make-over in 2011. We are very excited with the new additions to our Department such as a well embraced day camp, a delightful dance in the park, and last but not least, we welcomed our new Superintendent, Terry Zeller.

*...over 318 acres of green space  
for the community to enjoy*

The pool and rink finished out the year with record attendance and continued diversification in services. Our landscape crew worked with the community in new ways, and our festivals and concerts were well attended throughout the spring and summer. Our recreation programs continue to blossom, providing the youth of our community the opportunity to get healthy, stay healthy and to provide them with the necessary tools to enhance their life skills. The Parks Department staff believes that all generations deserve the opportunity to enhance their lifestyle. Youth sports, adult recreation and senior shape-up are the building blocks of a true "Hometown" community.

Working with an essentially unchanged budget from the previous year, the Parks and Recreation Department was able to increase our customer service and program offerings, maintain our fee structure, and work smarter to increase revenues. We were able to maintain daily attendance and facility use overall despite poor weather conditions in 2011, with a very wet spring and bitterly cold winter.

### **Recreation/Athletics**

In the area of Recreation, we added a very successful day camp to our programming, allowing more children to participate in summer activities at Castle Manor in Merrifield Park. Our Youth Sports programs inherited from the school system showed strong attendance this year, seeing growth in Youth Football attendance. We continued to improve our service delivery for these sports by working closely with the Schools to resolve issues from our inaugural year of operation. George Wilson Park maintained its



prominence as the place to go throughout the seasons. The Disc Golf program held steady year-over-year and the tubing hill doubled its total revenues, bringing in \$53,000 for this facility alone in 2011. The Mayor's "Let's Move Mishawaka" initiative was promoted again this year with an emphasis on youth sports and physical activity programs. We will continue to look for ways to bring more young people into park facilities to combat childhood obesity and promote health and wellness. This is the key to creating the next generation of active and involved citizens for our City.

## Special Events

Our Festivals continued to be amazingly popular in 2011, and offered a mix of small and large events from our Daddy-Daughter Dance to the three day Summerfest in Merrifield and Crawford



Parks. This year saw the addition of the Renaissance Festival in late August, which filled Kamm Island with family-oriented activities and entertainment and was very interactive for kids that attended. Attendance was far beyond what was expected, and we are planning to have this event back in 2012. A total of 11 special events were hosted or directly put on by our department, and this part of our mission is the most publicly visible of any that we undertake. In addition to

special events, our summer concert series, held both downtown and at the golf course, has continued to be well attended and a welcome addition to the list of great things to do in Mishawaka.

## Merrifield Pool and Ice Rink

Merrifield Pool saw the highest attendance in 16 years, serving over 17,000 residents and also generating its highest yearly revenue at \$83,176.00. This growth occurred as we continued to trim operating costs while still providing the highest standards of health and safety for pool users. The Ice Rink faced a difficult operating season with the snow and cold, but still managed daily attendance that was similar to previous years. Successful events such as the Notre Dame 'Practice on the Pond' and Winterfest were well attended.





## **Battell Center**

The Battell Center continued its tradition of offering a multitude of classes and performances. An increased focus on renting of rooms has resulted in two new art classes, a ballet class, and additional yoga classes and over \$66,000 in collected class fees. We also partnered with the Logan Center to initiate a program for kids with disabilities that culminated with a public performance of “High School Musical”. We are

intending to continue to expand our partnership with this important community center as we move into 2012. A new auditorium contract approved by the Park Board this year is expected to give groups looking for a well appointed performance venue expanded opportunities to utilize the Battell Center at a very reasonable cost.

## **Golf Course Operations**

This past year showed that even with bad weather, the Golf operation continues to be a busy and vibrant part of Mishawaka’s recreation offerings. We logged over 26,000 rounds of golf this year, resulting in over \$360,000 in revenue in 2011. A very wet Spring resulted in fewer rounds played than in previous years, but our daily use and solid league participation showed that our golfers continue to value the course as a vital part of their recreational lifestyle. The continued promotion of junior golf at Eberhart resulted in sustained student participation, and we are focused on increasing this part of our mission for golf in 2012.



## **Landscape Division**

Our efforts in improving the beauty of our open spaces and facilities were realized in the many additions to the grounds of our parks this year by the landscape division. This year our crew worked with Judith Rubleske and Kathleen Petitjean of Neighborhood Organic Gardening to

establish the first neighborhood garden in Mishawaka at Normain Park. Landscape projects for the year included additional plantings at the Riverwalk, hundreds of tulip bulbs planted throughout the parks, and 16 new trees and over 200 perennials added to our public spaces.

### **Capital Improvement Projects**

Park Facilities were a focus in 2011, with a Riverwalk addition at Crawford Park and improvements there including a new spray pad. Hillis Hans Park renovations were also completed in 2011, and the park now has completely new amenities including a playground, walks, landscaping, and a shelter. These projects constitute the start of an overall master plan for park renovations that will result in improvements to many parks in the coming years, including Central, Mary Gibbard, Merrifield, and Twin Branch Parks.



### **Park Board**

The City's Park and Recreation Board have continued its dedication and devotion to the city patrons as well as our agency. Creating a more streamlined meeting process, assigning committees focused on specific areas of the organization, and maintaining a high profile at special events has served this department well in 2011. The Board's continued passion and drive to meet the needs and desires of the community is proven through the continued growth of recreational programs offered each year. Through their guidance, recreation and special events will continue to evolve for people of all ages today and well into the future. The Park Board will continue their ongoing oversight ensuring that all facilities and parks are beautiful, clean and safe for all to enjoy. Members of the Mishawaka Park Board are:

*Reg Wagle, President*  
*John Coppens, Jr., Vice President*  
*Carolyn Teeter, Secretary*  
*Ellen West*  
*Michael Bergin*  
*Robert "Doc" Shriner*

## **DEPARTMENT OF COMMUNITY DEVELOPMENT**

*Kenneth B. Prince, Interim Director*

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;
- Pursuing new and innovative opportunities to sustain the high quality of life in our community.

### **Staff**

The Department of Community Development is currently staffed by three full-time employees. In June, Program Coordinator David Thomas was promoted to fill the position of NSP Grant Coordinator that was vacated by Andy West. The Neighborhood Stabilization Program grant provides funding for a full-time position to oversee grant activities and ensure program compliance. Mr. Thomas will serve as the NSP Grant Coordinator position through September 2013. Ms. Marilyn Nelums was hired in August to fill the Program Coordinator position vacated by Mr. Thomas. Roger Shields, continued in his role as Construction Manager for the Department. In the fall of 2011, Lory Timmer announced her resignation as Community Development Director, leaving the City to run similar programs as a Financial Analyst for the City of South Bend. The City is hopeful to fill this vacancy in early 2012.

Community Development Department staff facilitates and manages redevelopment and revitalization programs, working with City officials and other City departments to implement the development activities approved by the Mayor, Common Council, and Redevelopment Commission.

### **Redevelopment Commission**

The Redevelopment Commission serves as the governing body for the Department of Community Development. The Commission is made up of five voting members and one non-voting member who are each appointed to a one-year term by the Mayor and Common Council. The following Commissioners served on the Mishawaka Redevelopment Commission in 2011:

<i>M. Gilbert Eberhart</i>	<i>President</i>
<i>Gary O'Dell</i>	<i>Vice-President</i>
<i>M. Wayne Troiola</i>	<i>Secretary</i>
<i>Matt Mammolenti</i>	<i>Member</i>
<i>Ronda Gebo</i>	<i>Member</i>
<i>Larry Stillson</i>	<i>Member (Non-Voting)</i>

Two Commissioners announced their respective resignations from the Commission at the end of 2011. Commissioner Ronda Gebo decided not to seek another appointment after serving four years on the Commission. Commissioner Matt Mammolenti also served four years and was elected to the Mishawaka Common Council, making him ineligible to continue to serve on the Commission. We are grateful for their years of service and wish them well in their future endeavors. These two vacancies have been filled for 2012. The Common Council appointed Kris Ermeti, and the Mayor appointed Jim Pingel.

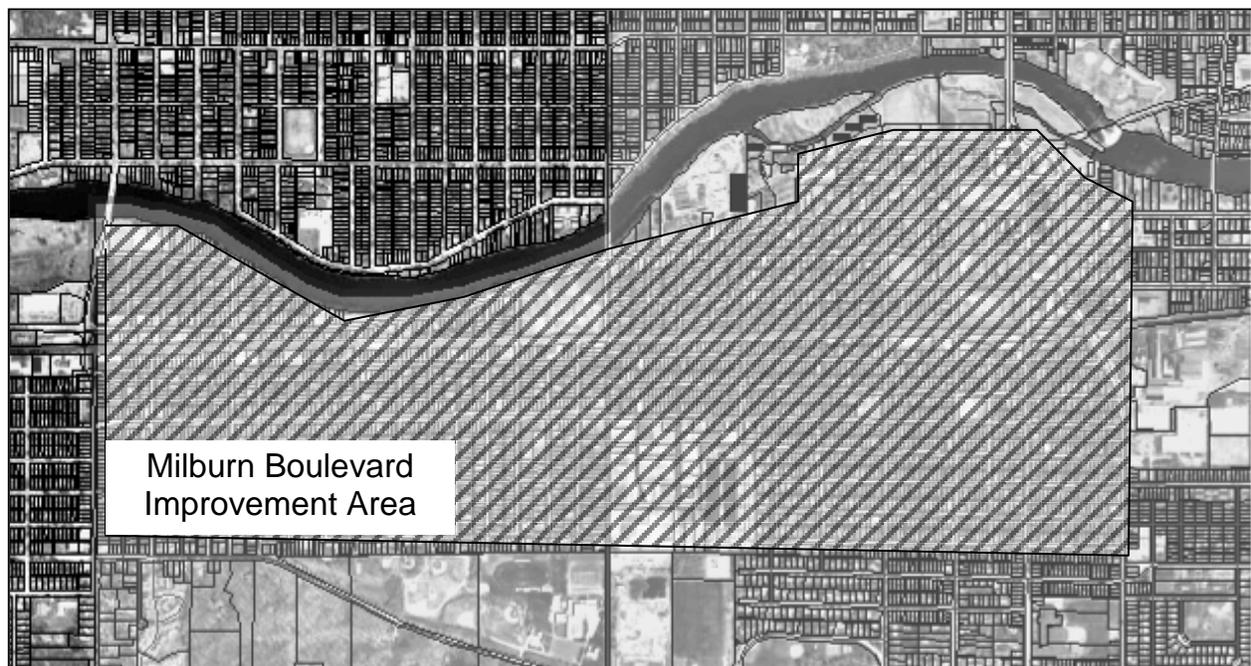
For 2012, the following Commissioners have been appointed to serve:

<i>M. Gilbert Eberhart</i>	<i>President</i>
<i>Gary O'Dell</i>	<i>Vice-President</i>
<i>M. Wayne Troiola</i>	<i>Secretary</i>
<i>Kris Ermeti</i>	<i>Member</i>
<i>Jim Pingel</i>	<i>Member</i>
<i>Larry Stillson</i>	<i>Member (Non-Voting)</i>

The City of Mishawaka's Redevelopment Commission passed 20 resolutions in 2011. The majority were for the acquisition of vacant, blighted property.

### **2010-2014 Housing and Community Development (HCD) Plan**

Every five years the Department of Community Development, in conjunction with the City of South Bend and St. Joseph County, is required to submit a comprehensive plan to the U.S. Department of Housing and Urban Development (HUD). This plan indicates the priority needs and objectives to support strong neighborhood revitalization activity in St. Joseph County. For the City of Mishawaka, it details where and how the Department of Community Development intends to spend CDBG funds for a five year period, the current cycle being 2010 - 2014.



The City of Mishawaka plan targets the Milburn Boulevard Neighborhood for revitalization activities during the current HCD cycle. It was designed to supplement work performed in the area by the City's Code Enforcement and Engineering Departments. Through 2014, the majority of the City's CDBG, CDBG-R, HOME and NSP1 funds are being directed toward this neighborhood that is bordered by the St. Joseph River, Panama/18<sup>th</sup> Street, Ironwood Drive and Union Street. The Milburn Boulevard Neighborhood Improvement Plan includes spot blight elimination, new construction of affordable housing and public infrastructure improvements. The plan was approved and accepted by HUD in April 2010.

A key component of the HCD Plan, the Analysis of Impediments to Fair Housing in St. Joseph County, was completed in June 2010. The report identified barriers to fair housing choices in St. Joseph County and made recommendations to address the specific impediments. The analysis was approved and accepted by HUD in July 2010. In 2011, the Department continued to work on the priority areas identified by the plan. No anticipated changes to the plan are anticipated in 2012.

### **Funding Sources**

The City of Mishawaka Department of Community Development's programs, staff and administrative costs are funded by grants from the U.S. Department of Housing and Urban Development (HUD). The Department is the administrator of the grants and uses the funds to operate programs targeted at specific Mishawaka neighborhoods.

### **Community Development Block Grant (CDBG)**

As a CDBG entitlement community, the City of Mishawaka receives annual grants from HUD to provide decent housing, a suitable living environment and expanded economic opportunities for low to moderate income residents. In 2011 we were granted \$495,983 to focus on those directives, and we responded with the following programs: Spot Blight Elimination; Lease-to-Own Self Sufficiency; Summer of Service; Owner-Occupied Home Rehabilitation; Public Infrastructure Improvements; and Public Service Agency funding. As outlined in the HCD plan, activities funded with CDBG monies are focused on the Milburn Boulevard Neighborhood through 2014.

### **Home Investment Partnership (HOME)**

HUD provides Home Investment Partnership (HOME) grants to local governments specifically to create affordable housing. The City received \$220,589 in HOME funds in 2011. The City of Mishawaka utilizes HOME funds to assist qualified families acquire homes through the First Time Homebuyer Program. Typically this activity occurs throughout the City on scattered in-fill sites. However, Neighborhood Stabilization Program funds have provided the Department with numerous vacant lots within specific geographic boundaries for First Time Homebuyer builds. Construction will take place in the NSP target area through 2013.

## **Neighborhood Stabilization Program (NSP1)**

The Neighborhood Stabilization Program (NSP1) was established by HUD for the purpose of stabilizing areas that suffer from home foreclosures and vacancies. In 2009 the City of Mishawaka was awarded \$2,000,000 in NSP1 funds from HUD through the Indiana Housing and Community Development Authority (IHCDA). The need for neighborhood stabilization funding in Mishawaka is driven by the number of foreclosures and vacant and abandoned properties concentrated in specific areas. The intent of the Community Development Department's NSP1-

***This project has been enthusiastically supported by area residents and our local business***

funded project is to reinvigorate Mishawaka's center city neighborhood as part of our on-going River Center redevelopment master plan. This project has been enthusiastically supported by area residents and our local business community.

The NSP1 target area was bordered by Marion Street, Tenth Street, Harrison Street and Merrifield Avenue. The Department chose this area by using HUD Area Income Limits, Federal Reserve Home Mortgage Disclosure Act (HMDA) data and United States Postal Service (USPS) vacancy rates. In addition, a compilation of data predicting estimated foreclosure, abandonment and 18-month problem foreclosure rates was consulted. Population data was obtained from the U.S. Census Bureau, and information on vacant structures was provided by the City of Mishawaka's Department of Code Enforcement. A City-sponsored Housing Condition Survey indicated concentrated areas of substandard housing.

The selected neighborhoods represent the most densely populated area of Mishawaka. While the target area represents only 3.9% of the City in terms of area, it houses 18% of the City's total population. Steps taken to reduce problems caused by vacant and abandoned homes in this specific area will positively impact the greatest number of low to moderate income residents in particular and greatest concentration of Mishawaka citizens in general. The NSP1 funds were successfully used in the timeline allowed and the properties have been added to our list of properties for Habitat and First Time Homebuyer builds.

## **Community Development Programs**

Utilizing the City's funding from the U.S. Department of Housing and Urban Development, the Community Development Department administers a variety of programs that serve the needs of low to moderate income residents while stabilizing City neighborhoods.

### **First Time Homebuyer Program**

Since its inception in 2004, the City's First Time Homebuyer Program, with funding from HOME grants awarded by the St. Joseph County Housing Consortium, has built a total of thirty-two (32) homes. The Department acquires and demolishes vacant, substandard property, constructs a home on the cleared lot, and provides down payment and closing cost assistance in the form of a forgivable loan. The Department partners with Place Builders, Jeff Moser Homes and The McCollester Group to construct the homes. In addition to our building partners, 1st

Source Bank and Mutual Bank work with the City to provide private mortgages and other funding for the program. Not only does the First Time Homebuyer Program provide an additional housing option for moderate income families, it clears blighted properties to make way for new construction homes in our older neighborhoods, revitalizing communities and increasing the City's tax base.



611 East Third Street

2011 brought in many applicants for the First Time Homebuyer Program. It was determined with many applicants that their Credit Scores and/or Household Income levels prohibited them from participating in the First Time Homebuyer Program. However, we were able to find 4 applicants that did meet all of the requirements and were happy to place all of them in homes in 2011. Program homes were constructed at 311 Cleveland Street, 611 E. Third Street, 407 W. Sixth Street, and 510 W. 10<sup>th</sup> Street. Applicants continued to show interest throughout 2011 which has created a good pipeline of potential clients for 2012.



510 West 10<sup>th</sup> Street

2011 HOME funds will be carried over, combined with 2012 HOME dollars, and four (4) First Time Homebuyer houses are planned for construction in 2012. The proposed lots are located on

East Broadway (2 sites), West Tenth, and West Ninth.

The Department aggressively markets the First Time Homebuyer Program. It was featured on the City’s website, Facebook, the Communicator, the South Bend Tribune and “JT in the Morning” on 960 AM. Program Coordinator David Thomas promoted the First Time Homebuyer Program at gatherings of the Mishawaka Optimists Club, the Mishawaka Rotary Club, the Lion’s Club, the Mishawaka Kiwanis Club and a 1<sup>st</sup> District Neighborhood Meeting.

### **Lease-to-Own Self-Sufficiency Program**

The Lease-to-Own Self-Sufficiency Program provides eligible program participants with down payment assistance to purchase homes rehabilitated by the Department. Qualified applicants have stable employment and moderate income, and have not previously owned a home. Program participants make rent payments for two years, receive budget counseling, then have the opportunity to apply the rent paid toward a down payment on the house. With funding from the NSP1 grant, three (3) foreclosed homes were acquired in 2010 and have been rehabbed for lease-to-own opportunities. The home at 313 W. Eighth Street and the home at 717 W. Seventh Street were both occupied by the close of 2011.



313 West Eighth Street



717 West Seventh Street



718 West Seventh Street

### **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 2011, the Department acquired 13 properties, mostly in the NSP3 and CDBG target areas, in an effort to eliminate spot blight in a focused, strategic manner.

The NSP1, NSP3, and CDBG target areas represent the oldest neighborhoods in the City. Mishawaka was incorporated as a village in 1833 on the banks of the St. Joseph River. The location was an abundant source of bog iron, and heavy manufacturing facilities sprang up along the river, prompting Indiana’s Governor to proclaim that Mishawaka was “the Pittsburgh of the West”. People were drawn to the area for work, including many immigrants from Belgium, Italy and Poland. They settled in neighborhoods surrounding the manufacturing sites on the river, and the homes they built, most now 100+ years old, make up the residential component of the area we are targeting with grant funding. Many descendants of the early Mishawaka residents still

reside in these neighborhoods. The district is historically significant to the City from both economic development and cultural heritage perspectives.

The City of Mishawaka and residents of the target areas share a pride in the history of their neighborhoods. Many residents were employed by the Uniroyal plant and have lived in its surrounding neighborhoods for decades. However, as the population has aged, the homes they once owned and cared for have been inherited, sold, and in many cases converted into rental units or neglected. Nevertheless, faith in the neighborhood remains strong, and mixed among the dilapidated abandoned buildings are many well-maintained homes. Residents are not giving up on their older neighborhoods. The tide of blight caused by vacant and abandoned homes is being reversed, while new families are given the opportunity to live in the revitalized center city area. The residential improvements, mixed-use commercial development in the River Center/Ironworks, planned public improvement projects, such as the Riverwalk and conversion of the former Mishawaka Furniture store into senior apartments, will complement and enhance one another, revitalizing the older center city and enriching the quality of life for Mishawaka's residents.

***...revitalizing the older center city  
and enriching the quality of life for  
Mishawaka's residents***

In 2011, eleven (11) structures were purchased from neighborhoods throughout the City. Following is a recap of properties and our plans for the future of each site.

<i>1002 Prospect:</i>	Purchased with NWTIF funds, for the future extension of the Mishawaka Riverwalk.
<i>1110 W. 4<sup>th</sup></i>	Purchased with CDBG Funds, Will be a lot for new single family residential construction, Habitat for Humanity.
<i>2604 Milburn:</i>	Purchased with CDBG and HOME Funds, Will be a lot for new single family residential construction, First Time Homebuyer.
<i>410 W. Ninth:</i>	Purchased with NSP 3 Funds, Will be a lot for new single family residential construction, First Time Homebuyer.
<i>414 Lincolnway West:</i>	Purchased with NWTIF funds for open area associated with the Mishawaka River Center Apartments
<i>426 W. Ninth:</i>	Purchased with NSP 3 Funds, Will be a lot for new single family residential construction, First Time Homebuyer.
<i>511 W. Sixth:</i>	Purchased with NSP 3 Funds, Will be a lot for new single family residential construction, Habitat for Humanity.
<i>611 E. Broadway:</i>	Purchased with NSP 3 Funds, Will be a lot for new single family residential construction, First Time Homebuyer.
<i>850 E. Fourth:</i>	Purchased with NWTIF Funds, Will be a lot for new single family

residential construction, First Time Homebuyer.

902 Somerset: Purchased with CEDIT funds, to expand Mary Gibbard Park

917 Grand: Purchased with CEDIT funds to expand Mary Gibbard Park

### Summer of Service Program

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. In 2011, the City again joined efforts with local faith-based organizations to complete service and repair projects on eight homes in the Mishawaka community. Community Development provided funding for materials to repair eight homes that were referred to the Summer of Service committee by the City's Code Enforcement Department.



205 E. Lasalle Before



205 E. Lasalle After

205 East Lasalle: The garage at this property was brought to us by the Code Department as a Substandard Case. Our SOS partners from Harris Prairie Church and Chase Builders stabilized the structure, removed debris and garbage from the property, replaced the vinyl siding, and installed a new garage door.



330 Park Before



330 Park After

330 Park: Another substandard case brought to us by our Code Enforcement Department. The single stall garage on this property was beyond repair and needed to be demolished. Our SOS Partners from Epic Church and River Valley Community Church volunteered their time over the course of a weekend to demolish the structure, cut out the overgrowth in the yard, power-wash the siding, repair gutters, and paint trim.



