

*City of Mishawaka, Indiana
Administrative Officials
For the Year Ending
December 31, 2012*

*David A. Wood
Mayor*



*John P. Gourley
City Attorney*

*Deborah S. Block
City Clerk*

*Yvonne Milligan
City Controller*

*Mishawaka Common Council
S. Michael Compton (5th District)
President*

*Dale Emmons (1st District)
Mike Bellovich (2nd District)
John Reisdorf (3rd District)
Kate Voelker (4th District)*

*Ron Banicki (6th District)
Dan Bilancio (At Large)
Matt Mammolenti (At Large)
John Roggeman (At Large)*

City of Mishawaka

State of the City Address

February 18, 2013

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City of Mishawaka
2013 State of the City Address

“Shaping Mishawaka’s Future”
Mayor David A. Wood

Introduction

In the City of Mishawaka, 2012 began with optimism and promise but also much uncertainty. National presidential elections, economic stagnation and a federal debt crisis dominated the media. Local and state governments, including some of our neighboring communities also made headlines for their budget struggles. Many have been forced to cut services and lay-off staff, some have had to drastically raise taxes and a few cities across the country have even declared bankruptcy. Mishawaka government however, remains strong and is getting stronger. In fact, when most levels of government have retreated into a strictly reactionary mode, Mishawaka is forging ahead, strategically directing our future. When we look back and take inventory of the year, 2012 brought significant progress, transformation, and change.

The theme I want to highlight for this year’s address is “Shaping Mishawaka’s Future”.

As I indicated in last year’s State of the City address, we wanted to use 2012 as a year to create a game plan for the coming years. Although we have more work to do, there were a number of “game changing” accomplishments. This year I am using this State of the City not only to reflect on what was accomplished in 2012, but also to identify those changes that have been made in how the City does its business that will profoundly contribute to “Shaping Mishawaka’s Future”. Although my summary highlights a handful of our largest accomplishments and on-going efforts, I would encourage all interested to read the full reports provided by each City Department for a much more complete perspective.

*...how the City does its business
that will profoundly contribute to
“Shaping Mishawaka’s Future”*

The State of Our City

I am pleased to report for another year that Mishawaka continues to 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. I am also pleased to report that the current state of our City government continues to be fiscally stable, lean, and efficient. I am also proud that our City continues to:

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

Although in 2012 the Presidential election, federal, state and even some local campaigns got heated and negative, Mishawaka's government continues to serve as an excellent example of civility, professionalism and cooperation. We have made strides in recent years to ever increasingly perform our duties in a bi-partisan manner, putting the Citizens of the City first, just as it should be. I would be remiss if I didn't acknowledge the significant roles the Mishawaka Common Council and City Clerk play. For your past and continued efforts, I thank you.

Of course, when you have great leaders, some will get drafted and choose to pursue other challenges. The fall election brought change to Mishawaka. On behalf of the City, I want to thank Councilwoman Marsha McClure for her 13 years of dedicated service on the Common Council. Marsha and I were elected to the Council in 1999. In that time Marsha has been both a friend and a relentless advocate for the City. Now, our congratulations and well-wishes go to Marsha as she continues her calling in public service by serving all of St. Joseph County as a County Commissioner.

As is said, with one door closing, another one opens. After an extensive nomination process, including 10 rounds of caucus voting, Kate Voelker was appointed to fill out the remaining three years of Marsha's Council term representing the 4th District. Having known Kate for years, both in her service on the Historic Preservation Commission, and as the leader of RiverBend Cancer Services, I know her dedication and skills will serve the 4th District and City well.

Working to be the "Best Hometown in America"

Of course City officials and politicians try to promote the community, but in reality there can be no better way to promote the community than the remarkable accomplishments by the people that call our City home.

Mishawaka's future is bright indeed. In 2012 two special young citizens stepped onto the national stage, grabbed the spotlight, and captured our hearts. Anna Roher and Sam Schrader, both students at Mishawaka High School, serve as an inspiration for our City and region.

Anna Roher - Mishawaka High School's phenomenal Sophomore Cross Country Runner Anna Rohrer capped-off the 2012 season with The Foot Locker National Championship race in San Diego, California's Balboa Park. 5,000 meter (3.1 mile) race finishing in 17:24.9 making her the fastest female runner in the nation; and, NIC Conference Champion, setting a record and being named MVP, Sectional Champion, with a meet record 17:33.15, Regional Champion, with a meet record 17.24 Semi-State Champion with a meet record and the fastest time in State History of 17:03.9, State Champion and official State Meet record 17:13.2 then going on to win the Midwest Regional Championship with a meet record 16:54. Anna is also the first female Cross Country Runner in Indiana state history to run under the 17:00 mark.

Sam Schrader - Mishawaka High School's outstanding Senior Football Player Sam Schrader capped off the 2012 season and his high school career by being named the 2012 Gatorade Indiana Player of the year. This honor was well deserved. Sam finished his career as Mishawaka High School's All-Time Leader in Points Scored, All-Time Leader in Touchdowns Scored, All-Time Leading Rusher, and Single Season Rushing Leader. Sam quarterbacked the Mishawaka Cavemen all the way to the Class 4-A State Championship game. Although which Mishawaka lost, Sam excelled running for 190 yards in the game. Most importantly, Sam is a true leader and role model to others. He maintained a 4.09 GPA in the classroom and is a member of the Mayor's Youth Council and has volunteered locally on behalf of multiple community service initiatives in association with the National Honor society.

Marian High School Girls Soccer Team - Our congratulations also went out to the entire Marian Knights Girls Soccer Team and coaching staff who won the 2012 Class 1-A State Championship This year they beat Providence High School, a school they lost to last year, holding Providence to a scoreless game and winning 2 to 0. In the course of winning the State Championship, they also secured the titles of Sectional Champs, Regional Champs, and Semi-State Champs.

Shaping Mishawaka's Future – With Your Help!

In many respects, 2012 was a planning year for the City of Mishawaka. An integral part of all of what we do is receiving input from the citizens and businesses that we serve.

Just a year ago, I announced a planning effort called "Mishawaka 200/2033" in honor of our 200th birthday that will occur in 2033. In 2012, we used the Communicator bulletin in our utility billing to solicit broad topic input from everyone who receives a utility bill. Although response was limited, the feedback was invaluable. In 2013 we will seek the specific input school groups, elected and appointed officials, Department Heads, service organizations, and others. We will then collectively identify the goals and issues that will continue to shape the future of our City.

In 2012, the City also sought and received input from our stakeholders; our citizens, business owners, community organizations and our youth. Major public meetings included:

- Leaving the Indiana Utility Regulatory Commission
- McKinley Grade Separation
- ADA Transition Plan, City Facilities

In 2013, we will continue to look for the more feedback from the public, including but not limited to:

- Park Master Planning
- ADA Transition Plan, Public Rights-of-Way
- South Side Rail Underpass Improvements

Shaping Mishawaka's Future – Mayor's Youth Council

The 2012-13 year marks the 9th year of the Mayor's Youth Council. The total membership in the Youth Council is at an all-time high of 30. This year's Youth Council keeps making a difference in our Community. The contribution of their time, talents, energy and ideas while also being involved in many school activities is an indication of the leadership qualities that these students already possess.

In 2013, I instituted a new leadership program as part of Mayor's Youth Advisory Council. I have challenged the Youth Council to break into groups and use their leadership skills to formulate plans and budgets for projects or programs to tackle some of our most pressing issues. We have developed this leadership initiative to take advantage of the tremendous asset of youth participation. Although it will be successful even if no game changing ideas come from it, I am both enthused and optimistic about tapping into our future leaders today. Topics that will be tackled by the Youth Council include:

- Youth activities and programs through the Mishawaka Parks Department
- Sustainability and efficiency
- Trails, sidewalks and non-vehicular traffic connections
- Branding our community
- Promoting downtown

Shaping Mishawaka's Future – Finance & Debt-Free Initiative

In 2012, I announced a major new initiative at multiple public forums that I believe is critical to putting Mishawaka in the best possible financial position for the future. I believe the City should strive to be debt-free in our general fund. At a time when almost all other levels of government are managing debt and increasing their debt load exponentially, becoming debt-free will be a clear sign of our fiscal health; being debt-free is a fiscal building block for our future.

When you look at fiscal health, whether you are a country, state, or city, there are growing disparities between the haves and have nots. Those with healthy budgets tend to trend healthier, and those with a weak budget trend weaker. This only makes sense. As an individual, family, or business, what type of community do you want to live, work and invest in?

My job as Mayor is to help ensure that Mishawaka continues to trend healthier and stronger. Although Mishawaka can't control the national economy or other factors in our region, we can control our own actions and resources. Working with the Common Council, Mishawaka passed another balanced budget in 2012 that provides investment in public safety, streets, and parks, while including modest cost of living increases for our employees.

Budgets are about making choices and setting priorities. Mishawaka's success continues to be based being fiscally conservative, and not incurring long term legacy costs that could jeopardize that status in times of uncertainty.

Although right now is a time of general stability for the City's budget, there are also obstacles and clouds of uncertainty that could impact us.

Recent obstacles include:

- *Property Tax Distributions* - In 2012 we received only 90.8% of our normal biannual property tax distributions from the county which left us short 2.2 million dollars.
- *Health Insurance* - In 2012 the health insurance deposit cost increased \$1,162,536.83 and the actual claims increased \$153,148.00. Increases in our premiums for the last three years have been 7.9% for 2011, 14.2% for 2012, and 12.5% for 2013.

The city tends to be cautious in its spending and its management of the city budget so when these storms arise, we weather them through the use of conservative planning. We also take appropriate action when required. Given the federal changes that have taken place to the Health Care system, we are not sure what the market will be like, but in 2013 we are going to further investigate options.

Regarding being debt-free in the General Fund, fortunately we are at a point where some of the past debt the City has undertaken will be paid off. Debt is usually required to complete larger projects such as a new fire station, communication system or other large investments. Similar to an individual buying a house, City general fund debt is meant for long term investments. Although a case could be made for maintaining our current level of debt, I believe that the real investment in the City that needs to occur at this time is being debt-free in the general fund.

Being debt-free has the potential to safeguard against uncertain economic times, and could have a positive impact on tax rates. Working with the City Controller, I have put Mishawaka on track to be debt-free in the general fund by September of 2014. This will be the first time this has occurred for the length of our financial records which date back at least a century.

The reality is that Mishawaka, like all cities, is competing for new businesses and jobs. I believe that being debt-free is itself a calculated investment that will place the City in a favorable position not only to support our existing families and businesses, but will be an obvious indicator of our fiscal health for prospective investors. As the economy continues to improve, Mishawaka continues to be well-positioned to take advantage and build our future on our past successes.

When discussing finances, it is important to give accolades to the City Controller, Yvonne Milligan and her staff. For the 26th consecutive year the controller's office has

been recognized with the Certificate of Achievement for Excellence in Financial Reporting. 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 in 2011 the audit disclosed no material findings and no comments. We are now beginning our audit for 2012 and expect to have another unqualified audit.

Shaping Mishawaka’s Future – Through Collective Bargaining

In 2012, with the participation of the Common Council for Police and Fire wages, the City successfully negotiated 6 collective bargaining agreements with the labor groups representing our unionized labor force. When we started the negotiations, we did so with the single goal of better serving our citizens. The unit most fundamentally changed was the Mishawaka Fire Department. Essentially, we needed to address that consistently, about 80% of the calls we receive for service are medical related, and the fact that the Department had historically been set up for fire suppression.

To address this change, we collectively agreed to an increase in minimum manpower in the department for the first time since the 1980s. The increase, while reflective of our growing City, had a strategic goal. The increase results in a third full-time ambulance being placed in service 24/7/365. Manpower was increased from 27 people on duty daily to 29. The increase in manpower and the third ambulance in service will improve the delivery of service, and reduce the number of times the City has had to rely on adjacent Cities or Townships to handle medical transport.

Part of this change was the adoption of the three-platoon system. Previously the firefighters worked under a two platoon system with three Kelly days per shift. This created six different schedules to plan. We felt that this was not the most efficient use of our personnel.

By changing to the three-platoon system, with no Kelly days, the shift schedules are down to three. Firefighters will continue to work the same 56 hour per week schedule as in the past. All personnel were assigned to their new stations and shift assignments beginning January 3rd of 2013 coordinated with the opening of New Station #4.

Shaping Mishawaka’s Future – By Fully Auditing City Facilities and Services

It has been said that out of big problems come big opportunities. After becoming Mayor, I put a hold on building new buildings, and some significant park improvements until I had an opportunity to review and assess the situation. Our fundamental problem had in some cases been that we were trying to repair, fix, or enhance something that had outlived its functional usefulness. By taking a fresh look at what we have, and how services could be delivered has fundamentally changed how we will provide service in a number of areas. Three projects exemplify the process of how we are scrutinizing our new construction projects. These include the relocation of Central Services, the

construction of New Fire Station #4, and the master planning process for the renovation of Central Park.

Central Services Relocation

When I took office, the City was considering expending millions of dollars to address some of the storage problems at the City's Central Services Facility on Cedar Street. Given the high cost of the proposed project and the fact that it would not fully meet the needs of the City going forward, I could not support investing in the old facility. We then turned our attention to finding suitable alternatives including potentially relocating our operations elsewhere in the City.

The City's existing Central Services facilities at 500 N. Cedar St. were originally obtained by the City in 1963 at a time when the city was less than half its current size. The site currently consists of a piecemealed conglomeration of eight buildings (55,000 SF) on 5 acres of property that house a combination of the Street Department, Central Motor Pool, management services, some Park operations, and the Sewer Department.

In the past 50 years, not only has the city grown in area and population, but the size and amount of equipment that we operate has grown too. The buildings have become substandard in many ways. The facility sits on a former dump and the City's departments have so much equipment stored there that sections resemble a junkyard. Further, the complex is surrounded by residential neighborhoods. I am sensitive to the fact that we are a 24/7/365 operation; at times, we make a lot of noise and we are not the best neighbor. Simply put, the existing complex is not capable of providing the world-class service to our citizens that I expect. We can do better!

A few years ago, considerations were given to adding to this conglomeration by constructing two new facilities; a cold-storage barn to house vehicles on the existing site thereby eliminating outdoor storage of expensive equipment and a salt barn which would allow the city to buy and store salt safeguarding us from running out in times of high demand. In 2010, a local architect estimated the cost for construction of the two buildings combined was \$2,150,000 (est. \$75.00/S.F.). This expenditure would do nothing to address the substandard condition of the other buildings on the site. Even if we were to build new buildings and renovate old ones, the limited size of the property and location in a residential area make the complex not ideally suited to provide adequate service to our growing City.

An opportunity became available when the former Scott Brass (formally Dodge) building became available in 2012. Central Services Director, Mike Watson and I toured the building and immediately saw its potential to serve our City well. The vacant 145,000 SF industrial building sits on 11 acres at 700 S. Union St. The former industrial building is centrally located and uniquely situated to meet all of our needs now and for the foreseeable future. After performing a due diligence investigation of the property including environmental problems, the City approached the owner to purchase the building and acreage. The price the City paid was the average of two appraisals for the

land and structure; a total of \$785,000. After required renovations are complete, we expect the transformation of the building to cost just over \$2,000,000 (\$16/S.F). The building was purchased and will be renovated with existing designated capital funds over multiple budget years and no anticipated debt will be incurred in the renovation of the new facility. The City will also save money by performing some renovations in-house with our skilled staff members.

The new facilities, under one roof instead of eight, will allow us to be much more efficient in our operations, as well as give us new capabilities. The building can easily handle storage and repair of ALL the City's equipment including hundreds of vehicles ranging from our biggest fire truck to our smallest sewer robots. Several departments will be positively impacted including Central Services, Park, Fire, Police, Electric



November 2012 picture of the former Scott Brass Building

and Code Enforcement. New uses will include Fire agility training space, electrical equipment storage. Our Parks Department will also be able to centrally store and maintain equipment there that is currently spread throughout many outbuildings in multiple parks, potentially allowing for the removal of some structures in need of significant repair or replacement.

Our goal is to begin operations out of the new facility by the end of 2013. Once complete, we will then plan to begin redevelopment of the Cedar Street site by demolishing the eight buildings there including performing a significant amount of environmental remediation.

New Fire Station #4

Construction was completed on new Fire Station #4 in December of 2012. Over the past eight years the City has been preparing and making plans for replacing the previous Fire Station #4 which is a beautiful and historic Tudor revival building located at 2319 Lincolnway East that was constructed in 1929. The existing building housed just one truck that had to be custom ordered to fit inside the building. Given the relatively small single garage and how fire equipment has evolved over time, this was a significant limitation. The existing facility also had no off-street parking, and no room for needed expansion.

In 2004, based on what we believed to be the pending construction of Capital Avenue, the City contracted with DLZ planners to perform a fire district study to determine the ideal site for a new fire station based on both the existing and expected growth areas of the City. Since Capital Avenue was delayed, this study was updated in 2010 to insure that INDOT's changes to the Capital Avenue plans and six years of growth were taken into account. Based on this study, it was determined that the ideal location for the new station would be within a ½ mile radius of the intersection of Capital Avenue and 12th Street/Harrison Road.

After a thorough review of properties in this target area, in August of 2011 the City was able to purchase approximately 8 acres from the Lang Family, immediately west of Hums Park. The City chose this site primarily because it was located in the ideal location for response times. At the same time, this specific site was chosen over others in part because it afforded the City an opportunity to provide a four-way intersection at Bennington Drive and Harrison Road. Bennington Drive was extended south to serve the new Fire Station and will end in a temporary cul-de-sac until the adjacent farm field is annexed and developed over time. The importance of this re-alignment was that it allowed for the installation of a traffic signal. The controlled intersection now assists the crossing guard helping children crossing the street from Reverewood to Hums School, and provides better access to the park.

The replacement fire station is a 14,500 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, as mentioned previously, was to be able to house an ambulance at this location. As our population ages and run volumes increase, the ability to house and run ambulances from fire stations was critical to our new model of service.



January 2013 Photograph of New Fire Station #4

The building houses a training room that will be used for official neighborhood/public meetings. The parking lot, since it includes parking for the training/community room, is also able to serve as overflow parking for peak park usage as well. Emergency vehicles have a direct access point off of Harrison Road. Staff and guest vehicles enter via access drives located off of the extension of Bennington Road.

Now that the new station is complete, and relocation has occurred, the existing fire station on Lincolnway will be declared surplus in 2013 and will be sold through a public bidding process. So, not only does the City have a new fire station to improve service and serve generations to come, some lucky bidder will be able to reuse this historic building as a very special new home or office.

Park Facilities Evaluation - Central Park Master Plan

When I took office, the City was in the process of making significant changes to Central Park, including a complete overhaul of the play equipment. The City also purchased and demolished 2 vacant and blighted commercial structures along Cedar St. in 2011 to provide for a new road access to the park. Even though we had already purchased a large play structure for the park, I asked city staff to take a step back at the end of 2012 and analyze the park as a whole, not just the specific elements deemed in need of improvement. Too many of our parks have evolved based on a piecemeal approach to trying to program a large variety of facilities or activities into a space, without regard to what it might best be used for, or with regard to how it is used by the surrounding neighborhood.

Central Park is a prime example. The existing softball field, although infrequently occupied, is essentially only used for league practice. The field was created at a time when the park was privately held, and used for the factory company picnics. The large factories are obviously now gone from the downtown, and the softball field remains and has been improved over time but it is too small to host league play.

Now of course, most people who play in leagues get in their cars and drive to the two or three parks that do in fact host league softball play. Although fields are an important component of the City's park system, does this require riverfront property? Is the activity well used by the surrounding neighborhood? Does the use compliment and contribute to other uses located along the Riverwalk?

When we determined that the historic use of a portion of this property as a softball field may not be the best use for the site, we asked our local landscape architectural firm, Lehman and Lehman to study the park and develop a master plan. Not surprisingly, the draft plan they developed, which will be evaluated and considered by the City Park Board, did not include the softball field. Among other changes, Lehman and Lehman suggested that a significant number of pavilions be added to reflect the regional attraction of the proposed play space, as well as what is deemed as an overall park system deficiency. I am looking forward to seeing the plans refined and come to fruition in the coming year.



Central Park Draft Master Plan, February 2013

In addition to Central Park, in 2013 we are also using Lehman and Lehman to assist us with an evaluation of our park facilities as a whole. If ball fields are not the highest and best use for Central Park, where should ball fields be placed? How many do we need? Can we create ball fields that can attract leagues and tournaments to help offset the costs of providing the amenity? These long range planning questions will likely recreate how services and recreation amenities are made available to our citizens. At the end of the process, we hope to have a plan in place that strategically addresses our park and recreation needs, increasing the functionality and usability, while creating interesting places where people want to be or even destination places that draw people to our community.

Shaping Mishawaka’s Future – Through Infrastructure Construction

As the saying goes, the road to improvement is always under construction. In 2012, we completed some major infrastructure projects that brought significant progress, and in some cases, a transformation of a corridor or area. When discussing the City’s Public Works projects, it is important to give accolades to our Director of Engineering, Gary West and his staff. I continue to be amazed by what continues to be accomplished on a yearly basis that is managed by the Engineering Department. Some of the highlights from 2012 included:

Main Street Phase VI – Ardennes to Day Road

In 2012 the City completed the widening of Main Street between Ardennes and Day Road to provide a full five lane section. At its completion in November of 2012, Main Street is now 5 lanes from First Street in our historic Downtown all the way to State Road 23. This 5.5 million dollar section that included just 0.77 miles of roadway occurred in the heart of a very dense commercial and multi-family residential area. The project included major utility relocation, ornamental lighting, traffic signal replacement, storm water management, and some sanitary sewer reconstruction. All of this work was accomplished while still keeping at least two lanes of traffic moving through the corridor for most of the project.

First and Hill Street Improvements/Downtown

As part of the Mishawaka Main Junior High Apartment renovation, the City made a commitment to improve the Hill Street corridor which hadn't seen investment in decades, going back to a time when Uniroyal was still open and in operation. In addition to providing needed utility connections to the apartment project, the City looked at the project comprehensively, including the surrounding streets. The project evolved and in 2012, portions Hill Street, First Street, and West Street in the vicinity of the apartment project had either been completely reconstructed or significantly improved. Improvements included adding landscaping, decorative street lighting, and installing ADA compliant sidewalk ramps at intersections. As the project neared completion, we recruited the help of Mishawaka Utilities Electric Division to upgrade ornamental lighting along Lincolnway and extending our Downtown banners from Mill street west to Center Street. We also continue to work to place as many utilities as possible underground. Although it is sometimes difficult to work with outside utility companies, we are making progress on transforming this formerly industrial area into a mixed use pedestrian friendly destination.

Significant Projects Moving Forward in 2013

One of the most anticipated parts of the State of the City is the identification of new projects or priorities for 2013. This year I will share my thoughts on four of our larger initiatives.

Church Street/Union Underpass

The next logical section of the Main Street widening initiative included extending 5 lanes from First Street to at least Fourth Street in Downtown. However, with the acquisition of the former Scott Brass facility and the pending relocation of the City's Central Services, we felt that the project needed to be expanded to at least 8th Street to allow for safe left turn movements that will not impede through traffic. The City is in the initial design phase and we are planning to meet with impacted business owners and the public in the coming weeks. As with all of our

projects of this magnitude, we will not only address the functional movement of traffic, but also the aesthetics of an area in need of improvement. The Main Street corridor (including its various name changes) projects an image and first impression of our City. The Norfolk Southern underpass has been in need of attention for years. This project will dramatically improve the corridor.



Preliminary Plan of Church/Union Underpass Improvements

Bremen Highway South Gateway

Although this project dates back to 2010 when Abonmarch Consultants were selected to prepare a conceptual study of Bremen Highway between the US 20 By-pass and Ireland Road, 2012 saw the completion of the plan. The project is anticipated to be bid in the Spring of 2013 and is expected to be completed in one construction season. Since Bremen Highway is part of the Main Street Corridor project, the City will look to expand this section of roadway to five lanes, two travel lanes in each direction with a left-turn lane. This project is also timely since McDonald's has filed a request for rezoning one of the Meijer out-lots for a new restaurant. If the rezoning is approved, we anticipate that there is a potential for the restaurant and road to be completed about the same time.

Fir-Capital Connector

As mentioned in last year's State of the City report, one of the higher priority projects from an economic development perspective is the Fir-Capital Connector project. When complete, this three-quarter mile road will provide a more direct connection between the Indiana Toll Road and the northern Mishawaka consolidated retail area, which includes medical facilities, restaurants, hotels, car dealerships, and other uses that draw customers from a wide region. Since the connector dissects now-vacant property, it also has the added benefit of opening up approximately 240 acres of property for new development that would likely occur over many years. In 2012, significant progress was made including multiple meetings with the multiple property owners who have proposed donating the right-of-way to allow for the road's construction. The meetings have allowed the City to finalize the alignment of the roadway. The roadway itself will be a parkway similar to Edison Lakes and Holy Cross Parkways. The lighting, landscaping, and appurtenances are intended to be of a gateway quality, enhancing the image of the community. Although the construction engineering needs to be finalized, we are still hopeful that the project can be bid and construction started in 2013.

McKinley Avenue Grade Separation

In 2012, the City, in partnership with St. Joseph County, contracted with DLZ to study the feasibility of constructing a grade separation at McKinley Avenue and the Grand Trunk Western Railroad track. The purpose of the study was to consider two grade separation options: an overpass and an underpass. Currently, the section of McKinley Avenue east of Division Street is a two-lane asphalt roadway with 12-foot lanes and paved shoulders varying from 8 feet to 12 feet. This area serves as a bottleneck for traffic, not just because of the rail crossing, but because this is the last section of two-lane width within the City of Mishawaka and the County heading east to the county line.

The City and County jointly presented the findings of this study to the public and interested property owners in the summer of 2012. In the coming year, the City's hope is that an agreement can be reached with St. Joseph County that would allow the project to proceed. The County does not appear to be in a financial position to fulfill their statutory obligation for the bridge portion of the project. As was the case with the Main Street Underpass, if the project is to move forward, it will likely require the City to fund all the initial expenses, and then be reimbursed by the County over time.

Shaping Mishawaka's Future – Redevelopment is a Priority

With the continued sluggish economy, and the fact that St. Joseph County as a whole continues to grow at a very slow pace, redevelopment efforts to improve existing neighborhoods, corridors, and business districts continue to be a high priority.

Development Activity

A total of 28 new single-family permits were issued in 2012. This is slightly higher than the 22 new homes constructed in both 2011 and 2010, but down from the 32 constructed in 2009 and 47 in 2008. A bright spot is that there were 10 new commercial buildings that started constructed in 2012. This is a significant increase compared to the 4 new commercial buildings started in 2011. In comparison, 9 were started in 2010 and 8 in 2009. The good news is that the market appears to be stable and growing again.

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 twenty-eight (28) homes for moderate income homebuyers. In 2012 we began construction at 126 W 10th Street, 2604 Milburn, and contracted for builds at 519 W. 6th Street and 426 W 9th. Construction should be complete by April of 2013. One of our challenges is that although we have had many inquiries regarding the First Time Homebuyer Program, the vast majority simply do not qualify. As of the end of 2012 we only have 2 qualified applicants going into 2013. The lack of qualified applicants, along with the limitations imposed using Federal funds force changes to the program and may lead to a need to build working relationships with other qualified agencies like Habitat for Humanity.