427 Wenger Before



427 Wenger After

427 Wegner: This was yet another substandard garage case brought to us by our Code Enforcement Department. Our SOS Partners from Faith Community performed minor repairs to the foundation of the garage on the property, re-decked and re-shingled the roof, installed a new garage door, and removed loads of trash from the interior of the garage.



2357 N. Main Before



2357 N. Main After

2357 N. Main: Our SOS team from Vineyard Church dedicated two full weekends to siding, painting, and landscaping at this property. In addition to that work they also removed a structure that was added on to the garage, sided the garage, and installed a new garage door.



2001 Lincolnway E Before



2001 Lincolnway E After

2001 Lincolnway E: Our SOS Partners from Oak Creek Community Church met us at this property to discuss scraping and painting the wood siding that was in horrible condition. It was determined that the garage had issues much deeper than what showed on the surface. We ended up squaring up the garage that had shifted over the years due to poor construction, siding over the old wood siding, and installing a new garage door over the course of one weekend.



540 N. Logan Before



540 N. Logan After

540 N. Logan: Our Code Enforcement Department recommended that we visit this homeowner to discuss boarding up the garage door after vandals had set fire to it. Our SOS team from First United Methodist Church went above and beyond the call of duty and replaced the garage door, painted the siding, re-graded the back yard, and cleaned up the landscaping on the entire property.

918 Charlotte Ave: A group of Evangel Heights Church members donated their time to power-wash the siding, rebuild the front and back porches, and paint trim at this home. After meeting the owner of this home and seeing the interior, the church members decided to donate their own money to make repairs and paint the interior of this home.

The Summer of Service Student Weekend encourages youth volunteers to connect with the community, beautify the city, and touch the lives of Mishawaka residents. The Community Development Department, along with the City's Parks Department, partnered with churches to bring students together to complete projects throughout the City. On the weekend of June 17th - 19th, 250 students from six Mishawaka churches picked up trash, weeded and applied mulch at Shiojiri Niwa, Wilson Park Warming House, Crawford and Merrifield Parks, and collected debris along the railroad south of Fourth Street. The students assisted the Parks Department by painting the interiors and exteriors of City park restrooms and storage rooms and cleaned up trash in our City Parks.



### **Public Infrastructure Improvements**

In 2010, the Department funded the removal and replacement of approximately 2,202 square yards of sidewalk, 2,305 linear feet of curb and gutter, and 500 square yards of pavement. The improvements were made at various sites on West Street, West Sixth Street and West Fourth Street.

### **Owner-Occupied Wheelchair Ramp Program**

2011 marked the fifth year the Community Development Department has partnered with the Indiana / Kentucky Regional Carpenters Union Local 413 to build wheelchair ramps for low to moderate income homeowners in Mishawaka. Program participants were referred by REAL Services, Inc. CDBG funding was allotted for material costs to build one ramp, and labor was donated by the Carpenters Union. The ramp was constructed for a home in the Village Green mobile home complex.



## Habitat for Humanity of St. Joseph County Partnership

The Community Development Department considers its partnership with Habitat for Humanity of St. Joseph County to be one of its most effective and rewarding. In 2011, the City continued its collaboration with Habitat. Utilizing CDBG and NSP funds, 4 vacant, substandard properties were replaced with new infill homes constructed by Habitat for Humanity of St. Joseph County.



They will become the sites of future Habitat

The City, utilizing these federal program funds, typically provides development subsidies of \$30,000 - \$55,000 per home. This ensures that the houses built are architecturally appropriate and possess the necessary amenities to blend into existing neighborhoods. .

Habitat built six homes in 2011 that were subsidized in part by the City. Homes were constructed at the following addresses:

116 East Seventh Street  
548 West Sixth Street  
550 West Sixth Street

327 Milburn Court  
616 East Bettell Street  
715 East Sixth Street

These home builds are not possible without the participation of volunteers. The following groups participated in builds in Mishawaka in 2011:

First Source Bank

Healy Group

Beutter Family

Charitable Trust

Old National Bank

St. Joseph High School

Riley High School

Penn High School

Marion High School

Notre Dame Students

HRP Construction

The new homes provide affordable housing for low to moderate income families, replace blighted structures with new construction, increase neighborhood homeownership rates, stabilize the community and increase the City's tax base. In 2012 the City looks to expand our

partnership with Habitat for Humanity of St. Joseph County. Specifically, the City is hopeful to partner with Habitat for some of the residual properties that remain from the construction of the Main Street underpass.

**CDBG Public Service Agency Funding**

The Community Development Department helps fund public agencies that provide services to Mishawaka residents. The following organizations received a total of \$45,250.89 in CDBG funds in 2011:

- YMCA Before and After School Program \$12,021.30
- Family and Children’s Center \$9,500.00
- REAL Services Adult Guardianship Program \$5,000.00
- REAL Services Older Adult Crime Victim Program \$4,166.00
- Boys and Girls Club \$14,562.89

**Mishawaka River Center Apartments**

As the population of Mishawaka ages, a need has been demonstrated for more affordable senior housing. 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. The project is called the Mishawaka River Center Apartments. This project has been reported on for a number of years, and in 2011 significant strides were made toward completing the project. In late Spring, the tax credits were sold, in the Summer plans were finalized, in the fall the project was bid, and in December the project was awarded to Ziolkowski Construction from South Bend for 7.3 Million dollars. When the project was bid in the fall of 2011, bids came in significantly higher than estimated. As a result, the Redevelopment Commission increased the amount of City Tax Increment Funds that would be available to



complete the project. Originally, it was anticipated that 1.7 million dollars in Tax Increment Funds would be required. As part of their role as developer for the project, the amount of Tax Increment Funds committed to the project increased to 3.9 million dollars. Although we anticipate the actual costs to come in significantly lower, the 3.9 million included over a million dollars in contingency to address unforeseen conditions if they should arise.



Regarding the project itself, 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 who are at least 55 years of age. Over the years, the surrounding neighborhood has seen a significant level of housing instability, disinvestment, and

demolition activities while being in close proximity to relative stable and improving housing and commercial areas. 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.

This project will provide affordable one and two-bedroom apartments for seniors. By utilizing the Rental Housing Tax Credit program, this development will have the added benefit of creating housing for low to moderate income seniors at very affordable levels. The area is close to the library, post office, several restaurants, parks, and many other public and private facilities. This project will serve as the “hub” around which further stabilization efforts in our target neighborhood will occur.

A historically significant building that occupies three-quarters of a city block will be transformed from a blight on the surrounding neighborhood and a target for vandalism into highly sought-after, affordable senior housing. At 51,000 square feet and three stories, the renovated building will be an imposing downtown landmark that maintains the turn-of-the-century downtown atmosphere.

The rehabilitation and adaptive reuse of the 100-year-old masonry, Prairie-style building that housed the first Mishawaka High School, Main Junior High, and most recently the Mishawaka Furniture store will be compatible with and improve the surrounding neighborhood. The project complements the surrounding neighborhood by introducing a residential use into the previously commercial building and by improving the surrounding site with new sidewalks, new street lamps, and improved landscaping. The building has served as the gateway to the downtown from the west for 100 years and will continue as an important example of civic architecture for



our community. Upon completion of construction, the building will be deeded to the Community Development Corporation of Mishawaka to be managed and operated by the Mishawaka Housing Authority. Taken together as an overall strategy, the Mishawaka River Center Apartments, NSP1 projects, Riverwalk, and River Center development projects will represent the most significant effort and our best opportunity in recent history to stabilize the downtown of our city.

## **Mishawaka River Center Development Agreements**

### **Ironworks of Mishawaka**

In 2011, the City of Mishawaka continued working with Prime Development on efforts to redevelop the former Uniroyal site. During 2008, the first building phase was approved. The construction includes 18 custom townhouses which range in size from 2,100-2,800 square feet. The first 15 units are now complete, 13 have been sold. The anticipated construction of the last three units fronting Kamm Island Raceway are proposed to take place in 2012.



In 2008 the shell of the multi-story mixed-use building on the riverfront of Beutter Park was completed. Prime Development continues to market and enter into discussions with potential tenants for the space. The current economic environment makes it difficult to find lenders for the restaurant venture intended to occupy the first floor of the building. Despite the economic climate and typical failure rate for restaurants, the building continues to receive a lot of interest. The City is hopeful that the restaurant space will be leased and that activity associated with it will spark renewed interest in this prime property.

Through a Memorandum of Understanding between Prime Development and the City's Redevelopment Commission, Prime Development continues to market the remaining portions of the former Uniroyal properties. In 2011, Prime Development continued to prepare multiple concept plans and promoted the property for the mixed use, urban, pedestrian-friendly destination envisioned by the City. Although no additional development agreements were created, continued interest in the site is a positive sign for the area's future economic recovery.



### **Riverwalk Townhomes, LLC.**

In 2007 Riverwalk Townhomes, LLC. began work on what will become 20 townhomes along the North bank of the Mishawaka Riverwalk. The townhomes are designed in the style of traditional Chicago brownstone walk-ups. Phase I, consisting of 11 units, was completed and made available for sale in 2008. At the end of 2011, four units were completed. One has been sold, three are occupied by lease.

Although the units are designed as condominiums and available for sale, the project appears to have continued to have found a niche in the high-end rental market. This project has suffered significantly due to the recession and housing market crisis. The forecasted improvement in residential markets should help the developer continue to sell and/or lease additional units in 2012 and complete the project as envisioned.

### **Retail Property Development, LLC.**

In early 2011, the Redevelopment Commission advertised a series of vacant properties that had been acquired by the City over time for sale and redevelopment. The only bid received was for a group of parcels located in and around the intersection of Spring Street and First Street submitted by Retail Property Development LLC. The bid was based on their ability to market and develop the properties for a grocery store, and other retail type of uses. Following the submission, the Commission entered into a Memorandum of Understanding with Retail Property Development to allow them to market the properties for the intended use. This Memorandum was extended in December of 2011 for six months to provide the developer more time to market their concept.

### **Center for Hospice.**

In the summer of 2011, the Redevelopment Commission entered into a Memorandum of Understanding to allow for the development of an institutional campus for the Center for Hospice and Palliative Care. The campus will be located to the south of Madison Street and will extend from Pine Street to Central Park. The plan includes the phased construction of a new hospice house, community bereavement center, palliative care center, and administrative/support facilities. Right now the administrative functions for Center for Hospice are dispersed in multiple locations in the region. Approximately 70 employees are intended be housed at this facility initially, with an opportunity for growth over time.

Center for Hospice originally contacted the City a few years ago regarding their desire to consolidate facilities to one location, and inquired if the City had any property they should consider. City staff suggested that they consider this location because of the low intensive office and residential uses that exist, the amenity of the river, and the symbiotic relationship between the Center for Hospice runs, walks and other community events, and what the City is working to accomplish as part of the downtown redevelopment efforts with the Mishawaka Riverwalk.

Over the past two years Center for Hospice studied their options and found a handful of sites that would meet their needs. To implement their proposed plan required the purchase and rezoning

of a series of properties, the largest being the Mishawaka Fraternal Order of Moose Lodge. Over the past year, Center for Hospice has entered into purchase agreements for all of the private property required to implement the plan.

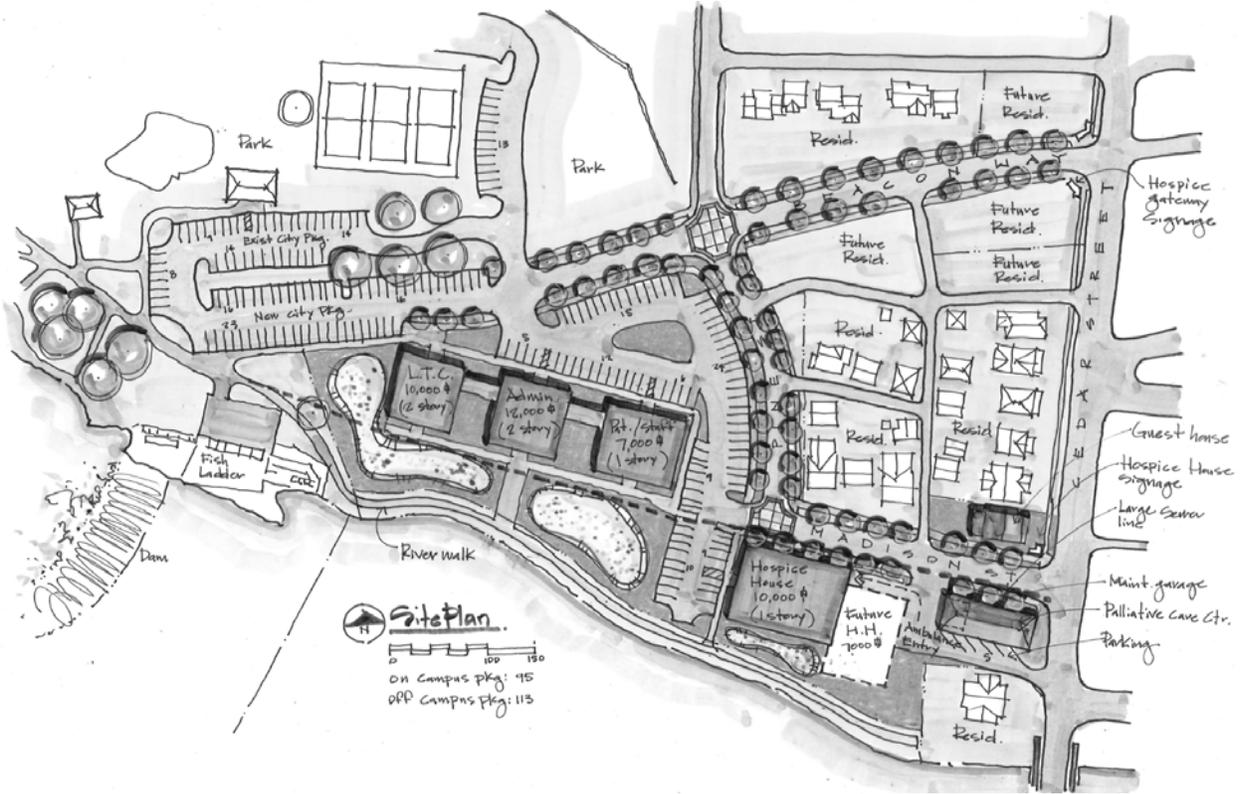
In June, Center for Hospice entered into a Memorandum of Understanding with the City of Mishawaka Redevelopment Commission. The Memorandum, in addition to identifying purchase price of City controlled property, identifies the public infrastructure projects that would be constructed by the City as part of implementing an overall Master Redevelopment Plan for the area. Some of the public projects envisioned include the extension of a new public street to connect between Cedar Street and Central Park, the extension of the Mishawaka Riverwalk along the entire river frontage controlled by Center for Hospice, and the potential re-alignment of Pine Street to remove the offset intersection that occurs at Fish Ladder Lane (the connection to the Riverwalk). To implement these public improvement plans, the City previously acquired the two vacant industrial buildings located at 413 and 421 North Cedar Street that have since been demolished.



The total quantity of new construction proposed by the Center for Hospice is approximately 40,000 square feet. The intent is that the administrative portion of the proposal would be developed first, with the remaining structures being built as funding becomes available over time. In working through the master planning process with City staff, it was requested that Center for Hospice provide sufficient parking to meet their average daily need. During special events or meetings, the intent is that parking would overflow into the public parking provided for Central Park. Part of the City's plan for extending a drive to Central Park is to double the amount of available parking by the play structure/restroom in the park. Similar to the City's municipal parking lot located adjacent to First United Methodist Church downtown, a shared parking arrangement is ideal so that an excess of parking isn't provided only to sit vacant for most of the year. In the case of the church, downtown businesses use the parking lot during the week with the Church using it more heavily on weekends. In the case of Central Park, the only time where parking is an issue is when special events take place like the recent fireworks display. As redevelopment areas are built upon, it is going to be increasingly important to have strategically placed pockets of parking along the riverwalk in close proximity to the downtown for events and activities.

Center for Hospice is working to finalize their master plan and still intends to start construction of phase 1 of the Campus in 2012.

### Concept Elevation of Mishawaka Center for Hospice Campus



Concept Site Plan- Mishawaka Center For Hospice Campus

## 2011 Code Annual Report

*George Obren, Director*

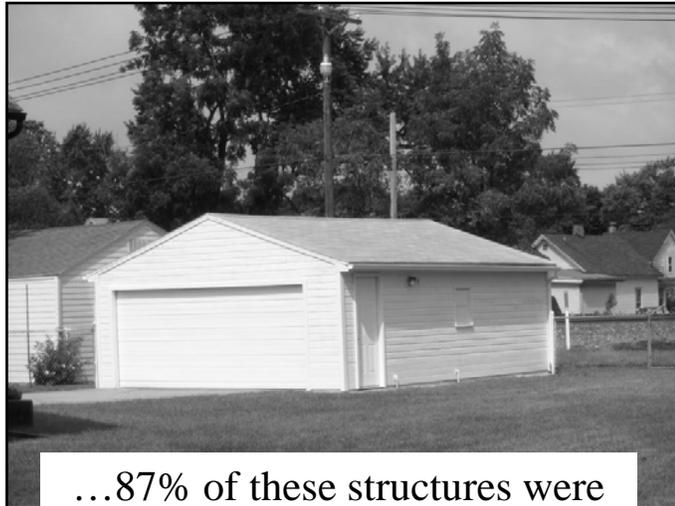
Mishawaka has always been known for having very clean and safe neighborhoods. It is Code Enforcement's responsibility to make sure properties are satisfactorily maintained throughout the city. Code officers accomplish this by patrolling their assigned areas daily and responding to reported code issues in a timely manner.

Code officers handled 5,081 cases in 2011. It is important to note that the overwhelming majority of those cases were self-initiated through routine inspections. Code officers always take a common sense approach when dealing with residents and are always mindful of any financial or physical issues that they may have. The staff in Code continues to enjoy a great relationship with the citizens of Mishawaka.

...a great relationship with the citizens of Mishawaka

### Top 100 Program

The Top 100 program has played a huge roll in the great overall appearance of Mishawaka. Code is now in the sixth year of the Top 100 Program where during the winter months code officers identify the top 100 structures they feel need the most attention in the coming year. In 2011, 87% of these structures were brought into compliance, which is fantastic!



...87% of these structures were brought into compliance

Our Top 100 list for 2012 is now being compiled and in the coming spring we will begin contacting owners of these properties to point the issues out to them and to establish reasonable completion dates for the repairs to be done. Our Top 100 Program is even more significant when it is realized that in a six year period code officers have addressed 600 of the worse structures in Mishawaka. The vast majority of these structures have been brought back into compliance.

## Substandard Structure Cases

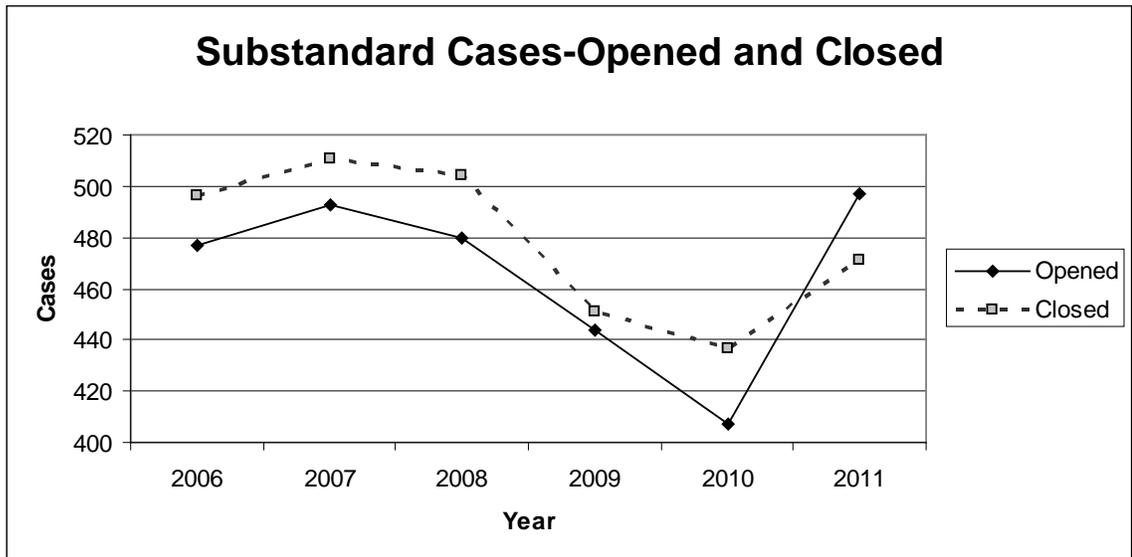
Substandard structures still demand a lot of attention from the code enforcement department. Code addressed 497 such cases in 2011. This includes our Top 100 previously mentioned. Many property owners have done a great job as they promptly began working on substandard issues code officers pointed out to them. Code has actually closed 471 substandard cases in 2011. Some of those cases were from previous years.

Code took a total of nine properties and their respective owners before our hearing officer in 2011. These cases were substandard structures where the owners simply refused to cooperate with us. Many of these cases have been resolved before or shortly after the initial hearing. These hearings are extremely valuable in bringing the most difficult cases to resolution.

...valuable in bringing the most difficult cases to resolution

## Public Nuisance Cases

Code officers handled a total of 4,584 public nuisance cases in 2011. Those violations include but are not limited to tall grass, snow removal, abandoned autos, animal issues, noise complaints, and trash. We managed to successfully close 97% of those cases.



From May to October, tall grass cases remain the biggest code issue in our neighborhoods and it takes a large amount of our time to keep them in check. These types of cases are usually involve vacant properties. In many cases, properties that have been foreclosed on are being maintained by local property maintenance groups hired by the lending institution. Hopefully, they place the property on a routine mowing schedule during the growing season so we don't have to.

## Neighborhood Stabilization Program

Code continues to assist the Department of Community Development by providing them with locations of vacant properties complete with owner information within the targeted Neighborhood Stabilization Program areas. This information has proved to be extremely valuable to the Department of Community Development as they progress with the Neighborhood Stabilization Program.

Many vacant and blighted structures have been purchased and demolished with new single family dwellings taking their place. The overall appearance of some of our older neighborhoods has greatly improved. Code hopes that the newly constructed and remodeled houses will continue to serve as an impetus for other homeowners to improve their properties and take even greater pride in their neighborhood.



Car parts were violating city ordinance



Graffiti on this concrete fence/sound barrier was removed

## Stewardship

A total of \$14,058.95 was spent in 2011 for board-ups and clean-ups. Most of this was for mowing by our contractor. The department has recouped a total of \$840.00 for 2011 in weed, trash, and lien monies.



Property was cited for loose trash.

## Weights & Measures

Roger Shields is the City's Weights & Measures inspector and he inspects all kinds of measuring devices such as computing scales, prescription scales, taxi meters, package scales, and gas pumps. The Weights & Measures Department has obtained a new fuel calibration unit to make certifying gas pumps much safer and efficient. Roger has inspected over 500 devices in 2011.



...inspected over 500 devices in 2011.

## Teamwork

The Code Enforcement office continues to work very closely with other city departments on many neighborhood issues. This includes Planning where we assist on some zoning and signage issues, Community Development (vacant houses), Fire Department (burned structure initiative), and with the Police Department in remedying noise complaints, animal issues, parking, and abandoned autos.

Code also attends monthly meetings held by members of the common council and various neighborhood groups.



## **Building – Planning Department**

*Brock Hundt, Building Commissioner*

*Kenneth B. Prince, City Planner*

### **Overview**

The Building and Planning Department's are responsible for overseeing all aspects of city planning and private 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. The Department also evaluates and approves smaller projects such as the modification of signs, fences, sheds, decks, and garages. Although separate departments, the Building and Planning Departments work together to efficiently provide the best possible service for our City.

### **Responsibilities and Duties**

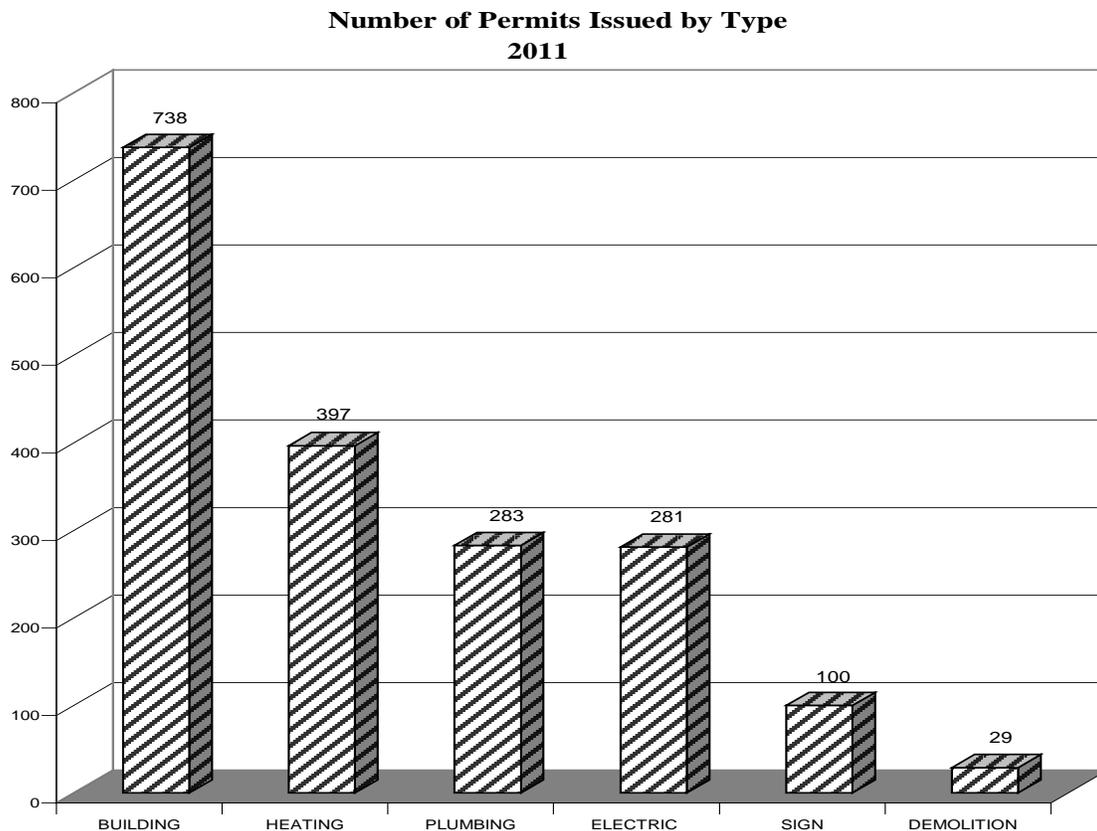
- Work with developers who have an interest in developing projects in, or adjacent to the City. This includes working with developers in the design of site plans to insure that they are consistent with the City's ordinances, goals, objectives, and policies.
- Responsible for issuing and tracking all building permits, including electric, plumbing, HVAC, and other miscellaneous permits. In addition, all Adult Care Homes are inspected yearly.
- Provide information to the public on matters relating to zoning, rezoning, annexation, vacations of public right-of-way, subdivision regulations, sign control, historic buildings, and obtaining building permits.
- Work with the Metropolitan Planning Organization the Michiana Area Council of Governments (MACOG). The City Planner serves as a member of the Transportation Technical Advisory Committee, on transportation projects, including alternative forms of transportation.
- The Department prepares for the adoption of long range planning projects. Projects include various elements of the comprehensive plan including: land use, housing, historic preservation, transportation, capital improvements, annexation, and parks and recreation.
- Issue Improvement Location Permits for construction within the City including evaluating construction projects relative to the National Flood Insurance Program (NFIP).
- Administration of the zoning ordinance. The zoning administrator is responsible for interpreting City codes and ordinances related to development. The Department enforces the zoning and sign ordinances of the City including issuing citations and stop work orders.
- Preparation of fiscal plans associated with both voluntary and involuntary annexations. Fiscal Plans require coordination with all applicable Departments including utilities, police, fire, emergency medical, engineering, parks, and finance.
- Work with the Information Technology Department on the maintenance of the City's Geographic Information System (GIS)
- Revise and update land use codes and ordinances and prepare Historic Preservation Districts including ordinances, maps, preservation guidelines and standards.

- Prepare budgets, work program, and annual report for the Department for evaluation of, and identification of development trends, identification of future projects, and funding allocation.

## Building Department

Whether we are in our homes, workplace, or school, we rely on the safety of structures that surround us. This underscores the importance of modern building codes and their enforcement.

Residential Building codes ensure the personal safety of your family and guests in your home. Building codes ensure the economic well-being of the community by reducing potential spread



of fire and disease, the conservation of energy, and protecting future home purchasers who deserve reasonable assurance that the home they buy will be safe and secure.

Commercial building codes help to ensure safe means of exiting, structural integrity, reduced risk of spreading fire or disease, and provide safety to all public entering commercial buildings. Most aspects of building construction, whether electrical, HVAC, plumbing, fire suppression or structural, represent a potential hazard to building occupants and users. Building codes provide safeguards to help reduce those risks. Although no code can completely eliminate all risk,

building codes reduce the risk to an acceptable level. The Building Department is there to help insure codes are followed and to help the builder, owner or tenants meet these requirements. Most of this is done through the inspection process.

In 2011, the building department conducted 1803 inspections, or approximately 3 to 6 inspections per work day, per inspector, with approximately 40 to 60 minutes spent per inspection. Other building department duties include review of building blue-prints and meetings with contractors, owners and tenants to explain and help with building code interpretation and enforcement. In 2011 construction activity remained relatively constant when compared to 2010.

***...an opportunity to become more knowledgeable in building code changes***

With the overall decline in the construction activity, the Building Department has taken advantage of

this slower period as an opportunity to become more knowledgeable in building code changes. The Department has also been training all inspectors to become combination inspectors to better serve the community. Once completed, this training and associated certifications will enable us to have one inspector show up at a site instead of two or even three. Having knowledgeable inspectors is a priority for the Department. Over the last two years approximately 25 days of seminars were attended by one or more inspectors. This cross training has the potential to save time and costs associated with the inspection process. The Building Department's permit software has an online inspection program, where a permit can be checked to see which inspections have been completed and which ones have passed or failed. This is a great way for permit holders to keep detailed records of inspections and of corrections needed.

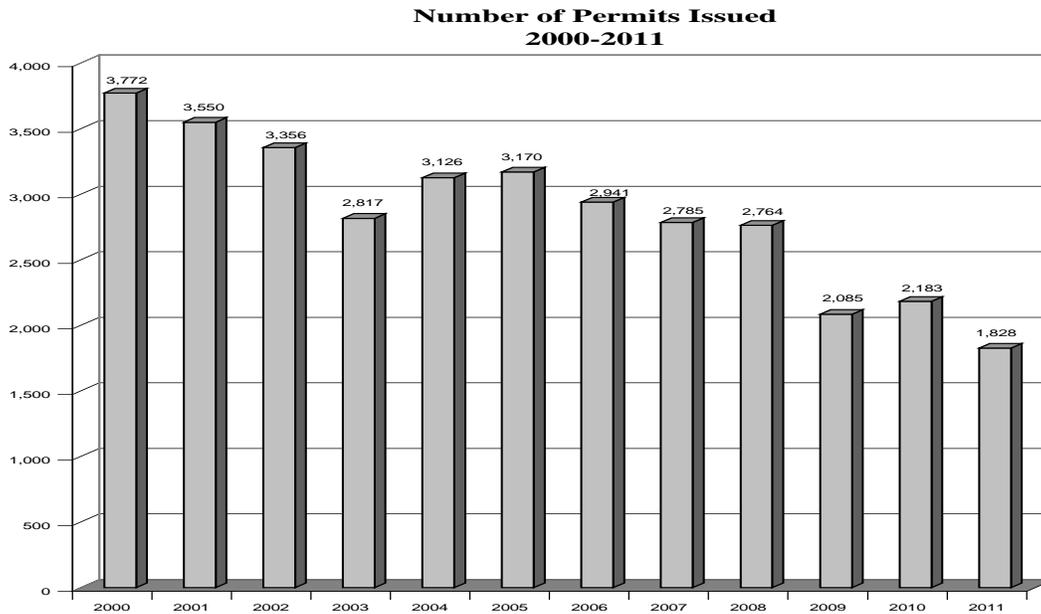
Although the cost of permits increased in 2011, it should be noted that residential permits have been raised only by establishing a \$10.00 minimum. Commercial building permits saw the greatest increase. Until this year, commercial and residential permits cost the same. This year will be the second year where commercial building permits have their own fee schedule. The fee increase was necessary to pay for the on-going costs of running the building department. The slow economy has been deterrent for new development. As the market for new homes fell, new home starts declined and the commercial market followed suit. The city issued permits worth almost \$45 million in 2011 compared to \$43 million in 2010. This marks the third consecutive year of totals among the lowest in the past 10 years.

**Building and Development Activity**

In 2011, the total number of new housing starts was the same as 2010. The saturated market and housing speculation has had the biggest influence on residential construction. Commercial construction has also been trending downward since 2007.

- A total of 22 new single family permits were issued in 2011. This is the same as last year but down from 32 from the previous year, and down from 47 in 2008.
- There were 4 new commercial buildings started in 2011, compared to 9 in 2010 and 8 in 2009.

Although the current economic downturn was predicted to hit bottom in the middle of 2009, the City of Mishawaka continued to grow in 2011. The City issued permits worth just less than \$43 million in 2011 compared to an estimated \$53 million in 2009. Between 2005 and 2008, even excluding the St. Joseph Regional Medical Center project, the City had averaged close to \$100 million in construction every year. \$45 million is the second lowest valued construction that has occurred in the City in the past ten years, second only to 2010.



Although the City continues to reap the benefits of long-term strategic decision making such as the relocation of the hospital, unfortunately the poor housing market, saturated retail market, and the lingering effects of the national economic recession continue to be a drag on the quantity of new construction.

### **2011 Planning and Building Permits**

Residential – 6.9 million dollars in estimated construction costs

- 22 - new single family homes
- 522 - residential alterations/additions
- 17 - garages/carports additions
- 29 - accessory buildings
- 2 - pools

Commercial/industrial- 37.9 million dollars in estimated construction costs

- 4 - new commercial buildings
- 134 - alterations/additions

## Points of interest

- For the first time in three years, multiple-family building permits were pulled for new structures. AHEPA, 52 senior apartments are being constructed along south Merrifield Avenue, just north of the existing Kroger shopping center. In addition, the permit was pulled for the Mishawaka River Center Apartments. This 32-unit senior apartment conversion of the Old Main Junior High/former Mishawaka Furniture building is being funded in part through tax credits and in part through Northwest TIF funding. The project will be worked on throughout 2012 with expected occupancy at the end of the year.
- A total of 22 new single family permits were issued in 2011, identical to 2010. This is down from the 32 new single family permits that were issued in 2009 and 46 new single family permits in 2008. This is significantly down from the 112 permits issued in 2007 and representative of the national recession and continued problems in the housing market.
- Only 4 new commercial buildings were constructed in 2011, compared to 9 that were constructed in 2010. Only 8 new commercial buildings were started in 2009 and 13 new commercial buildings were started in 2008. For reference and comparison, prior to the downturn in the economy, 24 permits were issued for new commercial buildings in 2007.

***A total of 22 new single family permits were issued in 2011***

### New Single Family Home Construction by year:

2011 - 22 Homes	
2010 - 22 Homes	2005- 147 Homes
2009 - 32 Homes	2004- 163 Homes
2008 - 46 Homes	2003- 121 Homes
2007 - 112 Homes	2002- 118 Homes
2006 - 95 Homes	2001- 108 Homes

## Annexations

The City continues to grow in a slow and orderly fashion. Two voluntary annexations occurred in 2011. The City grew by less than one tenth of one percent (14 Acres or .082 square miles). The existing city limits according to our Geographic Information System is 17.32 square miles. 2011 Annexations included:

1. City of Mishawaka- Fire Station #4 Replacement:  
The City of Mishawaka requested and received approval to annex and zone 7.9 acres on Harrison Road, south of Bennington Drive, immediately west of Hums Park. The property will be occupied by a new fire station, intended to replace existing station #4 located on Lincolnway East, just west of Capital.

2. 914 and 916 East McKinley Avenue:

Approximately 6 acres of land located north of 914 & 916 East McKinley Avenue was annexed into the City of Mishawaka. The portion of property annexed into the City was actually apart of the 914 & 916 East McKinley property, but only approximately 125-ft of the property, from the McKinley Avenue centerline, was located within the City. That portion of the property within the City was zoned I-1 Light Industrial. The petitioner, PD Realty LLC zoned the proposed annexed property into two separate zoning classifications. Parcel 2 (914 E. McKinley Ave) was zoned to C-4 Automobile Oriented Commercial District. That portion of this parcel, previously zoned I-1 Light industrial within the City of Mishawaka, was rezoned to C-4 Automobile Oriented Commercial in order to allow for a car dealership. Parcel 1 (916 E. McKinley Ave.) was zoned to I-1 Light Industrial to allow for an electrical contracting business.

### Commercial Growth

Similar to the past two years, the overbuilt retail areas on the north side of the City combined with the lingering effects of the recession continued to contribute to a buyers market and left property owners cutting deals to fill tenant space. With the downturn in the economy and buyers market, it appears that there will continue to be large retail vacancy rates and deals to be had in



*The remodeled Yorktown Building, now home to Roc's Sports Café*

the coming years. This will also be a time where centers may take the opportunity to reinvest to lure new tenants. Over the next few years, we anticipate that the City will continue to see the transformation of longstanding retail centers as a result of competition. It is likely that the City will continue to see a decrease in the quantity of new retail construction in the coming years and potentially increased vacancies while the market sorts itself out.

Despite the downturn in construction there were positives to be highlighted from 2011. One of those positives is the reinvestment occurring in Historic Downtown Mishawaka. Significant

vacant or underutilized space was renovated and Occupied in 2011. The first floor of the Yorktown Center Building located at the intersection of Lincolnway and Main Street was remodeled for Roc's Sports Café. The building adjacent to Yorktown to the East was converted into Smith's Pub. The Former Women and Children's Center located at the intersection of Mill Street and Lincolnway is now the home of Frost Engineering, with a new tenant planned for the ground level floor.

## **Public Works Projects**

The City is committed to serving the Mishawaka community through its support of various public works projects designed to enhance citizen's quality of life. During 2010, the Planning Department was responsible for directing private firms and other City departments on several significant public works projects.

### **Mishawaka Riverwalk**

The Mishawaka Riverwalk continues to be the cornerstone for many of the City's redevelopment efforts. It connects neighborhoods and parks by taking advantage of the City's greatest natural resource: the St. Joseph River. The Mishawaka Riverwalk also adds value to existing homes and neighborhoods, and will undoubtedly be a source of pride for Mishawaka's citizens for generations to come.

In 2011 the "Merrifield/Crawford Park Connector" started in 2009 was completed. This project was constructed as part of the restoration and widening of the Mishawaka Avenue Bridge and includes a connective tunnel underneath Mishawaka Avenue between Merrifield Park and the Riverwalk. The vast majority of the construction costs were paid for through Federal Grants and not local money. This was possible only due to the City's partnership on this project with the Michiana Area Council of Governments (MACOG). The increased funding for this project was made possible because other projects in the region that were allocated funds through MACOG that were then not able to be accomplished within the allocated time/funding cycle.



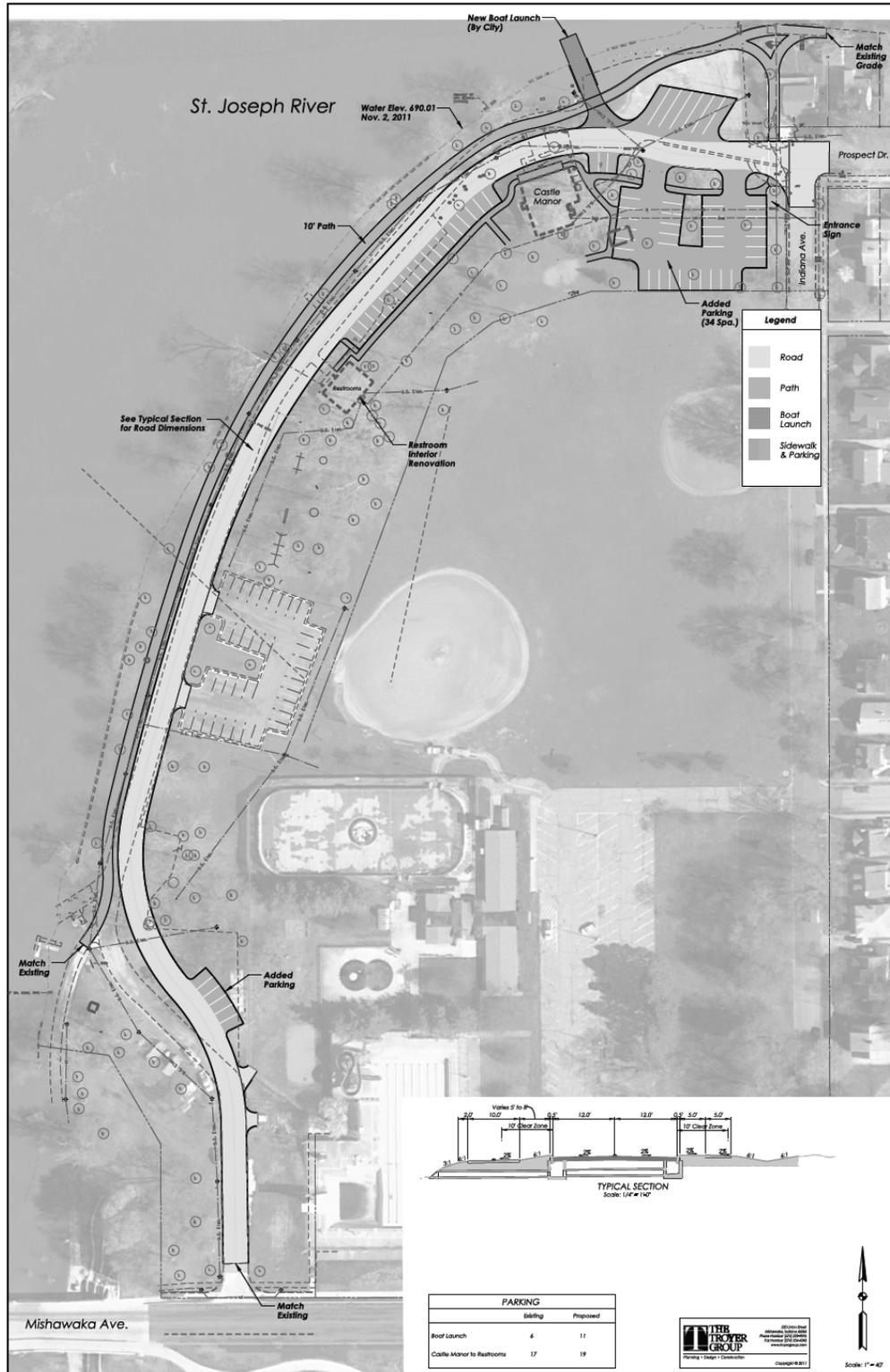
*Picture of the completed tunnel and bridge taken in the summer of 2011*

The City also continues to plan for the future expansions of the riverwalk. Already in January of 2012 the City has applied through MACOG for \$1,098,144 in Federal Transportation Enhancement (TE) funds to extend the riverwalk through Merrifield Park. The project includes the relocation of the existing access drive, the construction of the riverwalk, creating a more formal boat launch, parking, and restroom upgrades. Once completed, this section will extend the walk from the recently completed “Merrifield/Crawford Park Connector” to the intersection of Prospect and Indiana Avenue. The City acquired and demolished 1002 Prospect Avenue in 2011 specifically to allow for the widening of this intersection and to provide a suitable connection to the adjacent neighborhoods. It will likely take few years to receive funding, bid, and construct this phase of the project.

In addition to this section through Merrifield, the City continues to work on the design and property acquisition required to extend the walk to Cedar Street. As part of the agreement with Center for Hospice, the riverwalk will be extended through the former Moose property concurrent with other improvements. The City also continues to work with DLZ on the design and acquisition of property from Race Street to Cedar Street on the south side of the river.



*Picture of Merrifield Park illustrating the location of the proposed riverwalk extension*



*Illustrative drawing prepared by the Troyer Group of proposed Merrifield Park Improvements associated with the extension of the riverwalk*

## **Hillis Hans Park Improvements**

In 2011, the Planning Department was charged with overseeing the construction improvements of Hillis Hans Park. In general, the improvements included:

- Updating park amenities, replacing older dated equipment
- Making the park more usable and accessible
- Equipment and activity areas reflective of current times and how the park is currently used. A new pavilion as desired by the neighborhood was installed
- All Improvements installed emphasized “ease of maintenance”, knowing the City has fewer resources to operate and maintain parks
- Adjacent street around the park were resurfaced, curb ramps were installed to make the area more handicapped accessible

The project was awarded to LL Geans construction of Mishawaka and was completed in June of 2011 through funding provided by the South Side Tax Increment Financing District as approved by the City Redevelopment Commission. In addition, the City Central Services Department remodeled the interior of the restrooms and installed site furnishings to save on labor costs. The total cost for the park improvements, furnishings, and street/sidewalk work was just under \$500,000.