Habitat for Humanity

In 2012, the Community Development Department continued its collaboration with Habitat for Humanity to provide quality, affordable housing to low-income families. Utilizing CDBG, NSP1, NSP3, and CDBG-R funds, the department partially subsidized the construction of 5 builds: 616 E. Battell, 550 W 6th Street, 511 W 6th Street, 513 S. Taylor (now 802 W.7th), and 203 W. 11th.

In May of 2012, the Redevelopment Commission also entered into a Memorandum of Understanding with Habitat for Humanity of St. Joseph County to facilitate the rehabilitation of the former Frank's Nursery Building located at 5225 North Grape Road. Habitat acquired the property with the intent of creating a Re-Store that over time will generate funds used for future single-family residential building projects.

As a City we viewed the agreement as beneficial, not only from a rehabilitation of a commercial building perspective, but also felt the residual properties that were acquired as part of the Main Street underpass project could be future Habitat home sites.

Spot Blight Elimination

The City continues to work 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 2012, the City acquired and/or demolished blighted structures at 511 W. 6th St, 426 W. 9th, 502 W. 6th, 407 S. West, and 422 E. Grove. Most notable is the property at 502 W. 6th Street, formerly Squad's 2nd Precinct. We were able to purchase the deteriorated building and 2 adjacent lots for \$15,000.

Downtown Business growth

In 2012, significant investment took place in and around Historic Downtown Mishawaka. Downtown space was renovated and occupied in 2012. The former Beanery coffee shop was transformed into Stevie's Unique Treats. The former Noble Romans Pizza was transformed into Zing Japanese Fusion. The Ironworks Commercial Building located at the intersection of Ironworks Drive and Mill Street, adjacent to Robert C. Beutter Riverfront Park, received its first tenants after years of vacancy. Umbaugh Financial Consultants and Afdent Family Dentistry both leased office space in this building in 2012.

Center for Hospice

Transforming the landscape of the downtown, and along the river, the Center for Hospice and Palliative Care started construction of their campus just east of Central Park in 2012. The plan includes the phased construction of a new hospice house, community bereavement center, palliative care center, and administrative/support services. The total quantity of new construction proposed by the Center for Hospice is approximately 40,000 square feet. The administrative portion is currently under construction and is scheduled to be complete and occupied by the summer of 2013. The remaining structures will be built as funding becomes available over time.



Site Plan of the Center for Hospice Campus- Riverwalk connection to Madison Street

Mishawaka Riverwalk Expansion

As part of the agreement with Center for Hospice, the Riverwalk will be extended from Central Park through to Madison Street in 2013. The City is also working with the Indiana Department of Natural Resources to improve the access and appearance of the fish ladder located adjacent to the downtown dam. As part of the renovation, a sculpture titled “Circle of Life” by local sculptor Robert Kuntz will be placed on the deck area adjacent to the ladder.

Given the high use of the Riverwalk and some of the incidental vandalism that has occurred in the Parks, in 2012 the Planning Department worked on the plans and specifications for a camera and call-box system that will place 27 surveillance cameras and a handful of call boxes along the Riverwalk. Mishawaka Utilities Electric Division installed the poles and provided electric service in 2012. We expect the cameras, including the software operating system, to be bid and installed in 2013.

Cedar St. Corridor

The City’s relocation of our Central Services Department from Cedar Street to the former Scott Brass building on Union Street makes a lot of sense and will provide for a better, more efficient delivery of services for the foreseeable future. Of course, at the same time this has created another challenge and opportunity for the City. The Cedar Street site, in addition to having a negative impact on adjacent residences because of the high intensity nature of the operation, has a number of environmental issues that need to be addressed

by the City. Our goal is to work toward cleaning the site and identifying a new end-use for the property that will ultimately be compatible with, and improve the surrounding area. The City was able to enter into a purchase agreement to buy a blighted building at 523 North Cedar Street. This purchase will allow for the demolition of this structure, and will likely change the use to residential, continuing to improve the Cedar Street corridor.



Mishawaka Main Junior High Apartments

As has been part of the State of the City for years, the conversion of the former Main Junior High School/Mishawaka Furniture store into senior apartments has been one of our recent major initiatives. In December of 2012 the occupancy permit was issued signifying that tenants can now occupy the building. Ziolkowski Construction from South Bend is completing punch list items and the resulting total construction cost for the project was 7.6 Million dollars. Roughly five million dollars of the cost was funded through tax credits and grants, with the remaining funding coming from the Northwest TIF district.

The rehabilitation and adaptive reuse of this historically significant building originally constructed in 1910 is now complete. This property was the site of the first Mishawaka High School, which was once located in the adjacent parking lot immediately to the north. This building was constructed as a replacement and was the second official high school for the City between 1910 and 1924.

Once the current high school was completed in 1924, this building served as “Mishawaka Main Junior High” for approximately 50 years until being sold to the Mishawaka Furniture Store in the 1970’s. The property was purchased by the City of Mishawaka in 2009 for this adaptive re-use project. The project was envisioned to complement the surrounding neighborhood by creating a residential use out of the then blighted commercial building.

This masonry prairie-style building has been a landmark in the downtown for over 100 years and now has a new life that will allow it to continue to be an important example of civic architecture in our community for the foreseeable future

Upon completion of the construction, the building was deeded to the Community Development Corporation of Mishawaka and is managed and operated by the Mishawaka Housing Authority.



The ribbon cutting of Main Junior High Apartments , December 2012

Shaping Mishawaka’s Future – Through the Delivery of Services

As I have reiterated on many occasions, I have always felt that Mishawaka does things a little differently than other communities. Being Mayor, I know that Mishawaka services are not only exceptional for a City of our size, but in many cases they are award-winning and are an example of how a City should be run. The following are some of the important statistics or milestones from 2012:

Fire Services

The importance of emergency services and fire protection are apparent on a personal level to every citizen served by an ambulance, when a quick response is made to a kitchen grease fire, or when a business owner is contacted about the false alarm that has occurred at their property. Thankfully, it is a rare occasion when an event happens that warrants region-wide attention, illustrating why it is necessary to spend millions of dollars on facilities, equipment, and training. On February 11, 2013, the Mishawaka Fire Department responded to a fire at the RMG Foundry (formerly Dodge Manufacturing) on Union Street. This was the largest fire in memory for veterans who have served more than thirty years in the Department. Mishawaka was assisted by South Bend, Penn Township, and Clay Township in responding to the event. Despite 30 mile per hour sustained winds, three-fourths of the 400,000 square foot complex was saved. Fighting the fire required over 3.5 million gallons of water. The approximately 100,000 square feet

of building that burned contained hundreds of boats and cars that were being stored in the former manufacturing facility. Thankfully, no one was injured.

Having been on scene myself and witnessing the response and efforts, I couldn't be more proud of the professionalism, courage, and dedication of our firefighters. I also want to thank our neighboring departments who provided mutual aid assistance.

As has been reported earlier, beginning in January of 2013 the Fire Department now operates ambulances at its Union Street, Normain Heights, and Douglas Road stations. This change furthers our goal of placing an ambulance in every station to improve emergency response time and increase the level of service. This is particularly important given that the total run volume for the Fire Department, including fire and EMS increased this year to 6,271 from 6,011 in 2011. This averages 522 runs per month or roughly 17 runs per day. Medical runs have a minimum of one hour turnaround time and are 83% of the total call volume. The total EMS runs in 2012 were 4,877, slightly higher than the 4,804 that occurred in 2011. Adding a third ambulance will allow us to decrease our dependence on adjacent cities or townships. Given our aging population, we expect the number of ambulance runs to continue to increase.

Sometimes the levels of service we provide are just estimated and left up for interpretation. Other times, they are measured and compared to other municipalities. In the Fall of 2012 the Fire Department received the results of the latest audit from the Insurance Services Office. This office sets insurance rates for homeowners and businesses alike. The results are used by the insurance industry to determine rates for policy holders. The survey takes into account several factors, including fire department response capabilities, water supply, dispatch capability, etc. The end result was an improvement in the City of Mishawaka's rating from 72.25% to 78.65%. We are continuously striving to improve our rating. We are one of 45 Class 3 rated cities in the State of Indiana. There is only one Class 2 city in the State, and an improvement of 1.35% will get us there.

Crime Statistics

Although crime is unacceptable at any level, it is a reality for every City. In the City of Mishawaka, our primary goal is to continue to decrease crime levels. I am pleased to report that in 2012 there was a drop in the number of robberies, burglaries, larcenies, and cases of arson from 2011. Unfortunately there were three murders in the City, and 21 cases of rape, both increases from last year. Violent crimes are particularly disturbing, but I am comforted by the excellent Police work that continues to be performed by our Department in partnership with other local law enforcement agencies. All three of the murders were solved. A good example of their work is the case of Lois Hickey. The 84 year old was murdered in her

I think the underlying message is a good one. If you commit a crime in Mishawaka, our local law enforcement will go to the other side of the world to find you

home on East Donaldson in December of 2011. In 2012, the man accused of the murder (a former neighbor), fled the country after being questioned by the Mishawaka Police Department. Since the United States did not have an extradition agreement with Sierra Leone, the prosecutor's office worked to extradite the suspect using a third party agreement with Great Britain. Ultimately he was located and was extradited from Sierra Leone, Africa and was booked into the St. Joseph County jail. Investigators said the key to solving this case was in DNA evidence. I think the underlying message is a good one. If you commit a crime in Mishawaka, our local law enforcement will go to the other side of the world to find you. In addition to our own Police Department, I want to extend my thanks to the St. Joseph County Prosecutor's Office for their exemplary efforts and cooperation.

Police Services

I think the average citizen probably couldn't make an educated guess on how many calls our police department receives. We received 41,962 police calls in 2012! The good news is that it is actually a decrease of over three thousand calls when compared to 2011. There are 105 Police Officers and 24 Civilian Support Staff in the Department. In addition to enforcing the law, protecting property and reducing civil disorder, our Police Department

We received 41,962 police calls in 2012! goes above and beyond, including the award winning *Click it or Ticket* program, as well as, the proactive education of our *D.A.R.E.* program. I am personally very proud of the high level of police service provided to our citizens on a daily basis. I would encourage you to read the Police Department's annual report that details some of the high profile cases that were solved in 2012. The City of Mishawaka is much safer as a result of their efforts!

Police Software

The Department has recently purchased a computer software system called CrimeNet.com. This new system will enable all department personnel to visually track crime on a timely basis as it occurs. Each individual officer will have access to crime maps, crime statistic graphs and data. This will enable them to chart the so called hot spots geographically and also the time of day and days of the week when crime events are most prevalent. There is also a community element attached to the new system where civilians can track crime in their own area or surrounding community. The department continues to work in our neighborhoods through the efforts of the Community Relations Unit and the Street Crimes Unit. This new software should allow the Mishawaka Police Department to do more proactive modeling, which in turn will help to prevent crime.

Cityworks

On April 1st, the City will be rolling out a much anticipated new IT initiative that has the potential to impact every department and revolutionize how the City manages its assets and initiates work orders. The software is called Cityworks. Cityworks will incorporate

our existing Geographic Information System (GIS). Our mapping system includes layers of our electric, water, sewer infrastructure, and countless other pieces of information that can be tied to addresses or locations.

With Cityworks, we will have the ability to submit and track our work order history from not only our infrastructure, but from any of the thousands of assets the city owns or maintains that is in our GIS database. Ninety-five percent of our work orders processed will be tied to our GIS map. Tying work orders to a map gives us the ability to see trouble spots, and where a lot of our efforts are focused. It makes it much easier to analyze data in a geographical way when you can see it, rather than just looking at it on tables full of data.

Cityworks will assist our staff in planning projects that involve multiple City Departments. Every Department will have access to the Cityworks system, and have the tools to know what each Department is planning, for any type of work, and on any given day. This will be a valuable communication tool to make our operation more seamless.

We believe that the real return on our investment will be once the system has been in place for awhile when we will be able to analyze every work order that is issued and then better track cost and efficiency. We will be able to monitor how many work orders are being processed at any time, and make sure they are being done on a timely basis.

Along with the work orders, Cityworks will give us the tools to receive and submit requests. These requests may come from residents calling about a pothole, or a report of a Code violation, or graffiti at a City park. All of our call-takers throughout the City can take the call and submit an electronic request to the specific Department. Once this process has been initiated, the Supervisors can issue the work order. The caller will have the option to leave an email address and receive notification that the request has been submitted. They will also receive a notification that their request has been completed. We want to make sure that the citizens of Mishawaka get great and timely service and this will help up in addressing their concerns. It will also help us be more conscious of doing it in a timely manner.

This type of system is typically found only in larger cities and I'm excited that Mishawaka will be able to reap the benefit of its installation

The request portion will also be used to communicate between our own Departments. Any employee that sees an issue that needs to be addressed, even if they're from another Department, can submit a request for service. With a request you can submit an actual X, Y coordinate of the location. This gives everyone total communication, and more eyes on the trouble spots.

We have a state-of-the-art GIS and now we'll have a work order management system that will be state-of-the-art. The system will give us the ability to more fully utilize the information that we are already collecting and placing it into one convenient and

accessible location. This type of system is typically found only in larger cities and I'm excited that Mishawaka will be able to reap the benefit of its installation. The final stages of the rollout in 2014 this software suite will allow for citizen web interaction with City departments.

Mishawaka Utilities IURC Exit

In early 2012 Mishawaka began evaluating the benefits of withdrawing from the Indiana Utility Regulatory Commission (IURC) and its oversight of our Water and Electric Utility rate setting processes. Our evaluation revealed that operating under the jurisdiction of the IURC adds considerable time and expense to local efforts to adjust and re-structure rates. Withdrawal from IURC oversight would keep decisions on rates at the local level, subject to approval by the City Council. When we started the process we were committed to fully engaging the City Council and our rate payers. Multiple meetings were held to provide the council and citizens with sufficient information to make a well informed decision regarding withdrawal from IURC oversight. Our primary goal was to make sure we presented sufficient information so a well informed decision could be made. To that end, the City made a point to go above and beyond what was minimally required to better inform the public and interact with the public, who by enlarge had a lot of questions.

Following the public hearings, Council vote, and public comment period, our withdrawal from IURC jurisdiction for the Water Utility is now complete. We intend to submit new Water rates to the Utility Board and Common Council in early 2013. The Water rates will be lower than the original increase sought while the Utility was still under IURC jurisdiction. This reduced increase acknowledges the savings realized by not having to incur the added expense of going through the IURC approval process.

In regards to Electric, while our intentions were good in going through the same process as we did for water rates, we unexpectedly find ourselves still under the Commission's jurisdiction as the result of an honest mistake. The process we utilized to exit the IURC's jurisdiction applies to third class cities, but does not apply to second class cities for municipal electric utilities, of which there are three.

In this case, we feel that the statute is not consistent, or fair, to all second class cities. Our effort to remedy this situation is to request State legislative action in the form of a validation statute in the 2013 legislative session. We have requested the support and guidance of our local State Representatives including Dale DeVon to resolve this matter. When appropriate, we will request similar support and guidance from our local State Senators. If this validation statute is approved, both Electric and Water rates will be controlled at the local level.

Combined Sewer Overflows / Consent Decree Long Term Control Plan

The Mishawaka Wastewater Treatment Plant marked its 60th anniversary of operation on April 18, 2012. It is hard to imagine that only 60 years ago 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 valuable asset to our community, fostering development in our Downtown.

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 constructed to prevent basement backups and street flooding. Mishawaka is one of 90 communities in Indiana with combined sewer overflows. There are around 850 CSO communities nationwide.

Final approval of Mishawaka's LTCP and signing of the consent decree is expected in 2013. The plan is estimated to cost between \$140 and \$160 million and take 20 years to fully complete. The decree will require that the LTCP be implemented according to schedule and that it meet the goal of zero overflows.

Code Enforcement

Continued implementation of our Code Enforcement Department's Top 100 Program is a reason why you won't see many substandard buildings in Mishawaka. This yearly initiative begins in the winter months of the previous year where code officers scour their areas in search of the houses, garages, or commercial buildings that need the most attention. In the following spring when the weather begins to warm up we begin contacting the property owners in question and point out the issues to them. In 2012 we were able to bring 91% of these structures into compliance which is fantastic! The Top 100 program has played a huge role in the great overall appearance of Mishawaka. Code is now in the seventh year of the Top 100 Program and over 600 sub-standard structures have been brought into compliance.

Sidewalks/ADA Transition Plan

As we reported last year, in 2011 the City of Mishawaka completed the self-evaluation of all City facilities outside of the public right-of-way (ROW), including 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.

It is the goal of the City to make facilities for all services, programs and activities fully accessible within 30 years. However, 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.

Throughout 2012, the City completed another part of the assessment, specifically the self-evaluation of the public right-of-way portion, including approximately 1,300 intersections, ranking condition and design of handicap ramps, and completed a separate self-evaluation and transition plan regarding the public right-of-way infrastructure. The 2012 Transition Plan for City infrastructure within the public right-of-way is now available for public comment. I would encourage all of those interested to review the evaluation and make comments. Hearing from those with problems or difficulties will be particularly helpful in identifying the highest priorities relative to funding.

The actual implementation schedule, budgeting, and prioritization is up to the administration and is likely to be impacted by complaints (specifically, impacted citizens with the greatest need), new regulations and requirements, and availability of funding. A draft report to the City Common Council will be presented for approval and adoption in March of 2013.

Conclusion – Thank You

Again, I want to thank all of Mishawaka for providing me the opportunity to serve. I continue to be humbled by the trust that has been placed in me and it continues to be the honor of my lifetime to serve the City I love and the citizens that I consider family. It is also my privilege to work shoulder-to-shoulder with the finest public servants anywhere. Together, we will continue to 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 strives to be the “best hometown in America”. May God continue to bless you and our great City of Mishawaka.

City of Mishawaka State of the City Address

Departmental Reports for 2012



The Mayor's Office

David A. Wood, Mayor



Mayor David A. Wood

Mishawaka's government continues to set an example that I believe serves as a model in our region. Our brand of local government remains open, honest, friendly, personal and accessible to all of our citizens. That is not only my expectation for how this government (or any) should operate, but it is a direct reflection of the citizens that call the Princess City home. We never lose sight of the fact that the Mayor's office, Council Chambers, City Hall or any City facilities belong to the citizens of Mishawaka. Likewise, I constantly remind our 550 staff members that they work for our citizens, not a Mayor or department head. Our citizens place a great deal of trust in their public servants and it is that trust that we strive to uphold.

It is our duty to provide essential services to our 50,000 citizens and that is a job we take very seriously. It is my expectation that the services we provide will be the best that they can be. We also strive to treat each citizen with a professional, customer-service friendly attitude. This is not only my expectation, it is our mission. Since that is my expectation for the whole of City Government, the Mayor's office will first lead by example. My Assistant, Lou Ann Hazan and office receptionist, Marie Macri set the tone for our office with their friendly, sincere and helpful demeanor. We are here to help by answering questions and concerns honestly and directing citizens to the proper department to make sure that residents get the proper service that they deserve. We are here to serve. We take pride in serving; after all, it is the *Mishawaka way*.

It is our duty to provide essential services to our 50,000 citizens and that is a job we take very seriously

One of the many virtues of living in Mishawaka is that progress is constant. We adapt to changing times, yet we hold fast to unchanging principles. These principles are best described in our mission statement: *Working together to build the "Best Hometown in America"*.

It continues to be the highest honor of my life to serve as Mayor of Mishawaka. One of the blessings of the job is that no two days are the same. There were some very notable events that occurred in 2012. Here are a few that my office was involved in:

“Fighting Irish” Street Re-naming Ceremony Brings Together Two Communities

A Season-long celebration of Notre Dame Football brought together the Cities of Mishawaka and South Bend. Mayor Dave Wood and Mayor Pete Buttigieg agreed to participate in two street re-naming ceremonies to recognize and celebrate the 125th year

of Notre Dame Football. Commemorative banners, in honor of the 125th Anniversary celebration, adorned North Main Street in Mishawaka leading to the new “Fighting Irish Drive” location. This was the first time a street name change was coordinated to take place in both South Bend and Mishawaka at the same time.



The street name change unveiling took place at Main and Douglas where a short stretch of Douglas Road was renamed “Fighting Irish Drive”. Mayor Wood and Rob DeCleene, Executive Director of Visit South Bend Mishawaka, and representatives from Notre Dame’s athletic office were on hand to witness the unveiling of the sign designed and constructed by Mishawaka’s Central Services Division.

Mayor’s Youth Advisory Council

The Mayor’s Office continued its youth initiatives in 2012. Mayor Wood is involved in numerous projects and activities with the youth in our community and the Mayor’s Youth Advisory Council continues to be a strong, active and ever-growing initiative.



The 2012-13 year marks the 9th year of the Mayor’s Youth Council. The Youth Council had six members graduate from their group, therefore, Mishawaka High School, Marian High School and Penn High School were contacted to let them know that recommendations were being taken for new members. A record number of nominations were received and applications were sent to all. After reading through and selecting new members, acceptance letters were sent to those nominees and the total membership in the Youth Council is at an all-time high of 30. The group includes 17 students from

Mishawaka High, 8 students from Marian, and 5 students from Penn. Students must be between the age of 14 and 18 and live in the City of Mishawaka.



The 2012-2013 Mayor's Youth Council began with an "Old Fashion Picnic" at the Mayor's house. This enabled them to meet each other, get acquainted, and learn the goals and agenda for the coming year. They also were given a compilation of the "Youth Council Important Issues" taken from their applications. This list would be used in deciding the topics for their Leadership Projects which will be due at the end of the year.

The group held an election at the September meeting and selected their 2012-13 officers: President, Mitchell Hixenbaugh, Vice-President, Madeline Landgrebe, Secretary, Gina Spalding and Treasurer, Nick Shide. Field Trips were chosen for the year, meeting dates and volunteer initiatives were discussed and voted upon. The year started with the planning of the 2nd Annual Thanksgiving Food Drive for needy Mishawaka families. The Youth Council planned to feed 20 families (10 more than last year) but the need was so great, they ended up providing Thanksgiving Dinners for 30 Mishawaka families. The Mishawaka Food Pantry and Stone Soup Kitchen provided names of needy families. The Youth Council has also helped with the Relay for Life "Mishawalkers", Memorial Day Parade Ceremonies, Pre-School Trick or Treat event at Battell Center, the Tree lighting ceremony in downtown Mishawaka, the Main Jr. High Apartments ribbon cutting and Winterfest in our Hometown in Merrifield Park.

This Youth Council continues to grow and make a difference in our Community

This Youth Council continues to grow and make a difference in our Community. The contribution of their time, energy and ideas, while also being involved in many school activities, is an indication of the leadership qualities these students already possess. I look for great things to come from these Youth Council Members in the future.

Mishawaka and Shiojiri Celebrate 40-Year Sister City Anniversary

On Sunday, June 24, 2012, a delegation from the City of Mishawaka made the long journey to Shiojiri, Japan to celebrate the 40th Anniversary of our sister-city relationship. Brock Hundt, City of Mishawaka Building Commissioner, Charles and Yoko Lavelle, Don and Nancy Crawford along with their sons Matt and Steve were the official representatives for the City of Mishawaka. These dedicated citizens traveled at their own expense to further our important friendship.

The anniversary of our Sister-City relationship with the city of Shiojiri gives us cause to reflect on how much our community has been impacted by this experience. Perhaps the

best example is the establishment of our beautiful Japanese strolling garden, Shiojiri Niwa where the residents of Mishawaka are exposed to traditional Japanese gardening practices. According to Japanese tradition, these gardens create a tranquil, serene and peaceful environment which takes its visitors away from everyday life to a reflective communion with nature. Not only does this garden provide our residents with a calming atmosphere, but it also provides us with a lesson in diversity. Originally planted in 1976, this garden has created a “bridge to understanding” which is beautifully represented by the red bridge that is the focal point of the garden. This garden introduces the residents of Mishawaka a culture that is quite different from our own. If you have yet to experience our Japanese strolling garden, I strongly urge you to do so. It is one of Mishawaka’s treasures.



When asked to describe his trip to Japan, Brock Hundt said, “I had a hard time trying to put together a brief summary of my trip. My experience in Japan will be one that I will never forget and to write only a few sentences really doesn’t do it justice. Sure the travel to get there was long and tiresome (approximately 36hrs) but to experience Japanese

culture and meeting new friends will be with me the rest of my life. I will always cherish the brief time I spent there and the people that showed me around. I do hope someday that I will be able to travel back and see the many friends that I made. Shiojiri, the Sister-City of Mishawaka, should definitely be on everyone’s travel bucket list.”

While the delegation was in Shiojiri, they attended a celebration that included gift exchanges. At that event, Mr. Hundt presented a sculpture, “The Buffalo” created for the occasion by local artist Bob Kuntz, to Mayor Oguchi, Council Members, and the Citizens of Shiojiri. The City of Mishawaka received some beautiful lacquer-ware wall decorations and Saki glasses which are special products made in the City of Shiojiri. If you are not familiar with the history of this relationship, Mishawaka has a Japanese room in its Hannah Lindahl Children’s Museum, several displays in the Mishawaka Public Library and previous gifts from Shiojiri along with a decorative Samurai warrior doll in City Hall.

Mishawaka Optimist Club Youth Appreciation Breakfast

The annual Mishawaka Optimist Club Youth Appreciation Breakfast took place April 18, 2012. As Mayor, I am honored to be part of this ceremony and also have the privilege of helping in the presentation of awards. This year's award recipients come from the four Mishawaka High Schools and are as follows:

First Baptist Christian School – Aubrey Nicks and Kimberly Post

Marian High School – Colleen Dalton and Michael McNamara

Mishawaka High School – T.J. Benner and Alison Zylstra

Penn High School – Abigail Downey and Vincent Sipocz

These young Mishawaka citizens live by the Optimist Creed and our community is proud of these students who take pride in themselves and their community, and give so much to others.

Princess Mammo-Waka

The City of Mishawaka was asked by Kate Voelker from RiverBend Cancer Services to participate in an annual fundraiser, “Bras Around the Bend”. Every year they ask different companies and businesses to “decorate a bra”. Well you can imagine the variety of entries - the South Bend Chocolate Factory even decorated a chocolate bra. Mayor Wood, of course, said that we would be happy to participate in this fund-raiser and he passed the task along to Lou Ann Hazen and Marie Macri. We could not decide on a theme and the Mayor suggested something to do with “Princess Mishawaka.” The creative vibes started flowing and together, we started to visualize different ideas for this bra. Mary Ellen Hazen and Linda Dotson from the Clerk’s Office put in their two-cents worth and a wonderful creation started to develop. Marie spent many long hours on this task and was single-handedly responsible for decorating the bra. The finished product was a success, but we



*...one of the highest prices
paid for a silent-auction bra*

couldn't think of a name. Tim Calderone, our IT Director, thought up the winning name - Princess Mammo-waka! Needless to say, the bra was a huge success and went for \$180.00. “That was one of the highest prices paid for a silent-auction bra”, according to Nancy from RiverBend Cancer Services. When Kate first saw the finished product she was very impressed and can't wait to see next year's entry.

Martin Luther King Drum Major Award for Community Service

On January 16, 2012, the 26th Annual Celebration of Dr. Martin Luther King, Jr. began with the Community Service Recognition Breakfast at Century Center. During this breakfast, the recipients of the “Drum Major Award” for Community Service are recognized and announced by the Mayors of Mishawaka and South Bend. There were three awards given by the City of Mishawaka to distinguished citizens well-deserving of the honor.

Robert & Herta Johnston

Mr. & Mrs. Johnston have been volunteers at St. Joseph Regional Medical Center for the past eight years. Being the proud parents of three daughters and foster parents to 21 babies, their expertise with newborns over the course of their lives provided Bob & Herta with the necessary skills to spend every Tuesday morning at SJRMC caring for newborns. Since 2003, Bob & Herta have logged over 2,600 volunteer hours being “cuddlers” to babies. Mr. Johnston says the time spent with the newborns makes you feel good, like you are doing something useful in life.

Debra Ladyga-Block

Ms. Ladyga-Block was first elected as the Mishawaka City Clerk in 1992 and is serving her sixth term. Many of her proudest accomplishments have been through the Indiana League of Municipal Clerks and Treasurers where she has logged over 346 continuing education hours, served on various committees, chaired conferences and made life-long friendships. She is involved in her community by serving on various boards and commissions, and is a Team Leader for the American Cancer Society’s, “Making Strides Against Breast Cancer” Walk.

Michael Poole

Mr. Poole has spent much of his life educating and mentoring youth. In 1996, he was hired at The Montessori Academy, where he received additional training and became a teacher in 1998. For the past 15 years, Michael has not only served youth as a teacher, but he also volunteered his time on nights and weekends through a program he developed called “Positive Outlook”. Positive Outlook serves youth from third grade to high school using basketball to reach at-risk youth. This program is staffed by caring adults who demand academic achievement and a sense of personal responsibility.

The Arrival of Santa and the Annual Tree Lighting

A time-honored Mishawaka tradition marking the beginning of the Holiday Season is the arrival of Santa into Downtown, and the lighting of the Downtown Mishawaka Christmas Tree. This year, the tree lighting ceremony’s location was moved to the empty lot on the southeast side of the Main Street Bridge. This premiere location meant that you could see

the Christmas Tree for miles while traveling north or south on Main Street, and east or west on Mishawaka Avenue.

Sponsored by the Mishawaka Business Association and the Mayor's Office, luminaries decorated by Twin Branch students lined the four corners of Main and Church Street to light the way to the tree. This year the honor of "flipping the switch" was given to two



Mishawaka High School students who received State honors in their respective sports. Anna Rohrer, Gatorade's Indiana Girl's Cross Country Runner of the Year, and Sam Schrader, Gatorade's Indiana Football Player of the Year lit the tree. The two arrived in style atop the City's newest fire truck with sirens blaring and a Police escort. It was a mild November evening and hundreds of children and adults surrounded the tree waiting for the big event. The Treble Clef Singers, a new community children's choir, led the crowd in carols while awaiting the arrival of Santa. The Mayor's Youth Council served cookies, donated by Martin's Supermarkets, and hot chocolate, donated by Coffel Vending. Santa, the Mayor, and guests of honor arrived and the countdown began.....three, two, one.... the switch was flipped, and over 10,000 lights adorned the massive tree.

*... you could see the
Christmas Tree for miles*

Our Town

WNIT presented a unique opportunity to all residents of Mishawaka to create an hour-long documentary featuring the City of Mishawaka. Mayor Wood called upon our citizens to participate in this project.

WNIT, our local public broadcasting station, had approached the City to take part in a project called “Our Town”. The concept of the program would be a positive look at Mishawaka through the eyes of its citizens. We asked for the citizens of Mishawaka to consider becoming volunteer videographers to help tell the great story of the Princess City. The volunteers were asked to create a video scrapbook of stories that make Mishawaka special. They could develop and complete a project individually, or form a small team to create a segment. They not only shot the video, but were also asked to do an interview as a narrative to the video that they produced. All videos and productions were edited by WNIT for inclusion in the final broadcast. Around 15 different stories were included in the program. WNIT suggested that the program content should include historical sites, landmarks, hang-outs, churches and colleges, etc. WNIT also conducted a free videography class to train the amateur volunteer videographers in the basics of shot composition.

On Thursday, June 28th, a meeting was held at Battell Center for all interested videographers, and approximately 35 people showed up to express their interest and “pitch” their ideas for the program’s content. Many interesting ideas (about 22) were presented, from Princess Mishawaka, to the changes on Grape Road over the last 40 years. For the next few weeks citizens were seen around the City of Mishawaka taping different sights and landmarks. All of the volunteers turned in their videos to WNIT for editing and met to be interviewed and give a narrative to the documentary that they filmed. Finally, the project was completed by WNIT and a Premiere event for the videographers and their families was held in the Battell Center Auditorium on Thursday, August 16th. Broadcast day was August 19th and the videographers answered phones in the WNIT studios while taking pledges from callers watching the broadcast. Videos of Our Town Mishawaka can still be obtained by contacting WNIT and making a pledge to the radio station.

Proclamations

The Mayor’s Office honors and recognizes many citizens and groups in the Mishawaka Community each year with 2012 being no exception. Throughout the year, many noteworthy people and organizations were “officially proclaimed” by Mayor Wood. Following are many of the Proclamations that were made:

- **Arbor Day Celebration – 4/25/12**
Honoring the special day set aside for planting trees
- **National Senior Health & Fitness Day – 5/30/12**
Honoring the common goal to keep older Americans healthy & fit
- **40th Anniversary of the Sister City Relationship between Shiojiri, Nagano, Japan and Mishawaka, Indiana, USA – 6/24/12**
- **St. Joseph Visiting Nurse Association Home Care Day – 8/27/12**
Celebrating 110 years of providing home care services to Michiana

Proclamations (cont.)

- **International Day of Peace – 9/21/12**
Devoted to commemorating and strengthening the ideals of peace among all nations and peoples
- **Marian Knights Girls Soccer Team Day – 10/30/12**
Honoring them for their 2012 Class 1-A State Championship
- **Alzheimer’s Disease Awareness Month – 11/8/12**
To recognize individuals and families affected by this devastating disease
- **St. Paul’s Episcopal Church 175th Anniversary Day – 11/11/12**
To recognize this Mishawaka Church on the day of their 175th Anniversary
- **Bethel College Campus Store Day – 12/3/12**
Honoring the expansion of the place of spirited connections and gatherings for the campus and community
- **John Moore Day – 12/5/12**
Honoring the founder of the Mishawaka High School Alumni Group
- **Anna Rohrer National Champion Day – 12/10/12**
Honoring her many Cross Country accomplishments including becoming the Footlocker Cross Country National Champion

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; we prepare Council agendas, minutes, ordinances and resolutions. It is also the responsibility of the Clerk's Office to post notices and collect money for the Ordinance Violation Bureau.

Intern becomes Part-Time Employee

The Clerk's Office was given the opportunity in the summer of 2012 to have an intern through the JAG (Jobs for American Graduates) Program. The project that we wanted our intern to work on was to continue the work of two prior interns from a few years ago. That project was to scan, file and index Council Ordinances dating back to our City's



beginnings. Our intern Raven Boston, a Clay High School Graduate and now a sophomore at Ivy Tech College, has proven to be a great asset to the Clerk's Office. After her internship was completed, we transferred money within the Clerk's 2012 budget to keep her through the end of 2012. We have added a part-time line to our 2013 budget and have Ms. Boston continuing her great work. Once the Council Ordinance project is complete we will begin working on Council Minutes. These documents date back to 1833 when our City was founded.

Technology Improvement

The Clerk's Office implemented the BIS Digital system "SuiteOne Media" in 2012 and provided each Council member with a tablet computer. Council meeting packets are now "paperless" or "green". The Council packets are now distributed electronically to the Council, Mayor, city departments and the media. The Council packet is also being placed on our city website for citizens and the general public to access. The Mishawaka Council was the first in the area to go paperless, saving the taxpayer thousands of dollars and becoming "environmentally" friendly.

Conducting the Legislative Business of the City

During 2012 the City Clerk's Office and Council handled the legislative business of the City which included:

COUNCIL BUSINESS 2012 REPORT

<u>Resolutions</u>	34
Resolutions passed	34
Carryovers	0
Withdrawn	0
Failed	0
Honoring Individuals or Schools	6

<u>Proposed Ordinances</u>	44
Ordinances Passed	43
Carry over from 2011	1
Proposed Ordinance Failed	1
Annexations	6
Alley Vacations	3

Ordinance Violations Bureau

The Ordinance Violation Bureau collected \$13,870.14 in fines during 2012. Most of these fines were the result of Code Enforcement Ordinance violations. The Code Enforcement Department diligently keeps an eye out for violations.

Court hearings have been set by Krisor and Associates to collect outstanding fines. They are in the process collecting a balance of \$20,850.00 in outstanding citations dating from 2009 through 2012.

Krisor and Associates of South Bend, Indiana have collected through debt collections:

2009 the city received \$1,813.97/Krisor kept \$241.63 for their fees
2010 the city received \$2,269.44/Krisor kept \$481.15 for their fees
2011 the city received \$2,476.61/Krisor kept \$347.35 for their fees
2012 the city received \$3,017.14/Krisor kept \$537.06 for their fees

The total collected for the City of Mishawaka Ordinance Violation Bureau through Krisor and Associates over a four year period was \$9,577.16.

Conclusion

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 Office of the Controller.

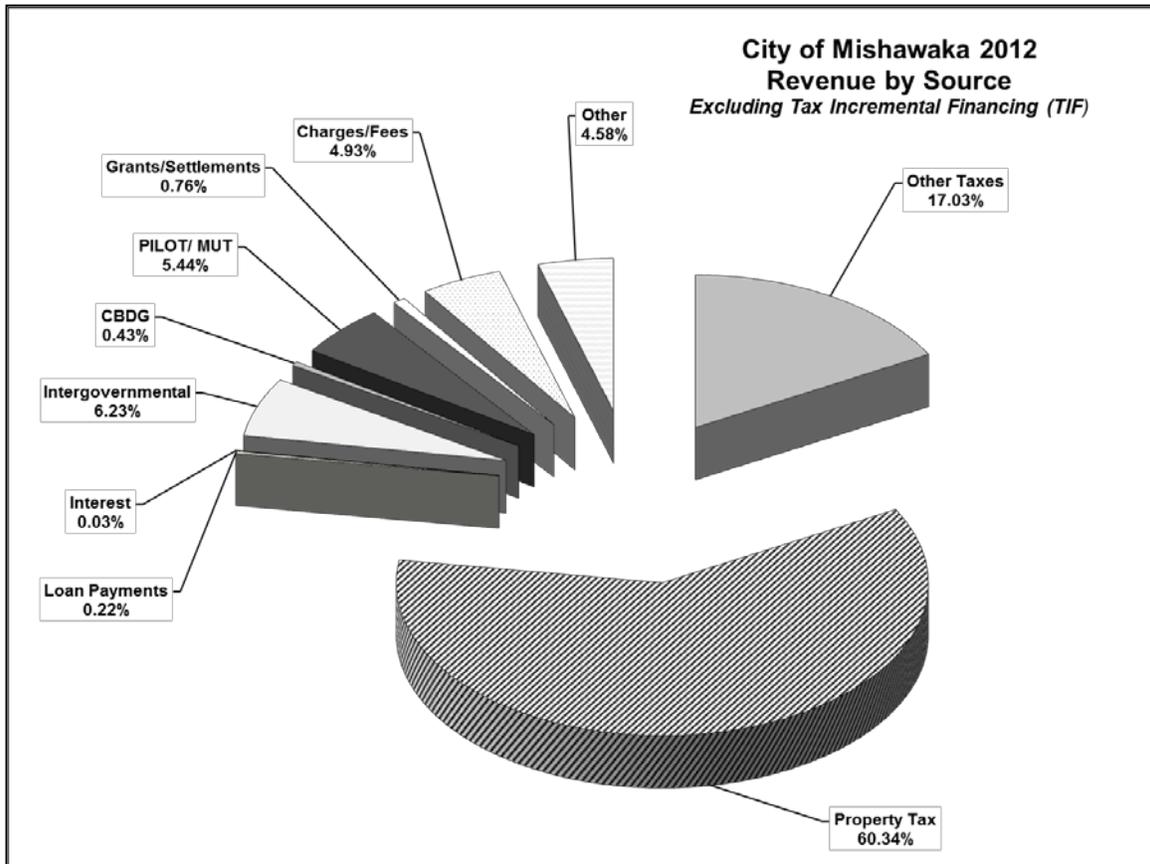
The Controller's Office is the center of finance and budgeting for the City of Mishawaka. The financial situation of the city influences everything we do. We must have the resources to get the job done. Managing the resources of the City can be complicated, but we do the best job possible with the taxpayer's funds. The primary function of the controller's office is finance, which includes 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 and Utilities, and
- Receipt and reconciliation of all deposits on a daily basis.

For the 26th consecutive year the Controller's Office has been recognized with the Certificate of Achievement for Excellence in Financial Reporting (2011). 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 in 2011 the audit disclosed no material findings and no comments. We are now beginning our audit for 2012 and expect another unqualified audit.

In 2012 we lost a dear friend and employee, Richard Lusk, who had worked for the City for 10 years. Michael Hartman was hired to replace Richard in the accountant position. Shellie Lentz replaced Brian Hall as our Purchasing Agent in 2012.

In 2012 we received our normal biannual property tax distributions from the county. We also received only 90.8% of our tax levy, leaving the City short \$ 2.2 million dollars. The City tends to be cautious in its spending and its management of the city budget so in these difficult economic times we succeed by planning conservatively. The city can still deliver exceptional services as we work to control our costs.



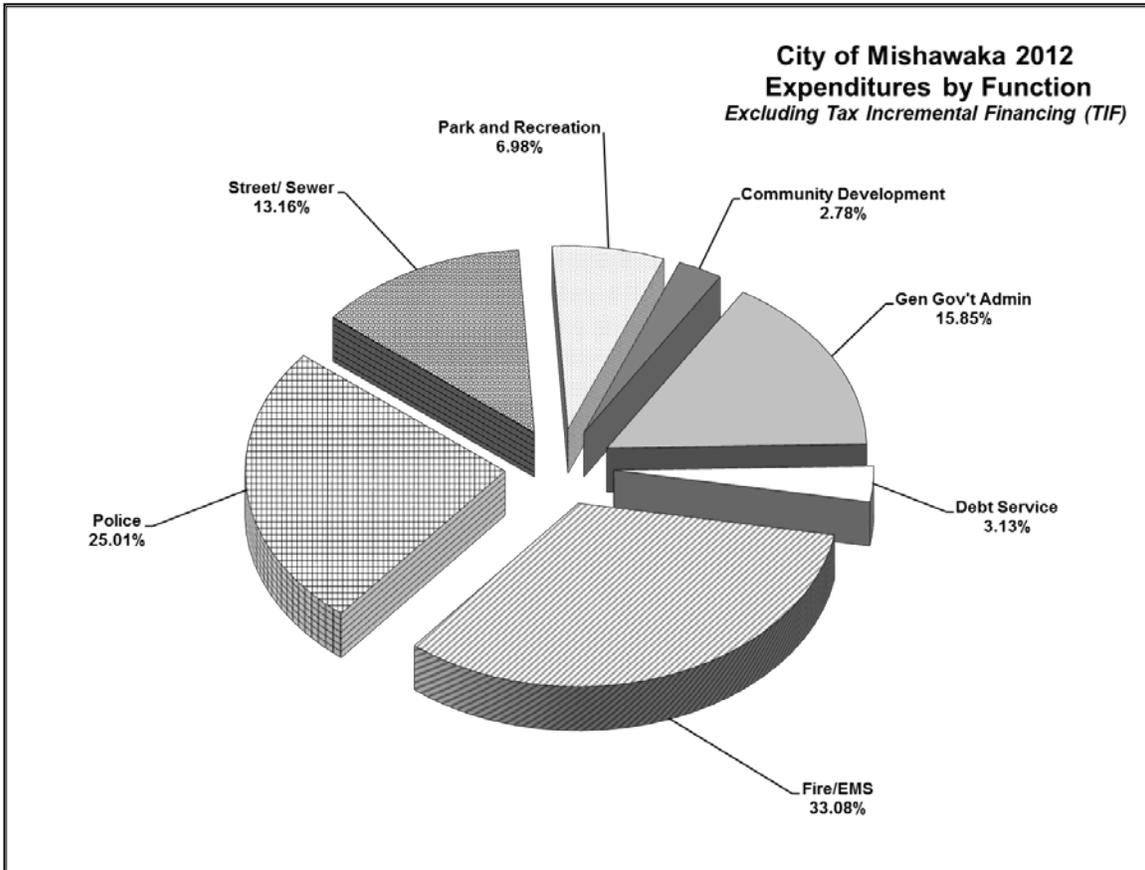
Making sure that all funds are deposited and accounted for on a daily basis results in considerable savings to Mishawaka citizens. The cash handling procedure of the city requires all funds to be deposited daily which assures these funds are available for any interest earnings in a timely matter. The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

The cash balance in the General Fund increased \$2,314,163 from \$5,753,036 to \$8,067,200. The cash balance at the end of 2012 was 25.7% of the General Fund budget for 2013.

The total city budget for 2012 was \$47,718,745 which was an increase of 6.75% (\$3,017,245) from 2011 (\$44,701,500). The General fund budget increase was 9.0%, MVH 5.7% and Park and Recreation 6.8%. In 2012 the wage increase across the board was 2.5%.

In 2012, approximately 60% of revenue came from property tax. Another 23% came from other taxes and Inter-governmental revenue. A few examples of other taxes and inter-governmental revenue are: COIT, CEDIT, Auto Excise, Cigarette, and ABC Excise.

Over 58% of the City’s expenditures were related to public safety. The next largest percentage was 16% for general government. An analysis of these expenditures shows 53% was spent on salaries and benefits, 12% on operating expenses 32% on capital, and 3% on bond payments for 2012.



The City’s portion of the average resident’s tax bill was 44.8% compared to 44.35% in 2011. In 2012 our assessed valuation decreased by 2.5% or \$34,405,957.

Health insurance deposit cost increased \$1,162,536, with actual claims increasing \$153,148. Due to these increases in premiums for 2011(7.9%), 2012(14.2%), and 2013(12.5%) the City of Mishawaka will revisit health insurance options in 2013.

2012 was the third full year of the Fuel Hedging program. This program provides a tool to stay within fuel budget parameters. With this program the city hedged 50% of its estimated usage of gallons of fuel for 2012. The idea of the fuel hedging is if the cost (NYMEX price) of fuel goes under the range (\$2.48) we pay the difference to the bond bank, and if the cost goes over the range (\$2.90) the bond bank pays the City. Reimbursement for 2012 was \$4,533. Each year of the hedging we need to budget at least 50% of the fuel at the highest cost of the range which will then keep us within our budget. In 2012 the cost of fuel was over the hedge range 6 out of 12 months.

The Controllers Office, in coordination with the Human Resources Department, set-up all but two departments on the B4Time time, and attendance program. This program places a great deal of accountability on each department to provide accurate time and accruals to the payroll system.

In 2012 the City’s interest yield was 0.25%. This low interest yield is part of an ongoing trend. Due to this unfavorable rate in overnight repurchase agreements, the City entered into a Cash Advisory Agreement with Umbaugh Cash Advisory Services for the second year. 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.

General Fund Balance			
2009	2010	2011	2012
\$4,723,021	\$5,449,462	\$5,753,036	\$8,067,200
Tax Rate History			
2009	2010	2011	2012
\$1.6557 (-8.34%)	\$1.6741 (+1.11%)	\$1.7362 (+3.71%)	
Assessed Value History			
2009	2010	2011	2012
-15.60%	+3.80%	-0.01%	-2.5%
\$1,390,317,351	\$1,443,858,833	\$1,429,736,810	\$1,395,330,853
Budget Book Totals			
2010	2011	2012	2013
\$43,491,406 (+7.87%)	\$44,701,500 (+2.78%)	\$47,718,745 +6.75%	\$52,312,050 +9.63%
Tax Anticipation Warrants			
2009	2010	2011	2012
0	0	0	0
Tax Rate History			
2009	2010	2011	2012
\$1.6557 + 8.34%	\$1.6741 + 1.11%	\$1.7362 + 3.71%	\$1.8186 + 4.75%
Wage Increases			
2010	2011	2012	2013
0%	2.5% <i>(3% Police and Fire/EMS)</i>	2.5%	2.0%

The City of Mishawaka’s bond rating is A+. This rating is based on a steadily growing customer base within an economically stable area, good historical financial performance, and adequate legal provisions as the factors in the rating assessment. The expectation is that the debt service coverage and liquidity profile for this bond issue and future issues will remain stable. With a favorable rating, the sales of bonds have a lower interest rate along with a greater amount of interest in purchasing of the bonds. Again this is a benefit to the citizens of Mishawaka by keeping interest rates lower, and having a positive effect on utility debt

service and property tax rates.

The City was able to build a new \$4.0 million Fire Station with funds from its local Mishawaka Bond Bank. This bond will be paid back over 15 years with Public Safety Funds.

We have no plans at this time to access local Bond Bank Funds in 2013.

Once again in 2012 we have used part-time help to get through our busiest parts of the year. Over the past few years the Controller's Office has had two retirements, and instead of hiring new full time employees, we used part-time help which saved on payment of benefits along with an annual salary.

In conclusion, the City Controller's Office is responsible for keeping the City in a financially sound position. This may be with earnings, or with savings on purchasing, but either way it's a benefit to all citizens of Mishawaka.

Law Department

Geoffrey Spiess, City Attorney

John P. Gourley, Corporation Counsel

The Law Department provides legal assistance and counsel to 22 City departments, as well as the Board of Public Works and Safety, the Redevelopment and Community Development Commission, the Board of Parks and Recreation, the Mishawaka Common

Law Department led collective bargaining negotiations for new contracts with five of the City's employee labor unions

Council, and Mishawaka Utilities and its divisions: Electric, Water and Wastewater Treatment.

In 2012, the Law Department led collective bargaining negotiations for new contracts with five of the City's employee labor unions, and negotiated a new wage agreement with a sixth. The resulting contracts in the Fire, Sewer, and Dispatch departments represent significant changes to be implemented in those departments in 2013.

In addition, the Law Department advised the Board of Public Works on the renewal of the City's solid waste removal contract, and is leading negotiations for an extension of animal control services. The collective bargaining agreement with the union for Mishawaka Utilities employees will be negotiated in 2013.

Among the ongoing duties of the Law Department are compliance with the Indiana Access to Public Records Act (APRA) and various new statutes that were enacted in 2012, including an updated law against nepotism in municipal government. The Law Department advises the Mishawaka Police Department on matters ranging from employment law to the disposition of seized property. Law Department staff participated in code enforcement and animal control hearings, as well as appeals of unemployment insurance decisions.

The Law Department continues to work with outside counsel to prepare and conduct litigation the City is involved in, and works with department managers and supervisors to minimize the City's exposure to costly lawsuits.

Human Resources

Bonnie Bonham, MS, Director

The Human Resources Department's three dedicated staff and Safety Coordinator provide personnel services to all Mishawaka Civil City and Utility Departments. Services offered include management training, staff development, benefits management and education, policy development and safety education and training.

This year's Health and Wellness Benefits Event resulted in 172 participants receiving free flu shots and biometric screenings. This is an increase of 45% from 2011. Participation was incentivized by the offer of a \$50 gift card from our health insurance



carrier, United Health Care, for participation in wellness qualified events. One hundred employees qualified for the wellness incentive, an increase of 58% from 2011.

The City continued its participation in the IACT Medical Trust for health care insurance and added

dental and vision options within the Trust in 2012. With ever-increasing healthcare costs and changes in plan coverage, we continue to remain diligent in reviewing the cost effectiveness of current health care benefits. We are pleased with the employee's increased interest in health and prevention. Proactive and preventive health maintenance is an important part of keeping employees healthy and reducing healthcare costs. Employee on-site health clinics are being researched and discussed with a variety of providers to offer a more cost-effective alternative for treating non-life threatening medical issues.

Workforce

In 2012, Human Resources received 562 applications for employment and hired 42, including 13 Fire Department and 5 Police Department employees bringing the total workforce to 503. Seasonal employment increased the total by 111 for the summer and winter seasons in our Park and Central Services Departments. The workforce was reduced by 12 resignations. An additional 11 employees retired (averaging 28 years of service each) translating to a total loss of 311 years of service for the City. We thank them for their dedication to the citizens of Mishawaka in each of their very important roles.

Human Resources received 562 applications for employment

Safety Department

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. In fact, there was a 54% decrease in claims cost from 2011. Training of all Departments and inspection of job sites have been effective tools for minimizing work place injuries. Four Departments, the Utilities Business Office, Water, Wastewater and City Hall have each exceeded 1,500 days without a lost-time work injury. The Sewer Department reached the 1,000 day mark while the Park

Four Departments have each exceeded 1,500 days without a lost-time work injury

Department recently passed the 500 day mark.

These are impressive numbers for work

environments that are known to be prone to workplace hazards. Training within each department and job site evaluations have been a constant focal point of the Safety Department. Job specific training, such as work zone safety, forklifts, electrical safety, distracted driving, confined space, fire protection and the new OSHA hazard communication standard have been introduced or repeated per mandated safety regulations.

The City Safety Committee, with Department representatives, met bi-monthly to discuss City safety enhancements. 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.

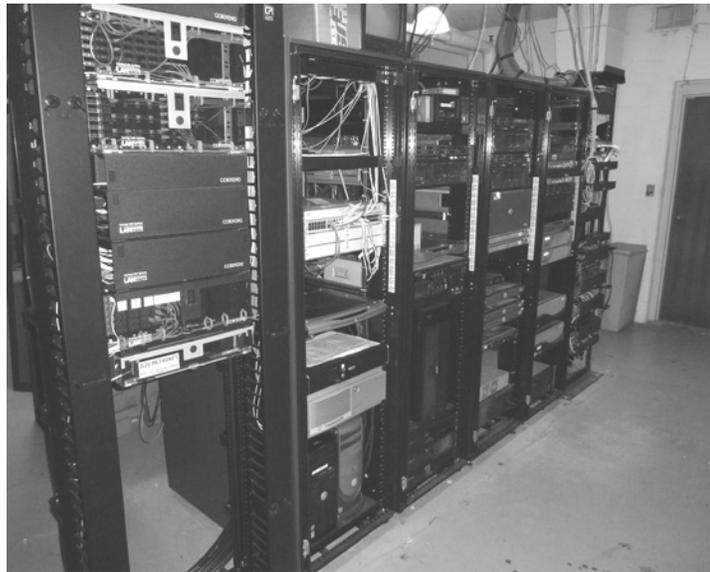
Information Technology Department

Tim Calderone, Director

The Information Technology Department, (IT) is responsible for the oversight of the City's computer and network infrastructure. Some of the specific duties include, network administration, website maintenance, computer repairs and upgrades, along with a multitude of miscellaneous technical issues and problems. 2012 was another busy year in the Department as our Web Developer and Network Admin left during the year to pursue other opportunities.

This year the members of the City Council were provided with tablet computers to use during the Council meetings. The City Clerk's office now prepares meeting minutes and agendas that can be sent electronically to the Council members. This process has eliminated the need to print and distribute paper copies of this information to each individual member. In addition to the convenience it will save money in printing costs.

The server virtualization project is now complete. The data center in City Hall is now a private cloud-based infrastructure. This allows for the ability to move virtual servers across physical servers in real time without having to take them down. The system will increase overall stability and provide a more flexible environment.