*Picture of Hillis Hans Park taken immediately following completion*

## **Park Capital Improvement Implementation**

In the summer of 2010, the Planning Department became involved in proactively trying to develop an internal Park Capital Improvement Plan based on assessing needs, utilizing the

capabilities of the newly formed Central Services Department, and receiving input from the Park Department/Board as part of their long range planning processes. In 2011, funds were approved as part of the CEDIT Plan for the City and we began to implement improvements. These improvements were coordinated by the planning Department, with the actual work either being bid to contractors or performed internally through Central Services. In 2011, park capital improvements accomplished as part of this plan included:

- Single family home and demolitions adjacent to Mary Gibbard Park
- Sign and entrance improvements at Merrifield Park
- Exterior improvements to the Rose Park Restroom
- Addition Parking at Prickett Marina for the Off-Leash Dog Run
- Concrete Deck Improvements at Merrifield Park
- Battell Park Restroom Renovations

## **2011 Activity of Commissions and Boards**

### **Planning Commission**

A total of 33 petitions were filed before the Planning Commission in 2011. This is significantly less than the 44 petitions that were filed in 2010. And significantly lower than the peak of 104 petitions that were filed in 2007. This is another statistic indicative of the downturn in the economy and how our local markets have been hampered by economics. Petitions included 12 rezoning/annexation requests, 13 final site plans, and 8 Plats/Re-plats. The following people served on the 2011 Planning Commission:

Murray Winn	President
Matthew Lentsch	Vice President
Edward Salyer.	Member (BPW&S)
Gary West	Member (City Engineer)
Ross Portolese	Member (Parks & Rec Bd.)
Carol Sergeant	Member
Don McCampbell	Member
Rosemary Klaer	Member
Ross Deal	Member (Council Rep.)

### **Board of Zoning Appeals**

The Board of Zoning Appeals heard a total of 41 appeals in 2011. This total is lower than the 51 appeals heard in 2010. The following people served on the 2011 Board of Zoning Appeals:

Don McCampbell	Chairman
James Trippel	Vice Chairman
Rosemary Klaer	Member
Charles Krueger	Member
Ross Portolese	Member

## City of Mishawaka Historic Preservation Commission

The City of Mishawaka Historic Preservation Commission was established in January of 1991. The Historic Preservation Commission consists of nine (9) voting members and no more than five (5) advisory members who are appointed by the Mayor and City Council. The following people currently serve on the Historic Preservation Commission:

Cliff Zenor	Chairman
Judy Gray	Vice Chairman
Marcia McClure	Member (Council Representative)
Richard Barnette	Member
David Eisen	Member
Michael Bultinck	Member
Tony Obringer	Member
David Vollrath	Member
John Gleissner	Member

The Planning Department serves as the staff for the City of Mishawaka Historic Preservation Commission. The Historic Preservation Commission is charged with preserving and promoting the historical past of Mishawaka. The Commission, a nine member appointed board, is responsible for the designation of local single and multiple site historic districts, the nomination

### ***...preserving and promoting the historical past of Mishawaka***

of sites to the National Register of Historic Places, and the promotion of local historic preservation related activities and events.

An overview of the 2011 activities and accomplishments are as follows:

- The HPC was an advocate for the renovation and security of WPA constructed restroom located in Battell Park and plans for the Rose Park WPA constructed restroom.
- The HPC continued to pursue the installation of local historic plaques on properties that have been designated Landmark Status to promote community awareness.
- The HPC was an advocate for the renovation of the former Mishawaka Furniture structure at 402 Lincolnway West. Although the HPC campaigned for the retention of the existing wood windows, they will be replaced.
- The HPC co-sponsored an educational workshop with Indiana Landmarks and the South Bend-St. Joseph County Historic Preservation Commission at the Mishawaka P-H-M downtown library titled House Detectives. The event was well attended by homeowners from Mishawaka and surrounding towns.
- Commission members continued to make public presentations to community groups to create awareness on Historic Preservation.

Please refer to the 2011 Certified Local Government Report for a full accounting of the activities of the Historic Preservation Commission during the past year. A copy of this report is available for review at the Department of Community Development and Planning.

On a sad note, Dr. William Gering, who was most recently an Advisory Member of the Commission passed away on February 8<sup>th</sup>, 2012 at the age of 89. Dr. Gering was a founding member of the Commission and long served as its Chairman. Bill was a leader, volunteer, and mentor for Historic Preservation. He had a love for historic preservation that included an antique tool collection that he would share on a regular basis with service clubs and school classrooms. He will be missed and our thoughts and prayers go out to his wife Lucille, family, and friends.

***Dr. Gering was a founding member of the Commission***

### **Zoning Enforcement and Administration**

Another responsibility of the Planning Department is the need to enforce our ordinances and respond to violations and complaints in a speedy and considerate manner.

In addition to countless phone calls, and personal contact with those in violation, the Department sent out 228 residential and commercial letters addressing land use concerns, notices of violation and citation warnings. Welcome letters, with sign code information, were mailed to new businesses opening in Mishawaka. Fifty-six citations were mailed to those who repeatedly violated the ordinance or disregarded letters.

### **Economic Development**

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. In 2011, the City continued to build and extend infrastructure to not only improve existing businesses and neighborhoods, but also to make more area available for development over time, particularly near and north of the Hospital on Fir Road. Of note, the county-wide economic development organization, Project Future, was disbanded in 2011 with some of the functions being taken over by the St. Joseph County Chamber of Commerce. As 2012 unfolds, the City anticipates having discussions with the Chamber on economic development in the region.

### **Tax Abatements**

The City Planning Department is responsible for reviewing and administering the tax abatement program of the City. This includes performing annual compliance reviews and presenting applicable information to the Mishawaka Common Council.

The City of Mishawaka awards tax abatements on commercial real estate and personal property taxes to corporations involved in new capital investments and facility expansions that will further the economic development of the Mishawaka community. In 2011, one abatement was submitted and approved by the City.

Specifically, Jamil Packaging received an abatement on a 900 thousand dollars investment in manufacturing equipment. With this investment, Jamil purchased a EXPERTFOLD 300 A-4 Specialty Folder Gluer to more efficiently manufacture their corrugated boxes and increase production.

At the time, at their Mishawaka location, Jamil employed 73 people at this location up from 53 in 2006. Jamil Packaging is a member of the A.I.C.C. (Association of Independent Corrugated Converters). As a direct result of this investment, six (6) new jobs were created (increasing total employment to 79 people) with an hourly wage rate for new hires projected at \$14.50 per hour plus benefits.

The Common Council approved similar requests for Jamil in 2006 and in 2008 for equipment abatements.

Since 1986, the City has approved a total of 48 tax abatements for 32 different companies. Currently there are 8 active abatements in the City including the following companies: Damon Products, Patrick Industries, Jamil Packaging (2 abatements), Nyloncraft, BD Development LLC (St. Joseph Hospital Medical Office Building), Long Term Care Investments LLC.

## **Fire Department**

*Dale E. Freeman, Chief*

The Mishawaka Fire Department has been serving the City since 1904. The Department is comprised of five stations with a total full-time staff of 108 employees. Four divisions operate within the Department. These Divisions are Suppression, Emergency Medical Services (EMS), Fire Prevention, and Administrative.

Between these four divisions, the Fire Department is responsible for all fire suppression, emergency medical calls, vehicle extrication, water rescue, carbon monoxide investigations, hazardous material response, natural gas leaks, lift assists and other types of citizen assistance.

### **Divisions**

#### *Emergency Medical Services (EMS)*

This past year was a busy year for the EMS Division. With both increasing calls for service and acuity of illness, our EMS providers have answered the call to duty each and every time. The demands for accurate reporting, certifications and training have continued to increase as well. In addition, the dispatchers were required to learn a new software program for dispatching calls. Special codes entered by the dispatchers indicate the type of call-out. In the past, all EMS calls were responded to with lights and sirens. Now depending on the severity of the call it may not always be necessary. This increases safety for the firefighters and the general public.

During 2011 the new EMS reporting system was completed. The completion coincides with the contracting of a new outside EMS billing company. The efficiency created by the new systems has allowed the Department to see a three quarters percent reduction in costs with the new billing company.

In January the Common Council changed the fee structure for ambulance runs to keep pace with other area providers. These changes and the addition of the third ambulance has allowed us to increase ambulance runs 472 calls over 2010, an increase of 10.8%. Revenues also increased from \$522, 521 in 2010 to \$1,112,829 for 2011.

Unfortunately the City of Mishawaka lost an arbitration ruling in December which has forced us to only have two ambulances in service some days, but we continue to work with Mishawaka Firefighters Local #360 to look for ways to increase and make better use of staffing.

### *Fire Prevention Bureau*

The Mishawaka Fire Prevention Bureau, under the leadership of Chief Jim Schuster is responsible for inspecting buildings, new and old, to ensure the safe occupancy of the people who work in and visit them. In 2011, the Fire Prevention Bureau performed over 1,500 fire inspections of new and existing buildings in the City of Mishawaka. In addition, the Bureau works closely with the Mishawaka Building Department by reviewing all design drawings for new construction within the City to make sure all fire and building codes are met. Final inspections and testing of safety features are conducted before a final certificate of occupancy is given.

Fire Investigators from the Bureau were called out 27 times in 2011 to investigate fires as compared to 33 times in 2010. These fires ranged from vehicle fires to house fires to large commercial buildings. All fire scenes are fully documented and photographed, and a written report is completed of the cause and origin. Any fire that is considered incendiary in nature will be jointly investigated with the Mishawaka Police Department Detective Division. All Fire Investigators are on call twenty-four hours a day, seven days a week, and 365 days a year.

The Mishawaka Fire Department Prevention Bureau has always had a strong commitment to educating the citizens, employees, students, and visitors within our city. Throughout 2011, we educated many businesses with hands-on experience of fire extinguisher use in the workplace. A live-fire in a controlled environment helps people recognize how and when to use fire extinguishers properly and effectively. During the year, many seminars were given to businesses on topics such as evacuation drills, fire safety plans, fire extinguishers, emergency planning and preparedness, smoke and carbon monoxide detectors, fire suppression systems, and fire alarm systems.

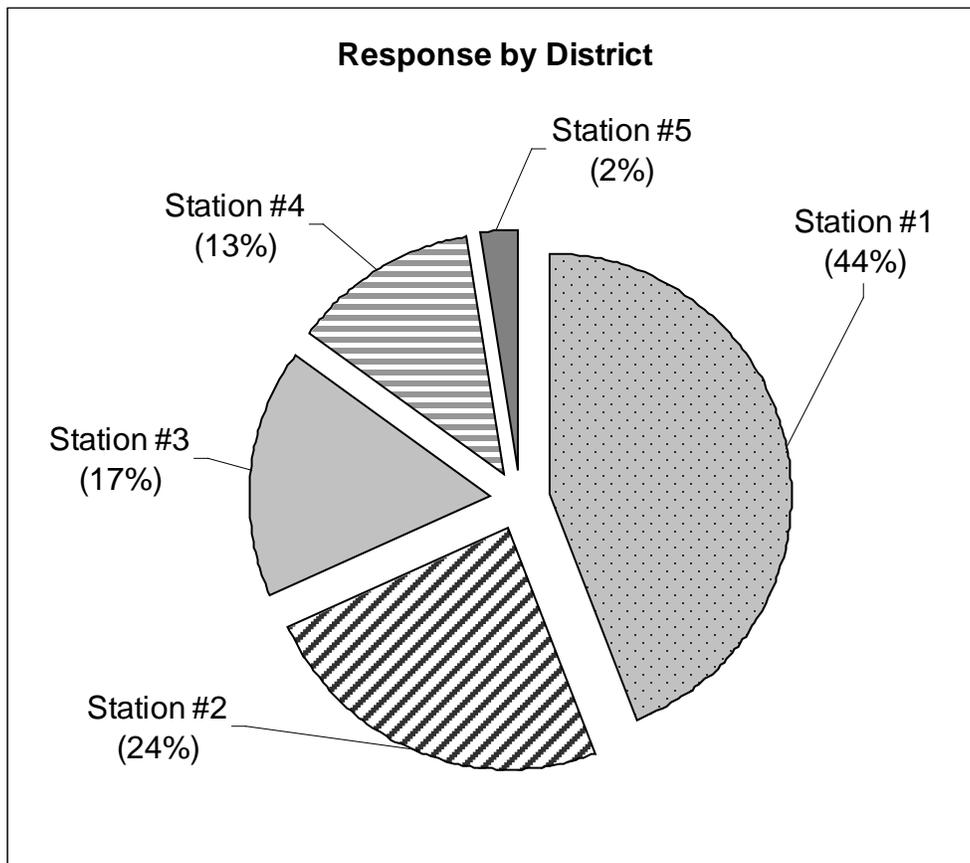
We continue to partner with businesses in Mishawaka to promote fire safety, prevention, and education. We were very fortunate again in 2011, to receive a \$1,200 donation from Lowes of Mishawaka. This money was used to purchase smoke detectors and extra batteries, carbon monoxide detectors, fire extinguishers, and fire escape safety ladders. The Department continues to offer these items free of charge to the elderly or for those who may not otherwise be able to afford them.

During Fire Prevention Month in October, we were able to bring our “Fire Safety Obstacle Course” to Walt Disney, LaSalle, and Twin Branch schools allowing a total of 1295 students to take part. The program was first initiated at Walt Disney School approximately 10 years ago and combined ideas of P.E. teacher Steve Govorko and Captain Ralph Smith. The Fire Safety Obstacle Course combines physical fitness and a fire safety message into one class. Twelve different stations were set up where each station has a fire safety theme including the following: a blindfolded hose-crawl over and under obstacles, placing hoses on and off a fire hydrant, climbing ropes, and ladders, etc. A fire safety talk is given prior to each session. This program has been a great success

and we hope to continue it for many years. For the fifth year in a row this program also took place at Elm Road School with the partnership of the Penn Township Fire Department. With our help they were able to offer this class to another 400 students making the number of students that participated in this program to around 1700.

With the assistance of Mike Seger, Director of Safety and Security for the Penn Harris Madison School Corporation, we were able to secure a \$500 grant from the PHM Educational Foundation to directly support the Fire Safety Obstacle Course. This money will be used to purchase of a fully enclosed trailer so equipment can easily be transported from school to school. Also for 2012 we are hoping to include many more fire departments and schools to participate and learn the importance of fire safety.

The total run volume for the Fire Department, including fire and E.M.S. increased this year to 6,011 from 5,727 in 2010. This averages 501 runs per month or roughly 17 runs per day. Medical runs have a minimum of one hour turnaround time and are 80% of the total call volume. The total E.M.S. runs this year were 4,804. The Department also responded to 17 commercial fires, 28 residential fires, 7 garage fires, and 11 apartment complex fires. Total fire losses were estimated at \$2,282,725 for the year.



## **Public Education**

This year was another successful year for public education programs. Firefighters Lieutenant Brian Linson II and Firefighter Derron Hess, along with Peggy Marker from the Hannah Lindahl Children's Museum schedule the public education classes. Since its inception 27 year ago, over 76,000 people have gotten the public safety message through the Survive Alive House program. Totals for the Survive Alive House located at Emmons School were 60 groups accounting for 1,351 people. Little Red tours accounted for 206 people in 8 classes. School assemblies and tours accounted for another 33 groups of 1,351 people. In 2011 the department spent 301 hours on Public Education instructing 3,070 people.

We were glad to participate in career day held at Mishawaka High School to explain what a firefighter does in the fire service of 2011. Hopefully in years to come we are able to recruit members from the students of today.

## **Child Passenger Safety Certification**

Officer Tim Williams from the Mishawaka Police Department trained 11 members of the Fire Department to become Child Passenger Seat Safety Technicians. The class was 32 hours and taught the participants the basics of seat installation. The training allowed us to apply for and receive a grant from the Indiana University School of medicine for \$2,000 to become a permanent fitting for car seats for children and infants. The fire department continues to look for new ways to make Mishawaka safer for all.

## **Recruitment**

In an attempt to recruit and qualify only the best candidates for the Mishawaka Fire Department a decision was made to purchase the required testing supplies for the Candidate Physical Ability Test (C-PAT). This is a nationally standardized test developed by the International Fire Chiefs and the International Association of Firefighters Union. The test ensures fairness and is recognized as the most valid test for recruits.

## **Training**

The Mishawaka Fire Department training has become one of the most important parts of our daily operations. Our personnel must train like their life depends on it, because it does. To deliver top quality service it takes years of training and experience to master our profession. We are considered the jack of all trades from Fire Fighting, Vehicle Extrication, Water Rescue, Hazardous Materials, EMS calls, and a host of others that are to numerous to mention. If someone calls for us, no matter what for, we will show up. Our customer service is very important part of our job.

In the past year we have put all of our Suppression Officers through a fifty hour on line and twenty four hour hands on class in strategy and tactics. This class will teach our officers to make the safest decisions on the fire ground.

For the past six years all of our Officers and Executive Board have been working with Lisa Greco from Bethel College. This is a proactive look at our department to help give us the knowledge, skills, and desire for solving personnel and professional problems in the fire service.

EMS is very important to us also. I would like to congratulate firefighters Andy Breden, Mickey Sage, and Dave Bennett who successfully completed Paramedic school. These three gentlemen sacrificed a lot of personal time to better themselves and ultimately this will make our department better as a whole.

Lastly from the youngest new recruit to the Chief of the department, we have an average of 175 hours of training per firefighter in 2011. This is up from 134 hours of training in 2010. We still have not hit our goal of 200 hours per firefighter. We have made great strides in training our people in the past 10 years and will continue to do our efforts.

#### **Mishawaka Fire Station #4**

In 2011, following eight years of planning, study and property acquisition, the construction began on replacing Fire Station #4. The 3.7 million dollar project was awarded to Casteel Construction of South Bend and is currently on schedule to be complete in late 2012.



Although existing Fire Station #4 is a beautiful and historic tudor revival building that was constructed in 1929, the existing building houses just one truck that has to be custom ordered to fit the building. The existing facility also has no off-street parking, and no room for needed expansion.

The replacement fire station is 13,750 square foot single-story building with (3) garage bays for fire trucks and/or EMS vehicles. An important component of the City's service

model is to be able to house an ambulance at this location. The building will house a training room that can also be used for official neighborhood/public meetings. In 2012, discussions will continue with School City of Mishawaka and the Mishawaka Board of Parks and Recreation to finalize plans to extend Bennington Drive, provide a signalized intersection, and make adjustments to Hums Park.

## **New Equipment**

In 2011 the fire department made its latest truck purchase with the addition a new 105 foot midmount aerial platform. The truck is a 2012 model year manufactured by the Sutphen Corporation of Amlin, Ohio. The truck had a purchase price of 945,695. The purchase was necessitated by the continued growth of the City of Mishawaka and the buildings in it.



## **Giving Back**

### *Charity Bass Fishing Tournament*

Mishawaka Firefighters sponsor a bass fishing tournament held at Maggie's Marina. This year's tournament was the 18<sup>th</sup> annual and 56 teams consisting of 112 fishermen raised \$1,100 for charity. The charities selected this year were Tiny Talkers of Niles Michigan, and the Hoosier Burn Camp which split the money equally. Larry Regina has run the tournament since its inception and deserves the majority of the credit. Other firefighters help in the staging, parking, etc. for the tournament.

### *Needy Family Project*

In its 30<sup>th</sup> year the firefighters continued to serve the needs of those less fortunate. Thanks to their generous support we were able to help 12 families and 30 children.

In addition to the contributions we had additional help from area Kroger and Meijer stores. The manager of Kroger's, Georgia gave us substantial discounts at the register as well as an additional gift card at purchase time. Also, Rick Zieff from Meijer was a huge help in making the program a success. With the overall savings from the groceries, plus a late donation, we were able to help the less fortunate. A special thanks to Battalion Chief James Cocquyt, Captain Bryon Woodward, and Driver/Operator Jeffrey Regina for their coordination efforts, but it was truly a group effort.

### *Fill the Boot Campaign*

Lieutenant David Ray and his fellow firefighters collected \$5,836 for the Jerry Lewis Labor Day Telethon. A total of 46 firefighters took donations over the Labor Day weekend at four different locations. The donations will allow us to send local children to Camp Potawatomi.

*Habitat for Humanity*

Several dozen members of the fire department were able to participate again in the “Habitat for Humanity” house build in Mishawaka. The pride of any city is its strong neighborhoods and we were able to help with two homes this year. One was located on Division Street and the other was on East Battell Street. We look forward in the future to continued participation in the Habitat program, helping those who help themselves.

In closing thank you for the opportunity to present the annual report for the fire department for 2011. We have much to be proud of thanks to the contributions of our very dedicated personnel.

## **Police Department**

*Kenneth Witkowski, Chief*

The Mishawaka Police Department consists of 105 Police Officers and 24 Civilian Support Staff dedicated to the safety of Mishawaka City residents and visitors by enforcing the law, protecting property and reducing civil disorder.

The Department is divided into five divisions that include Uniform, Traffic, Investigative, Services, and Training. The responsibilities of the Department include: Conservation of public harmony and order; Deterrence, detection and solving of crimes; Enforcement of state laws and City ordinances; Provision of non-law enforcement services to the public; Assistance in the safe movement of vehicular traffic.

Department Personnel	
Position	Number
Chief of Police	1
Division Chief	3
Captains	7
Lieutenants	12
Sergeants	21
Corporals	54
Patrol Officer	1
Probationary Officers	6

## **Uniform Patrol Division**

*Mark Tavernier, Chief*

The Uniform Patrol Division consisting of six beats operating over three shifts around the clock. Each shift is comprised of about 23 officers and supervised by a Captain.

The Uniform Division provides public safety by maintaining order, responding to emergencies, and protecting people and property. Enforcing motor vehicle and criminal laws, and promoting good community relations are also a part of their responsibilities. This Division is usually the most visible in our community and may be seen arresting suspects or perpetrators of criminal acts, rendering aid to accident victims or other persons requiring first aid for physical injuries, and responding to complaints and emergencies. A Uniform Patrol officer's job can be tedious and demanding. These officers are required to document facts of crimes and testify in court concerning evidence or as a witness to a crime.

The Division uses the Uniform Crime Report Statistics (UCR) Program for reporting crime. This program was conceived in 1929 by the International Association of Chiefs of Police to meet a need for reliable, uniform crime national statistics. Today, several annual statistical publications are produced from data provided by nearly 17,000 law enforcement agencies across the United States. The City of Mishawaka reported crime in 2011 as follows:

2011 Mishawaka Crime Statistics	
Homicides	2
Rapes	12
Robberies	68
Assault	737
Burglaries	517
Larcenies/Thefts	2234
Auto Thefts	144
Arsons	17

Officers were also dispatched to 1609 false alarms in 2011, of which 268 citations were written for reporting false alarms.

Two of the Division’s former officers passed away in 2011. Retired MPD Officers Paul “Frank” Wilson and John Filippone. Officer Wilson also worked as a dispatcher until his death last March. Both men served their community proudly for and will be missed.

The Department had only one resignation in 2011, but hired six new probationary officers. There were also 14 promotions with in the Department during the year.

### Awards

Our fallen officer, Cpl. James Szuba was named Officer of the Year, 2010, recognized in 2011. The following is an excerpt from the Chief’s letter to the Board, awarding Cpl. Szuba as Officer of the Year, 2010.

**My colleagues and I are proud to honor our fallen officer: Cpl. James Szuba as Mishawaka Police Department’s Police Officer of the Year – 2010. As we all know, Cpl. Szuba gave the ultimate sacrifice while responding to assist another officer, whom had reported a dangerous driver that was fleeing at a high rate of speed, resulting in the loss of Cpl. Szuba and K-9 Ricky’s life. That day is a day we shall never forget as his young life was taken from us by such a senseless crime. We, as a Department, are still mending from this tragedy as are the Szuba family. We miss Jim and Ricky terribly. Words cannot express our grief. Our Department will never be the same because of it; however, as difficult as it may be, we shall move and be forever grateful and proud of their service and dedication to our City. When it came time to name the 2010 Police Officer of the Year, it was quite obvious to everyone at the**



**Department that Cpl. Szuba be named with this honor. We will never forget Jim and Ricky. Jim's name will proudly be displayed on our "Police Officer of the Year plaque" that hangs in the MPD's front lobby for all of us to see and remember.**

Chief Ken Witkowski participated in the annual National Police Week which took place in Washington D.C.. During the visit he attended the 23rd Annual Candlelight Vigil at the National Law Enforcement Officers Memorial. Chief Witkowski was also the official escort for our fallen officer's Cpl. Jim Szuba's wife, Debbie at the Peace Officers Memorial Day Service where Cpl. Szuba was honored and remembered.

## **Awards**

On May 24, 2011, Corporals Matt Smith, Dan Holt and Roman Johnson were awarded Officers of the First Quarter at the Board of Public Works Meeting. Their awards were given for exceptional police work and professionalism in the line of duty. Cpl. Anthony Stachowiak and his K9 Partner "Max" were awarded Officers of the Second Quarter. Cpl. Stachowiak and Max successfully tracked and apprehend a suspect in hiding. Max is the Mishawaka Police Department's newest K9 to join the force on January 1, 2011, and since that time the two of them have proven to be a hard-working, focused and determined team.

In December Detective Lt. Doug Grow, Sgt. Cindy Reed and Cpl. Brian Costa were awarded Officers of the Third Quarter. This award was given for the successful apprehension of a fleeing suspect in possession of drugs and an automatic weapon.

The officer of the 4th Quarter award recognizes Detective Lt. Robert Sherbun, Detective Lt. Kevin Will, Cpl. Dan Holt and Patrol Officer Scott Robinson. In November, 2011, they were instrumental in the apprehension of a couple of subjects that were involved in several burglaries in the City and surrounding areas after good observation, surveillance and investigation. The subjects were arrested and charged with burglary and implicated in the other burglaries.

Dispatcher Sheri Wass was named Dispatcher of the Year, 2010. Ms. Wass maintains a calm and professional demeanor in the communications center no matter what the situation.

The D.U.I. Taskforce was given the "Large" D.U.I. Taskforce award by the Governor's Council on Impaired and Dangerous Driving and received the Chairman's Award. The D.U.I. Taskforce has maintained the top 2 positions in the state since 2002.



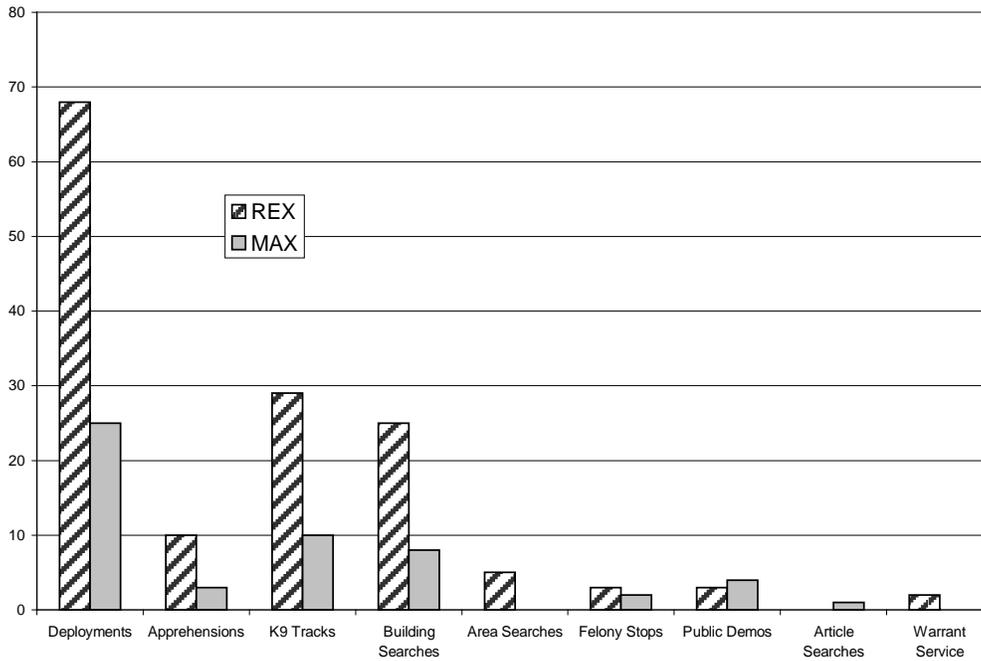
## **K9 Unit**

K9 Unit officers, before all else, are law enforcement agents. As such, they still are responsible for responding to calls for assistance, investigating criminal activity, writing and filing reports and related paperwork, apprehending and questioning suspects, and participating in community services and events. In addition to these duties, K-9 officers are responsible for training and caring for their dogs, who serve as their partners. They also have to know how to handle their dogs in stressful situations that often result from sniffing out crime. The K9 Unit's mission is to support Uniform and Detective operations in search of outstanding felony suspects, misdemeanor suspects armed with

firearms, lost and missing persons, and recovery of illegal narcotics and evidence.

Sgt. Chad Thomas and K9 Rex are currently assigned to the Uniform Division on the Midnight Shift. He and his new K-9 partner Rex started their partnership in January, 2011. Cpl. Thomas and Rex are trained in patrol. Cpl. Thomas is also a member of the SWAT Team and is a certified Less-Lethal instructor. Cpl. Anthony Stachowiak and K9 Max are also assigned to the Uniform Division on the Afternoon Shift. They are the newest members of the Unit having started in January, 2011 and have been trained in patrol tactics. They were recognized as Officers of the Second Quarter for 2011 for their outstanding work in apprehending a reported armed suspect.

### K-9 Statistics



### Traffic Division

Capt. Tim Spencer and Sgt. Scott Parker are assign to this Division and are responsible for the collection, review, correction and transmission of all crash reports. The Division also investigates any traffic related case reports generated by the Department. T his includes the review of case reports, and all follow-up investigations, the majority of which are serious injury or fatal crashes or hit and run crashes. The Division also supplements case and crash reports and refers appropriate cases to the Prosecutor’s Office. Additionally, the Traffic Division conducts traffic studies when requested by the Chief of Police or the Department of Engineering, reviews and makes recommendations on requests for handicap parking spaces in residential areas, and reviews and makes recommendations on applications for Taxicab permits that are issued by the City.

As reconstructionists, both officers assigned to the Traffic Investigations Bureau serve as Lead Investigators for serious crashes as well as any other traffic related issues that arise, in an on-call capacity 24 hours per day. Additionally, Sgt. Parker serves as a Squad Leader for the County-wide Fatal Alcohol Crash Team (F.A.C.T.). F.A.C.T. investigates serious injury and fatal crashes that occur within the boundaries of St. Joseph County that involve drug or alcohol impairment. Other Mishawaka Officers that serve on F.A.C.T. are: Captain Mike Arney, Lieutenant Tim Williams, Sergeants Bryan Fox and Mark Flemming and Corporals Ron Hantz and Bob Ashburn. Captain Tim Spencer serves as the F.A.C.T. Coordinator.

**Operation Pull Over and “Click It or Ticket”**

With a \$171,500.00 grant awarded by the Governor’s Council on Impaired & Dangerous Driving, the Division conducted Operation Pull Over and the Click It or Ticket campaigns in 2011. The following are statistic recorded from these operations.

Total Traffic Stops:	12,753		
D.U.I. Arrest:	294	Seat Belt Violations:	2717
Criminal Felony Arrests:	40	Child Restraint Violations:	238
Criminal Misd. Arrests:	116	Other Traffic:	1948
Driving While Suspended:	718	Speed:	3311

Seat Belt Percentage for Mishawaka as of 12-31-11:  
 96% wearing seat belts while driving passenger vehicles  
 91% wearing seat belts with pick up trucks included

**Indiana D.U.I. Taskforce**

The Division was awarded \$95,000.00 from the Indiana D.U.I. Taskforce to pay overtime for officers. This grant was used for Sobriety Check Points, and Saturation and Wolfpack Patrols targeting Impaired and Dangerous Drivers. Officers working the D.U.I. Taskforce averaged a D.U.I. arrest every 2.89 hours. In November the Taskforce was given an award by the Governor’s Council on Impaired and Dangerous Driving and were presented the Chairman’s Award. The D.U.I. Taskforce has maintained the top 2 positions in the state since 2002. The following statistics are a result of these operations.

Total Traffic Stops:	7,322		
Misd. D.U.I. Arrests:	381	Other Traffic:	1503
Felony D.U.I. Arrests:	34	Speeding:	1601
Other Alcohol:	63	Crim. Felony:	34
Driving While Suspended:	447	Crim. Misd.:	156
Underage Alcohol	33	Warnings	3070

11-19-11

## Aggressive Driving Grant

The Division also received an Aggressive Driving Grant for \$40,000.00 to pay overtime for officers to participate in Sobriety Check Points, Saturation and Wolfpack Patrols targeting Impaired and Dangerous Drivers. Officers working the Aggressive Driving grant averaged 4.1 contacts per hour and 2.8 traffic tickets every hour.

Total Traffic Stops:	6,992		
Misd. D.U.I. Arrests:	24	Other Traffic:	694
Felony D.U.I. Arrests:	4	Speeding:	2355
Other Alcohol:	19	Criminal Felony:	13
Driving While Suspended:	298	Criminal Misd.:	49
Underage Alcohol	10	Warnings	2,297

The Mishawaka Police Department is a “permanent fitting station” for insuring the proper installation of child car seats in vehicles. This program was established in 1999. Over the last 2 years the Division has checked 250 car seats, replacing 65. Since the establishment of the permanent fitting station the Mishawaka Police Department has checked 10,781 seats, replaced 2659 and participated in 338 safety clinics. The Division sponsored 10 Car Seat Safety Clinics, while assisting at 48 other clinics.

Lt. Tim Williams is a Child Passenger Safety Instructor for the National Highway Traffic Safety Administration. Lt. Williams has instructed 3 Child Passenger Safety Technician Courses throughout Indiana.

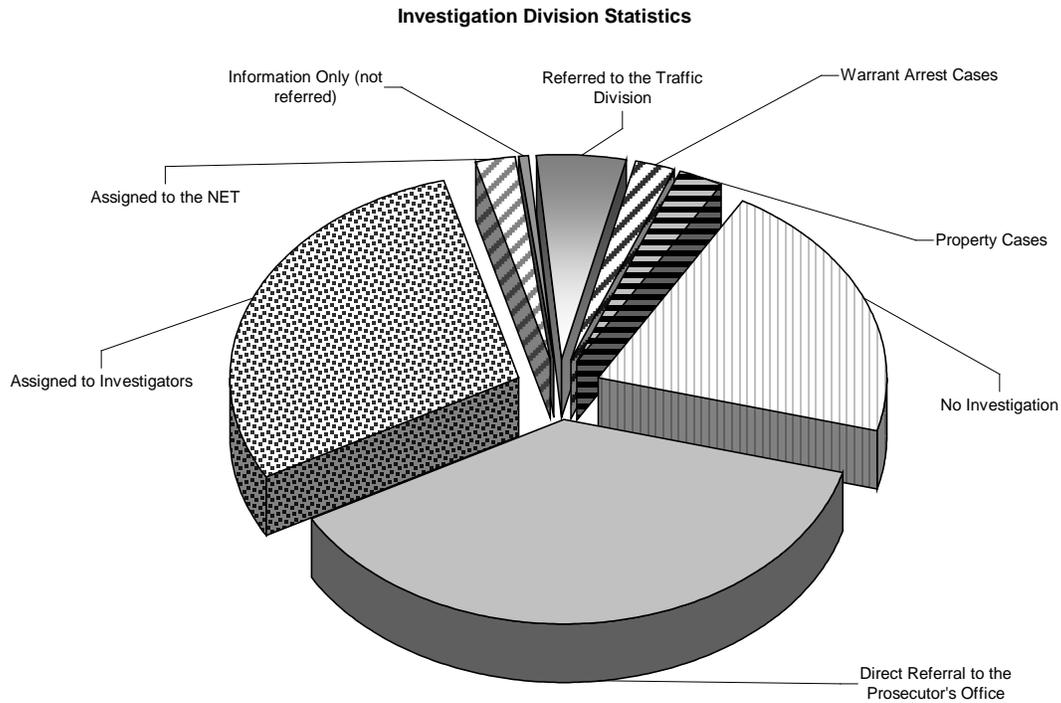
There were 804 criminal cases assigned to and investigated by the Traffic Bureau in 2011. There were 2,060 crashes reported: 1,662 property damage crashes, 396 injury crashes with 529 persons injured and 2 fatality crashes which claimed two lives.

## Investigative Division

*Dan Gebo, Division Chief*

The Investigative Division consists of a day and afternoon shift that is staffed by 9 Detectives and a Captain supervising each shift. The Division is tasked with the investigation of crimes that occur within the City Of Mishawaka. All cases are referred to the Investigations Division and are reviewed to determine if solvability factors are present. The case can be assigned to an investigator, assigned to an outside agency that specializes in specific crimes, or directly referred to the Saint Joseph County Prosecutors Office for review and prosecution. If no solvability factors are present, the case is cancelled and kept on file in case further information becomes available.

Among other things, Investigators must obtain evidence from suspects, and prepare and serve search and arrest warrants.



The Department has an officer assigned to the County Metro Homicide Unit and the Metro Special Operations Section. In addition, two officers are assigned to the Special Victim's Unit.

### *Community Relations Unit*

The Community Relations Unit is commanded by Capt. Robert Reppert with assistance from three Officers. In 2009 the Mishawaka Police Department restructured the Neighborhood Enforcement Team by eliminating positions and renaming the unit. The unit is divided into five entities; Community Relations Officers, a department training officer and Street Crime Officers (SCU), DARE and School Resource Officers (SROs). The Unit serves as a specialized enforcement unit that conducts special investigations, provides patrol and investigative support, and utilizes various measures to accomplish their goals and objectives.

The Community Relations Officers handle various public relationship events such as Neighborhood Watch meetings, MPD tours for boy scouts and schools, reading to kids, bike safety rodeos, and participating in Tri Ad Senior Citizens Organization. The unit is partnered with Nixle.com (a California-based Internet messaging-service provider). This provider offers a standardized, secure, and certified communication platform for local police departments, municipalities, and their agencies to communicate important neighborhood-level information to the residents of their communities. This has been a great success with improving how we get crime information and other important information out to the public. The unit also handles neighborhood complaints, such as drug houses, speeding, neighbor disputes, and other "quality of life" issues.

### *Street Crimes Unit*

The Street Crimes Unit consists of three Officers whose duties are to concentrate efforts in high crime areas of the city and work in conjunction with the MPD's Investigative Division to identify criminals and solve crimes. The Unit also seeks input from officers, detectives and crime analyst concerning pertinent data on the type of criminal activity, where the problem is most severe, where crime awareness and prevention activities would be most productive, and what type of program would be most effective in combating the problem. The Unit also identifies areas that generate repeat calls for service so problem-solving efforts can be initiated.

### *DARE*

The D.A.R.E. Program, Operated by Lt. Tim Williams, is an early intervention program that works with young students to encourage drug free life style. The programs are presented to all twelve public and parochial elementary schools in Mishawaka. Schools that have 5th grade D.A.R.E. are: Battell, Beiger, Emmons, Hums, LaSalle, Liberty, Twin Branch, St. Bavos, St. Monicas, St. Joseph, Queen of Peace and Covenant Christian School.



The Mishawaka D.A.R.E. program was awarded a grant of \$5,000.00 from the Drug Free Community Council to help pay for awards and graduation tee-shirts for the D.A.R.E. students.

Lt. Williams was certified at the 2009 D.A.R.E. conference to instruct the new middle school program, "Keepin' it REAL. 2011 was the third year Lt. Williams instructed the middle school program at St. Monica and Covenant Christian School. Lt. Williams awards students from each class an Essay award for the best essay. The winning students from each semester compete against each other to be crowned City Champion. Two City Champion essays are chosen and sent down-state to compete for the State Championship. Lina Marchi and Kelly Lentsch, from Twin Branch were named City Champions for having the best essays. Lina Marchi's essay was chosen as the Indiana D.A.R.E. Officer's Association State Champion Essay.

Lt. Williams serves as President of the Drug Free Community Council and Healthy Community Initiatives (HCI) Board of Directors.

### *Bicycle Safety Program*

St. Joseph Community Pediatrics and Lt. Williams team up to provide a bicycle safety program to all the 3rd grade students in Mishawaka. In 2011 Mishawaka 3rd graders received approximately 980 bicycle helmets. The helmets are furnished by St. Joseph Community Pediatrics of Mishawaka.

### *Stranger Danger*

The Mishawaka Police Department provides a Stranger Danger program 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 help educate students and care givers about the lures used to kidnap children. The 15 minute video features Jack Nolan (WNDU16) along with local police officers.

### School Resource

Cpl. Steve Madison is assigned to John Young Middle and Cpl. Jeff Giannuzzi is the School Resource Officer assigned to Mishawaka High School. The School Resource Officer serves as a liaison between the school community and the Mishawaka Police Department. The officer conducts short-term educational projects such as speaking to classes, the student body, parents and the school staff. The officer coordinates with the school administration to provide a safe and secure environment. Resource officers initiate and follow-up on cases that happen on and off of the school property involving students enrolled in school.

### Services Division

*Steve Ravotto, Chief*

Chief Ravotto, assisted by 5 Civilian Support Staff, provides administrative services for the Department. These services include the Department budget, management of the Property Room, and administration of the Training Division. The Division is also responsible for the maintenance and upkeep of the Police Department facility along with the Department's inventory of officer equipment, cars and supplies. The Services Division is also responsible for maintaining Department records, processing reports and citations, data entry, updating dispositions on cases in the Records Management System, and for the preparation of statistics, including the monthly Department of Justice Uniform Crime Reporting.

The Division assists the public with record checks, accident and case reports, gun permits, and fingerprinting.

### Training Division

*Sgt. Bryan Fox, Training Officer*

The Mishawaka Police Department's Training Division identifies the need for sworn officers to receive real-life training. This training is "scenario based" and "hands on." Officers are presented with situations they will observe on a daily basis and are trained to deal and react with those situations by certified instructors. The officers are critiqued on how they respond to the situation. This type of training gives the officer confidence and self-assurance to handle the situation during training before he or she is faced with it on the street.

Other examples of training the Division conducts include building searches, reacting to school violence and simulations, Combat Firearms Training, STOPS (Strategies and Tactical of Patrol Stops) Training, Surviving Ground Assaults for Patrol Officers, Crime Scene Processing and Investigations and Drug Recognition.

The Department also furnishes Instructors to the Indiana Law Enforcement Academy (ILEA) in Plainfield, Indiana, to train approximately 800 police officers from counties all over the State of

Indiana. MPD Instructors are held in high regard with ILEA and its staff. Chief Witkowski holds a seat on the Indiana Law Enforcement Training Board which meets six times a year. The meetings are conducted at the Indiana Law Enforcement Academy in Indianapolis.

Each officer must receive 24 hours of training as mandated by the State of Indiana. The MPD conducts regular Training Board meetings to identify any training needs, issues, or concerns that may need to be addressed. Training has been cited as the most important responsibility in any law enforcement agency. Training serves three broad purposes. First, well-trained officers are generally better prepared to act decisively and correctly in a broad spectrum of situations. Second, training usually results in greater productivity, self-reliance, and effectiveness. Third, it fosters cooperation and unity of purpose.

Mishawaka Police officers received 9,090 hours of training in 2011, averaging approximately 87 hours per officer. During the year 198 training classes were held.

The Mishawaka Public Safety Dispatch Center is supervised by Dispatch Coordinator Brian Billingsley. Fifteen full-time dispatchers and two part-time dispatchers provide 24 hour coverage of the Dispatch Center. Using a computer-aided dispatch (CAD) system, dispatchers receive emergency calls from the public requesting police, fire, medical or other emergency services. Dispatchers must determine the nature and location of the emergency, determine priorities, and dispatch police, fire, ambulance or other emergency units.

To accomplish this, they must maintain contact with all units on assignment and the maintain the status and location of police and fire units by monitoring several public safety radio frequencies.

Dispatch Statistics		
	2011	Change from 2010
Total Dispatches	45,128	-46
Total Calls	105,031	-1,880
911 Calls	28,991	+1,625
Fire/EMS Dispatches	6,011	+ 254

Dispatchers also answer non-emergency calls for assistance and respond to requests for information regarding vehicle registration, driving records and warrants, and provide pertinent data. All Dispatchers are certified as Emergency Medical Dispatchers.

Mishawaka's Police Department is proud to serve and protect its citizens and community. A feeling of safety and security is vital to keep Mishawaka moving forward.

## **MISHAWAKA UTILITIES**

*James Schrader, General Manager*

Mishawaka Utilities began in 1903 as the Mishawaka Public Utilities Company and consisted of a Water Works and Electric Light Plant. Wastewater treatment was added to the Utilities in 1952. From humble beginnings, Mishawaka Utilities has grown into a world class municipal utility that provides reliable electric service, clean and safe water, and effective wastewater treatment. The Sewer Maintenance Department is funded by Wastewater Division revenue; however the department is under the guidance of the City's Engineering Department. The Utility's 136 employees are dedicated to keeping the utility infrastructure up to date, with capacity to keep Mishawaka moving forward.

***...dedicated to keeping the utility infrastructure up to date, with capacity to keep Mishawaka moving forward***

The Utility Business Office provides support services to the three operating divisions. The Utilities are under the direction of General Manager Jim Schrader. Hometown services provided by Mishawaka Utilities mean that residents and businesses can count on reliable, efficient, and affordable water, electric, and wastewater treatment delivery. Problems or interruptions in service are remedied quickly, and when contact with the Utilities is required, a friendly human being is ready to take your call. The employees of Mishawaka Utilities are its customers too.

### **Mission**

Mishawaka Utilities is committed to providing the community with the best products and services in electric, water and wastewater treatment.

Mishawaka Utilities strives to:

- Provide reliable service at competitive rates,
- Maintain high professional and ethical standards in a courteous atmosphere,
- Promote continuing education for a safety-conscious and well-trained staff,
- Cooperate with and promote our community, and
- Provide products and services that far exceed the expectations of our owners, our customers.