The IT Department started to upgrade the City's computers to new systems running Windows 7. Windows XP is reaching the end of its support time frame from Microsoft. Most current users are on Windows XP. Once our software vendors support Windows 7 we can upgrade to the new version. We have made significant progress in the upgrade and will continue well into 2014. The Windows 7 upgrade also includes upgrading the Microsoft Office version from Office 2003 to Microsoft Office 2010.

The City's email system was upgraded from Microsoft Exchange 2003 to Microsoft Exchange 2010. This upgrade greatly improves the web interface for remote access to email. This was a challenge because the email system is in use 24 hours/7days a week. It's a very high profile system and we are happy to report there was minimal interruption of service to the users during the upgrade of the system.

The ESRI GIS system was upgraded to version 10.1. This upgrade now allows for publishing web-based maps on the City website. Citizens may now access a wealth of

accurate information that was not previously easily accessible. Maps that show information such as garbage pick-up days or council districts are only a few clicks away for a citizen from their home.

The largest project is the implementation of Cityworks. This system is a work order management program that will issue and track maintenance and work requests in every department throughout the City. The Information Technology Department is spearheading the process to document departmental workflow to configure the system. In the final stages of the rollout in 2014 this software suite will allow citizens to interact with the City departments through the internet.

Cityworks is a work order management program that will issue and track maintenance and work requests in every Department throughout the City

Central Services

Mike Watson, Manager

Central Services was created by merging two departments, Streets and Motor Pool, along with the grounds maintenance of the Parks Department. The Central Services Department has responsibilities that include mowing and grounds maintenance, janitorial in all City buildings, fleet maintenance, snowplowing, and street maintenance. All these tasks are accomplished by the dedicated effort of employees in the Department.

Central Services is headquartered at 500 North Cedar Street, behind the Ace Hardware store. Over the past 49 years, the City expanded the complex with the purchase of the South Bend Modern Molding property located on the east end of our current location in 1998. The Sewer Maintenance Department is also located at our complex.

The Department has outgrown its current facilities and has been exploring options for alternate accommodations. In 2010, Forum Architects was hired to provide us with a quote to erect a new steel building on the current site. The dimensions of this building would be 105 feet wide and 210 feet long. As they researched the subsoil and the topography at the Cedar Street site, it was discovered that substantial excavation of the subsoil would be required. A substantial retaining wall and drainage system on the north side of the building would also be required. The cost estimate for this 22,000 square foot building was \$1.7 million.



We also considered building a new salt barn at our 5th Street location. The salt barn cost estimate was \$350,000. In addition, there were some large imminent building repair expenses that would add to the cost of remaining at our current location. With the cost of remaining at 500 North Cedar Street growing over \$2 million, we decided to look into the possibility of relocating our operations.

A vacant building was available at 700 South Union St. that will meet our current needs and would accommodate future development. The building that formerly housed Scott Brass has

A vacant building at 700 South Union St. was available that will meet our current needs and would accommodate future development

144,510 square feet while our current buildings have only about 50,000 square feet and will not accommodate equipment storage. The building sits on approximately 11.5 acres and is 6.5 acres larger than our current site. With these facts alone, it was apparent that the former Scott Brass facility would be ideal for our operations. The City made an offer of \$785,000 for this property that was accepted by the owner. The City closed on the property in late December of 2012.



We estimate spending approximately \$1.8 million in renovations to the building and site improvements. Our Fire Department and Electric Department will also occupy a portion of this facility which will free-up room at their respective facilities. Our goal is to be operating Central Services from this building by early December of 2013.

Fleet Maintenance

Our Motor Pool employees, now known as Fleet Maintenance Technicians, are part of the Central Services Department. We currently have six Fleet Maintenance Technicians that are responsible for maintaining all City vehicles and small hand-held power equipment. Keeping the nearly 300 vehicles up and running for all the departments is no small task. They not only perform routine 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 delivers.

The Motor Pool Department of Central Services also tracks the fuel consumption for all City vehicles. The following is an overview of the fuel used by department:

Department	Unleaded	Diesel
Building	1016.8	
Code Enforcement	1135.6	
Controller	595.2	
Electric	17138.2	7497.0
Engineering	1048.2	
Fire	4986.4	20860.4
Motor Pool	906.4	971.3
Motor Vehicle	10718.5	31675.1
Parks	11406.9	3623.5
Police	96715.3	4.9
Sewer	7905.3	4687.4
Wastewater	1426.0	359.6
Water	11992.4	4051.2
Cost/gal	\$2.85	\$3.09
Total City Fuel Cost	\$475,924.35	\$227,825.70

Revenue from sale of used oil: \$1,133.00

Grounds Maintenance

It is the responsibility of the Central Services Grounds Maintenance to maintain the green areas of all city-owned properties. This consists of approximately 700 total acres. With newer equipment the city has purchased in the past few years, we have been able to reduce the amount of mowing time from a 9 day rotation to a 5 day regimented schedule. Projects handled by Grounds Maintenance included tree removal in some city parks and areas of the riverbank, seeding of city-owned lots, and over-seeding in park areas which have enhanced the beauty and safety of these areas. City baseball diamond maintenance, trash removal throughout the city and its parks, and the set-up and break-down for city special events is handled by the Grounds Maintenance crew.

In the fall, we are responsible for the leaf removal in the city parks and offices, and play a large role in the city's leaf pick up program.

During the winter months, we are responsible for snow removal on approximately 8 miles of sidewalks. This consists of the River Walk, all city parking lots, business offices, City Hall, sidewalks on bridges, and all other walkways adjacent to city-owned property. We also repair, paint, or rebuild all of the picnic tables for the city parks and pavilions.

Traffic

The Mishawaka Traffic Department recorded 1,243 event entries in 2012. These entries consisted of sign repairs, new sign installations, inspections and collection of field data. Since the inception of our Asset Management software in 2004, we have collected data on 7,497 active signs, and 915 signs removed from service due to vandalism, theft, accidents, or failure to meet federal standards.

Along with the daily maintenance and installation of signs, the Traffic Department is also responsible for pavement markings applied to road surfaces such as center lines, skip lines, fog lines, stop bars, crosswalks, and directional arrows. In 2012, we used 1,485 gallons of yellow paint, 1,000 gallons of white paint, and 20,000 pounds of glass beads for these markings. In 2010 we reduced our center line and fog line widths from 6-inch lines to 4-inch, remaining in compliance with Federal and State standards. In 2012, this reduction saved \$13,442 in traffic paint costs.

As in past years, we continue to support the various Departments in the City with their graphic needs. This reduces the cost of outsourcing projects to private businesses, saving money and turnaround time.

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 and review of all private development and utility companies projects for conformance with Engineering Standards, i.e. stormwater 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, i.e. 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, a 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 as 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 stormwater management, site access, sanitary sewer connections, and construction plan reviews. These plan reviews include new residential and industrial subdivisions documenting compliance with stormwater 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 stormwater management calculations and plans submitted by developers
- reviews construction plans and specifications for development of

- improvements of 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, Bethel College, Ivy Tech, 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 developer, 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 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 smaller Public Works projects, the curb and sidewalk program, the summer street paving project, assigns all City addresses in conjunction with the 911 emergency system, and troubleshoots citizen complaints. The Project Manager also shares responsibility with the Project Coordinator for the Department's purchase orders, and processing of claims for consulting services and 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 60 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 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 and 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 utility 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. During the period the economy is depressed, the number of locating requests is low compared to the historical high values of 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 significantly.

In summer of 2011 as project management staff members were out of the office, there were many occasions that only one person was in the office, making it difficult to answer telephones, issue permits and take lunch breaks. The first half of the summer an office staff member from the Mayor's office helped part-time between offices through July. The value of having a regular part-time staff member who understands the operation of the office enables them to proficiently assimilate excavation and sewer permits, process sewer insurance applicants, issue address assignments in addition to answering telephones, and responding to contractors and citizens who walk in the office.

In 2012 we were able to add this temporary part-time for the entire 2012 calendar year which allowed much greater flexibility for full-time staff members who were often working their schedules around office management duties during lunch and illness.

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 proper 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 investigates and works to address 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 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.

Engineering ensures contractor and individual compliance with the City of Mishawaka Excavation and Public Works Bonding Ordinances and permitting requirements. Our department 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.

Our office receives copies of accident reports involving damage to City property, such as guardrails, traffic signs, traffic signals, trees, and other City property for restitution for damaged property through insurance claims or personal payment plans. In 2012, \$3,107.00 was collected for damaged public property at seven locations.

Excavation and Sanitary Sewer Connections

Sanitary Sewer connection fees are designed to assess a fee on a developer's site based on the size of their property and the impact the proposed development will have 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 Division.

In 2012 Engineering issued 702 Excavation Permits with fees totaling \$11,930.00 for all categories of excavation i.e. telephone, cable, gas, electric, boring, street, sewer, water, and irrigation. This is an increase from 2011 when \$10,875.00 was collected from 717 Excavation Permits. In addition, there were 109 Sanitary Sewer Connection and Inspection Permits obtained in 2012 that totaled \$137,180.59 versus \$63,126.35 collected from 107 permits in 2011.

Sewer Insurance Program

The Engineering Department maintains 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. The monthly fee for residential sewer insurance was increased to \$1.50 per month in 2008.

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 2012 totaled \$222,871 with expenses of \$150,402. In 2012, the Sewer Department received 292 complaints of sewer problems where 54 residents signed up for the Sewer Insurance Program. Of the 54 residents, there were 35 residential contractor repairs performed with an ending balance in the fund of \$228,857.

A summary of the 2012 Sewer Insurance Program is provided below:

Date Initiated	Job Number	Address	Action Taken	Total Cost	Work Completed
1/12/12	1166	410 W Lawrence St	Line opened, no guarantee	\$471	1/13/12
2/6/12	1167	121 W Russ St	Contractor repaired	\$1,258	2/10/12
2/8/12	1168	121 W Battell St	Incomplete	incomplete	2/8/12
2/8/12	1169	620 N Wenger	Contractor repaired	\$4,225	2/17/12
2/9/12	1170	1113 Liberty Dr	Contractor lined lateral	\$5,695	2/25/12
2/20/12	1171	604 Jackson St	Incomplete	\$471	2/29/12
2/21/12	1172	1302 E Seventh St	Contractor repaired	\$2,285	2/23/12
3/16/12	1173	725 Fairmount Ave	Contractor lined lateral	\$2,550	3/24/12
3/21/12	1174	626 Studebaker St	Contractor lined lateral	\$6,205	4/4/12
3/23/12	1175	2659 Castine Walk	Contractor repaired	\$1,530	4/21/12
3/26/12	1176	1013 Jackson St	Line opened, no guarantee	\$0	4/9/12
4/3/12	1177	617 Benton St	Contractor repaired	\$6,745	8/11/12
4/5/12	1178	134 W Broadway	Line opened, guarantee provided	\$0	4/6/12
4/11/12	1180	2807 Ewing Ave	Contractor repaired	\$2,170	4/12/12
4/16/12	1181	2321 LLW West	Contractor repaired	\$27,137	6/15/12
5/1/12	1182	2338 Normandy Dr	Contractor repaired	\$1,342	5/2/12
5/21/12	1183	1501 Panama St	Contractor repaired	\$2,963	6/7/12
5/29/12	1184	230 E Lowell Ave	Contractor repaired	incomplete	5/29/12
6/14/12	1185	301 N State St	Line opened, guarantee provided	\$435	6/15/12
6/14/12	1186	2114 Milburn Blvd	Incomplete	\$0	6/29/12
7/31/12	1187	217 Monmoor Ave	Contractor repaired	\$2,256	8/8/12
8/2/12	1188	2519 N Main St	Contractor lined lateral	\$3,055	10/5/12
8/2/12	1189	803 W Grove St	Contractor repaired	\$2,495	8/11/12
8/2/12	1190	1216 Union St	Line opened, no guarantee	\$235	8/6/12
8/6/12	1191	123 Indiana Ave	Line opened, guarantee provided	\$358	8/8/12
8/7/12	1192	132 W Battell St	Line opened, no guarantee	\$358	8/7/12
8/1/12	1193	924 W Jefferson Blvd	Contractor repaired	\$3,076	8/15/12
8/17/12	1194	2534 Ewing Ave	Line opened, no guarantee	\$839	8/22/12
8/17/12	1195	212E Sixteenth St	Contractor repaired	\$1,586	8/21/12
9/10/12	1196	1904 Cove Pl	Contractor repaired	\$3,021	9/11/12
9/18/12	1197	918 Homewood Ave	Line opened, no guarantee	\$0	9/18/12
10/1/12	1198	137 Strathmoor Ave	Contractor repaired	\$1,952	10/2/12
10/2/12	1199	426 N Mason St	Contractor lined lateral	\$5,373	11/16/12
10/2/12	1200	2102 Lincolnway East	Line opened, no guarantee	\$358	10/4/12
10/4/12	1201	127 S Walnut St	Contractor lined lateral	\$8,463	11/2/12
10/9/12	1202	435 W Battell St	Contractor lined lateral	\$2,118	10/19/12
10/10/12	1203	822 S Main St	Contractor lined lateral	\$3,820	10/16/12
10/16/12	1204	114 E Edgar Ave	Line opened, guarantee provided	\$716	10/16/12
10/17/12	1205	321 St Joseph Ct	Contractor repaired	\$5,107	12/28/12
10/22/12	1206	1221 S West St	Contractor repaired	\$935	11/12/12
10/22/12	1207	512 E Jefferson Blvd	Contractor repaired	\$1,488	12/17/12
11/1/12	1208	1605 Sarah St	Contractor repaired	\$4,334	11/2/12
11/5/12	1209	512 W Broadway	Contractor repaired	\$4,257	11/9/12
11/5/12	1210	2119 Lynn St	Contractor repaired	\$2,265	11/7/12
11/19/12	1211	2716 Schumacher Dr	Contractor repaired	\$4,319	11/27/12
11/26/12	1212	1034 E Fourth St	Line opened, no guarantee	\$353	11/26/12
11/27/12	1213	554 W Tenth St	Contractor repaired	\$1,842	12/14/12
11/30/12	1214	137 Manchester Dr	Contractor repaired	\$3522	12/1/12
11/30/12	1215	349 S Capital Ave	Line opened, guarantee provided	\$353	11/30/12
12/12/12	1216	606 Eisenhower Dr	Line opened, no guarantee	\$1,443	12/13/12
12/13/12	1217	504 Hendricks St	Line opened, no guarantee	\$727	12/17/12
12/18/12	1218	718 E Fourth St	Line opened, no guarantee	\$962	12/18/12
12/18/12	1219	320 N Elder St	In progress	\$0	12/18/12
12/27/12	1220	855 Lincolnway East	Contractor repaired	\$3,524	12/27/12

Industrial, Commercial and Residential Developments

Just two Developers submitted sanitary sewer main modifications of previously approved improvements and/or extensions in 2012; these developments, Stonebridge Villas and Toscana Park, intended this infrastructure to be constructed for private use and maintenance. The City experienced mostly rehabilitation of existing sites with a few new commercial and residential homes constructed in existing subdivisions. A few examples of new commercial development projects are Davita Dialysis (1420 Trinity Place), Physician Urgent Care (505 W. Cleveland Road), Panda Express (4906 Grape Road), Golden Corral (135 Douglas Road), and Cheddar's (4914 N. Main Street).

MS4 (Municipal Separate Storm Sewer System)

On October 30, 2012, the MS4 program submitted its second biennial report. The report is a comprehensive overview of program activities over the period from July 1, 2010 through June 30, 2012. IDEM acknowledged receipt of the report on October 30, 2012 and the program is awaiting feedback from the IDEM Stormwater program.

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 into 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 documentation items that need to be addressed. During 2012, the City continued addressing the concerns by revising Erosion Control Standards and working with IDEM to implement the required changes.



IDEM has indicated that it will likely conduct its final audit of the current NPDES permit term sometime in 2013. The audit is expected to focus on the detection and elimination of illicit discharges to our storm sewer system. In 2011, Department of Engineering personnel attended a workshop by IDEM to assist in preparation for the upcoming audit, which was originally anticipated to occur in 2012. The City has GPS located the City's

stormwater outfalls, created an adaptive GIS layer, and sampled at several dry weather outfalls to characterize the nature of discharge.

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.

The City is in the final year of its second 5-year NPDES permit term. An application for renewal of the current permit is due at the end of 2013. Program efforts throughout 2013 will focus on preparation of the renewal in addition to preparation for the anticipated audit of the illicit discharge detection and elimination program.

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 established maintenance requirements and provides a regulatory framework for recovering costs incurred by the City to deal with problem facilities. The program is evaluated at the end of each calendar year so that any necessary modifications can be implemented the following year. The FOG program was further refined at the end of 2011 to omit a registration fee for restaurants that were deemed to be a minimal impact to the municipal sewer system. Restaurants may fall under this category if they are merely storefronts that reheat and serve entirely on disposable paper products, such as concession stands or mall kiosks. The results of this modification were observed throughout 2012, and because of the success of this modification, it was maintained as a facet of the program in the future. Regarding these changes and City's expectations, the Wastewater, Sewer, and Engineering staff prepared a pamphlet for distribution to restaurants renewing their licenses for 2013.

Traffic Engineering Services

Traffic Engineering is responsible for the operation and maintenance of 60 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 2012, these requests resulted in the issuance of 41 work orders for the installation or modification of signage and pavement markings.

Traffic Signal and Flasher Maintenance

In 2012 one hundred seventy seven (177) traffic signal repairs were completed. Also maintained were luminaries, guardrails and all 60 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 were adopted by the Federal Highway Administration (FHWA). These changes were established for the aging population to 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

The purpose of these projects, funded from INDOT's SRTS Program, is to provide school aged children a healthy and safe route to walk or bike to school. 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 children will walk or bike to and from school. The City of Mishawaka is an all walk-on school system with minimal bus transportation for the students. Each school within Mishawaka has been examined to identify a safe route for that particular school. A different elementary school is targeted each year throughout the life of this program.

Specifically, sidewalk improvements will be performed along the route most utilized by the students to access schools and includes ADA-compliant curb ramps, replacement of deteriorated sidewalks, signage, pavement markings at crosswalks, and provide educational materials to the children in connection with the DARE officers of Mishawaka. In 2010, the City received a grant for Emmons School and in 2011 for Battell School. The design of the project for Battell School was completed in the spring of 2012 and 95% of the construction for this project was completed before winter stalled construction in 2012. The few remaining sections will be completed in spring of 2013. Each of these grants ranged between \$225,000.00 and \$250,000.00.

The City also applied for a SRTS grant for Beiger School for 2013 construction to continue these improvements; however the City was not selected. The City will continue to apply for this program in the future and incorporate these improvements in conjunction with other City projects.

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 and Activities

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.

The Engineering Department issued 22 dumpster permits in 2012. 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 Barrows Court and Cottage Avenue, along with No Trucks signage at Milburn Blvd, Bennington Drive and Seventeenth Street. There were also requests for no parking signs, do not block driveway, and cross traffic does not stop signage.

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 (Main Street phase IV) during the 2012 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) partners with the City to gather traffic count data for various Mishawaka locations. This data assists in documenting changes in traffic volumes and may possibly be used to justify changes in infrastructure.

A CMAQ grant was approved in 2009 to modernize the traffic signals on Church/Union Street from Linconway (SR933) to Dragoon Trail. Construction for this closed-loop traffic signal central control system is scheduled to begin during the 2013 construction season for this corridor.

During the 2012 construction season two new signalized intersections were added to the City's system. These include Dragoon Trail and Logan Street, which was funded by INDOT's Highway Safety Improvements Program (HSIP). The intersection of Harrison Road and Bennington Road was reconstructed and signalized to provide access to the new Fire Station No. 4. Also during the 2012 construction season, the Engineering Department began deploying a new traffic monitoring system called Centracs. This system will provide a more sophisticated system to better manage traffic flow in the Grape Road corridor, Main Street corridor, and McKinley Avenue corridor. This system will continue to be added to other corridors as we upgrade those intersections. Once completed Centracs will have the ability to make slight timing alterations to signals based on traffic flow and volume. The goal of Centracs is to allow traffic to flow more efficiently with less stopping time.

Disabled Parking Approvals

With the assistance of the Mishawaka Police Traffic Division, the Engineering Department coordinates the application process for designated disabled parking spaces on public streets. In 2012 the Board of Public Works and Safety approved the designation of 8 new disabled parking spaces and the removal of 10 spaces that were no longer required.

Construction Projects



Engineering is responsible for plan development and construction management. Often times these construction projects are funded from several sources. In 2012 projects under construction were funded with Long Term Control Funds, Tax Incremental Funds, Cumulative Sewer, Redevelopment CDBG Funds, Local Road and Street Funds, and INDOT including SRTS Grant, HSIP, and LPA Funds. Construction projects in 2012 totaled approximately \$16.3 million. Specific details of the 2012 construction projects are highlighted in the following sections. In

addition, projects that were in the design and land/easement acquisition phase during 2012 are also discussed with intent of 2013 construction.

Northwest TIF Projects

Main Street, Phase VI -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 was 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 were finalized before construction in summer 2012. Construction was phased over two construction seasons due to the extensive utility relocations.



Work completed during 2012 includes full depth concrete pavement, asphalt pavement, and widening to five lanes with right turn lanes throughout. Storm sewer was replaced the entire length of the 0.77 mile-long project. Utility relocation, lighting, traffic signal, and miscellaneous sanitary sewer replacement were included. CIPP sanitary sewer rehabilitation was also performed within the project limits. Work scheduled for 2013 includes structural lining of the sanitary manholes between Edison and Ardennes, construction of a new eastbound right turn lane at the intersection of Edison and Main, and asphalt resurfacing at the intersections of Day and Main and Edison and Main. When complete in 2013, the final cost is estimated to be \$ 5.5 million.

First and Hill Street Improvements (Main Junior High Apartments)

The conversion of the former Mishawaka High School Building into apartments for senior living was the focus of the Community Redevelopment Department in early 2011. In conjunction with this senior living center project, it became apparent that new utilities were required and therefore Hill Street and First Street were identified as the new corridor to serve sanitary sewer, storm sewer and water to the facility. In addition, on-street parking was slightly reconfigured and included new street pavement and sidewalk since sections were 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 submitted the low quote to install the first phase of utilities which included 140 lineal feet 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 was initiated in spring of 2012 and was awarded to C& E Excavating with substantial completion end of 2012.

The second phase of construction consisted of asphalt and concrete pavement, concrete curbing, concrete drive approaches and sidewalks, storm and sanitary sewers, water main, and street lighting for First Street from Spring Street to West Street and Hill Street from Lincolnway to the Front Street traffic circle. West Street from Lincolnway to First Street reconstruction was added to the contract since sanitary sewer issues were discovered within West Street. In addition, the City took advantage of the reconstruction and included a new 36-inch storm trunk sewer to ultimately provide some storm relief south of Lincolnway. Therefore, a third phase of the project, scheduled for 2013, will consist of

the reconstruction of West Street from First Street to Front Street including the continuation of the 36-inch storm trunk sewer and outlet structures into the St. Joseph River. The infrastructure investment in the central business district for phase 2 was \$1,196,165.

Battell Street Storm Sewer and CSO 016 Erosion Repair

Completion of this project is scheduled for the spring of 2013. Work in 2012 included the installation of a 36-inch combined storm sewer outletting into the St. Joseph River near Battell Street and Merrifield Avenue intersection. Also included in the project scope is the abandonment of a 24-inch storm sewer and an 18-inch combined sewer, installation of a mechanically stabilized embankment, temporary and permanent steel piling, and rip rap for erosion control. Construction operations will also include pavement and curb restoration at the intersection of Merrifield Avenue and Battell Street. Currently the project is 75% complete with an estimated project cost of \$191,860.



River Crossing No. 2 Biofilter

This project constructed a Biofilter odor treatment facility for River Crossing No. 2 discharge. Specifically, it is to treat the sewer main discharge gases. Two large concrete cells are lined with a specialized air distribution manifold covered by 5 feet of hardwood-chip media. The wood chips are kept moist and serve as a substrate for bacteria growth which provides odor treatment of the gases generated in the sewer and distributed through the manifold and into the media. The project was initiated and completed in 2012 for an investment of \$464,249.

Battell Community Center Parking

This project is located along the west side of Marion Street to the northeast of the intersection of Main Street and Broadway Boulevard. Twenty-two on-street parking spaces were created within the existing right-of-way using concrete pavement with new curbing, sidewalk, and lighting. It was awarded to Rieth-Riley Construction with a total cost of \$68,984.

Hospice Site Infrastructure

This project involves the construction of the infrastructure surrounding the Center for Hospice facility currently under construction and provides an alternative access to Central Park from Cedar Street. A new road (Comfort Place) will be constructed from

Cedar Street to service the facility. Pine Street and Madison Avenue will be reconstructed along with the roadways and parking areas in Central Park. New water main and storm sewer will be installed throughout the project. New sanitary sewer has been installed on Comfort Place and existing sanitary sewer will be rehabilitated with Cured in Place Pipe Lining, manholes will be rehabilitated and new service laterals installed. All existing overhead utilities will be relocated underground. Construction began in October 2012 and is scheduled for completion by July 2013. The estimated investment is \$1,525,618.

2012 Design Projects for University Drive Service Area

The University Drive Lift Station Upgrade and Forcemain Reroute design was completed in 2012. This lift station's existing 6-inch forcemain currently terminating in the Juday Creek Lift Station service area will be rerouted to Douglas Road, Holy Cross Lift Station Service Area, through a new 12-inch HDPE forcemain. The forcemain corridor is approximately 5,000 linear feet extending from University Drive under the Toll Road and parallel to the east City Limits terminating in Douglas Road's 18-inch gravity sewer main. Easement acquisition is complete for the forcemain corridor. Completing this construction with an estimated cost of \$1.4 million will provide additional capacity in the Juday Creek Lift Station Service Area, which includes the Main and Grape Road sewer main corridors, and utilize the full design capacity of the University Drive Station. The service area for the University Drive Station incorporated the area bounded by Capital Avenue at the east City limit. The Golata, 1st Source, and Memorial parcels were annexed into the City in 2008, 2011, and 2012 respectively. Development interest in these parcels is renewing with land owners dedicating right-of-way for street and utilities construction. Therefore, it is prudent to provide additional sanitary sewer capacity for the impending private development of the Fir Road Connector corridor.

In addition, the Fir Road Connector between Capital Avenue and Fir Road was designed in 2012 as a parkway similar to the Edison Lakes Parkway and Holy Cross Parkway Corridors. This is a 4,000 lineal foot parkway connecting with the Capital Avenue signalized intersection (Toll Road Exit 83) at the east and Fir Road at the west in line with the Grande Vista intersection. (See Exhibit A.) The project will include concrete pavement, concrete curb, landscape islands, water main, storm and sanitary sewer mains with an estimated investment of \$6.5 million.

University Drive and Fir Road Intersection Upgrade design is at 95% complete and currently in the land acquisition phase. The project includes additional turn lanes on Fir Road at the intersection with University Drive, new lane transition to the improved intersection at Cleveland and Fir Road completed by the County in 2011, and signal upgrade. Construction is anticipated in 2014 with an investment estimated at \$1.5 million.

Third Street from Cedar Street to Wenger Avenue: Design

The Project includes construction of a separated storm sewer, rehabilitated sanitary

sewer, new concrete curb and sidewalk, and pavement with an estimated cost of \$2.7 million. This project is in anticipation of the future LTCP, specifically the 78-inch to 120-inch storage tunnel proposed for Fourth Street corridor. The surrounding streets and alleys will realize additional pressure through the prolonged construction of the LTCP storage tunnel and therefore have prioritized these improvements for 2013 construction.