### **Mishawaka Utilities Business Office**

*Virginia Fras, Manager*

The Mishawaka Utilities Business Office strives to provide good Customer Service and so we believe that "Customer Service is a function of how well an organization meets the needs of its customers." The Business Office wants to meet these needs but also exceed them through the services we provide. We want to continue to make our services

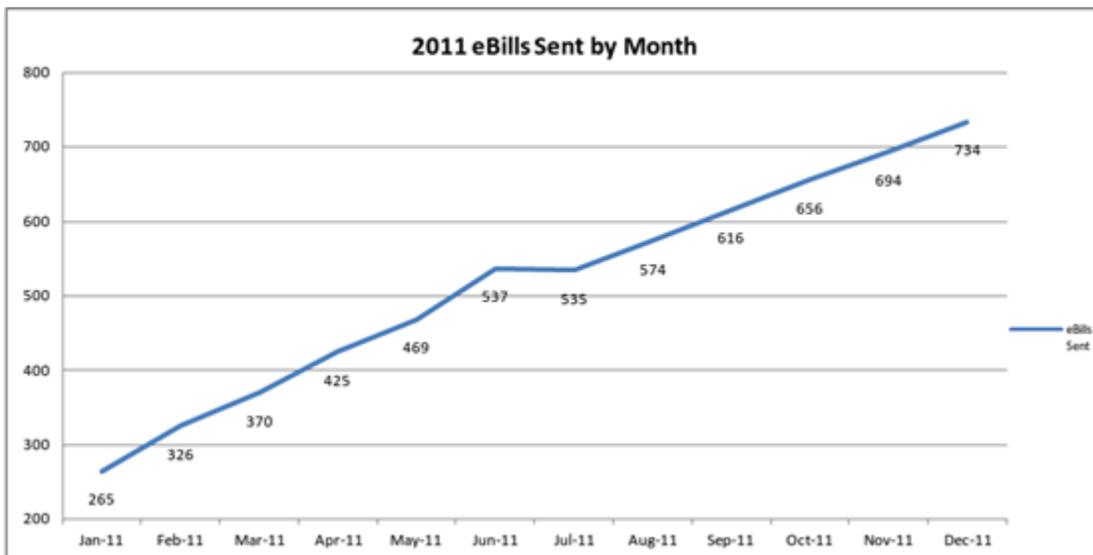
convenient, efficient and friendly. It's important to us that we are able to interact on a personal level with our customers rather through an impersonal automated phone service.

Our Business Office is staffed with 24 employees who continue to work hard to improve office efficiencies. We accept Visa, MasterCard, Discover and e-check payments on our website, as well as payment by Interactive Voice Response through our toll-free phone number. We will continue these services and make improvements to provide on-line payment history that is automatically organized, filed and available anytime through a simple user interface. This enables the customer to search prior billing statements and research payment without the need to call the billing office. These new enhancements will also remember customer data, eliminating the need to re-enter payment information for second and future payments.



***... continue to make our services convenient, efficient and friendly***

Mishawaka Utilities e-Billing 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. The e-Billing system is an immediate cost saving solution with benefits that reach far beyond reduced billing costs.



In addition to its ability to help control billing expenses, e-Billing 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.

### **Looking Forward**

We will continue to anticipate and make changes to cut costs and improve efficiencies as an ongoing goal. Lastly, another significant goal we accomplished in order to better service our customers was to combine billing statements. In the past we've had a particular route in which we had to read the electric and water meters at different times during the month. This resulted in sending two separate bills. We made some changes to our system, which allows us to read both meters at the same time, and therefore send one monthly bill for all services. We had approximately 2000 accounts that were being billed separately, averaging out to be a savings of \$6000.00 from June through the end of the year. Although it may not seem like a large number, in addition to the cost savings it enhances customer convenience and service.



Although it may not seem like a large number, in addition to the cost savings it enhances customer convenience and service.

With a new year brings new changes and challenges to each department. We have already begun planning for new software upgrades in order to offer better services and to improve upon current services. We value the citizens of Mishawaka and look forward to servicing you and your needs in 2012.

### **Water Division**

*Bruno Trimboli, Manager*

In 2011, the twenty-nine MU Water Division personnel strove to supply our 46,000 customers with potable water via 17,109 service connections. As always, our objective was to deliver exemplary customer service along with drinking water that would meet or exceed Federal and State drinking water standards. Simultaneously, our goal was to work to keep production costs to a minimum through improved efficiency achieved by

***... over 285 miles of water  
distribution main***

perfecting the manner in which we conduct our business. These efforts were applied to the operation and maintenance of our three water treatment plants with

their combined capacity of some thirty million gallons of water per day, six water booster stations, four elevated water storage tanks totaling some 6.75 million gallons of storage, and over 285 miles of water distribution main in our water system.

In order to achieve our stated mission, the Water Division is organized into four distinct areas of activity that are all interdependent. These are: the Water Quality, Operations, Wellhead Protection group; the Water Treatment and Pumping Facility Maintenance group; the Distribution System Maintenance and Construction group; and the Water Metering and Backflow Inspection group.

The Water Quality/Operations group is responsible for the operation of our water treatment plants and well fields, and for the comprehensive testing of the drinking water that these facilities produce in accordance with Federal and State regulations. Water quality throughout our distribution system from the wells to the customer's service line was monitored and maintained through the over 19,500 discrete tests performed either in our water quality laboratories or by independent certified labs contracted by us. Water quality testing and treatment plant operations are conducted and monitored on a daily basis. The Annual Drinking Water Quality Report that is provided to our customers by July 1<sup>st</sup> of each year is published by the Water Quality/Operations group. This report summarizes the results of our comprehensive testing for our citizens in accordance with directions promulgated by the USEPA.

Protection of our aquifer, the underground source of our drinking water, falls on the shoulders of the Well Head Protection Coordinator. In 2011, the Well Head Protection effort worked to identify and confirm thousands of potential sources of ground water contamination and to integrate this information with our GIS resources. This included locating abandoned wells, identifying commercial and industrial activities that have the potential to contaminate the ground water, and participation on the St. Joseph County Water Resource Area Board.



The Water Metering /Backflow/Cross Connection group is responsible for testing the many backflow devices located throughout our distribution system. The purpose of these devices is to prevent the back-siphoning of potentially harmful contaminants from commercial, industrial or irrigation activities into the potable water distribution system. Backflow devices are required in all commercial and industrial buildings and on all irrigation systems that receive water service from Mishawaka Utilities. The Water Division Meter Department coordinates closely with the Customer Service arm of the MU Business Office to schedule the installation, removal, and testing of our water meters. Most of this work is done on a pre-scheduled basis, but often these personnel are required to respond to unscheduled requests via radio dispatch. Water meters not only are necessary to allow us to bill our customers for water and wastewater services, but they also help us to determine the type and trends of service required. Customer emergencies account for much of the Meter Department's efforts.

## Water Supply Summary

MONTH	WELL FIELDS					Total Raw Pumped (MGD)	Total Finished (MGD)
	VIRGIL		DIVISION		GUMWOOD		
	Finished Water	Raw Water	Finished Flow	Raw Water			
January	83.80	81.71	103.65	123.66	3.25	208.62	190.70
February	76.44	72.60	95.06	113.59	3.33	189.52	174.83
March	78.61	71.40	106.06	126.99	4.91	203.30	189.58
April	77.99	72.15	101.42	121.91	3.54	197.60	182.95
May	96.63	93.09	109.02	130.23	4.50	227.82	210.16
June	162.12	156.97	112.40	135.97	7.22	299.94	281.73
July	209.92	210.40	145.20	175.45	10.71	396.56	365.82
August	164.20	166.41	150.39	180.48	6.18	353.07	320.76
September	103.45	105.15	147.27	177.71	6.20	289.06	256.92
October	58.94	56.93	146.25	176.40	6.16	239.49	211.35
November	69.48	66.26	100.20	123.41	5.16	194.83	174.84
December	73.58	69.72	106.18	126.30	0.82	196.84	180.57
<b>Total</b>	<b>1255.14</b>	<b>1222.79</b>	<b>1423.10</b>	<b>1712.10</b>	<b>61.98</b>	<b>2996.66</b>	<b>2740.22</b>
<b>Average</b>	<b>104.59</b>	<b>101.90</b>	<b>118.59</b>	<b>142.68</b>	<b>5.17</b>	<b>249.72</b>	<b>228.35</b>
<b>Maximum</b>	<b>209.92</b>	<b>210.40</b>	<b>150.39</b>	<b>180.48</b>	<b>10.71</b>	<b>396.56</b>	<b>365.82</b>
<b>Minimum</b>	<b>58.94</b>	<b>56.93</b>	<b>95.06</b>	<b>113.59</b>	<b>0.82</b>	<b>189.52</b>	<b>174.83</b>

The Water Treatment and Pumping Facility Maintenance group keeps our water treatment plants and associated well fields, booster stations, pressure control vaults and elevated water storage tanks in proper working order. This is the key to efficient operation. The update and enhancement of the water system's SCADA control system continues, and is expected to be completed in 2012. We continue to pursue improved energy management in the water system with the goal of controlling our energy costs.

The Water Distribution System Maintenance & Construction group continued from 2010 with a hectic year in 2011. Quality of work, and productivity were the two main goals. Water main breaks, leaking service lines, broken distribution line valves, and assistance to contractors working for the City were examples of services provided to our customers.

The MU Water Division relocated water main and associated infrastructure for the Indiana Dept. of Transportation in support of the State Road 331/Capital Avenue project corridor in various locations. Significantly, our crews installed over 5,400 lineal feet of new sixteen-inch water main along the new Downey Avenue extension in order to maintain water service to the Reverewood subdivision and areas to the east along 12<sup>th</sup> Street. Fire hydrants are also a key part of the distribution system. There are over 2,700 fire hydrants in our system. The most important function of the fire hydrant is to fight fires, but they are also used to flush the distribution system as required to further enhance water quality. During our yearly flushing, each hydrant is checked for proper operation and repaired as required. Fire flow data is acquired and provided to engineering and insurance entities as requested. A dependable and ample water source for fire fighting purposes (ISO rating) has a direct bearing on a community's ability to attract or retain commercial and industrial businesses.



***... pumped and treated an average of 7.55 million gallons per day of drinking water***

There were many challenges to address in 2011. Although the national economy was suffering a severe down-turn, our customers expected and received world class service from their Water Division. The Water Division pumped and treated an average of 7.55 million gallons per day of drinking water that met or exceeded state and federal drinking water standards. Simultaneously, we maintained and repaired as required the extensive treatment and distribution infrastructure while aggressively supporting other City of Mishawaka and State of Indiana construction projects.



In the year ahead we look forward to the completion of the Water Division's contribution of effort and expense to facilitate the State of Indiana's Capital Ave./SR331 project. We will be supporting the City Of Mishawaka's efforts on north Main Street and in the Milburn Blvd. areas, and their efforts to improve 12<sup>th</sup> Street. It goes without saying that the Water Division will strive

to continue to maintain or exceed potable water standards as administered by IDEM and the USEPA. We will continue to explore and implement more efficient methods for operating the water treatment, pumping, storage and distribution systems. We expect to continue to deliver world class service to our customers despite the economic challenges that face all of us. We anticipate that 2012 to be a challenge, but the Water Division will strive to meet it!

## **ELECTRIC DIVISION**

*Tim Erickson, Manager*

### **Background**

Mishawaka Utilities – Electric Division (MUE) is the second largest municipally owned electric utility in Indiana, providing service to 27,012 meters. MUE does not generate power. Power is purchased on a wholesale basis from American Electric Power (AEP) and then distributed via MUE’s sub-transmission system.

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 48,252 (as of 2010 Census). MUE’s consumers enjoy electric rates that are slightly below average for similar sized cities in Indiana, which is one of the nation's lowest-cost energy states.



While owned by the City of Mishawaka, the Division is not supported by tax dollars. As a division of Mishawaka Utilities, the operation is totally financed by the customers served. Operationally, the Division continues to aggressively rethink how work is performed, how to allocate limited resources, and how to maintain the exceptional reliability of the distribution system.

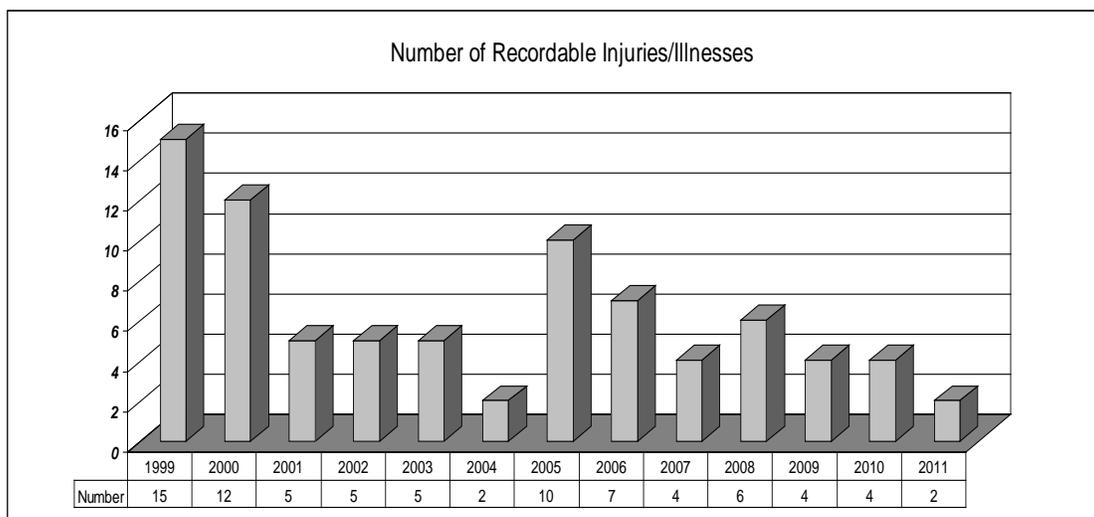
The Division has a staff of 47 employees, divided into four departments: Engineering, Construction, Metering and Operations. The following table depicts the key process measures for the Division:

### Electric Division Annual Statistics

Process Measure	2010	2011	Percent Change
Energy Usage, Highest Month (month and kW peak demand)	July 138,083	July 145,108	5.1
Total Energy Purchased (kWh)	597,728,068	621,122,029	3.9
Total Number of Customers Billed (electric and water)	44,135	44,121	-.03
Engineering Projects Completed	112	104	- 7
Number of Transformers Set	70	24	- 65
Number of Meter Department Work Orders Completed (electric only)	22,623	23,345	3.2

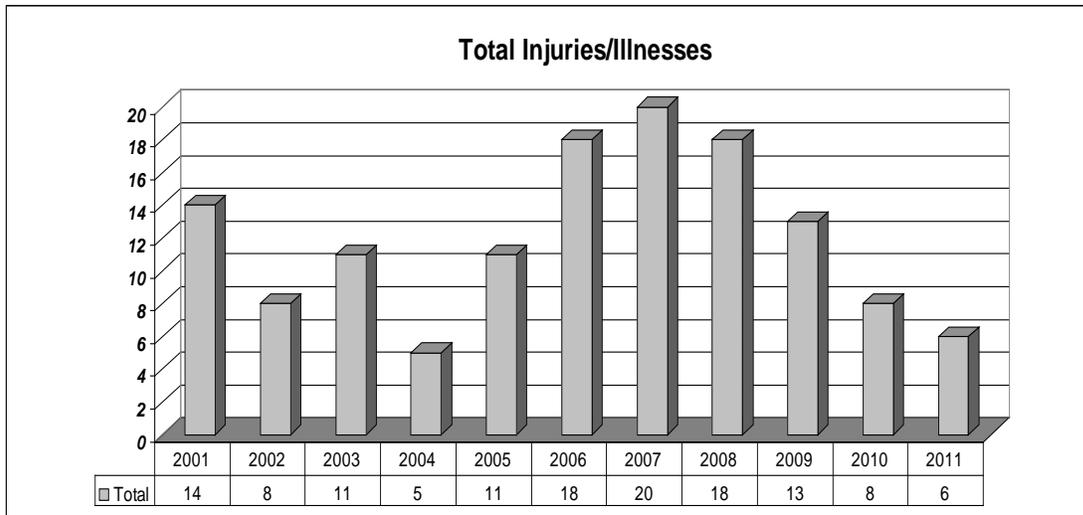
### Safety

The Division completed an annual inspection of 3,100 components throughout the City to ensure the safety of the general public. Inspections verify proper locking and tagging of all equipment. Due to the potential hazards of electrical distribution, ensuring the safety of our citizens and Electric Division employees is our highest priority. To further increase the security of our substations, we have changed out the access gate locks and new keys have been issued to select qualified personnel.



All construction personnel participated in bucket and pole top rescue at the Logan Street Training Facility. Training was administered by the Indiana Municipal Electric Association (IMEA). This training occurs yearly to ensure that construction crews remain current in rescue response. In addition, all metering and construction personnel attend monthly safety meetings administered by the IMEA.

The number of recordable injuries/illnesses decreased by 50 percent from the previous year (from four to two). In addition, the total number of injuries/illnesses decreased by 25 percent (from eight to six).



Working safely is the most important aspect of the Division’s mission. A key element of maintaining a safe workplace is using equipment and tools that are in good working order and up to industry and government safety standards. Each year, tests are required on the Division’s bucket and line trucks for both structural and dielectric safety compliance. Every five years, units are x-ray tested to check for structural cracks and stresses that are not detectable with the human eye. Equipment must be in good mechanical and physical condition. Dielectric safety testing insures that proper insulation levels are met for equipment that is operated around energized electric lines.

Division linemen that work with high voltage electricity are required to wear personal protection equipment, or PPE. Typical PPE consists of high-voltage rubber gloves and sleeves, flame-retardant clothing, hard hats, safety glasses and fall arrest harnesses and lanyards. Rubber gloves and sleeves are tested and certified twice a year per industry standards. Fall arrest equipment is inspected annually. Prevention is always the first step towards working safely. Any employee whose job would place them in a situation where an electrical arc flash could occur is issued flame retardant (or FR) outerwear.

**Reliability and Performance Enhancements**

We are in the process of installing a backup generator at our 12<sup>th</sup> Street facility to power all expected loads (e.g., SCADA, dispatch radio and phone system, house loads) in the event we experience a power outage as we did in the summer of this past year. The generator foundation, gas lines, and automatic transfer switch have already been installed.

The generator is scheduled to arrive in mid February. Plans are to have the system operational by the end of March.

Also, in response to concerns expressed by one of our key customers (SJRMC) we are performing an in-depth review of the resonant harmonic impact of the Clover substation capacitor bank and its transformer. This review will be completed the first quarter of 2012.

Proactive engineering reviews and assessments identified a number of significant areas for improvement in our transformer protection. For example:

- One engineering review resulted in the installation of permissive interlocks at Virgil, Borley, and Bercado to ensure the transformer isolation switches won't be damaged in the event of an emergency requiring station isolation.
- Another engineering review revealed that the breaker failure times (on our 34.5 kV isolation breakers) were significantly higher than required, possibly leading to excessive transformer damage in the event the station were to receive an isolation signal. These breaker failure times were reduced from 2 seconds to 0.3 seconds.
- A third review resulted in a design change being implemented at the Virgil substation to more effectively monitor the status of the protection trip coils. This was implemented in response to a protective system fuse failure at Union substation. This design change will be implemented at all stations.

### **System Energy Consumption**

In July of 2011 we hit our annual peak load of 149.1 MVA (5.1 percent greater than the 2010 peak, but three percent less than the previous high of 153.6 MVA, set in August 2006). All distribution equipment operated within design constraints. SCADA provided continuous up-to-date information of transformer loading and system supply voltages. Also, our energy consumption (total energy purchased) for the year was 621,122,029 kW, up 3.9 percent from the previous year.

### **Increased Revenue**

This past year we signed contracts with two communication companies, Zayo and Windstream, permitting attachment of their communication wires to our poles. Revenue from these attachments should be around \$2,000 per year.

### **Training**

Our apprenticeship program is in its 23<sup>rd</sup> year. In February of 1988 we started our Joint Apprenticeship Training Program and have graduated 24 apprentices to Journeyman Lineman. Our program is a cooperative effort between Local Union IBEW 1392 and the Mishawaka Utilities Electric Division. Our program is recognized and registered with the Department of Labor Bureau of



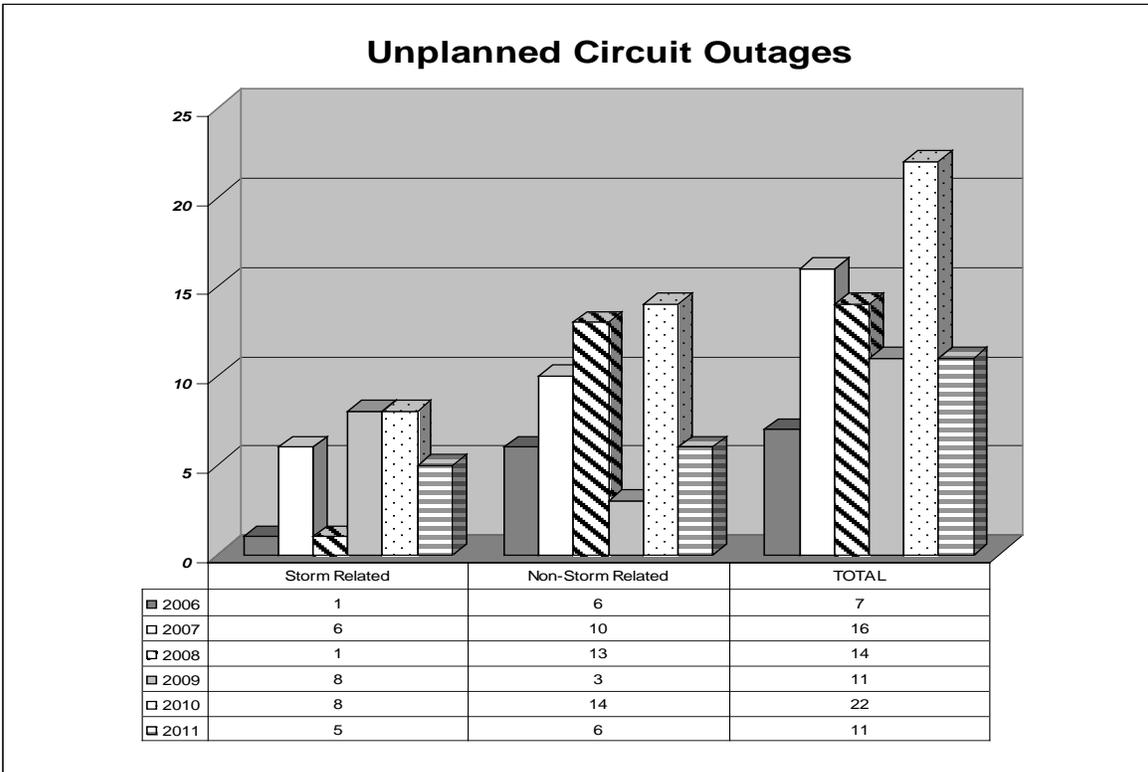
New Apprentices

Apprenticeship and Training. To graduate, an apprentice must have a minimum of 8,000 hours on the job training (four years) and 576 hours of class room study

We currently have four apprentices in the program that, prior to joining MUE, had already completed an intense ten month program at Lake Michigan College specializing in line work and line construction. MUE was fortunate to have three different students from the college go through two separate three week on-the-job work sessions. By doing this on-the-job training we both were able to benefit from the time and effort of working together. Lake Michigan College gained an expanded teaching opportunity from Mishawaka Utilities Electric Division linemen and line foremen’s tutelage during these sessions. Our journeymen linemen and line foremen’s experiences and knowledge helped the college offer the students a safe and approved, method of line work. Mishawaka Utilities Electric Division was able to test the schools training first hand. We believe this was a major factor in the selection process of our new apprentices

**Outage Performance**

There were 11 unplanned circuit outages in 2011, with a cumulative unplanned outage time of 12.6 hours. Of these 11 outages, five were storm related. Four of the six non-storm related outages were due to tree branches falling on primary lines.