Main Street Whitetopping from Indian Ridge Boulevard to University Drive: Design

Design was initiated late 2012 for whitetopping Main Street from Indian Ridge Boulevard north to University Drive. This method of pavement is constructed of a thin layer of 6-inch thick concrete pavement surface installed over existing pavement that is milled to accommodate the proposed design thickness. The design will take into consideration the Toll Road Bridge approaches and may need to be thickened to withstand bridge movement. It is anticipated the design will be completed in early 2013 and project construction scheduled for summer of 2013.

Church/Union between LW and Norfolk and Southern Railroad

The Church/Union/Main Corridor (Phase 3) project was designed in 2012 and was expanded to continue the Church/Union 5-lane section south from First Street to Seventh Street. It will include upgrades 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 under the Penn-Central Railroad Overpass. The existing concrete pavement will be replaced including repair of the underpass underdrains allowing the original 54-inch storm trunk line to 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. Construction is anticipated for 2013. (See Exhibit B.)

South TIF Projects

Bremen Highway Whitetopping

This project was the City's first design and pavement construction project using the method and materials of Whitetopping. The Project was awarded to Rieth-Riley Construction and included milling the 500 linear feet of existing asphalt surface south of Dragoon Trail, construction of a thin 4-inch concrete whitetopping surface, pavement markings, maintaining traffic, and other miscellaneous work. The total project investment was \$121,024.

Bremen Highway South Gateway

In 2010 Abonmarche Consultants was selected to prepare a conceptual study for the improvement of the section of Bremen Highway from the US 20 Bypass north to Ireland Road. The ultimate goal was to develop a concept that would allow the road way to be widened to two lanes in each direction with a center left turn lane to accommodate the traffic within the corridor plus allow for construction of landscaped medians within the section to enhance the aesthetics of the South Gateway into the City.

As a result of the preliminary study it was determined that adequate right of way existed within the corridor to accommodate the proposed improvement project. The study also revealed that to handle the increased stormwater runoff from the roadway, a subsurface soils investigation would need to be completed. The subsurface soils investigation that was completed in the summer of 2012 indicated that the soils were heavy, with a limited ability to effectively percolate stormwater.

Based upon the limited percolation of the soils, it was determined that an analysis of the Meijer Retention Basin would be necessary to determine its current capacity plus additional storage needed for runoff from the expanded roadway pavement. Upon completion the drainage study the engineers recommended that a larger culvert be installed under Bremen Highway and that the Meijer Basin be expanded. This drainage project will be ready to bid early in 2013 at an estimated cost of \$675,000.

With drainage improvements designed and ready to bid, the final design for widening of Bremen Highway and the Southern Gateway Project, (see Exhibit C), can be completed and ready to bid in spring of 2013. The Project construction cost is estimated as \$2,210,000 and anticipated to be completed by November of 2013.

Public Works Projects

Summer Street Paving Program

The Engineering Department assisted in prioritizing and overseeing 34,000 lineal feet of street milling and resurfacing project. The summary of the Summer Street material bid prices are detailed in the table below:

Materials	Reith Riley Construction Company, Inc.			
Description	Qty	Unit	Unit Price	Extension
Bituminous Materials:				
Hot Mix Asphalt Pavement, Surface 9.5MM	4,000	TON	\$50.00	\$200,000.00
Hot Mix Asphalt Pavement, Surface 9.5MM Polymer Modified	4,000	TON	\$50.00	\$200,000.00
Hot Mix Asphalt Pavement, Surface 9.5MM - Type B Limestone	1500	TON	\$65.00	\$97,750.00
HMA Surface - Alley Paving (2")	200	TON	\$36.00	\$7,200.00
HMA Surface - Alley Paving (2")	400	TON	\$75.00	\$30,000.00
HMA Surface Patching - Local Streets	400	TON	\$75.00	\$30,000.00
HMA Surface Patching - High Volume	500	TON	\$80.00	\$40,000.00
HMA Pavement, Surface - Type B.F. Slag	1000	TON	\$80.00	\$80,000.00
HMA Pavement, Intermediate 19MM	250	TON	\$51.00	\$12,750.00
HMA Pavement, Intermediate 19MM FOB	100	TON	\$40.00	\$4,000.00
HMA Pavement, Intermediate, 9.5MM	100	TON	\$35.00	\$3,500.00
HMA Pavement, Base 25MM	200	TON	\$35.00	\$7,000.00
HMA Pavement, Base 25MM FOB	100	TON	\$30.00	\$3,000.00
Bituminous Material Tack	20	TON	\$1.00	\$20.00
Bituminous Material Crack Pouring FOB	2,000	GAL	no bid	\$0.00
Bituminous Material Dust Palliative FOB	2,000	GAL	no bid	\$0.00
Bituminous Patch Material FOB	500	TON	\$75.00	\$37,500.00
Emulsified Asphalt FOB	20,000	GAL	no bid	\$0.00
AGGREGATE:				
Course Aggregate #73 stone or slag	150	TON	\$21.00	\$0.00
Course Aggregate #73 stone or slag FOB	150	TON	\$15.00	\$0.00
Course Aggregate #73 Gravel	150	TON	\$15.00	\$0.00
Course Aggregate #73 Gravel FOB	150	TON	\$9.00	\$0.00
Course Aggregate #11 or #12 LS or Slag Chips	150	TON	\$26.00	\$0.00
Course Aggregate #11 or #12 LS or Slag FOB	150	TON	\$20.00	\$0.00
Fine Aggregate #23 or #24	150	TON	\$20.50	\$0.00
Fine Aggregate #23 or #24 FOB	150	TON	\$4.50	\$0.00
ROTO-MILLING:				
Contractor Retain Materials 0"-2"	15,000	SYD	\$2.25	\$33,750.00
Contractor Retain Materials 2"-4"	500	SYD	\$2.30	\$1,150.00
Contractor Retain Materials 4"-6"	500	SYD	\$2.40	\$1,200.00
City Retain Materials 0"-2"	15,000	SYD	\$2.30	\$34,325.00
City Retain Materials 2"-4"	500	SYD	\$2.40	\$1,175.00
City Retain Materials 4"-6"	500	SYD	\$2.50	\$1,200.00
MISCELLANEOUS ITEMS:				
Street Excavation	300	TON	\$10.00	\$3,000.00
Bituminous Curbs	500	LF	\$8.00	\$4,000.00
TOTAL BID:				\$832,520.00

The following table summarizes the streets that were resurfaced in 2012. All streets were either edge milled 6 feet along the curb line, or the entire surface was milled to a depth of 1 to 1 ½-inches to retain as much curb exposure as possible.

2012 Street Resurfacing Summary			
Street Name / Section	Length		
Beacon Drive – Bennington Drive to Harrison Road	750	Homewood Avenue – Beiger Street to Home Street	700
Blair Hills Court	200	Lawrence Street – Cedar Street to Maple Street	1150
Broadway – Willow Street to Merrifield Avenue	550	Liberty Drive – Jefferson Blvd to Railroad Tracks	600
Brook Avenue – 150 feet south of Marshall Drive	150	Longhorn Drive – at Forest Edge 150 feet each direction	300
Brook Avenue – York Street to Fifth Street	500	Lexington Blvd – Harrison Road to Providence Drive	450
Cassell Avenue	975	Marshall Drive – Capital Avenue to Stickler Court	400
Chestnut St – Lowell Ave to alley south of Russ Ave	1000	Merrifield Avenue – 5th Street to 9th Street	1550
Clover Road – LaSalle Street to Jefferson Blvd	1900	Merrifield Avenue – 9th Street to 12th Street	1050
Cottage Avenue – Harding Avenue to Behney Ave	700	Oakside Avenue – Lincolnway East to Railroad tracks	800
Dawes Place	325	Prairie Avenue – Lincolnway East to Fourth Street	800
Day Road – Park Place on the west to Winding Brook	1800	Ridge Road – 200 feet off of Terry Lane and 100 feet off of Harding Avenue	300
Deepwood Court	200	Roosevelt Avenue – Linden Avenue to Homewood Ave	350
Deepwood Avenue – Merrifield Ave to Acorn Lane	900	Ruth Street – State Road 23 north to City Limits	400
Delorenzi Avenue – Linden Ave to Homewood Ave	300	Seventeenth Street – Union Street to O’Conner Street	1125
Downey Avenue – Ninth Street north 950 feet	950	South Street – Tenth Place – Penn Avenue	1100
Dudley Drive – Bennington Drive to Shelton Drive	775	Stickler Court – Marshall Drive to Dead End	200
Elder Street - Norton Court to Railroad Tracks	275	Studebaker – Mishawaka Avenue to Prospect Drive	1000
Fairmount Avenue – Liberty Drive west 200 feet	200	Terry Lane – Vistula to Land’s End Lane	1100
Fifth Street - Merrifield Avenue east 200 feet	200	Third Street – Downey Avenue to Hodson Avenue	700
Grape Road – State Road 23 north to City Limits	1000	Third Street – Oakside Avenue east 150 feet	150
Grove Street – Cedar Street to Elm Street	350	Tremont Drive – Lexington Blvd to Hampton Road	1200
Grove Street – Liberty Drive to Ann Street	500	Webster Street – Mishawaka Avenue to Grove Street	425
Harding Avenue – Vistula Avenue to Cottage Avenue	2150	Wenger Street – Grove Street to 150 feet south of Prospect Avenue	450
Home Street – Linden Avenue to Homewood Avenue	300	Willow Street – Marion Street to Battell Street	750

Total Linear Feet	34,000
Total Cost of Resurfacing	\$443,068
Total Cost of Milling	\$258,662
Grand Total for Summer Street Paving Program	\$701,731

Alley Paving Program

The Alley Paving Program pays half of costs of paving alleys, with residents who request their alley be paved paying half the cost. 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 and is provided to a designee of the property owners who is responsible for collecting the 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 many 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 2012 no alleys were paved; however there is interest shown for 2013.

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 86,625 LF of new curb and sidewalk has been shared by the City and its residents. This year a total of \$92,418 was spent in neighborhoods on curb and sidewalk improvements.

Sidewalks/ADA Transition Plan

In 2011, the City of Mishawaka completed the self-evaluation of all City facilities outside of the public right-of-way (ROW), including 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 City facilities fully accessible. Emphasis will be 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 \$3,536,000, plus costs for improvements within the 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. The City Common Council adopted the plan April 2nd of 2012.

Throughout 2012, the City completed the self evaluation of the public right-of-way portion, including approximately 1,300 intersections, ranking condition and design of handicap ramps, and completed a separate self-evaluation and transition plan regarding the public right-of-way infrastructure. The 2012 Transition Plan for City infrastructure within the public right-of-way will be available for public comment January 2013. 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 draft report to the City Common Council will be presented for approval and adoption in March of 2013.

Bennington Drive Extension

With the improvements along Capital Avenue, Twelfth Street/Harrison Road and Construction of new Fire Station No. 4, it was found desirable that Bennington Drive be extended for a total length of 737 feet north of Harrison Road. The primary objective of this extension was to access the new Fire Station #4 also under construction in 2012. The recreational facilities in Hums Park impacted with the extension were replaced in-kind. This included shifting the football field and basketball court slightly north and construction of a new volleyball court and shelter/restroom building. The existing parking was replaced and provided pedestrian access to the school parking lot and fire station training/visitor parking lot. In addition, the intersection of Harrison Road and Bennington Road was signalized and interconnected with fiber optic. The City investment was \$728,801.



Lincolnway East Emergency Repair and 2012 Cured in Place Pipe Lining (CIPP)

As part of the City's ongoing efforts to improve and maintain the Sewer System, the Sewer Department, during their routine inspections, identifies main line sewers which are need in of repair. In 2012, open-cut excavation was utilized to remove and replace a piece of pipe under Lincolnway East, which had a significant hole in it. Additionally, this section of pipe was rehabilitated with CIPP. Eight other sections of pipe identified as critical were slated for main line CIPP, manhole rehabilitation and void remediation. The bids came in under estimate so a ninth pipe segment was added. The total project investment was \$410,670. All work was completed in 2012 except the void remediation at two sites.

Merrifield Avenue Sidewalk and Curb Installation Project

Merrifield Avenue from Sixth Street to Ninth Street had existing curb along the west side of the street. With construction of the Penelope Apartments senior living center north of Kroger, it was appropriate to construct new curb and sidewalk along the east side of the road including the required drainage improvements and curb-ramp upgrades in this 800 foot long project area. The sidewalk now ties the shopping area located on the northeast corner of Merrifield and Twelfth Street to the residential area to the north. The contractor for this project was Walsh & Kelly, Inc. with a contract amount of \$197,285.26. This project was completed in the fall of 2012.

In addition to the sidewalk constructed within this project, the Redevelopment Department had funds available for sidewalk and curb improvements within low to moderate income neighborhoods. Three locations were identified that met the required

criteria. These funds replaced the deteriorated curb and sidewalk along the east side of Merrifield Avenue from Sixth Street to Fifth Street, Merrifield Avenue along the west side from Fifth Street to the railroad tracks, and both sides of Fifth Street from Merrifield Avenue to the east approximately 500LF along the residential area. Approximately 3,000 linear feet of curb and sidewalk was installed in addition to the initial project limits with an investment of \$60,000.

Delorenzi Avenue Improvements

The 200 block of south Delorenzi Avenue located between Third Street and Fourth Street had no existing curb and was constantly flooding. To correct this, new curb, sidewalk and drive approaches were constructed. Due to this project being within a five year time of travel for the Well Head Protection Program, the addition of 4 new drywells were also approved by the Mishawaka Water Department Well Head Protection Specialist. The existing inlets were removed from the sanitary sewer system and redirected to these new drywells. Approximately 1,020 linear feet of curb and sidewalk were installed. These improvements were completed in late fall of 2012. The street will be milled and overlaid in the spring of 2013. The cost was shared by both the Redevelopment Department and Engineering Public Works funds that totaled approximately \$40,000.

Ballard Avenue

The sidewalk on Ballard Avenue from Lincolnway East to Vistula Road is used by many pedestrians accessing Twin Branch Park and school. More specifically, this is located along the west side of Twin Branch Park and across from Twin Branch Elementary School. Due to deterioration, both the curb and sidewalk were replaced along the east side from Lincolnway East to Vistula Road. Approximately 650 linear feet of curb and sidewalk were replaced at a cost of \$32,500.

Rose Park Sidewalk

Within Rose Park the construction of approximately 1,000 linear feet of sidewalk was constructed to connect the remodeled restroom facility, north to Fifteenth Street and south to Sixteenth Street. This investment totaled \$37,000.

West Lawrence Street

Sidewalk along the south side of the 100 block of West Lawrence Street was replaced due to severe deterioration. Due to the condition and the need for the handicapped residents located within this block to have access, 350 linear feet of walk was replaced at a cost of \$12,250.

Mason Street and Victoria Street

Due to deterioration and tree roots uplifting the sidewalk in this area, 400 linear feet of various sections of sidewalk were replaced for a total cost of \$14,000.

Long Term Control Plan Projects

The City's Long Term Control Plan (LTCP) was designed to improve wastewater treatment and the sewer collection system to reduce wet weather sewer 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 focus is now directed to the collection system, which diverts 50 million gallons of combined sewer overflow (CSO) to the St Joseph River annually. 2010 construction concentrated on the Milburn Sections A, B, C, D, E, and F of the collection system. 2011 concentrated on the Milburn cured in place pipe (CIPP) lining rehabilitation, design of Milburn Section "G" and the additional Section "J-Phase I". Both 2011 and 2012 concentrated on finalizing the Storage Tunnel sizing master plan in relation to constructability. 2012 concentrated on constructing Milburn Section "G" and "J-Phase I", designing "J-Phase II", and design of Wilson Boulevard Area with redirection of four CSOs to River Crossing 3.

Milburn Boulevard Area Sewer Improvement Projects

The first element of LTCP 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 either cured in place pipe (CIPP) lining rehabilitation or replacement. A new underdrain system was included to protect homes from foundation issues resulting from sealing the ground water from the historical outlet it found from the deteriorated sewer system. The following table details each of the areas, which is scheduled for completion by 2015 with adequate funding. An estimated eight construction projects, each costing approximately \$2 to \$3.5 million, were necessary to complete the entire area. Main line CIPP Phases I and II were completed in spring of 2012. This included the rehabilitation of the Biosolids force main from the WWTP to the Biosolids Facility. During lateral investigations in the Phase I & II CIPP projects, it was determined the laterals also required rehabilitation or replacement. This work has been broken down into multiple phases/projects. Phase I and II Lateral Lining include all laterals under previously rehabilitated pavement. Divisions J, K and M include the final inlet separation and surface restoration of the neighborhood as well as lateral replacements in these areas.

Milburn Boulevard Area Improvement Projects

Division Name	Project Description	Schedule/Status
Div. A, Ph I: Lincolnway, (Family Children's Center to Alabama St.) and Sixth St. (Meridian to Alabama St.)	60" Storm outfall at river for new storm sewers and 18" underdrain in Alabama, Lincolnway and Sixth St. Includes 72" & 24" borings under RR, new curb, pavement, and portions of sidewalk for Alabama and Sixth St. Lincolnway pavement was completed with INDOT project and funding	Completed Spring 2009
Div. A, Ph II, Lincolnway, (Byerly to Alabama)	New 30" storm sewer, underdrain, replaced sanitary sewer, new curb. Lincolnway pavement was completed with INDOT project and funding.	Completed Fall 2008
Div. B, Southwest I	New 30" storm sewer, 18" underdrain, sanitary lining, new curb and gutter for Milburn and Delaware, new curb for portions of Geyer and Russell. All new pavement.	Completed Fall 2010
Div. C, Meridian/Panama	New 30" storm sewer, 18" underdrain, sanitary lining, new curb and gutter for Panama from Logan to Reddick, new straight curb for Meridian from Panama to Sixth St. All new pavement.	Completed Fall 2010
Div. D, Southwest II	New 30" storm sewer, 18" underdrain, sanitary lining, curb and gutter for Milburn and Delaware, new curb for portions of Hubbard and Russell. All new pavement	Completed Fall 2010
Div. E, Dale from Sixth St to Panama / Delaware from Dale to Reddick.	New 30" storm sewer, 18" underdrain, sanitary lining, curb and gutter for Panama from Grand to Reddick, new straight curb for Dale from Panama to Sixth St. All new pavement.	Completed Fall 2010
Div. F, Eastern	New 24" & 30" storm sewer, 18" underdrain, sanitary lining, curb and gutter for Milburn and Delaware, new straight curb for Burdette from Milburn to Panama. All new pavement.	Completed 2010
Div. G, River Avenue Area	New storm sewer, new sanitary main, lateral replacement, new curb and gutter, new sidewalk and new pavement on River, Strathmoor, Middleboro, Monmoor, Byerly Court and Russell. Separation of the storm inlets on the north side of Lincolnway. Lining of the sanitary main on Lincolnway and Roy's Drive. Replacement of the Middleboro Lift Station force main and rehabilitation of the old force main. Upgrade of the Middleboro Lift Station.	Construction started 2012, to be complete 2013. Middleboro Lift Station upgrade still under design.
Div. H, Central Section	New storm sewer, 18" underdrain, sanitary lining, curb and gutter for Milburn and Delaware, new straight curb for portions of Sixth St. and Panama. All new pavement.	Completed Fall 2010
Div. J – Phase I & Phase II	New storm sewer, lateral replacement, new curb & gutter, new sidewalk and new pavement on Carlton & Reddick in Phase I. Phase II will include Grand, Berlin, Middleboro and Cleveland.	Phase I bid & completed in 2012. Phase II TBD
Div. K	New Storm sewer, lateral replacement, new curb & gutter, new sidewalks and new pavement on portions of Hubbard, Russell, Alabama, Jackson & Burdette not improved on other divisions.	Schedule TBD
Div. L	New storm sewer, lateral replacement, new curb and gutter, new sidewalks and new pavement on portions of Geyer, Queensboro, Somerset, Meridian and Hendricks not improved in other division.	TBD
Milburn CIPP Main Line Lining - Phases I and II	Main line sanitary sewer linings for Divisions A, B, D, E, F, H and streets not disturbed in previous projects.	Completed Spring 2012
Milburn CIPP Lateral Lining – Phase I and II.	Lateral lining for Divisions A, B, C, D, E, F and H.	Phase I bid 2012, complete 2013. Phase II bid 2013, complete 2014
Milburn – Lincolnway Lateral Lining	Rehabilitation or replacement of all on laterals on Lincolnway West from the 1400 block to the 2200 block. A challenging endeavor on a major 4 land arterial road with sewer depths up to 20' and requiring traffic to be maintained at all times.	Completed in 2012.

Wilson Boulevard Area

Design consultants completed a Topographic Survey for the redirection of the Wilson Boulevard four CSOs to river crossing 3 in late 2011. Flow monitoring, utility relocation coordination, and preliminary design were completed in early 2012. This enabled the final design to advance including sanitary sewer rerouting, manhole rehabilitation, sanitary sewer CIPP, new storm sewer, water main upgrade, new combined trunk sewer, and new concrete curb, sidewalk and pavement. Full construction plans and specifications were 80% complete at end of 2012. The project is scheduled for bidding in spring of 2013 and is anticipated to be completed in one construction season.

Phasing and Implementation Plan for Remaining LTCP Elements

The preliminary engineering was completed in 2011 for the major 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. Therefore, the following table outlines the phasing with brief descriptions of the revised Recommendation and Implementation Plan.

Long Term Control Plan - Recommendation and Implementation Plan

Location	Project	Description	Capital Cost Estimate ¹ (\$Millions)	Size ²	Start Date ³	End Date ⁴
Milburn Boulevard Area	Division G	Sewer separation and rehabilitation of the area 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 location at River Crossing RC-4. Upgrade RC-4 if needed based upon flow monitoring upon completion of interceptor. Closure of RC-3.	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

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

² 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.

³ Engineer under contract to design the facility.

⁴ Facility is operational.

LPA Construction Projects (20% Local Match)

Twelfth/Harrison Road Reconstruction

In 2009 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. Structurepoint Consulting Engineering was selected to prepare an environmental impact study and a location study for the entire corridor of Twelfth Street. The environmental impact report was approved in 2010 which enabled the City to program this eastern phase, from Lexington to Blackberry Road, for Federal funding through MACOG. Due to the construction costs for these phases, the City will continue to seek Federal funding for subsequent phases.

The Indiana Department of Transportation's improvements along Capital Avenue, including an underpass with the Norfolk-Southern Railroad, were scheduled to be completed late in 2012 and have been delayed to fall of 2013 due to various construction issues. The location study identified the improvements along East Twelfth Street (Lexington – Blackberry, Phase I), which would consist of widening to 38 feet to include the addition of center turn lane from Lexington Drive to the intersection of Blackberry Road, for a total length of approximately 5,200 feet. The design of the project was completed in 2012 and the R/W acquisition is ongoing at this time due to one parcel requiring condemnation. Due to this condemnation process and the Federal funding timeline, construction is estimated to begin late fall of 2013. The project is scheduled for completion in 2014 with an estimated construction cost of \$6.3 million.

Long Range Projects

<u>Project</u>	<u>Completion Date</u>	<u>Est. Cost</u>
<u>Northwest TIF Area</u>		
West St. Storm Relief Sewer – LWW to Eighth St.	Aug 2014	\$2,450,000
Division Street to Catalpa Extension	Nov 2014	\$1,657,500
Catalpa Extension – Division to Filbert Road	Nov 2014	\$607,500
McKinley Widening – Division Street to Went St.	Oct 2015	\$1,622,500
McKinley Widening – Cedar Street to Fir Road	Nov 2017	\$2,145,000
McKinley Overpass Over CN RR – Design/RW/Permits	July 2015	\$9,575,000
McKinley Overpass Over CN RR – Construction	Aug 2018	\$18,850,000
<u>South Side TIF</u>		
Bremen Highway – Eutzler Drain & Meijer Basin Improvement	Aug 2013	\$475,000
Bremen Highway South Gateway – US 20 Bypass to Ireland	Oct 2013	\$2,550,000
<u>LPA Projects (FHWA w/ 20% Local Share)</u>		
Twelfth/Harrison Improvements – Lexington to Blackberry Rd	Nov 2014	\$6,292,657
<u>LTCP Projects</u>		
WWTP Tunnel Control Structure and Facility Integration	July 2016	\$3,225,000
Baker St. Storage/Conveyance Tunnel Phase I – LWW to Fourth	Oct 2017	\$2,250,000
Fourth St. Storage/Conveyance Tunnel Phase II – Baker to Main	Jan 2019	\$9,475,000



FIRROAD-CONNECTOR
 FIRRD TO CAPITAL AVE

**-PROPOSED ROADWAY PLAN
 WITH LANDSCAPED MEDIAN**



EXHIBIT

A



**CHURCH / UNION
PHASE III**

FOURTH TO SEVENTH STREET

**- CONCEPTUAL
ROADWAY IMPROVEMENT
AND PLANTING PLAN**



EXHIBIT

B



BREMEN HIGHWAY

US 20 BYPASS TO IRELAND ROAD

- CONCEPTUAL ROADWAY IMPROVEMENT PLAN
- PLANTED MEDIAN

 **ABONMARCHE**
Confidence by Design

EXHIBIT B

EXHIBIT C

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. Over 318 acres of green space are provided for the community to enjoy with opportunities to relax, exercise, and seek entertainment in a variety of areas and at a participation level that fits any lifestyle. We pride ourselves on the level of customer service provided to each and every patron from a call, visit or participation in a program. Our mission was furthered by offering quality programs and events, and by improvement in service delivery in 2012.

The pool and rink completed 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. Recreation programs blossomed, providing the youth of our community the opportunity to get healthy, stay healthy and provided 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.

Youth sports, adult recreation and senior shape-up are the building blocks of a true "Hometown" community

Working with a budget essentially unchanged from the previous year, the Parks and Recreation Department was able to increase

customer service and program offerings, maintain fee structures, and work smarter to increase revenues. Daily attendance and facility use increased overall, despite very little snow in the spring. The golf course and pool had a banner year in 2012.

Recreation/Athletics

We expanded a very successful day camp program, allowing more children to participate in summer activities at Castle Manor in Merrifield Park. Our Youth Sports programs, inherited from the school system, were refined to provide better equity for participants, and showed higher attendance this year. We improved our working relationship with the School City of Mishawaka which resulted in a higher level of youth programs and facility access. The lack of any appreciable snow caused our revenue to plummet at George Wilson Park, but the days we were open were very busy. The Disc Golf program held steady. Wilson Park brought in over \$25,000 in revenue.

The Mayor’s “Let’s Move Mishawaka” initiative was promoted again this year with an emphasis on youth sports and physical activity programs, and a very successful Zumba class for youth and parents. 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 a key to creating the next generation of active and involved Mishawaka citizens.

Youth Sports Leagues

British Soccer

Children ages 3-6 and grades 1-6 learned sportsmanship and the basic fundamentals of soccer at an age appropriate level. The session ran the week of August 6th in the mornings and was held at Merrifield Park. Taught by Challenger's international team of soccer experts for the third year in a row, the program saw a 37.5% increase in enrollment.

The Department also manages several programs jointly with Mishawaka School City. These programs include tackle football, flag football, wrestling and basketball.