The following chart depicts our unplanned circuit outage trend for the past 6 years (Note: there have been no AEP initiated outages lasting longer than two minutes as a result of the circuit upgrades completed in 2005.)

The system, as a whole, continues to provide exceptionally reliable power. This is due to multiple factors including ongoing reviews and analysis of system reliability

*... continues to provide exceptionally reliable power*

and operational issues. Appropriate actions are taken to address areas requiring improvement. Performance has also been positively affected by an effective preventive maintenance (PM) program, effective implementation of the fuse coordination program, and effective preparation, review, and approval of technical procedures.

### **Preventive Maintenance**

The substation preventive maintenance PM program helps prevent and mitigate failures and prolongs equipment life. This year the transformer oil testing schedule was modified in such a manner that oil sampling is conducted twice a year allowing more efficiency in sample gathering. This also allows for better analysis of the various test results. Testing also continued on the motor mechanism and switches of motor operated air break switches (MOABs) along with about 80 electromechanical relays. In addition, three substation transformers were subjected to a complete test of their protective device systems.

Routine inspections continue to find problems before they become more serious. An example is the routine control testing of SCADA components. Numerous control and status board failures have been identified during these routine inspections allowing repair in a controlled manner.

In the fall of 2011 we replaced the vacuum tap changer at the 12th Street substation. We discovered the failure of this device during a routine PM activity.

Our annual infrared (IR) survey was completed in May. IR surveys provide the opportunity to preemptively address equipment temperature anomalies thereby preventing failure.

### **Engineering Projects**

The new 331 extension project final phase was one of our most significant projects this past year with the abandoning and relocating of multiple three phase pole lines. We also completed the MUE Fiber project, installing many new underground sections and installing new splice enclosures for future growth. Two other projects requiring significant effort were the Cleveland Road Annexation Project and the Douglas Road Annexation Project.

The most demanding projects (those requiring in excess of 160 hours per crew) included the following:

- Electric distribution improvements (line maintenance projects):
  - Logan Substation Circuits 52-2 & 52-5 Rebuild
  - Logan Substation Circuits 52-3 & 52-6 Rebuild
- Major City Jobs
  - Mishawaka Ave. Bridge Project

- Church Street Connector Project
- Main Street Improvements Phase 5
- Summer Fest Rebuild @ Crawford Park
- Hillis Hans Park Renovations
- Well Pet Three Phase Rebuild
- Dragoon Trail & Logan Street Relocation
- University 52-6 Toll Road Bore / Rebuild
- Edison Road & Grape Road Expansion
- River Walk Security Project

### **GIS (Geographic Information System)**

The Electric Division utilizes a GIS base map to assist power outage response teams. GIS information provides both a concise location of the affected residence or business and the necessary information to determine the extent of the outage. GIS continued to play a vital role in the periodic inspection of high voltage equipment. The inspection effort required the creation of equipment location maps throughout MUE territory. GIS was also used for maintaining construction and street light work flow, circuit map updates, utility center updates, the transformer database, and GPS field work.

### **Operations**

The Operations Department provides support to the Engineering, Construction, and Metering Departments. The Operations Department:

- Purchases, coordinates and maintains all goods, services and rolling stock for the Electric Division.
- Generates bills, in conjunction with the Business Office, for contracted services set up by Engineering and damage claims to our facilities due to traffic accidents and contractor dig-ins.
- Assists the Accounting Department in keeping accurate material and accounts payable records, and by generating all purchase orders and job costing reports.

Other key functions of the Operations Department include:

- Dispatching crews and providing assistance to both customers and other divisions over the telephone and two-way radio.
- Maintaining all records for use by Accounting, Engineering, and



2011 Journeymen Graduates

Construction pertaining to transformers, meters and inventory material.

- Maintaining the storeroom and issuing materials to construction crews.
- Issuing polyphase meter sockets to electrical contractors.
- Monitoring the SCADA system substation network.

A major facilities project completed in 2011 was repainting the exterior of our 12<sup>th</sup> Street Service Building. This was the first time the outside of the building was painted since the facility was originally constructed in 1987.

H & G Services continues to control unwanted vegetation growth in our substations. By contracting the vegetation control to an outside firm we actually save money and MUE man hours versus purchasing the herbicide and applying it ourselves. The condition of our substations is a direct reflection of our overall commitment to be good neighbors to the citizens and businesses that make Mishawaka their home.

We continue to partner with HD Supply Utilities of Mattoon, Illinois by utilizing their Vendor Managed Inventory system, or VMI. By relying on HD Supply to keep inventory in stock at their warehouse, we can reduce the material that we need to keep on our shelves. This reduces the amount of capital we have invested in store room inventory that isn't out on the city's electrical system helping to generate revenue.

Two new vehicles were added to our vehicle fleet in 2011, a Ford E350 van for our Metering Department and a Ford F350 utility-body truck for our overhead Construction Department. In addition to the new vehicles, we purchased a 2011 Case Model 580N Loader/Backhoe in 2011. This new piece of heavy equipment replaced a John Deere backhoe that had been in service since 1985.

We wrote purchase orders for approximately \$1,178,361, a decrease of 19 percent from the previous year. Also, we continue to use blanket purchase orders, whenever practical, to assist the Accounting Department in streamlining their paperwork process. We also electronically process and forward as many reports as possible to further reduce the amount of actual "paperwork" being transferred between offices.

### **Metering Department**

The number of electric customers decreased slightly from 27,035 to 27,012. The meter readers are covering a much larger area compared with previous years. Our meter technician van completed over 5,188 work orders. Along with newly implemented testing procedures for current and power transformers, the Metering Department completed 23,345 work orders.

The following table depicts performance in the area of work orders:

<b>Work Orders for Electric</b>	<b>2010</b>	<b>2011</b>	<b>Percent Change</b>
Removals	9063	9536	5.2
Installs	8840	9341	5.7
Sets	82	106	29
Re-reads	4003	3680	-8.1
Change Meters	335	460	37
Miscellaneous	300	222	-26
<b>Totals</b>	<b>22,623</b>	<b>23,345</b>	<b>3.2</b>

Our shut-offs and reconnects continue to provide added revenue. The Business Office, along with our customer service truck, runs a shut off list three days per week, along with a special list on Fridays, if needed. We now make it a priority to do follow-up visits to disconnected accounts to check for tampering and theft. To make the most efficient use of available resources we implemented an effort when, if there is no shut-off list, personnel assigned to the shut-off truck assist meter readers in obtaining their readings.

The following table depicts performance in the area of shut offs.

<b>Shut-offs</b>	<b>2010</b>	<b>2011</b>	<b>Percent Change</b>
<b>Past-Due Amount</b>	324,053	335,180	3.4
<b>Total Amount Due</b>	637,763	663,231	4
# Shut-Offs	3357	3260	-2.9
# Bad Checks	25	28	12
# Payment Plans & Extensions	142	136	- 4 %
# Payment Plan Deposits	334	284	-14.8
<b>Shut-Off Totals</b>	<b>3858</b>	<b>3708</b>	<b>-3.9</b>

We are continuing a *change meter program* - changing three phase mechanical thermal demand-type metering to electronic solid-state type metering. In 2011, 136 three-phase

meters were changed. We have also implemented a program to replace single-phase meters that have been in our system over 20 years, changing out 324 of these in 2011, many of which had resulted in lost revenue due to excessive mechanical losses.

### **Recognition of Outstanding Performance**

Gordon Allen, Chief Engineer, continues to strive for excellence in electric system operations, focusing on the way things should be rather than being satisfied with the way things are. His proactive efforts have identified, through comprehensive engineering reviews and assessments, a number of required reliability enhancements.

Don Beck (journeyman lineman) - Don has taken classes through the National Training Institute to begin work toward becoming our first nationally certified NJATC apprenticeship instructor. He has taken over as MUE's classroom instructor. Courses and workbooks have been made available in electronic format allowing work to be done online with the use of laptop computers. Don has also helped to convert our streetlight mapping to a computer map using our utility center software.

Chuck Bailey (journeyman lineman) - From winning the Indiana State apprentice of the year award in 2010, and topping out as a journeyman lineman later that year, Chuck continues to provide the energy and drive for our lineman's rodeo team. He is committed and involved, both as a competitor and teacher. He is just as committed in our own community always leading the after-hours callout percentages.

Kevin Wasmer, Projects Manager, has worked tirelessly to implement our projects from design to completion. He is our connection to the City of Mishawaka, working with our City Engineering Department to make dreams become reality. All major projects go through Kevin and he holds weekly construction meetings to keep up with their progress. He has taken the lead on our fiber-optic project working with contractors and Metronet to insure cable and test specifications are met as we work with fiber optic cable as an economic development tool.

### **Awards**

- 2011 APPA National Rodeo held in Nashville Tenn. Our team consisted of Chuck Bailey, Tim Draskovits, Dave Cochran, and Shane Reynolds. The team placed 50<sup>th</sup> in our first team journeyman event.
- 2011 International Lineman Rodeo held in Bonner Springs, Kansas October 14<sup>th</sup> and 15<sup>th</sup>. Our team of Chuck Bailey, Tim Draskovits, Scott Flynn, and Shane Reynolds finished 135<sup>th</sup> out of 175 teams and placed 25<sup>th</sup> Worldwide among municipals. This competition featured teams from the United States, Canada, England, Jamaica, and Russia, just to name a few. The following statement was issued by the International Lineman's



Rodeo Team Installs High Voltage Protection

Rodeo Spokesman at the international banquet in front of over 2000 people:

*“Mishawaka Utilities is a small utility, but when it comes to helping their neighbors they always do what they can. When they send crews to help other communities it puts a strain on their own workforce, picking up the loss of manpower and equipment. But Mishawaka’s linemen work for the greater good to put people’s lives back in order. In 2011 Mishawaka worked the February snowstorm, the tornado disaster in Chattanooga, Tennessee and in Baltimore, Maryland following hurricane Irene. Mishawaka also had several storms in their own community and their linemen spent long hours restoring their own customers. When it comes to getting lines back up and people’s power back on, Mishawaka is the best.”*

- 2011 Inaugural IMEA Lineman Rodeo held in Anderson Indiana. Our own IMEA formed a committee to initiate a State lineman rodeo. Serving on the committee from Mishawaka were Tim Erickson and Kevin McGann along with representatives from all over Indiana. The competitions were held in Anderson, IN. Our journeyman team members Chuck Bailey, Tim Draskovits, Shane Reynolds, and Scott Flynn finished 3<sup>rd</sup> overall in the team event. Apprentice Nathan Prenkert finished 1<sup>st</sup> overall with 1<sup>st</sup> place in 3 events. Jack Kudlacz 2<sup>nd</sup> overall and Matt Stull 6<sup>th</sup> overall. Mishawaka apprentices finished 1<sup>st</sup> 2<sup>nd</sup> and 3<sup>rd</sup> in the written test events. Kevin McGann and Tim Erickson also served as Chief Judges in field events.



Rodeo Team

## Challenges Ahead

In 2012 the number one priority in the electric utility must be the safety of the employees and the public. The Mishawaka school electrical safety program must move forward. Once again, all 5<sup>th</sup> grade students will receive electrical safety training and the Division will hold a three day training session for Mishawaka firefighters. Staff will not grow complacent with training and safety. Electrical equipment inspections will include all

*... it is not unusual to see the system restored long before the surrounding communities*

renewable energy and demand side management requirements. As new laws become enacted, the Division must decide on the extent of its involvement. The partnership with IMEA offers a platform or voice to be heard at state level meetings.

high voltage switchgear in 2012. With almost six thousand units in the database, all are checked for security and warning signs.

A big challenge looms ahead in

As energy costs continue to rise, Electric Division customers enjoy very low rates. Base electric rates have not been increased since 1990 and reliability and response times have not suffered. Electric Division employee's responses are very timely and it is not unusual to see the system restored long before the surrounding communities. Our linemen and supervisory staff continue to provide outstanding response to all types of after-hour outages.

2012 holds many challenges and Mishawaka is well positioned to move forward in all aspects of system preventative maintenance, from the substations all the way to the house meter, all the while being good stewards of the rate payer's dollar.

## Conclusion



Rodeo Team Places First in 2011

The Electric Division provides reliable, affordable electric service to its customers, both residential and commercial, with minimal interruptions and very fast restoration times when interruptions do occur. The engineering and construction staffs work tirelessly to maintain 11 substations and hundreds of miles of distribution lines. With Mishawaka Electric's linemen placing in the top ten in the national and international linemen's competitions the Division truly does provide "World Class Service" to the community. In 2011 Mishawaka totaled 11 unplanned service interruptions. Five of these were storm related and four due to trees falling. The Division's total staff has decreased from 57 to 47 employees in the past four years as jobs have been combined and new efficiencies have been created in response to tough economic times.

The residents of Mishawaka enjoy affordable rates, reliable service and courteous hard working employees that live and work in this community. They take great pride in their performance and knowledge of the system and care about this community. Our linemen worked to help in Chattanooga, Tennessee after the spring tornado damage and in Baltimore, Maryland after Hurricane Irene and provide the same tireless effort here at home. At the annual international lineman's banquet in Kansas the committee singled out Mishawaka and their closing remarks summed it all up: "*When it comes to reliability and restoration of power Mishawaka is the best*".

## Wastewater Division

*Karl R. Kopec, Manager*

### Overview

The Mishawaka Wastewater Treatment Plant began its 59<sup>th</sup> year of operation in 2011. April 18, 2012 will mark the 60<sup>th</sup> anniversary of the start-up of the facility. In today's world it is hard to imagine that only 60 years ago there was no wastewater treatment in Mishawaka and all the sewage from homes, businesses, and industries flowed directly into the river without treatment.

Things have certainly changed. Mishawaka today enjoys a modern state-of-the-art treatment facility that is recognized as one of the best in the state. A river that was once used as a sewer is now a vibrant and diverse fishery and a valuable asset to our community.

Mishawaka's wastewater treatment plant serves over 17,000 residential, commercial, and industrial accounts. The population served exceeds 50 thousand. In 2011 over 4.2 billion gallons of wastewater were treated and over 7.2 million pounds of pollutants were removed prior to discharge into the St. Joseph River. The twenty six employees of the Wastewater Division have over 450 years of

***The population served  
exceeds 50 thousand***



combined wastewater experience. Six members of the staff hold Indiana's highest level of professional operator certification.

The mission of the wastewater division is to protect public health and the water environment of the community and to provide efficient service at a reasonable cost. The wastewater treatment plant operates 24 hours a day, 365 days a year. Mishawaka's

wastewater treatment plant is a Class IV facility with an average design capacity of 20 million gallons per day (MGD). Class IV plants are among the largest and most complex treatment facilities in the state.

The service area that contributes flow to the wastewater plant extends beyond the city limits. Areas served include new developments in Osceola, and parts of the County north, east, and south of the city limits. Expanding the service area protects groundwater, our drinking water source, and increases the customer base, lowering the overall wastewater cost per household.



Mishawaka's wastewater plant is unique because of its location near downtown and within the Lincoln Park neighborhood. The facility is surrounded by houses, condominiums, apartments, parks and the Riverwalk. Much effort is expended to be a positive member of our community. The buffer once provided by the river disappeared as the section of Riverwalk between Kamm Island and Kate's Garden was completed. Hundreds of "riverwalkers" pass by the facility each week and many positive comments have been received about the appearance of the treatment plant. As the public is drawn closer to the facility, housekeeping and maintenance have become more important than ever. Treatment plant staff takes pride in efforts to keep the facility an attractive asset of the community.

In addition to the treatment plant, the Division also operates the Biosolids Facility on South Logan St. which is the site for the solids dewatering operation and the land application program. Another Division responsibility is monitoring of industrial dischargers through the Division's Industrial Pretreatment Program. Significant industrial dischargers are monitored and regulated to assure that their discharges do not harm the wastewater treatment plant processes. The Wastewater Division operates a laboratory that provides process control testing and regulatory compliance analysis. The laboratory is state certified for drinking water analysis and also performs testing on city swimming pools for the Park Department.

The Division is responsible for certain aspects of the City's sewer system. These responsibilities include the maintenance of 28 remote sewage pump lift stations, operation of five remote odor control facilities, monitoring and reporting on the activity of the 23 combined sewer overflow (CSO) structures, and the operation of the combined sewer overflow control program. Lift stations are required when flow cannot continue by gravity and the wastewater must be elevated so that flow by gravity can resume.

Mishawaka's lift stations range in size from 150 gallons per minute (gpm) to 2,800 gpm. The oldest station was placed in service in 1952. A new regional lift station that serves

the Saint Joseph Regional Medical Center, medical campus, and the northeast part of the City was brought on line in early 2011. Lift stations are continuously monitored by a radio based telemetry system. Mike Mezykowski and Dave Hoskins lead our maintenance team in keeping these vital assets in good working order.

Critical stations are equipped with stand-by generators in case of power outages and the others have transfer switches and receptacles to allow for portable generator operation. Since newer lift stations tend to be far from the treatment plant, in the outer reaches of the collection system, all new stations are required to have permanent stand-by generators. There are now five odor control systems to treat air emissions from the sewer system in operation. The Wastewater maintenance department also maintains these units.

### **The Treatment Process**

The treatment plant is designed to operate in the conventional activated sludge mode. The activated sludge process is a biological treatment process in which a mixture of wastewater and activated sludge bacteria are aerated and mixed. Organic pollutants and ammonia, phosphorus, and heavy metals are removed in the process. Ammonia removal is required because it is toxic to aquatic life and it creates an oxygen demand, lowering the level of dissolved oxygen in the river. Phosphorus is removed both biologically and by chemical precipitation using ferrous chloride. Phosphorus removal is required because excess amounts in the river can cause oxygen depleting algae blooms that harm aquatic life.



Solids generated in the treatment process are biologically converted in an anaerobic environment to simple organic compounds and become known as biosolids. These biosolids are land applied on area farm fields for soil conditioning and fertilizing. Land application of biosolids is recycling in its truest sense. A byproduct of anaerobic digestion is methane gas. The gas is captured and compressed and is used as a fuel in the treatment plant boilers. Hot water generated by the boilers is used to heat the facility's buildings and to also heat the anaerobic digester tanks. Digester gas is a free and renewable source of energy. Utilizing digester gas offsets the amount of natural gas that must be purchased.

The treated effluent from the facility is disinfected with sodium hypochlorite and then treated with sodium bisulfite to remove any remaining chlorine. At the very end of the process the effluent is aerated to add dissolved oxygen just before discharge to the river. The treated effluent is ten times cleaner than required by law.

## **Significant Projects in 2011**

### *Lift station Computer Upgrade*

The Wastewater Division is responsible for the operation and maintenance of lift stations in and around the City. In addition to routine inspections, all stations are monitored remotely for operating status and alarms through a radio-based computer network. During the year, the Division began a project to upgrade the main computer interface which monitors and reports lift station status at the wastewater plant. The original computer interface and monitoring software was installed in 2002 and had become outdated. The new system will be compatible with existing control and monitoring systems that were installed at the Wastewater Plant during the 2008 facility upgrade. When completed in early 2012, the upgrade will provide a reliable and stable lift station monitoring system for years to come.

### *Electrical hazard Assessment*

During the year, a new regulation regarding work within electrical cabinets was established through OSHA. The new regulation is intended to protect workers from arc-flash. This danger is present when working in energized electrical panels. An arc-flash is an electrical explosion that occurs when electrical wires are accidentally grounded or shorted. The Division's maintenance staff routinely works on energized equipment and it is of utmost importance to provide for their protection. The Division initiated a study to identify potential arc-flash hazards. The study will include labeling of electrical devices that require special protective equipment and procedures, and training of employees who deal with these hazards.

### *Hospital Lift Station and Rivercrossing #2 Expansion*

The Holy Cross Parkway lift station was placed into service in early 2011. This large, regional facility serves the Saint Joseph Regional Medical Center and associated developments. It will also serve new development in the northeast section of Mishawaka. Connecting this new lift station to the existing sewer system is a new forcemain that runs from Edison Lakes Parkway to Central Park in downtown. An existing rivercrossing at Central Park was expanded to convey current and future flow from the Holy Cross lift station as well as peak flows during wet weather to reduce combined sewer overflows.