Youth Tackle Football

This program is intended to teach the importance of teamwork as well as the basic fundamentals of football. It is open to children entering 3rd through 6th grades who reside within the corporate City limits of Mishawaka and attend a School City of Mishawaka School. "Where Champions Begin" is the program's motto. Conditioning began on August 13th with practices being held at Merrifield Park. Games were played at both John Young Middle School and Hums Park.

Youth Flag Football

This program provides children in Kindergarten through 2nd grade the opportunity to play football with minimal physical contact. Practice and games were held at Liberty Elementary School.

Youth Wrestling

The elementary wrestling season began in November. The regular season is six weeks long with weekly Dual Meets and an end of the season tournament. Wrestling teaches the importance of hard work, discipline, dedication and a positive attitude.

Youth Volleyball

The elementary volleyball season is another fine joint effort. Registration was open to 3-6th grade students. Games were played at Mishawaka High School and John Young Middle School.

Youth Basketball

The elementary basketball seasons were successful again. Games were played at Mishawaka High School and John Young Middle School.

Adult Sports Leagues

Softball

The Parks Department hosted men's and co-ed slow pitch in the summer league play. This is a popular event for many of our community's adults allowing for a "big kids" play date. ASA Rules and Umpires govern the league. This league is offered to adults 18 and older.

Sports Summary

	Participants	Revenue
British Soccer	22	
Youth Tackle Football	205	\$11,212.50
Youth Flag Football	113	\$2,767.00
Youth Wrestling	58	\$1,025.00
Youth Volleyball	244	\$4,775.50
Girls Youth Basketball	65	\$1,391.75
Boys Youth Basketball	171	\$4,047.00
Adult Summer Softball	32 Teams	\$15,005.00
Adult Fall Softball	28 Teams	\$9,040.00

Concerts in the Parks

The Parks Department provides relaxing musical entertainment at three of our park locations: Battell Bandshell, Beutter Park, and the Eberhart Deck. We encourage the public to bring a lawn chair, perhaps a light dinner, and to sit back and relax in the summer evening air at the Battell Bandshell and Beutter Park concert series'. Catering to an audience 21 and older, full bar and kitchen service are provided at the Eberhart Deck Concert Series.

Beutter Park – 6:30 pm <i>Sponsored by BudLight</i>	Battell Park – 7:00 pm
June 7 Alligator Blackbird June 14 King Pao June 28 Top Secret July 5 Everyday People July 12 The Kameleons July 19 VanDyke Review July 26 Full Circle August 2 Potential Rain Date August 9 Alligator Blackbird August 16 Last Call August 23 Ground Control August 30 On the Rocks	June 4 Mike Smith Highlife June 11 Michiana Concert Band June 18 Billy Nicks Trio June 25 The Valleyaires July 2 Ron Wiggins Quartet July 9 Michiana Concert Band July 16 Everyday People July 23 Acoustic Justice July 30 Da Bears August 6 Gene Van Trio with Vince DelPrete & Jim Bollero August 13 Michiana Concert Band August 20 The Pat Heiden Quartet
Eberhart Deck – 8:00 pm	Beutter Park Family Movie Night <i>Sponsored by MBA, Andy Beutter, Farm Bureau Insurance, IP Solutions, Inc. and Active Health</i>
August 10 Ron Wiggins Quartet August 17 Billy Nicks Trio August 24 Mike Vaszari, Blu-Jazz Quartet	July 20 The Parent Trap, 1961 Release
Battell Park Family Movie Night	
September 5 Panama Lady, starring Allan Lane	

Special Events

Our Festivals continued to be amazingly popular in 2012, 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 second annual Renaissance Festival in late August, which covered Kamm Island with family-oriented activities and entertainment and was very interactive for kids that attended. Attendance doubled this year, and we expect an even greater event in 2013. A total of 11 special events were hosted or directly organized by our department, and this part of our mission is the most publicly visible of any that we undertake each year. 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.

Daddy-Daughter Dance

The 11th annual dance was once again a huge success. The Battell Center gym hosted the event held on February 24th. The night was full of fun and dancing. Each little girl received a special gift and photo to commemorate the event, along with fun stuff like

temporary tattoos, silly bands, specialty items and suckers. This year's theme was "The Red Carpet". Approximately 198 "stars" and their male escorts attended. This event generated \$2,250.00 in revenue.

Arbor Day Celebration

Mishawaka Parks and Mishawaka Electric teamed up with students at Hums School to celebrate Arbor Day in Hums Park by planting 6 Red Bud trees. Children received their own tree, snacks, and an activity packet.

Rockin' By the River Day Camp at Castle Manor

The Parks Department's 2nd year of day camp provided 10 weeks of fun-filled activities. The program is available to children 6-12 years. Each week had a different theme. The program provided enjoyment for 35 campers including drop-ins. Campers experienced plenty of summer fun and activities in our very own Castle Manor. The program generated \$16,087.00 in revenue.

Mary Gibbard Pool Grand Reopening

A special day was planned for the reopening of Mary Gibbard Pool held on June 1st. The luau theme (and a children's Bounce House!) beckoned the community to a welcoming and fun atmosphere. Code Enforcement, D.A.R.E., and Chick-fil-A hosted booths and a drawing for a free season pool pass was held.

Summerfest

Merrifield & Crawford Parks hosted this day and evening of fun-filled activities for the community. Festivities started in the early morning with the 5K Run and Fun Walk, and the Lions Club Pancake Breakfast. Food vendors and Arts and Crafts were also available beginning at 9:00 a.m. for everyone to enjoy. Games and Kids Activities opened at 10:00 a.m. In 2012, a beverage garden was added to the event.

July 4th Celebration

Mishawaka Parks with the help of a generous sponsor was able to provide an amazing fireworks display for over 3,000 people at Beutter Park. By having the event on July 5th, we were able to provide musical entertainment via our Beutter Park Concert Series, as well as a beverage garden.

Kamm Island Fest

The Mishawaka Business Association's annual fundraiser, Kamm Island Fest, was greeted with great weather on Wednesday, July 18th from 5-9 PM. A steady flow of committed attendees came out to support the cause. The event is an evening of food, drink and friends in downtown Mishawaka. The event features "Taste of Mishawaka",

hosted by 10 local restaurants. Live musical entertainment and an art festival showcasing 15 local artists' original art rounded out the event.

Summer & Harvest Dances

2011 featured our first Harvest Dance and was held at the conclusion of our Battell Bandshell Concert Series. It was so well attended and enjoyed that we added a Summer Dance in 2012. The Summer Dance was held June 13 and the Harvest Dance was held August 27. Each dance was open to all ages with a section for persons 21 and older. Beverages and snacks were provided in a "bistro" type setting. Entertainment for both dances was provided by EP Unplugged.

NFL/Pepsi Punt, Pass & Kick Competition

Fifty boys and girls aged 6-15 participated September 29th in this free event. As boys and girls competed, their athletic skills were put to the test. Each participant received a certificate. First, second and third place winners in each boy/girl age category were awarded place ribbons. In addition, the top boy and girl winner from each of the five age categories was eligible to participate in the Sectional Competition also hosted by Mishawaka Parks for the 7th year. Thirty-two out of forty-one qualifying youths competed October 13th for the chance to move on to the Team Championships in Indianapolis. Kristina Lynch of Granger participated at both the Local and Sectional Competitions held by Mishawaka Parks. We are pleased to announce that she took first place at Nationals in Atlanta, Georgia on January 13th earning the right to be called a two-time National Champion! Kristina's winning distance was 328-feet 1-inch for girls ages 12-13. We are so proud of her!

Michiana Renaissance Fest

Mishawaka Parks and Entertaining History, Inc. teamed up to bring our community an educational and entertaining way to share the love of history. Kamm Island was the perfect setting for the festival, allowing parts of the island to be designated as "period" camps. These camps consisted of the Vikings (793-1000), the Renaissance (1500-1600), the Pirates (1650-1720 AD), and Fairytale. Children were encouraged to partake in a special journey, the Kids Quest, and, once completed, take their place as a princess or a knight in the Kingdom of Kamm Island. Adults were able to quench their thirst at a pub and guests were able to dine on "period" foods for a nominal charge. This was the second year of the Fair and attendance increased by 50% with approximately 1,700 patrons, including children 5 and under, veterans, and invited guests at no charge. Food donations were also accepted, which defrayed the cost of admission for attendees. Over 735 pounds of non-perishable food items were collected and given to the Penn Township Food Pantry. The Board of Parks & Recreation also was presented with a donation in of \$1,000.00 from Entertaining History, Inc. as the result of the success of the event.

Winterfest

The 6th Annual Winter Festival, entitled, “Winterfest in Our Hometown” was held December 8th in Merrifield Park. The setting this year was like a small village. Patrons could stop and watch an outdoor movie, warm themselves by a fire, enjoy refreshments and hot cocoa, visit a live nativity with petting zoo, watch ice sculpting, go on a hayride, ice skate, buy a Christmas tree from the RES, and have a picture taken with Santa. Approximately 2,000 people attended our kick off to winter.

George Wilson Park

The “Tubing Hill” may be the most appreciated winter activity with participants flying down the snowy hills with the winter wind and snow in their face. Take a break, sit by the fireplace and enjoy our warming room with a cup of hot coco and a snack. The whole family can enjoy this winter activity it is just “plain old fashion fun” so the next time it snows, bundle up and head for the hills, George Wilson Hills, that is. Tubing is a great activity at a low cost for civic groups, school field trips, and church groups.

Wilson Hill Tube Admissions	\$6,343
Non Reverting Tube Admission	\$4,650
Tube Rental, General	\$4,668
Non Reverting Tube Rental	\$4,668
Total Revenue	\$20,329

George Wilson is not only home to fun winter activity but also features a nationally ranked 18-hole Disc Golf Course to be enjoyed when the weather warms. The basics of disc golf are similar to those of traditional golf. Both require participants to use “drivers” and “putters”. The course is open for play from 10:00 a.m. until dusk, however the park does not close until 10:00 p.m.

Wilson Disc Admissions	\$25,243
Wilson Hill Disc Sales	\$2,537
Non Reverting Disc Sales	\$198
Wilson Hill Disc Bag Sales	\$14
Total Revenue	\$27,992

A Special Thanks...

We would like to thank our many sponsors for supporting Mishawaka Parks and our events. Some of our sponsors provided funding, some services. Without our sponsors, many of our programs would not be as successful as they are. A special thanks to:

- CVS
- Kona Ice
- Taper Lock Credit Union
- United Beverage
- MBA
- Andy Beutter, Farm Bureau Insurance
- IP Solutions, Inc.

- Active Health
- Phillips Photography
- Chick-fil-A
- The RES

Merrifield Pool and Ice Rink

Merrifield Pool had the highest attendance ever this year, serving over 18,000 residents generating its highest yearly revenue at \$86,153.00. 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 in line with previous years. Successful events such as the Notre Dame ‘Practice on the Pond’ and Winterfest also had higher attendance than last year.

Merrifield Pool saw the highest attendance ever this year, serving over 18,000 residents

2012 Merrifield Pool Statistics

	May/June	July	August	Total
Concession	\$6,029	\$5,972	\$1,527	\$13,528
Vending	\$250	\$514	\$1,326	\$2,090
Admission	\$7,470	\$10,029	\$3,176	\$20,675
Pool Passes	\$16,325	\$6,759	\$1,407	\$24,491
Swim Lessons	\$2,350	\$50	\$0	\$2,400
NR-Pool Passes	\$4,180	\$1,288	\$241	\$5,709
NR-Admissions	\$3,049	\$3,560	\$768	\$7,377
Pool Rental	\$0	\$0	\$8,190	\$8,190
Pool Lockers	\$790	\$700	\$200	\$1,690
Total	\$40,443	\$28,873	\$16,835	\$86,153
Attendance	7,491	8,530	2,222	18,243
Total Seasonal Employee Hours Worked = 12,033				
Total Employee Seasonal Cost = \$91,339				

There were ninety-six participants in the swim program at Merrifield. The Mom/Dad & Me program was offered for one session only and the class was full. Mike Bergin instructed the class and we had many great comments about how the class was instructed.

- Merrifield Pool opened on June 2nd. Daily hours are 12-4 p.m. and 6-9p.m. The pool was open 72 out of 73 possible days with 69 consecutive days. The Pool closed on August 13th. Lap swim was extended through August 18th.
- Had the highest attendance total in the last seventeen years. The third-highest in the last twenty-two years. The top six pool attendance totals are the following: 1991 – 26,412, 1995 – 19,644, 2012 – 18,243, 1990 – 18,224, 1993 – 17,154, & 2011 – 17,131. On average, about 254 people attended Merrifield Pool Daily.

- Had the highest all time revenue at \$86,153. The average daily revenue was at \$1,196.
- Over 3,500 ID's were issued.
- Chemical costs for the pool season were \$18,943.
- No major injuries to the public or employees.

Historical Merrifield Pool Statistics

Year	Days Open	Revenue	Average Daily Revenue	Seasonal Employee Cost	Seasonal Hours Worked	Attendance
2003	59	\$56,449	\$956	NA	NA	10,878
2004	66	\$44,909	\$680	NA	NA	8,497
2005	68	\$63,751	\$937	NA	NA	15,300
2006	63	\$64,095	\$1,017	NA	NA	14,506
2007	69	\$80,917	\$1,172	NA	NA	16,071
2008	70	\$74,477	\$1,064	\$78,082	10,838	15,889
2009*	78	\$69,269	\$888	\$84,980	11,107	14,968
2010	77	\$78,430	\$1,018	\$91,306	12,099	16,409
2011	66	\$83,176	\$1,260	\$90,264	11,568	17,131
2012	72	\$86,153	\$1,196	\$91,339	12,033	18,243
NA – data not available						
* minimum wage increased to \$7.25 per hour on July 24 th						

2012 Mary Gibbard Pool Statistics

	June	July	August	Total
Admission	\$1,035	\$1,277	\$421	\$2,733
Vending	\$150	\$350	\$120	\$620
Pool ID's	\$647	\$585	\$168	\$1,400
Swim Lessons	\$325	\$0	\$0	\$325
NR-Pool Passes	\$308	\$392	\$103	\$803
NR-Pool ID's	\$118	\$110	\$32	\$260
Pool Rental	\$405	\$1,020	\$240	\$1,665
Total	\$2,988	\$3,734	\$1,084	\$7,806
Attendance	1,211	1,192	362	2,765
Total Seasonal Employee Hours Worked = 2,302.50				
Total Employee Seasonal Cost = \$18,356				

- There were thirteen participants in the swim program at Mary Gibbard for 2012.
- Mary Gibbard pool opened on June 2nd. Monday, Tuesday, Thursday, Friday, and Saturday hours were 11a.m. – 6p.m., and Wednesday and Sunday hours

were 6 – 9p.m. The pool closed on August 18th. The pool was open 75 out of 78 possible days.

- Slide was open. Met Federal Guidelines (Graeme Baker Pool Drain Requirements).
- Increased hours worked by 967.5 compared to 2010.
- Temporary passes were introduced to Mary Gibbard Pool. A patron could purchase a temporary pass and then would have five days to make it a five year pass at the Merrifield Complex. Two-hundred and sixty passes were issued. One-hundred passes were turned into the Merrifield Complex so five year passes could be issued.
- Chemical costs for the pool season were \$6,650.
- Pool was rented for 44.5 hours. Forty-five dollars for the first hour and thirty for each hour after. Had to turn away some pool rental due to lack of lifeguard availability.
- No major injuries to the public or employees.

Historical Mary Gibbard Pool Statistics

Year	Days Open	Revenue	Daily Revenue	Seasonal Employee Cost	Attendance
2003	59	\$5,859	\$99	NA	2,786
2004	67	\$5,058	\$75	NA	2,243
2005	61	\$6,475	\$106	NA	2,876
2006	66	\$5,893	\$89	NA	4,006
2007	72	\$6,019	\$83	\$29,500	3,442
2008	73	\$5,365	\$73	\$30,405	2,971
2009*	63	\$5,154	\$82	\$13,860	1,842
2010	54	\$4,967	\$92	\$10,953	1,605
2011	Pool Closed for the season				
2012	75	\$7,806	\$104	\$18,356	2,765
NA – data not available					
* minimum wage increased to \$7.25 per hour on July 24 th					

Merrifield Complex Ice Rink

	<u>January</u>	<u>February</u>	<u>March</u>	<u>December</u>	<u>Total</u>
Concession	\$945	\$164	\$29	\$289	\$1,428
Vending	\$250	\$328	\$280	\$0	\$858
Admission	\$2,452	\$585	\$50	\$1,350	\$4,438
Photo ID's	\$2,510	\$590	\$0	\$1,551	\$4,651
Rink Passes	\$65	\$0	\$0	\$295	\$360
Rink Rental	\$1,615	\$1,742	\$4,262	\$1,201*	\$8,821
Birthdays	\$90	\$90	\$0	\$0	\$180
Skate Rental	\$1,371	\$417	\$25	\$1,040	\$2,853
Skate Lessons	\$527	\$247	\$0	\$17	\$792
Sharpening	\$51	\$33	\$0	\$47	\$131
NR-Admissions	\$10	\$5.50	\$0	\$40	\$55
NR-ID / Passes	\$438	\$103	\$0	\$292	\$833
NR-Sk Rental	\$1,371	\$417	\$25	\$1,040	\$2,853
NR-Rink-Rental	\$190	\$205	\$60	\$141*	\$596
Total	\$11,885	\$4,928	\$4,732	\$7,305	\$28,851
Attendance	1,970	711	20	3,950	6,651

Total Seasonal Employee Hours Worked = 2,023

Total Employee Seasonal Cost = \$15,852

*Rink Rental in September for a Ball Room Dance.

- There were forty-nine participants in the skating lesson program for 2012.
- Notre Dame practiced (The Practice on the Pond) at the complex on January 16th and over four-hundred people attended the open practice. Real Country and WSBT talk radio attended the event and gave away door prizes. People seemed pleased to have the opportunity to meet and take pictures with the players.
- The Annual “Winterfest in our Hometown” on Dec 8th was a huge success. Over 2,500 people attended the event. The event included free admission, picture with Santa, free food, hayride, outside movie, live nativity, a bonfire, and door prizes. The whole Merrifield Park was incorporated into the event.
- Weather conditions were poor for February; it was very warm and rainy. The Ice Rink closed on March 5th due to warm temperatures and rain. The Ice Rink reopened on December 8th. The late opening was caused by the extremely warm temperatures. The Ice Rink was available for usage 78 out of 89 possible days.
- Two Birthday party packages were held at the rink.
- This season IYHL had \$3,752.50 of rink rental compared to \$9,167.50 in 2011. The IYHL only rented the rink 4.5 hours a week due to the lack of traveling teams. Total rink rental revenue decreased by \$5,594.75.

- Total revenue increased by \$464.50 compared to 2011. The total revenue changed little due to the decrease of rink rental revenue and the increase of public skate revenue.
- Attendance increased by 3,332 compared to last year.
- Seasonal employee expense increased by \$2,822 compared to last year.

Year	Days Open	Revenue	Average Daily Revenue	Seasonal Employee Cost	Seasonal Hours Worked	Attendance
2003	87	\$33,914	\$389	NA	NA	7,509
2004	83	\$35,262	\$424	NA	NA	5,724
2005	92	\$33,252	\$361	NA	NA	4,962
2006	91	\$38,387	\$421	NA	NA	5,643
2007	95	\$43,327	\$456	NA	NA	5,539
2008	95	\$44,917	\$472	\$21,832	3,352	4,843
2009	88	\$30,699	\$348	\$19,212	2,642	3,787
2010	93	\$38,902	\$418	\$17,092	2,194	4,719
2011	87	\$28,386	\$326	\$13,029	1,629	3,319
2012	78	\$28,851	\$369	\$15,582	2,023	6,651

Battell Community Center

The Battell Center continued its tradition of offering a multitude of classes and performances. An increased focus on room rental has resulted in new art classes, and additional yoga classes. Our membership has increased for the fitness room, and we have started a partnership with the Civic Theatre to offer space for youth acting and performance classes. In 2012, a new \$30,000 sound and light package was installed for the auditorium, which now offers the best technical surroundings for the price of any venue in the region.

Following is an attendance report for activities, classes, and programs listed by category. This report depicts patron attendance at Battell Community Center for recordable activities. The report also represents the attendance that was reported by the renter/instructor/Battell staff.

1.	Community Events and Functions	5,625
2.	Leisure Time Activities and Sports	9,665
3.	Art and Music	1,142
4.	Adult Dance Classes	1,192
5.	Exercise Classes	7,006
6.	Kids Classes	239
7.	Let's Move Mishawaka	986
8.	Special Events and Seminars	743
9.	Room / Gym Rentals	2,978
10.	Auditorium Show Attendance	2,815
	TOTAL BUILDING ATTENDANCE	32,391

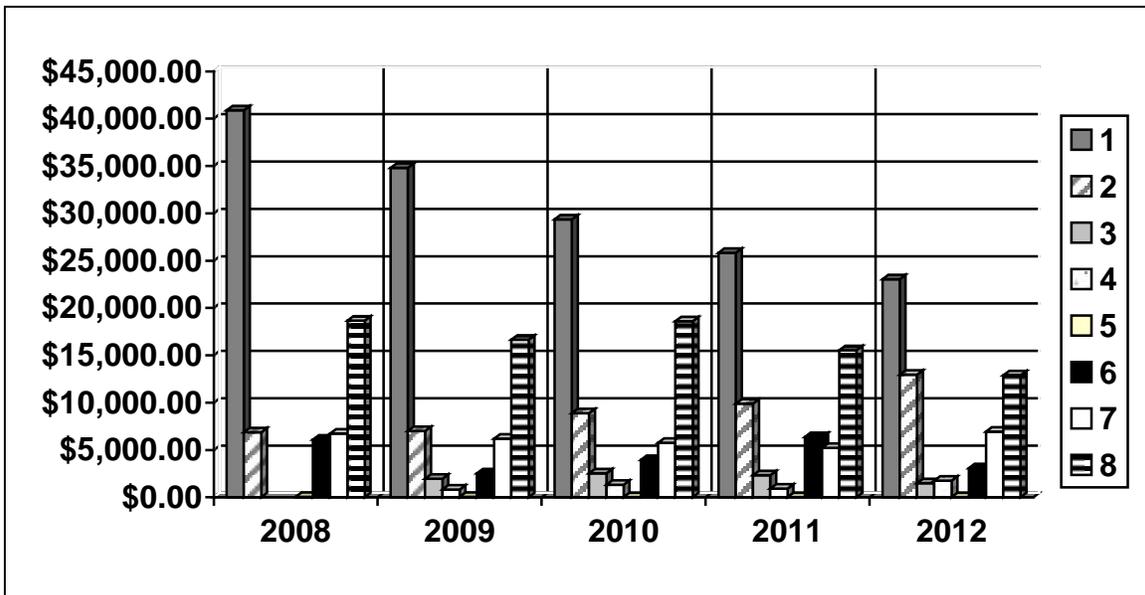
2012 - Year End Revenue's collected for Battell Center are as follows:

Park General:

1.	Class fees collected	\$ 23,031.00
2.	Room Rentals	\$ 12,959.68
3.	Non-Reverting – Auditorium	\$ 1,482.88
4.	Non-Reverting – Gym	\$ 1,774.07
5.	Headliner Subscriptions	\$ 12.00
6.	Recreation Fees	\$ 3065.00 ⁽¹⁾
7.	Miscellaneous Revenue	\$ 6935.64 ⁽²⁾
8.	Gift Account Revenue	\$12,894.03
	SUBTOTAL	\$46,195.27
	TOTAL REVENUE	\$59,089.30

⁽¹⁾ includes 1-day bus trips

⁽²⁾ includes bazaar, newsletter advertising, overtime, softball sponsors, vendor sales,)



2012-Gift Account

General Gift Account	\$ 11,022.31
Euchre Club	\$ 838.07
McCarthy Gift Account	\$ 423.21
Prast Gift Account	\$ 65.00
Halloween Gift Account	\$ 45.99

Golf Course Operations

This past year showed that with great weather, the Golf operation is still the best value in Michiana, with a record for rounds played and revenue collected. A new bridge re-decking project has started this winter and will give golfers a sound and attractive passage over the St. Joseph River during their round. Our daily use and solid league participation proved 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 2013, along with greater promotion of all special events and outings.

2012 was a record year at the Golf Course with over \$511,000 in total revenue taken in. That figure does not include annual pass fees, but it does mark the first time we've gone over \$500,000 in revenue at the course. We had an excellent year in cart revenue due to the lack of restricted days. A record of \$173,000 was generated by cart rentals. A strong year in our food and beverage operation took in over \$76,000 in sales, also a record.

We saw our weekly league number grow to 13 this year, with another that came once a month. Those leagues provided roughly 350-400 golfers per week over about 20 weeks. Roughly 7500 rounds were played by our league participants, close to 25% of our total rounds of 32,000. Those rounds were fairly equally split, with about 60% by annual pass holders and 40% by those paying a greens fee. Over 10,000 rounds were played by annual pass holders which accounted for approximately another \$70,000 worth of revenue.



Outings continued with several that were at capacity such as the BK Club, D'Amicis, and the Marine Corp League, and others that struggled to reach numbers they have had in the past. For the most part, it was a successful year for outings, as we brought in a few new ones that more than offset the ones we lost.

We had over 90 kids for the South Bend Junior Tour stop at Eberhart on July 2nd, in spite of the extreme heat that day. The Garbage Open participation on July 18th was minimal due to the Heat Advisory that day. A nice session for juniors was held in the middle of June before the heat wave hit, with 12 kids participating.

The Mishawaka Metro Tournament had a good turnout and the participants enjoyed playing for a healthy purse thanks to sponsorship of the event by our friends at Indiana Beer. This year's champion was Loren Crosbie, who also won the event in 2006 and 2008. With the economy looking like it is going to continue to move forward and hopes

for better things on the horizon, we will be doing our best to recover of the sponsorship dollars that were hard to secure the past few years.

Eberhart is home to both the Mishawaka and Marian girls and boys golf teams. We had over 1,000 rounds played by the high school teams during the year. We're glad to do our part to help kids play the game and hopefully become participants for life. It would certainly enhance our golf program, as well as make it easier to accommodate the demand, if we had another venue besides Eberhart. A practice facility or a practice facility with a limited number of holes could be an option.

Other ideas to enhance the golf operation include remodeling the clubhouse and installing cart paths around the course. These are major expenditures require further thought and planning. There is no doubt that both would be very beneficial to our operation.

As always, hope for an early spring and a quick start to 2013, but whatever hand we are dealt we'll do our best to provide a great golfing experience for our customers at Eberhart.

Golf Course Maintenance

The weather of 2012 played a major role in the success and challenges at Eberhart-Petro Golf Course. The absence of spring floodwaters and virtually no course closings allowed our patrons to amass approximately 32,000 rounds of golf. These rounds, however, came at a price paid by the golf turf itself. High temperatures and very low precipitation, while good for golfing, made things extremely tough for the health of the course. Our crew worked diligently to provide the best experience possible while striving to keep our turf, trees and other features maintained to their full potential. Eberhart's closing date of December 16 concluded a year of records broken and weather related lessons learned.



Listed below is a time-line of weather and events in 2012:

- The winter of 2011-2012 was relatively mild. Higher than average temperatures and lower than normal snow accumulation allowed early cleanup of the course. The ever dreaded flooding events that normally plague Eberhart did not occur, ensuring a full 18 holes of dry turf to be open for play on our starting date.
- The golf course opened March 13th with sunshine and temperatures in the mid 60's.

- Unseasonably high temperatures and low precipitation totals in the months of March and April brought an unusual “flush” of growth to our turf. Growth regulating pesticides and extra mowing efforts were needed to slow this down. Again, the absence of flooding allowed the use of the entire course prompting a successful season.
- The months of May and June brought very high temperatures and little rainfall requiring above average use of irrigation and implementation of turf “venting” procedures to keep grass from serious decline. With the increased load on our irrigation, repairs and maintenance to sprinkler heads and satellites was stepped up to optimize the use of our system.
- July and August, while having little but sufficient rainfall, had very extreme temperature events. The first week alone had an average of over 97 degrees including three days in excess of 100 degrees. Additional fungicide and other turf care pesticide applications were needed as well as carefully timed sprinkling to deter disease formation and keep our turf alive. High temperatures and humidity did take a toll on some areas of turf surrounding our greens and portions of our fairways.
- The fall months were ideal for maintaining the course as well as for golfing. Lower temperatures gave our turf and patrons a needed break. These lower temperatures along with small amounts of precipitation provided crew members the ability to perform additional maintenance tasks that more inclement weather would not allow. They were able to maximize their work potential during normal working hours. Therefore, when December came, the course was sufficiently ready for the arrival of winter.

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. Continued work on the Rock Garden at Battell Park has sprouted an effort by the Mishawaka Garden Club to adopt the amenity as their major fundraiser recipient in 2012 and 2013. Many areas of the parks were improved with perennials and shrubs, and hundreds of tulip bulbs were planted throughout the parks.

2012 Landscaping Highlights

- Re-planted the Azalea and Rhododendron bed at the northeast corner of Shiojiri Niwa.
- Re-seeded the event lawn at Beutter Park.
- Put down 20 tons of stone at the Riverwalk entrance node at Wilson Blvd. and Forest Ave.
- Received a donation of 400 daylily plants that were then planted at the Police Department.
- Planted 4100 bulbs at various locations around the city.
- Planted 420 perennials in flower beds in downtown Mishawaka.
- Planted 4 Memorial trees at various parks.

- Planted 47 trees, 34 shrubs and over 600 perennials at various locations.
- Received \$2,401.50 from the DuPont Corporation as a settlement for damage to Arborvitae at Rose Park from their products.
- The Teahouse entrance gate and shed at Shiojiri Niwa received a new Cedar shake roof. The teahouse benches were taken out and new benches were installed, and new supports were put under the red bridge.

2012 Arbor Day Celebration held at Hums Park

Each year Arbor Day is celebrated by a neighborhood school, the City, and the Mishawaka Parks and Recreation Department. In 2012 Arbor Day was celebrated on April 24th with students from Hums Elementary School. Children, teachers, parents and Park staff all pitched in to plant 6 Redbud trees. The importance of recognizing trees as a vital resource was emphasized. The children performed various skits sharing their views on the value of trees to our community. All children received their own tree, snacks and a rain gauge. Over 700 trees were given away to every 5th grade student in the city. The event was funded entirely by the Mishawaka Utilities Electric Department.



Volunteers

Volunteers are an important resource for the city of Mishawaka. The work performed by the various individuals and groups is a great benefit to the community. Volunteers who helped make 2012 a banner year include, but are not limited to:

- For the 15th consecutive year, Bethel College Students spent an entire day working in the parks. This year they concentrated on cleaning the raceway at Beutter Park and mulching at Kate's Garden.
- Ms. Karen Gradeless and her 5th grade class from Beiger Elementary School came to Battell Park and Merrifield Pool to clean up the flower beds and plant annuals.
- The Japanese/American Friendship club held their annual spring clean-up at Shiojiri Niwa.
- The Mishawaka Historical Society planted annual flowers at the Ball Band Memorial.
- Summer of Service group members mulched flower and plant beds at Shiojiri Niwa, Merrifield Pool and City Hall.

- Rotary Club members adopted Henry Frank Park. They mulched the trees along the roadway and stained the pavilion. They also donated money to replace the roof and to build a deck on the north side of the pavilion
- The Bethel College Baseball team spent an afternoon cutting down volunteer trees growing on the banks next to the Riverwalk at Central Park.
- Boy Scout Kyle Mullins did his Eagle Scout project at the Battell Park Rock Garden. He led a group of scouts who removed all of the old overgrown evergreen shrubs and then added soil to the beds.
- The St. Joseph Valley Master Gardeners continued with the care and maintenance of Kate's Garden. They planted many perennials and shrubs throughout the garden, oversaw other volunteer groups, and provided the community with many learning sessions throughout the year.

Tree City USA

For the 22nd consecutive year the City of Mishawaka received the Tree City USA Award. A plaque was presented to the City during the Arbor Day Celebration in April at Hums Park. The Arbor Day Foundation and the National Association of State Foresters have established the standards which must be met by a community in order to be a recipient of the Tree City USA award. These standards make sure that all qualifying communities have a viable tree management plan and program in place.

The four standards which have been met for the past 22 years are that Mishawaka maintains:

- A Tree Board or Department
- A Tree Care Ordinance
- A Community Forestry Program with an annual budget of at least \$2.00 per capita.
- An Arbor Day Observance and Proclamation.

2013 Goals

- Pass the International Society of Arboriculture testing and become a Certified Arborist.
- Create a new white memorial garden at Eberhart-Petro Golf Course.
- Improve the plant beds in front of the Ironworks and Historic Downtown signs and plant those beds with flowering plants.
- Replace shrubs and perennials in many parks that died from the record heat wave and drought of 2012.

Capital Improvement Projects

Park Facilities were a focus of 2012, with a comprehensive renovation to Central Park in the works for the coming years. This renovation will elevate the park to its rightful place as a major piece of the Riverwalk, and compliment the work being done adjacent to the

park by the Center for Hospice. Master Plans are being drafted for the Merrifield Complex to completely update the facility in the next few years. 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.

Park Board

The City's Board of Parks and Recreation has continued its dedication and devotion to the city park 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 2012. 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 now 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

Community Development Department

David B. Thomas, 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 to 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 four full-time employees. David Thomas was promoted from his position as NSP Coordinator in April of 2012 to the Director's position, taking over for Interim Director, Ken

Prince. Laura Raygoza was hired in May, 2012 as the NSP Coordinator that was vacated by Mr. Thomas in April, 2012. Marilyn Nelums continues her role as Program Coordinator. Roger Shields maintains his current role as Program Construction Coordinator.

*...providing every resident of our
community access to a decent,
safe, suitable and affordable
living environment*

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 2012:

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

Commissioner Wayne Troiola decided not to seek another appointment and resigned from the Commission at the end of 2012. We are grateful for Commissioner Troiola's long-standing service and wish him well. The Common Council has appointed Bill Buraczewski to replace former Commissioner Troiola for 2013.

For 2013, the following Commissioners have been appointed to serve:

M. Gilbert Eberhart	President
Gary O'Dell	Vice-President
Kris Ermeti	Member
Jim Pingel	Member
Bill Buraczewski	Member
Larry Stillson	Member (Non-Voting)

Officers will be elected at the January 28th, 2013 Redevelopment Commission Meeting.

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's 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/18th Street, Ironwood Drive and Union Street.

*The City of Mishawaka plan targets
the Milburn Boulevard Neighborhood
for revitalization activities*

The Milburn Boulevard Neighborhood Improvement Plan includes spot blight elimination, new construction, 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 changes to the plan are anticipated in 2013.

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 in 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 2012 we were granted \$422,612 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 \$137,000 in HOME funds in 2012. 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. 2012 funds will be used to assist First Time Homebuyer builds at 426 W. 10th and 2604 Milburn and to subsidize a Habitat for Humanity build.

Neighborhood Stabilization Program (NSP 1)

The Neighborhood Stabilization Program (NSP 1) 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 (IHEDA). 2012 marked the close of our NSP 1 spending. 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-funded project is to reinvigorate Mishawaka's center-city neighborhood as part of our ongoing River Center redevelopment master plan. This project has been enthusiastically supported by area residents and our local business community.

The NSP 1 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 timeframe allowed and the properties have been added to our list of properties for Habitat and First Time Homebuyer builds.

Our original NSP 3 allocation in 2011 was \$1,184,450.00. We continued our use of NSP 3 funds in our target area in 2012 by drawing down \$248,502.22 for procurement and demolition, as well as subsidizing Habitat for Humanity. In 2012 we acquired and/or demolished 511 W. 6th, 611 E. Broadway, 513 E Broadway, and 422 E. Grove. Each of

these properties were blighted, vacant, foreclosed structures and were a detriment to the neighborhood. Each of these sites will be used to accommodate low-to-moderate income housing in the future.

At the close of 2012 we have drawn down \$76,731.23 in subsidies for Habitat for Humanity builds at 550 W. 6th Street, 616 W. Battell, and 511 W. 6th. NSP 3 funds can continue to be drawn until March 2014.

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 and The McColleston Group to construct the homes. In addition to our building partners, 1st Source Bank, Horizon 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

...2012 brought in many applicants for the First Time Homebuyer Program 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.

As with the year prior, 2012 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 2 applicants that did meet all of the requirements and were happy to start building their homes in 2012.

Program homes are being constructed at 2604 Milburn and 126 W. 10th for two very anxious and grateful first time homebuyers. We also began the pre-construction process for homes at 426 W. 10th and 519 W. 6th street. We are beginning the construction process on these homes prior to having qualified applicants in order to meet the need of our NSP 3 contract which has a completion date of March 2014. Any properties that have NSP 3 funding tied to them must be completed, sold, and closed out by March 2014 to avoid penalty.

First Time Homebuyer Program



2604 Milburn – Before (meth house)



2604 Milburn – Current (mid construction)



126 W. 10th – Before



126 W. 10th – Current (mid construction)

2011 HOME funds were carried-over and combined with 2012 HOME dollars. These dollars have been programmed to fund one (1) Habitat for Humanity build and two (2) First Time Homebuyer builds.

The Department markets the First Time Homebuyer Program through the City website, its Facebook page, local service clubs, and through The Communicator, which goes out to Mishawaka Utilities customers.

Lease-to-Own Self-Sufficiency Program

As 2012 drew to a close we were able to find three tenants for our self-sufficiency projects at 717 W. 7th Street, 718 W. 7th Street, and 313 W. 8th Street. While these homes are occupied, the City is effectively a landlord until the occupants fulfill their agreement with the City to purchase the property. As per each contract, the occupant pays a rent amount to the city each month while attending courses at Greenpath, Inc. These courses educate them in the basics of homeownership, financial responsibility, and how to repair their credit. After two years of renting/leasing, the occupant is obligated to obtain a private mortgage and purchase the home from the City.



313 West Eighth 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 2012, 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



717 West Seventh Street

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



718 West Seventh Street

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.

In 2012, four structures were purchased from neighborhoods throughout the City. Following is a recap of properties and our plans for the future of each site.

422 E. Grove - This property sat vacant and in disrepair for many years. The owner of the property had plans for rehabilitation that never came to fruition. We were able to purchase the property from the homeowners and plan to use this lot for a First Time Homebuyer build.

502 W. 6th Street – This is the site of the former Squad's 2nd Precinct, which had been a fixture on this corner for many years. After years of being a successful business, the tavern closed down sometime in late 2010 and entered into foreclosure. It was condemned in early 2012. In October of 2012, the Department of Redevelopment was able to purchase this property and two adjacent lots at auction. This lot will be used for single family, low to moderate income housing.

407 S. West Street – This property was a nuisance case for the city's Code Department for many years. It sat in a state of disrepair for many years and was in desperate need of structural, electrical, and plumbing repairs. This property was acquired in October 2012 at auction along with the vacant lot to the west of it. We have been approached by two

neighbors who might have an interest in purchasing this property. We also have the option to build a low to moderate income single family residence on this lot.

Vacant lot adjacent to 407 S. West Street – This lot was purchased as part of the 502 W. 6th and 407 S. West Street transaction. This is a vacant lot that has no value as it sits. The neighbor to the west has expressed interest in the property. It can also be re-platted, if necessary, and joined with 407 W. 6th Street to create a more suitable lot.

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 2012, 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.

824 E. Lawrence



Before



After

824 E. Lawrence: The house was in need of scraping and painting. First United Methodist Church volunteered for this job and also performed some minor landscaping and also repaired a broken garage door.

225 Ardennes Ave.



Before



After

225 Ardennes Ave: Another substandard case brought to us by our Code Enforcement Department. This home had aluminum siding with peeling paint that was beyond repair. In order to fix the issues, the siding had to be ripped down and we had to install new vinyl siding. Epic Church was tasked with this job and did excellent work.

They went above and beyond the call of duty by re-landscaping, trimming bushes, fixing the fence, and doing minor electrical repairs in the garage. Epic took it upon themselves to donate the money, time, and manpower necessary to complete the repairs beyond what we could afford. The results of their hard work can clearly be seen in the final product.

2428 Normandy



Before



After

2428 Normandy: This was yet another substandard case brought to us by our Code Enforcement Department. Our SOS Partners from Michiana Community Church of God performed a miracle on this home. The aluminum siding was peeling off in chunks as big as a basketball and the soffit and fascia was in desperate need of repair to keep animals from making their way into the home. The volunteers re-sided the entire house, repaired the soffit and fascia, landscaped, and cleared the property of a tremendous amount of overgrowth.

This house had been a thorn in the side of area residents for many years and had drawn the attention of code on a number of occasions. Now the home blends into one of our city's most historic subdivisions.

724 Somerset



Before



After

724 Somerset – The City of Mishawaka Code Department brought another substandard garage case to our attention. The garage had peeling paint and a broken garage door which needed to be addressed. We had a volunteer from Epic Church and Christian Builders, LLC help our department with this small project. This small project was a big help to the homeowners who expressed their gratitude to our department many times.

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 15th- 17th, 250 students from churches throughout Northern Indiana picked up trash,



weeded and applied mulch at City Hall, Shiojiri Niwa, Wilson Park Warming House, Crawford, Twin Branch, and Merrifield Parks, and collected debris along the fence-line bordering the Police Station. 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.

A group of very talented young kids painted a beautiful

mural on the south side of the Merrifield Pool replicating the new Mishawaka Avenue Bridge.



Public Infrastructure Improvements

In 2012, the Department funded the removal and replacement of approximately 3,250 linear feet of curb and sidewalk repair as part of an project on Merrifield, south of 4th Street.

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 associations. In 2012, the City continued its collaboration with Habitat. Utilizing CDBG and NSP funds, 4 vacant, substandard properties were replaced with new in-fill homes constructed by Habitat for Humanity of St. Joseph County.



511 W. 6th Street



203 E. 11th Street

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. Three homes in 2012 were subsidized in part by the City. Homes were constructed at the following addresses:

511 W. 6th Street, 550 W. 6th, and 203 W. 11th

These home-builds are also not possible without the participation of volunteers. The following groups participated in builds in Mishawaka in 2012:



550 W. 6th Street

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
Roth Wherly Graber Realty

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 2013, 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 building on some of the residual properties that remain from the construction of the Main Street underpass. The Redevelopment Commission took ownership of these underpass properties in October 2012 and is working to re-plat the parcels to determine the best use of each lot.

Mishawaka Re-Store

In May of 2012, the Redevelopment Commission entered into a Memorandum of Understanding with Habitat for Humanity of St. Joseph County to facilitate the rehabilitation of the former Frank's Nursery Building located at 5225 North Grape Road. Habitat acquired the property with the intent of creating a Re-Store that, over time, will generate funds used for future single family residential building projects.

The Redevelopment Commission purchased easement interest in the property for \$390,000. As a result of the easement purchase, Habitat agreed to conduct 9 single family residential builds in the City of Mishawaka Northwest TIF area over the next three years. As part of the Memorandum, Habitat agreed to use proceeds from the Re-Store and other sources in lieu of the normal subsidy provided by the City for each home. Currently, the City normally provides a \$40,000 subsidy for one story homes, and a \$50,000 subsidy for two story homes.

The Commission viewed the agreement as beneficial, not only from a rehabilitation of a commercial building perspective, but also felt the agreement provided an outlet for single family home sites that were created from the assembly of residual pieces of property that were acquired as part of the Main Street Underpass project, that have yet to go through the disposal process.

CDBG Public Service Agency Funding

The Community Development Department helps fund public agencies that provide services to Mishawaka residents. The following organizations were allocated a total of \$57,000 in CDBG funds in Program Year 2012:

YMCA Before and After School Program	\$7,000
Family and Children's Center	\$9,500
REAL Services Adult Guardianship Program	\$5,000
REAL Services Older Adult Crime Victim Program	\$5,000
Boys and Girls Club	\$26,500
Penn Township Food Pantry	\$4,000

Mishawaka Main Junior High 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. This project has been reported on for a number of years, and in December of 2012 the occupancy permit was issued signifying that tenants can now occupy the building. Ziolkowski Construction from South Bend is completing punch list items and the resulting total construction cost for the project was 7.6 million dollars. An increase in the cost of the project resulted from unknown structural deficiencies and unforeseen conditions, typical when renovating a 100 year old building that hadn't had significant investment in a quarter century.

As indicated last year, 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



View of the renovated exterior, November of 2012

Funds committed to the project increased to 3.9 million dollars. With the close to 5 million dollars in tax credits for the project, the actual TIF expenditure on the

construction contract was approximately 2.6 million rather than the 3.9 million that was required to be budgeted.



Interior view of a renovated apartment

Now complete, the apartments will provide independent housing for low to moderate income citizens who are at least 55 years of age. By providing adaptive reuse of a historic landmark, this project aids in the preservation and stabilization of Mishawaka's downtown and central business district. It is anticipated that the building will serve as a landmark to the downtown for the next 100 years and will continue as an important example of civic architecture for our community. Upon completion of

construction, the building was deeded to the Community Development Corporation of Mishawaka and is managed and operated by the Mishawaka Housing Authority.

Mishawaka River Center Development Agreements

In 2012, the City of Mishawaka continued working with Prime Development and Retail Property Development on efforts to redevelop the former Uniroyal site. Although no additional development agreements were created in 2012, the Ironworks Commercial Building located at the intersection of Ironworks Drive and Mill Street, adjacent to Robert C. Beutter Riverfront Park did receive its first tenants after years of vacancy. Umbaugh Financial Consultants and Afdent Family Dentistry both leased office space in 2012. The first floor of the building, despite the economic climate and typical failure rate for restaurants, continues to receive a lot of interest. The City is hopeful that the restaurant space will be leased in 2013 and that activity associated with it will spark renewed interest in these prime properties.

In 2012, the Redevelopment Commission also conducted multiple executive sessions concerning the disposal/development of the former Uniroyal properties. In early summer, the Commission made the decision to let the previous Memorandums of Understanding between Prime Development and Retail Property Development expire at the end of 2012. The general intent of the Commission is to re-focus on the disposal and development of the property now that the economy seems to be slowly but steadily recovering. The Commission will further evaluate plans and the density of the desired end uses before creating new or replacement Memorandum's of Understanding with a developer.

Center for Hospice

In the summer of 2012, 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 is located to the south of Madison Street and will extend from Pine Street to Central Park. The plan includes the phased construction of a



Center for Hospice Campus administrative facility, currently under construction

a new hospice house, community bereavement center, palliative care center, and administrative/support services. Presently 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 to start, with an opportunity for growth over time.

The total quantity of new construction proposed by the Center for Hospice is approximately 40,000 square feet. The administrative portion is currently under construction and is intended to be complete and occupied by the summer of 2013. The remaining structures will be built as funding becomes available over time. In working through the master planning process with City staff, it was requested that Center for



Site Plan - Mishawaka Center For Hospice Campus, showing the proposed Riverwalk extension and drive connection to Central Park from Cedar Street

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. The City is currently extending a drive to Central Park and is doubling the amount of available parking close to the campus adjacent to the fish ladder.

Code Enforcement Department

George Obren, Director

The Department of Code Enforcement is responsible for enforcing the City of Mishawaka's ordinances pertaining to public nuisance violations and substandard buildings. Code continues to achieve overwhelming success in keeping Mishawaka neighborhoods looking attractive and well maintained. This is accomplished by our code officers aggressively patrolling their respective areas daily and addressing violations that they see. Mishawaka's neighborhoods remain Code Enforcement's priority.



The Department is staffed by its Director George Obren and four code officers. The officers include Phil Fick, Cris Campbell, and Randy Redman. In November, Jim Campbell, one of the Code Officers, resigned to pursue another opportunity. While we wish Jim well, the Department is anxiously awaiting the arrival of Joe VanNevel who will serve residents as the new Code Officer. Joe is a longtime city employee who is transferring from the Parks Department.

Most of Mishawaka's code violation cases are self-initiated by code officers. However, we do respond to citizen complaints, usually the day they are received. Our staff works closely with residents to gain compliance from them without taking enforcement action such as writing citations or going to a hearing. It's our belief that we get more favorable results when dealing with our citizens face to face whenever possible.

Public Nuisance Violations

Code violations can have a very negative impact on a neighborhood if they are not addressed quickly. Code officers handled a total of 4,373 public nuisance cases in 2012. Those violations include, but are not limited to, tall grass, snow removal, abandoned autos, animal issues, noise complaints, and trash. It is important to note that code officers had to follow-up on these cases well over 8,000 times. The issue most addressed by code officers is tall grass violations.

2012 Violation Statistics

VIOLATION	CASES
Tall Grass	2259
Abandoned Autos	152
Snow Removal	288
Animal Issues	71
Trash	20
Noise	21

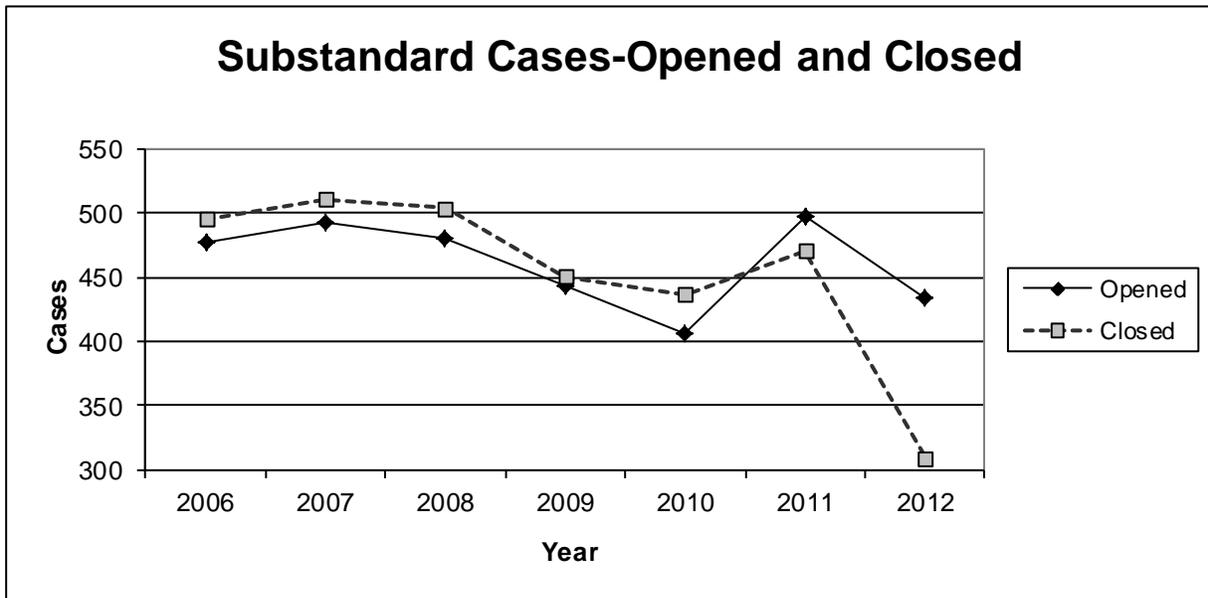
Substandard Structures

Continued implementation of our “Top 100 Program” is one of the reasons why you see few substandard structures in Mishawaka. This yearly initiative begins in the winter months of the previous year. Code officers scour their areas in search of the houses, garages, or commercial buildings that need the most attention. In the coming spring, Code will begin contacting the property owners in question and point out the issues to them.

Code was able to bring 91% of these structures into compliance

In 2012 Code was able to bring 91% of these structures into compliance which is fantastic! The Top 100 program has played a huge roll in the great overall appearance of Mishawaka. Code is now in the seventh year of the Top 100 Program which means 700 of the worst cases have been addressed.

Substandard structures demand a lot of attention from the Code Enforcement Department. During 2012, 434 such cases were addressed, including our Top 100 previously mentioned. Many property owners have done a great job by promptly working to correct the substandard issues pointed out to them. The Department also conducted over 3,900 follow-up inspections of substandard structures, and closed 309 substandard cases during the year. Some of those cases were outstanding from previous years.



Hearings

In 2012, The Code Enforcement Department summoned a total of seventeen property owners before our hearing officer, Richard Currey. Most cases have been remedied as

only six cases remain on the docket as we head into 2013. These cases involve substandard structures where the owners simply refuse to cooperate with us. Typically most cases get resolved before or shortly after the initial hearing. These hearings are an extremely valuable tool in bringing the most difficult cases to resolution.

Neighborhood Stabilization Program

Code Enforcement continued to assist the Department of Community Development in 2012 by providing them with the locations of vacant properties. This information has proven 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, replaced by new single-family dwellings. The overall appearance of some of our older neighborhoods has greatly improved. Newly constructed and re-modeled houses often serve as an impetus for other homeowners to improve their properties as well.



100 E. Donaldson

This property had been vacant for several years. The owner was taking no action to bring property up to code or have it occupied. Code took this case to hearing. Prior to the hearing the owner sold the property to an investor who remodeled the house and garage.



200 W. Grove

This property was an apartment building that the owner lost in foreclosure. Then tenants were forced out and left behind carpet, furniture and debris. Code had the owner remove everything.



600 Meridian

This house had been vacant for some time and its condition continued to deteriorate. A new owner purchased the house and remodeled it. The property is now a welcome addition to the neighborhood.



1000 Merrifield

Resident left large pile of trash at alleyway. The trash contractor would be unable to remove debris of this nature. Code contacted the owner and had them remove it themselves.



2400 Normandy

This house had significant peeling paint. When Code contacted the owner, she was physically and financially unable to have the house repainted. Through the Community Development Department's "Summer of Service Project", volunteers from an area church provided the labor.

Stewardship

A total of \$18,829.95 was spent in 2012 for board-ups and clean-ups. Most of this was for mowing by our contractor. The code department has recouped a total of \$2,100 for 2012 in weed/trash/lien monies.

Weights and Measures

Roger Shields, the city's Weights & Measures Officer, inspects and certifies measuring devices such as computing scales, prescription scales, taxi meters, package scales, and gas pumps. Roger inspected 727 devices in 2012.

Building and Planning Department

Brock Hundt, Building Commissioner

Kenneth B. Prince, City Planner

Overview

The Building and Planning Departments 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.
- Issues and tracks all building permits, including electric permits, plumbing permits, HVAC permits, 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 is responsible for the preparation and 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.
- Administers the issuance of Improvement Location Permits for construction within the City, including evaluating construction projects relative to the National Flood Insurance Program (NFIP).
- Responsible for the day-to-day 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.
- Coordinates with the Information Technology Department on the implementation and continual maintenance of the City's Geographic Information System (GIS).
 - Prepares revisions and updates to land use codes and ordinances. Responsible for preparing Historic Preservation Districts including ordinances, maps, preservation guidelines and standards.
 - Prepare budgets, work program, and annual report for the Department. Annual evaluation of the previous year, identification of development trends, identification of future projects, and funding allocation.