## **Award Winning**

Mishawaka was recognized at the 75<sup>th</sup> annual conference of the Indiana Water Environment Association (IWEA) held in Indianapolis in November. Two Division

***Two Division employees received awards from the National Water Environment Federation***

employees received awards from the National Water Environment Federation (WEF), the parent organization of IWEA. Assistant Manager Tim Brill received the

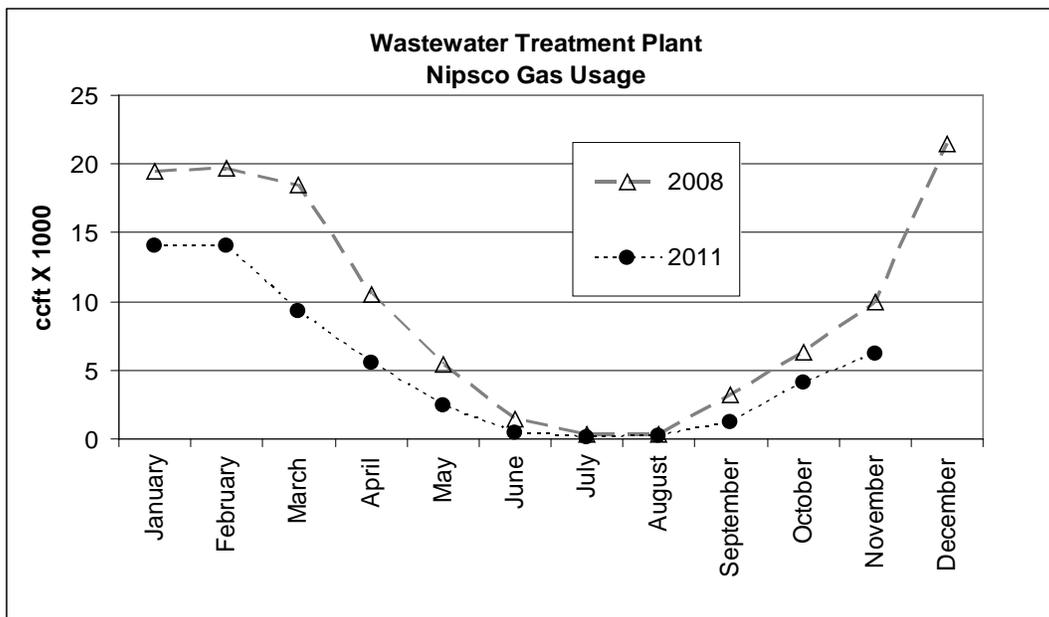
William D. Hatfield Award for outstanding performance and professionalism in the operation of a wastewater treatment facility. Tim joins past Mishawaka Hatfield recipients Karl Kopec (2010) and the City's first wastewater manager Ronald Kroenwitter (1957). Chemist Jill Norton received the WEF Laboratory Analyst Award recognizing individuals for outstanding performance, professionalism and contribution to



the water quality analysis profession. The Wastewater Division laboratory received a Laboratory Excellence Award for the 10<sup>th</sup> consecutive year. The laboratory provides analysis for compliance monitoring and process control. In 2011 nearly 39,000 samples were analyzed. Chief Chemist Ken Botka and chemists Larry Pozgay, Tom Florkowski, and Jill Norton continue to exemplify excellence in laboratory operation.

### Efficiencies

Wastewater treatment plants are large consumers of energy. 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 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 and 2011 was its first full year of operation.

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 2011 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 29 percent between 2009 and 2011. This is a significant achievement considering the 2008 treatment plant 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 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. Maintenance Technician Mike Kubisiak deserves credit for spending many hours and much effort in optimizing the complex heating and ventilating systems.



Lighting upgrades in mid-2010 have reduced the energy required to light the large facility. A computer monitoring and control system was installed to assist in plant operation, control, and data acquisition. In spite of two major plant expansions in 1992 and 2008, the wastewater division has fewer employees today than in 1992.

The treatment plant staff continued to look for opportunities to increase energy efficiencies and reduce energy consumption and cost. The Mishawaka Wastewater Plant volunteered to participate in a two-year Energy Pilot Project sponsored by EPA and the Indiana Department of Environmental Management. The pilot project concluded in September of 2011. Along with seven other Indiana wastewater and water utilities, Mishawaka is developing an energy management system (EMS). EMSs track energy use and look at measures that might be available to reduce consumption and maximize available energy. The result of the pilot project is a more energy efficient wastewater plant for Mishawaka’s ratepayers. Lessons learned in the project will be included in a guidance manual that will be made available to all Indiana water and wastewater treatment plants.

During the year, plant staff continued its focus on energy use and efficiency. An energy management team was formed that includes representatives from management, maintenance and operations. The team looks at where significant energy use occurs, and tracks energy consumption. A new power quality meter was purchased to analyze energy

consumption at individual process units and to perform studies to determine optimum efficiency.

The Division also continued to work toward becoming a paperless operation. With the installation of the new SCADA computer system in the last expansion, collection of data is now occurring electronically. All of the paper chart recorders have been taken off-line and the operations data is digitally collected and archived directly on computers.

***...collection of data is now occurring electronically***

The operation of the treatment plant is accomplished by a team of dedicated operators that provide coverage 24 hours a day, seven days a week. This includes 3 shifts with 2 operators on each shift, and two swing shift operators. Operators include Robert Hall, Mike McDonald, Adrian Peterson, Mike DeCocker, Jim Szulczyk, Dave Pieters, Jim Settles, Johnny Francis, Tim Wells, and John Bolinger. Each pair of operators is responsible for making process control decisions on their shift. On off-shifts, weekends, and holidays the plant is staffed solely by these two-person crews.

### **Safety Milestone**

On September 19<sup>th</sup> the Wastewater Division reached 1,000 days without a lost time injury. This amounts to over 140,000 person hours worked during this impressive stretch of safe work days. By year's end this achievement was extended to 1,100 days. The wastewater industry presents numerous hazards and records higher than average occupational injury rates. The staff deserves credit for working smartly and keeping safety a high priority.

***...1,000 days without a lost time injury***

### **Combined Sewer Overflows**

Although the wastewater treatment plant has been upgraded and expanded to keep pace with growth in the community and ever more stringent environmental regulations, there are parts of the sewer system that date back to the early 1900's. These remaining older sewers carry both sanitary sewage and stormwater runoff in the same pipe and need to be addressed to minimize combined sewer overflows (CSOs).

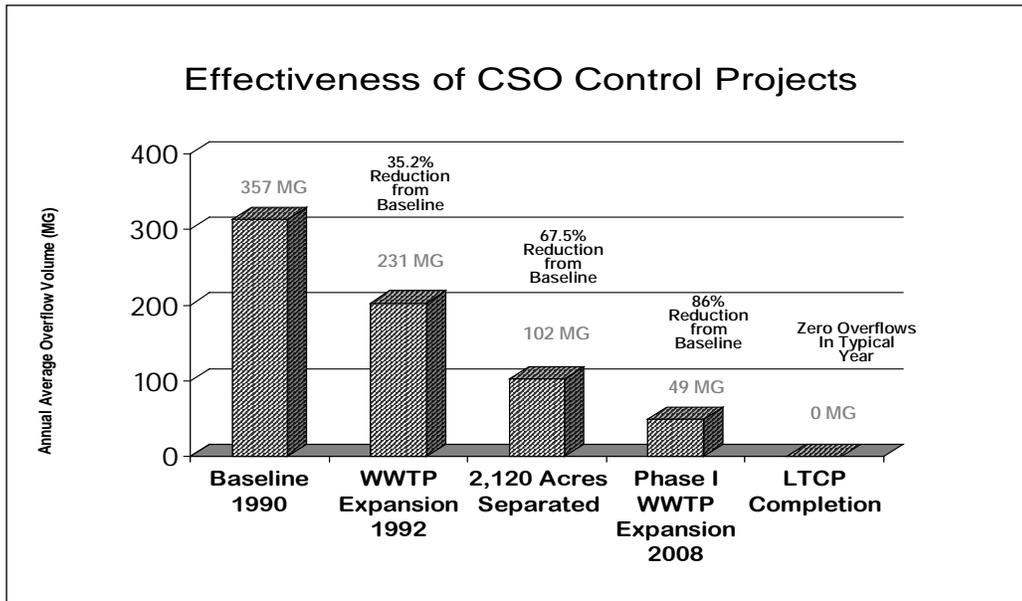
During heavy rainstorms, when the capacity of the sewer system and treatment plant is exceeded, combined sewer overflows can discharge a mixture of stormwater runoff and wastewater directly into the river without treatment. CSOs were designed and built to prevent basement backups and street flooding in the early days of wastewater treatment. Mishawaka is one of 90 communities in Indiana with combined sewer overflows. There are around 850 CSO communities nationwide.

The reduction of CSOs to the river during wet weather is now required by federal law. Sewer design that made sense in the last century is not acceptable today. CSO reduction is one of the City's top priorities. Since 1990 Mishawaka has reduced annual CSO volume by more than 86%. This significant reduction has been achieved through a

combination of treatment plant expansions, sewer separation projects, and sewer system capacity upgrades. Mishawaka has developed a federally mandated long-term control plan to address the remaining combined sewer overflows.

***Mishawaka has reduced annual CSO volume by more than 86%***

Throughout 2011 the City continued negotiations with the US Environmental Protection Agency, Indiana Department of Environmental Management, and the Department of Justice over its Long Term Control Plan. A final draft was submitted to the agencies in December for review. 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.



Although Mishawaka’s CSO control plan has not been formally approved, the City is proactively addressing the problem. In 2010 and 2011 the Milburn Blvd. area underwent extensive sewer separation work which removes rainwater runoff from the sanitary sewer system. Getting stormwater out of the sanitary sewer system reduces the frequency and volume of combined sewer overflows. An expansion of Rivercrossing #2 was completed in 2011 that is a component of the LTCP. Also, design contracts were awarded for CSO LTCP projects in the Wilson Boulevard area and a small, final phase of the Milburn Boulevard Area sewer separation project.

In December of 2010 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 the CSO long term control program.

## Statistics

In 2011 the wastewater plant treated over 4.2 billion gallons, averaging 348 million gallons monthly and 11.4 million gallons per day. The treated flow was a half billion gallons more than in 2010. This was due to greater total precipitation in 2011. Maximizing the flow to the treatment plant during wet weather is important as it reduces the volume of combined sewer overflows.

***...over 7 million pounds of pollutants were removed in the treatment process***

In 2011 over 7 million pounds of pollutants were removed in the treatment process and the quality of treated discharge to the Saint Joseph River was exceptional; ten times cleaner than required by law.

Mishawaka's wastewater facility has an average design flow capacity of 20 million gallons per day (MGD) and a peak design flow capacity of 42 MGD. The highest peak flow treated in 2010 was 59.7 MGD on November 14th. The maximum daily flow treated during the year was 20.9 million gallons on May 15th. Treating flow in excess of the design capacity requires skillful operation and a well maintained facility. Pollutants removed during 2011 included 6.7 million pounds of organic compounds, 73 thousand pounds of phosphorus, and 439 thousand pounds of ammonia nitrogen.

## Treatment Plant Statistics

	2005	2006	2007	2008	2009	2010	2011
Average Flow (MGD)	11.91	12.15	11.53	14.23	12.64	10.16	11.43
Peak Flow (MGD)	28.2	26.7	36.3	36.1	27.5	58.8	59.7
BOD Removed (% removal)	98	97	97	97	98	98	98
Phosphorus Removed (% removal)	79	77	79	79	78	79	79
Ammonia Removed (% removal)	80	85	90	96	96	93	90
Solids Removed (% removal)	97	96	96	96	97	98	97
Biosolids Produced (tons)	1068	1254	967	911	826	1115	1093
Electricity Use (MKWH)	Pre-Expansion				5.283	4.874	4.922
Gas Use (Mcf)	Pre-Expansion				9.914	7.691	7.055
Total Precipitation (inches)	38.3	47.1	49.1	51.6	44.9	33.7	43.33

Biosolids, the stabilized solid material resulting from the treatment of wastewater, are land applied on area farm fields. In 2011, almost 1100 tons of biosolids were processed.

Farmers desire biosolids because it contains nitrogen and phosphorus, reducing the amount of commercial fertilizer that must be used. It also improves the quality of the soil. Digester gas is generated in the anaerobic digestion treatment process. This gas is 65% methane and is captured and burned in the treatment plant boilers supplying heat to the facility's buildings and providing heat required by the treatment process. Approximately 60 thousand cubic feet per day is generated, replacing purchased natural gas.

### **Looking Ahead**

Final approval of Mishawaka's LTCP is expected in 2012. The plan is estimated to cost between \$140 and \$160 million and to take 20 years to fully complete. Because Mishawaka discharges into an interstate river, the approved plan will be enforced by a federal consent decree. The decree will require that the LTCP be implemented according to schedule and that it meet the goal of zero overflows.

Mishawaka's National Pollutant Discharge Permit (NPDES) expired in November of 2011. This 5-year permit is the facility's operating license. The City applied for renewal of the permit in May and is awaiting a draft permit for review. The new permit will contain mercury limits for the first time. The new discharge limit will be 1.3 parts per trillion. This is an extremely low limit. One part per trillion is the equivalent of one inch in 16 million miles! Wastewater plants are not designed to specifically remove mercury and consistently meeting such a strict limit is not feasible for most large wastewater plants. Even though Mishawaka's plant removes over 95% of mercury that enters the facility, the 1.3 part per trillion limit cannot always be met. The State allows treatment plants to apply for a variance of the limit if a mercury minimization plan is submitted and instituted. Other new conditions or stricter limits may be proposed by the State. Considerable negotiation will be required to assure that the new permit requirements are protective of public health and the environment, but also achievable.

### **Conclusion**

Mishawaka is fortunate to have a modern wastewater treatment plant with capacity to keep Mishawaka moving forward. Aggressive combined sewer overflow control efforts have positioned the city well ahead of many Indiana communities. Protecting and enhancing the Saint Joseph River as well as promoting health in the community are benefits that all of Mishawaka's citizens can enjoy.

## **Sewer Department**

*Tom Dolly, Manager*

The Sewer Maintenance Department had an exceptional year in 2011. The Sewer Department is a well equipped and cross trained group of eleven employees. Department



assets include two combination cleaning trucks, video inspection equipment, and repair equipment to maintain over 200 miles of sanitary sewers and storm lines.

Our crew is one of the most versatile, and enthusiastic groups in the City. One of the most significant responsibilities of the Sewer Department is to maximize the volume of flow transported to the Wastewater Treatment Plant. This is accomplished by scheduled maintenance of the larger collector sewers, which convey flow from all sewers under normal flow conditions. The Sewer Department has a well planned, rigorous schedule of preventative maintenance. The Sewer Department also performs tasks for Electric, Water, Parks, Streets, and the Wastewater Treatment Plant.

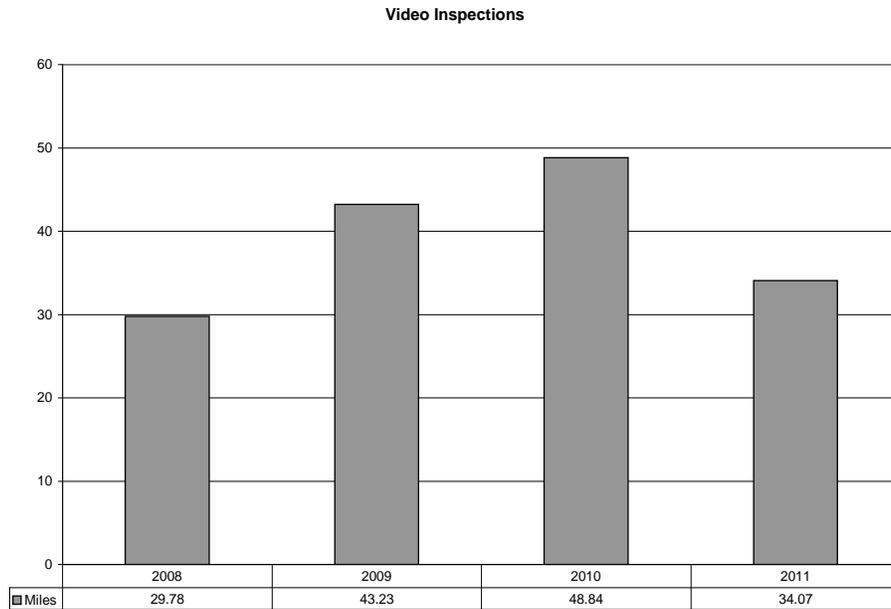
### ***...a well planned, rigorous schedule of preventative maintenance***

certificates from the National Association of Sewer Service Companies (NASSCO). This intense, three day course provided the Department employees with the most extensive training they have ever received. This training provided the foundation to move forward with new video inspection equipment recently purchased.

In 2011 the Sewer Department Employees attended Pipeline Assessment Certification Program classes and earned

The Sewer Department is responsible for infrastructure maintenance and rehabilitation of the sanitary sewer system which includes approximately 200 miles of sanitary sewers and all sanitary manholes. Storm sewer maintenance includes cleaning storm sewers and related inlets, catch basins, as well as manhole maintenance and cleaning. The Department inspects new sewer system extensions to ensure their proper installation.

Sewer televising, including private sewer laterals, assists homeowners in identifying sources of problems.



### PREVENTATIVE MAINTENANCE SUMMARY

	Number	Feet	Miles
Sanitary Sewer Jetted and Vactored		50,238	9.514
Sanitary Sewer Root Cut		1,534	0.290
Sanitary Sewer Dragged		0	0
Combined Sewer Jetted/Vactored		78,772	14.918
Combined Sewer Root Cut		12,886	2.440
Combined Sewer Dragged		0	0
Storm Sewer Jetted and Vactored		475	0.089
Storm Sewer Root Cut			
Storm Sewer Dragged		0	0
Inlets Cleaned	383		
Catch Basins Cleaned	474		
Drywells Cleaned	3		
Manholes Cleaned			
Vactoring Hours	1,337		
Sanitary Sewer Back-Up			
Storm Sewer Back-up			

The four divisions within the Sewer Department are the Video Inspection Crew, the Cleaning Crew, the Repair Crew and the Utility Crew

The video inspection crew is well equipped with robotic cameras which can travel up to 1200 feet, take video and still pictures, and record data to a computer in the camera truck.



Printed inspection reports are generated in the truck. The Department purchased two new video inspection trucks that have the newest technology in video inspection equipment. Several select employees were given extensive training on the new equipment which includes remote cameras, and a new data collection system. Field data can be uploaded to the City GIS. The video inspection crew is comprised of two main Camera Operators, and several cross trained individuals. The department collects video of sewer conditions to determine which sewers need jetting and vacuuming, dragging for heavy debris, or root removal. Video inspections also reveal the integrity of sewer lines and provide documentation on lines that have been repaired.

### **Cleaning Crew**

The Cleaning Crew has two combination trucks. The Aquatech and the Vector are operated by three highly skilled operators and a select group of cross trained individuals. Their main function is to perform scheduled preventative maintenance cleaning on a daily basis. One truck will assist the Video Inspection Crew by cleaning lines before they are televised. The other crew cleans inlets, and catch basins.



As a result of preventative maintenance, we have been able to minimize sewer surcharges into basements, increase volume of flow to the wastewater treatment plant, and decrease combined sewer overflows.

### **Repair Crew**

The Repair Crew is comprised of assigned cross trained employees who perform routine maintenance on storm inlets, catch basins, and manholes. They also perform concrete flat work on sewer repair restoration. The repair crew uses concrete saws, a jack hammer, cement mixer, backhoe, and concrete finishing equipment on a daily basis.





### Utility Crew

The Sewer Utility Crew is comprised of cross trained employees that perform many jobs for the Sewer Department. Their jobs can range from doing traffic control for the other crews, inlet patrol, lateral locate inspections, new construction inspections, service requests, mini-cam inspections, and GIS data collection.

### MAINTENANCE REPAIR SUMMARY

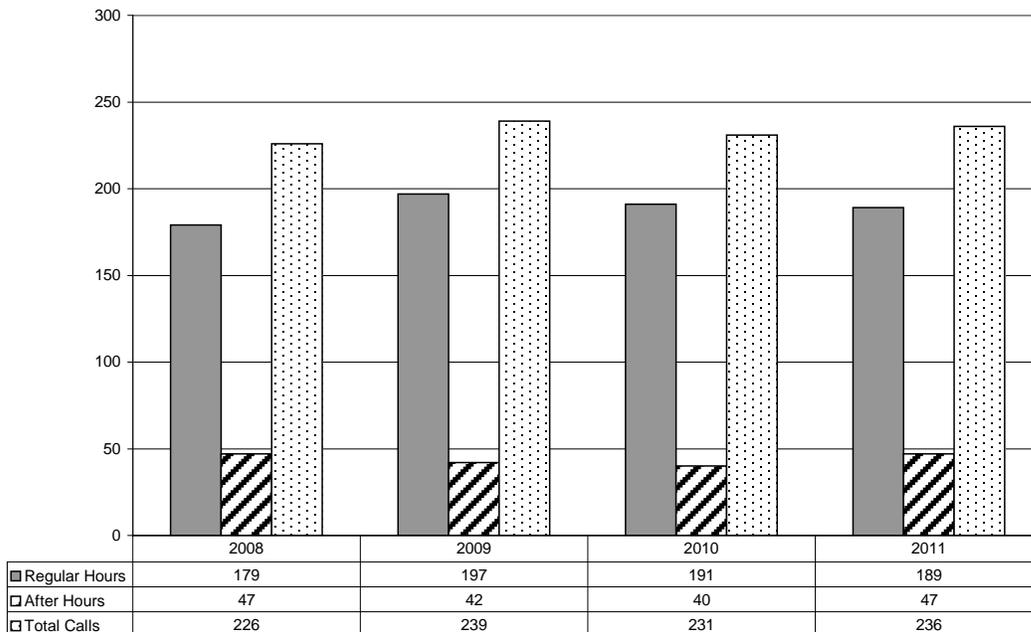
Sanitary & Combined Manhole Entry	12
Sanitary Main Repairs	3
Sanitary Manhole Repairs	3
Sanitary Manholes Replaced	0
Sanitary Manhole Invert Repairs	3
Sanitary Manhole Bench Repairs	0
Combined Manhole Raised to Grade or Exposed	10
Storm Main Repairs	0
Storm Manhole Repairs	7
Combined Manhole Invert/Bench Repair	0
Storm Manhole Invert/Bench Repair	0
Storm Inlet Repairs/Replaced	5
Storm Catch Basin Repairs/Replaced	1
Combined Catch Basin Replaced/Repaired	2
Combined Inlets Repaired/Replaced	7
Bags of Concrete	247.5
Castings	5
Risers	11
Pre-Fabs	0
Sewer Permit Inspections	101
Water Tap Inspections	28
“As-Built” Inspections	6

## VIDEO INSPECTIONS

		Feet	Miles
Sanitary Sewer TV Inspected	Existing	85,286	16
	New		
Storm Sewer TV Inspected	Existing	218	0.04
	New	396	0.075
Combined Sewer TV Inspected	Existing	86,522	16.4
Service Lateral TV Inspected	Existing	7,486	1.4
	New	118	
	Total	179,908	34

Over the past year the department responded to 236 calls from residents experiencing sewer problems. Forty-seven of the calls were outside of normal business hours. These problems included odors coming from the sewer line, water standing in the street, or a resident still experiencing problems after a contractor has cleaned their lateral. Repairs ranged from a second cleaning to more in-depth projects such as excavation and lateral replacement. Of the 236 calls, 58 residents qualified for the sewer insurance program. Sewer insurance work orders are set-up and processed by our office personnel. This program has proven to be very successful in assisting Mishawaka's residents with the high cost of sewer lateral repairs.

**Residential Service Calls**



The Sewer Department continues to strive to improve its preventative maintenance programs and to cost-effectively maintain the current level of services provided. Through its various programs, the Division works to preserve and maintain the City's

major sewer system infrastructure investment. Working together as a team with all Departments has proven to be one of the most important keys to success in 2011.

### **Mishawaka Utilities Conclusion**

Reliable and affordable utilities are important to quality of life and necessary to attract development and encourage growth. Mishawaka's citizens benefit from having a hometown utility company. The 136 employees of Mishawaka Utilities are proud to be a part of what makes Mishawaka a great city that keeps moving forward.