Building Department

Whether we are in our homes, workplaces, schools, or places of entertainment, we rely on the safety of the structures that surround us. This underscores the importance of modern building codes and their enforcement. The structural integrity of a building, the means of egress, fire suppression systems, smoke alarms, safe electrical wiring, proper sanitation, safe heating, and the energy efficiency of buildings are ensured by building code requirements.

Residential Building codes are for the personal safety of your family and guests invited into your home and to ensure the economic well-being of the community by reducing the potential for spread of fire and disease, the conservation of energy, and to protect future home purchasers who deserve reasonable assurance that the home they buy will be safe and secure.

Commercial building codes help to provide safe means of egress, structural integrity, reduced risk of the spreading of fire or disease, and to provide safety to all public who enter a commercial building. Most aspects of building construction, whether electrical, HVAC, plumbing, fire suppression or structural integrity represent a potential hazard to building occupants and its users. Building codes provide safeguards to help reduce those risks. Although no code can completely eliminate all risk, reducing the risk to an acceptable level is why building codes exist. The Building Department helps to ensure codes are followed, and to help the builder, owner or tenant meet code requirements. Most of this is done through the inspection process.

In 2012, the building department conducted 1,586 inspections, or approximately 3 to 6 inspections per work day; per inspector. Approximately 40 to 60 minutes are spent per inspection. Other building department duties include plan review of building design drawings, and meetings with contractors, owners, and tenants to explain and help with building code interpretation and enforcement.

In 2012 the construction industry gained some modest momentum over previous years. The building department has become more knowledgeable in the ever-changing building

code world. All inspectors have been trained to become combination inspectors, better serving the community and the public.

Continuing education is very important to the Building Department. In the last three years, approximately 45 days of educational seminars were attended by one or more inspectors. The Building Department's permit software has an online inspection program. A permit may be reviewed online to see which inspections have been completed, and which ones have passed or failed. This is a great way for permit holders to access detailed records of inspections and of corrections needed. The safety and welfare of the public is of the highest importance to the Building Department and the City of Mishawaka.

By enforcing building code requirements, the buildings and homes in the City of Mishawaka will be structural and mechanically sound. The building department will continue to become more efficient in the inspection process, as well as more knowledgeable and accessible for our clients.

Building and Development Activity

In 2012, the 28 new housing starts were an increase of 6 over 2011. Although this is a modest increase, this is still significantly lower than the number of starts that occurred prior to 2007. The saturated market and current lack of population growth have had the biggest influence on residential construction.

- A total of 28 new single family permits were issued in 2012. This is slightly higher than the 22 new homes constructed in both 2011 and 2010. It is down from the 32 constructed in 2009, and down from 47 in 2008.
- 10 new commercial buildings started constructed in 2012. This is a significant increase compared to the 4 new commercial buildings that were started in 2011. By comparison, 9 were started in 2010, and 8 in 2009.

As indicated in the last few years, the worst economic downturn since the great depression was estimated to have hit bottom in the middle of 2009, since then the City of

In 2012, the City issued permits with an estimated construction value of just under \$52 million

Mishawaka, and northern Indiana in general continued to grow, but at a very slow pace. In 2012, the City issued permits with an estimated construction value of just under \$52 million. This is higher than the \$43 million in 2011. In comparison, 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. The good news is that the market appears to be stable and growing again.

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

2012 Planning and Building Permits

A summary of the 2012 permit activity is as follows:

Residential- \$6.9 million in estimated construction costs

- 28- new single family homes
- 420- residential alterations/additions
- 17- garages/carports additions
- 16- accessory buildings
- 3- pools

Multi-Family- \$10.0 million in estimated construction costs

- 82 Units

Commercial/industrial- \$34.7 million in estimated construction costs

- 10- new commercial buildings
- 128- alterations/additions

New Single Family Home Construction by year:

2012	28 Homes
2011	22 Homes
2010	22 Homes
2009	32 Homes
2008	46 Homes
2007	112 Homes
2006	95 Homes
2005	147 Homes
2004	163 Homes
2003	121 Homes

Annexations

The City continues to grow in a steady and orderly fashion. Three voluntary annexations occurred adding area to the City in 2012. The City grew by 308 acres or .481 square miles. This represents a growth in area of about 2.8%. Although significant in terms of area, the vast majority of these annexations were vacant farmland that will be developed over the next few decades. The existing city limits comprise an area of 17.81 square miles. Annexations in 2012 included:

1. Northwest corner of Capital Avenue and Toll Road

The City of Mishawaka approved the annexation and zoning of 28.29 acres located northwest of Capital Avenue and the Toll Road. The property was zoned to S-2 Planned Unit Development to allow for general commercial development. The property is currently owned by Memorial/Beacon Health.

2. Southeast Main Street and Douglas Road

29.5 acres of land located southeast of Main Street and Douglas Road was annexed into the City of Mishawaka. The property was zoned to S-2 Planned Unit development to allow for general commercial and shopping center commercial development. The first portion of this property was developed in 2012 as a Golden Corral Restaurant.

3. Northeast Fir Road and Douglas Road

(3) separate annexations totaling 249.8 acres were annexed into the City of Mishawaka. The properties annexed are located just east and north of Fir Road and Douglas Road. The entire 249.8 acres was zoned to S-2 Planned Unit Development to allow for a variety of commercial and residential uses. This is the Penn family farm. Adjacent to Juday Creek Golf Course, the development of this property is likely a few years away.

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. Unlike the previous two years, the City did see new commercial building activity pick up in 2012, including the construction of ten new commercial buildings. New buildings of interest that started construction in 2012 include the Center for Hospice Campus Administrative Office Building, Panda Express Restaurant, Cheddar's Restaurant, Golden Corral Restaurant, the Da Vita Dialysis Center, a new multi-tenant building at Heritage Square, and Physicians Immediate Care Center.



Da Vita Dialysis Center as of January 2013, Located on Trinity Place

Over the next few years, we anticipate that City will continue to see the transformation of longstanding retail centers as a result of competition, as well as, scattered new-site construction.

Another positive to be highlighted from 2012 includes the continued reinvestment in previously vacated retail space, including the remodel of the former Borders Books and Music into a Whole Foods Supermarket.



Whole Foods Market Remodel, Corner of Grape Road and Day Road

Some long planned reinvestment also took place in 2012. The former Charlie's Convenience Store was acquired and demolished by INDOT as part of the Capital Avenue SR 331 project. A replacement facility was started near the intersection of 12th and Capital Avenue.



Charlie's Convenience Center, under construction at 12th Street and Capital Avenue

In 2012, significant investment took place in and around Historic Downtown Mishawaka. Downtown space was renovated and occupied in 2012. The former Beanery coffee shop was transformed into Stevie's Unique Treats. The former Noble Romans Pizza was transformed into Zing Japanese Fusion restaurant.



Stevie's Unique Treats



Zing Japanese Fusion

The Ironworks Commercial Building located at the intersection of Ironworks Drive and Mill Street, adjacent to Robert C. Beutter Riverfront Park received its first tenants after years of vacancy. Umbaugh Financial Consultants and Afdent Family Dentistry both leased office space in 2012.



Ironworks Commercial Building, 2nd and 3rd floors leased in 2012

The largest change in the downtown in 2012 was the start of the new Center for Hospice Campus, located immediately east of Central Park. The total quantity of new construction proposed by the Center for Hospice is approximately 40,000 square feet. The plan is to first develop the administrative portion of the campus, with the remaining structures being built as funding becomes available over time. The administrative portion of the campus is expected to be completed in the summer of 2013.



Center for Hospice Care Administrative Building Construction, December 2012

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 2012, 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.



Plan View of the proposed Riverwalk extension through Merrifield Park

In 2012 the City continued to plan for the future expansions of the Riverwalk. In January of 2012 the City has applied through MACOG for \$1.1 million in Federal Transportation Enhancement (TE) funds to extend the Riverwalk through Merrifield Park. In December of 2012 the City completed an application for CMAQ funds for the same project.

The project itself 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 “Merrifield/Crawford Park Connector” to the intersection of Prospect and Indiana Avenue. The City acquired and demolished 1004 and 1008 Prospect Avenue in 2012 specifically to allow for the widening of this intersection and to provide for a future suitable connection to the adjacent neighborhoods. Given the process required to receive Federal funds, it will take several years to receive funding, bid, and construct the Merrifield phase of the Riverwalk.

The City continues to work on the design and property acquisition required to extend the Riverwalk to Cedar Street. As part of the agreement with Center for Hospice, the Riverwalk will be extended from Central Park through to Madison Street in 2013. As part of that extension, the City is also working with the Indiana Department of Natural Resources to improve the access and appearance of the fish ladder located adjacent to the overflow dam. As part of the renovation, a sculpture “Circle of Life” by sculptor Robert Kuntz will be placed on the deck area adjacent to the ladder.

“Circle of Life” by sculptor Robert Kuntz will be placed on the deck area adjacent to the ladder.



Rendering of the proposed “Circle of Life” sculpture to be erected in 2013

On the south side of the river, the City continues to work with DLZ on the design of future Riverwalk and acquisition of property between Race Street and Cedar Street.

Mishawaka Main Junior High Apartments

Upon the resignation of the former Redevelopment Director in 2011, the management and oversight of this project was undertaken by the Planning Department. Following over a year of bidding and construction, the occupancy permit was issued in December of 2012, signifying that tenants can now occupy the building. The total construction cost for the project was \$7.6 Million. A more detailed description of the project has been included in the Community Development Annual Report.

Riverwalk Security Camera Project

In 2012, the Planning Department worked on plans and specifications for a camera and call box system that will place 27 surveillance cameras and a handful of call boxes along the Riverwalk. The project is expected to be bid and constructed in 2013.

Park Master Planning

The Planning Department continues to provide input on the renovation of a number of Park facilities, including Central Park and Merrifield Park. The Park Department is currently performing an analysis of all facilities, evaluating where activities are best located, as well as capital improvement needs.

2012 Activity of Commissions and Boards

Plan Commission

A total of 48 petitions were filed before the Plan Commission in 2012. This is an increase over the 33 petitions that were filed in 2011, but still significantly lower than the peak of 104 petitions filed in 2007. This is another statistic indicative of the still sluggish economy and how our local markets have been depressed by national economics. Petitions included 14 rezoning/annexation requests, 23 final site plans, and 11 Plats/Re-plats. The following people served on the 2012 Plan 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
Dale (Woody) Emmons	Member (Council Rep.)

Board of Zoning Appeals

The Board of Zoning Appeals heard a total of 45 appeals in 2012. This total is slightly higher than the 41 appeals heard in 2011. The following people served on the 2012 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 of sites to the National Register of Historic Places, and the promotion of local historic preservation related activities and events.

An overview of the 2012 activities and accomplishments are as follows:

- The HPC placed yard signs on local properties as a community education event and to celebrate National Historic Preservation Month.
- The HPC weeded and planted flowers in the garden areas of the Ball Band Monument Park.
- 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 gave preservation awards to six recipients: Adaptive Reuse Award to Dr. Glenn Wheat (900 LWW), Service Award to Becky Emmons, Preservation Award to Greg Kuharic (417 Edgewater Dr.), Heritage Home Awards to Mary Lou Morin (522 Calhoun) and Forrest Dale & Imogene Morris (544 W Seventh), and Restoration Award to Doc Pierce's Restaurant (120 N. Main).
- The HPC was an advocate for the conversion of the former Main Junior High/Mishawaka Furniture building at 402 Lincolnway West into senior apartments.
- The HPC is preserving approximately seventy-five 11-inch by 14-inch sections of the former Main Junior High gym floor that will be cleaned and framed and offered for sale as a fundraiser for the Commission.
- The HPC co-sponsored two educational workshops at the Mishawaka downtown library with Indiana Landmarks and the South Bend - St. Joseph County Historic Preservation Commission titled House Detectives and Historic House Styles: Identifying Your Home's Architecture and Era. The events were well attended by homeowners from Mishawaka and surrounding towns.
- Commission members continued to make public presentations to community groups to create awareness of Historic Preservation.

Please refer to the 2012 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.

Zoning Enforcement and Administration

Another responsibility of the Planning Department is the enforcement of our ordinances and responding 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 180 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.

Forty-one 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 2012, 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, particularly near and north of the Hospital on Fir Road. Of

note, the county-wide economic development organization, with the dissolution of Project Future in 2011, was assumed by the St. Joseph County Chamber of Commerce. As 2013 unfolds, the City anticipates having discussions with the Chamber, the regional economic development entity CPEG, and other Cities including South Bend on how best to pursue regional economic development.

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 2012, one abatement was applied for and approved by the City.

Specifically, North American Composites (NAC) received a three-year abatement for the rehabilitation of the vacant building located at 1460 East 12th Street. NAC is new to the region and is a national distributor of composites raw materials based in Lino Lakes, MN. NAC serves manufacturers in marine, cast polymer, corrosion, construction, consumer and related composites industries.



North American Composites, 12th Street Facility

NAC received the abatement for making \$597,500 worth of improvements to the building, and personal property improvements of \$648,500 for equipment. The total estimated investment was \$1,246,000. North American Composites does not intend to perform any manufacturing in this facility, using it as a sales and distribution facility only.

NAC brought 10 new positions to the City with an annual payroll estimated at \$750,000. The payroll is significant and attractive because of the higher-wage sales and management positions that are housed at this facility. As identified in the application, the proposed hourly wage rates range between \$14 and \$48 per hour, excluding benefits and overtime.

Since 1986, the City has approved a total of 49 tax abatements for 33 different companies. Currently there are 5 active abatements in the City including the following companies: Jamil Packaging, Nyloncraft, BD Development LLC (St. Joseph Hospital Medical Office Building), Long Term Care Investments LLC, and North American Composites (NAC).

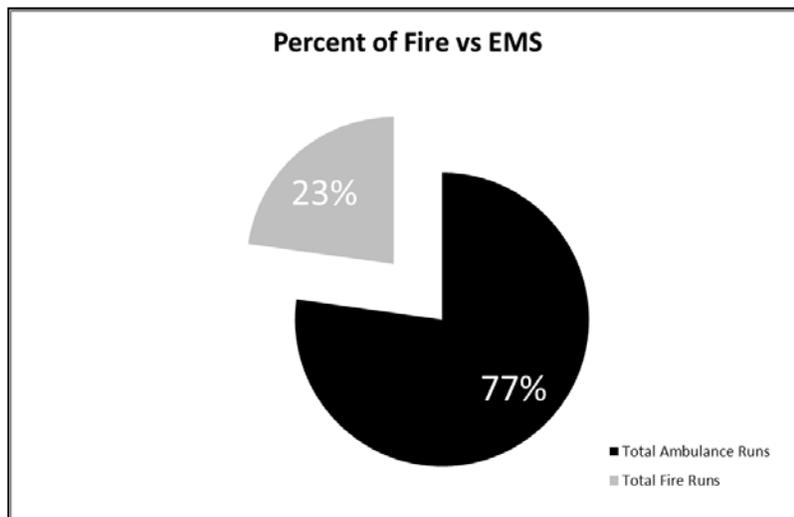
Fire Department

Dale E. Freeman, Chief

The Mishawaka Fire Department has been serving the City since 1904. The primary responsibilities of the Fire Department are fire suppression, fire prevention, fire investigation, emergency medical, hazardous materials, education, water rescue and confined space rescue. On any given day a minimum of 29 firefighters will be protecting Mishawaka, 24 hours a day, 365 days a year.



The total run volume for the Fire Department, including fire and EMS, was 6,271. This was an increase of 26 over 2011. This averages 522 runs per month or roughly 17 runs per day. Medical runs have a minimum of one hour turnaround time and are about 80% of the total call volume. There were a total of 4,877 EMS runs in 2012.



The Department also responded to 13 commercial fires, 33 residential fires, 5 garage fires, and 10 apartment complex fires. Total fire losses were estimated at \$2,282,725 for the year.

The single biggest news for the year was the dedication of the new Fire Station #4 located at 3000 East Harrison Road. The station also houses the administrative offices for the entire Fire Department. The dedication ceremony for the 14,500 sq. ft. facility took place on Sunday, January 13, 2013. The station and offices were built at a cost of 3.7 million dollars. In addition to the fire station and offices, the building



also houses a state-of-the-art community room to be used for various events.

During 2012 The Fire Department changed its entire structure with the implementation of a three-platoon system. This new system replaces the antiquated two platoon-structure. This change will result in greater efficiency for the Department.

Divisions

Emergency Medical Services (EMS)

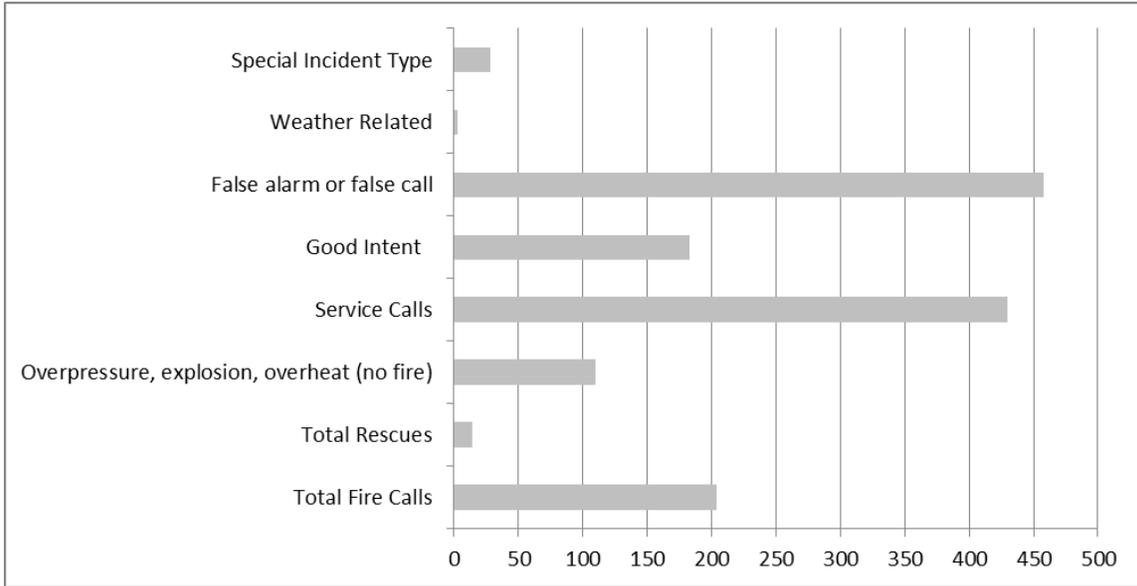
This past year was a busy for the EMS Division. With both increasing calls for service, and acuity of illness, our EMS providers have answered the call to duty each and every time. Revenues increased from \$1,112,829 in 2011 to \$1,218,283 in 2012.



The City took delivery of its newest addition to the ambulance fleet. The ambulance is a 2012 Horton Heavy Duty chassis. At a purchase price of \$250,000 the new rig should serve the City well for many years. The City is also going out for bids in the near future for another ambulance. With the increased call volumes, and a

third ambulance in service daily, we constantly need to upgrade our fleet. Early in 2013

the ambulances will relocate to various fire stations to be able to respond more quickly to calls. Successful contract negotiations between the City administration and Mishawaka Professional Firefighters Union Local #360 have resulted in an increase in manpower. Now there is the ability to have a minimum of three ambulances in service every day. Occasionally, a fourth ambulance is available to serve our citizen's needs.



The Department has budgeted for replacement of all its cardiac monitors and defibrillation equipment over the next two years. We have six units which need to be replaced at a cost of \$35,000 per unit.

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 2012, the Fire Prevention Bureau performed over 1,680 fire inspections of buildings in the City. 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 completed before a final certificate of occupancy is given.



Fire Investigators from the Bureau were called out 25 times in 2012 to investigate fires as compared to 27 times in 2011. 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 on the cause and origin. Any fire that is considered suspicious 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 2012, we trained many businesses in hands-on operation of fire extinguishers. Extinguishing a live fire in a controlled environment helps people learn how and when to use fire extinguishers properly and effectively.

During Fire Prevention Month in October, we brought our “Fire Safety Obstacle Course” to Walt Disney and Emmons elementary schools, allowing 857 students to take part. This program was initiated 11 years ago through the combined efforts of P.E. teacher Steve Govorko and fire department Captain Ralph Smith. The Fire Safety Obstacle Course combines physical fitness and fire safety messages.

Twelve different stations are set up, each having a different fire safety theme including the following:

- A blindfolded hose-crawl
- Over-and-under obstacles
- Connecting hoses on fire hydrants
- Climbing ropes
- Ladders
- Window escape
- Coordination drills



In addition, a fire safety talk is given prior to each session. This program has been a great success and we plan to continue it for many years. For the sixth year in a row this program also took place at Elm Road School in partnership with the Penn Township Fire Department. With our assistance, Penn Fire was able to offer this class to another 450 students. For the first time we were also able to expand the program to Horizon Elementary School with 575 students and Prairie Vista Elementary School with 483 students with the aid of Clay Fire Territory. In 2012 we were able to offer the course to 5 elementary schools for a total of 102 classes and 2,365 students. We hope to be able to continue to expand this valuable learning program in 2013. 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 2012, 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 Mishawaka Fire Department continues to offer these items free of charge to the elderly or for those who may not otherwise be able to afford them.

Public Education

This year was another successful year for public education programs conducted by Firefighters Lieutenant Brian Linson II and Derron Hess. The Survive Alive house located at Emmons School hosted 65 groups, educating 1,649 people. Little Red tours thrilled 309 people in 12 classes. School assemblies and tours reached another 39 groups totaling 399 people. In 2012 the Department spent 301 hours on public education, instructing 3,727 people.



Child Passenger Safety Certification

In 2011, eleven firefighters became certified as car seat technicians. In May 2012 the Mishawaka Fire Department had another four firefighters become certified as car seat technicians. We now have fifteen car seat technicians on staff throughout the City.

A \$2,000 grant, received in 2011 through Kid Safe of Indiana, was used to fund the purchase of car seats and equipment to set up a permanent car seat fitting-station. This program is totally funded by grants and donations. During 2012, the Mishawaka Fire Department established one permanent fitting station, and two satellite fitting stations. The permanent fitting station is at Douglas Road Station #3, with Union Street Station and Station #2 being the two satellite stations.

In 2012, the Mishawaka Fire Department checked or installed 114 seats for the general public. The citizens who have used our services have not only been from the City of Mishawaka, but have

In 2012, the Mishawaka Fire Department checked or installed 114 seats for the general public

come from as far away as southern Michigan. The Mishawaka Fire Department has been involved in approximately 7 different car seat clinics in St. Joseph, Marshall, and Elkhart counties including one held at the Douglas Road fire station.

As we look forward to 2013, the Fire Department is looking to add more car seat technicians, another fitting station, and have additional car seat clinics. To have a car seat checked, anyone can call the Fire Department Administration Office or go to the City website. On the City website there is information about car seat safety. You can fill out a form on the site and submit it to the Fire Department to make an appointment electronically.

The Mishawaka Fire Department feels that this is a great public relations tool along with providing a vital service to the citizens, not only in the City of Mishawaka, but throughout the area. This is just another tool for being involved in our community and providing public safety services to them.

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

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. Firefighters are required to conduct firefighting, vehicle extrication, water rescue, hazardous materials response, EMS calls, and a host of other duties that are too numerous to mention. If someone calls for us, no matter what for, we will show up. Customer service is a very important part of our job.

In the past year we have put all of our Suppression Officers through a 50-hour online, and twenty-four hour hands-on class in strategy and tactics. This class will help our officers make the safest decisions in the field.

In the last 18 months the Fire Department has hired 21 new Firefighters and, in the process we have lost approximately 20% of our seniority. For the Training Division this has put a tremendous amount of pressure preparing our new recruits not only to be safe, but also to be the best at serving our community.

Training for our officers starts with a 50-hour online class and a 24-hour hands on simulation for incident command. This course helps keep our firefighters safer at all types of incidents. The Blue Card course helps our officers with communication,

accountability, confidence, and the ability to make sound decisions. We continue to work with Lisa Greco from Bethel College for this training of our officers and Executive Board. This ongoing process gives us insight into our Department, helping day-to-day operations, identifying personnel and professional problems, and planning for the future. Training in the fire service continues to be a very important part of our profession. Technology is ever-changing, from building construction, new vehicles, patient care, and even the way we fight fires. In the last year our firefighters spent an average of 185 hours training per person. We are well on our way to reaching our goal of 200 training hours per person annually. Education is the key to our safety and ability to deliver world class service.

New Equipment

In addition to the new ambulance and defibrillators for the EMS division, the Department will soon be taking bids to replace all of its Self-Contained Breathing Apparatus (SCBAs). The current units are roughly 12 years old and are nearing the end of their life cycle. Parts availability has become an issue as the manufactures will no longer support the units and O.S.H.A. standards have become more stringent.

Giving Back

Charity Bass Fishing Tournament

Mishawaka Firefighters sponsor an annual bass fishing tournament held at Maggie's Marina. This year's tournament was the 19th and 35 teams consisting of 70 anglers raised \$500.00 for charity. Larry Regina has run the tournament since its inception and deserves the majority of the credit for its success. Many other firefighters help in the staging, parking, etc. for the tournament.

Needy Family Project

In its 30th 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, thanks go to Rick Zieff from Meijer who was a huge help in making the program a success. With the overall savings on 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 truly a group effort.

Fill the Boot Campaign

Captain David Ray and his fellow firefighters collected \$4,893 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 built in Mishawaka. This year’s build was a home on Dodge Avenue. The 100+ degree day made it a challenge for the firefighters who took part but a good time was had doing a worthwhile project. We look forward in the future to continued participation in the Habitat program, helping those who help themselves.

Local #360 Fundraising

Members of the Mishawaka Professional Firefighters Local #360 conducted two very important fundraising events. The first was the annual Pink T-Shirt fundraiser. \$600.00 was given to United Health Services to pay for women’s mammograms. The program helps women who otherwise could not afford this very valuable screening tool. The second was the firefighters golf outing. Thanks to their hard work the firefighters were able to give two \$1,000.00 college scholarships to students. Hats off to Local #360 and their members for giving back to the community they serve so well.

Police Department

Kenneth Witkowski, Chief

The Mishawaka Police Department has the responsibility of providing the community safe and secure environments in which everyone can feel safe while out in public or in the confines of their home. The responsibilities of the MPD include: conservation of public harmony and order, deterrence, detection and solving of crimes, enforcement of state laws and city ordinances, providing non-law enforcement services to the public, assisting in the safe movement of vehicular traffic, and to provide other emergency services as needed.

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.

Department Personnel	
Position	Number
Chief of Police	1
Division Chief	3
Captains	7
Lieutenants	12
Sergeants	20
Corporals	50
Patrol Officer	7
Probationary Officers	5

Uniform Patrol Division

The Uniform Patrol Division consists 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 national crime 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 the following crime in 2012:

2012 Mishawaka Crime Statistics	
Homicides	3
Rapes	22
Robberies	49
Assault	1,093
Burglaries	501
Larcenies/Thefts	2,139
Auto Thefts	158
Arsons	15

Officers were also dispatched to 1,575 false alarms in 2012, resulting in 259 citations written for reporting false alarms.

The Department had two resignations in 2012, and hired five new probationary officers. There were also 8 promotions within the Department during the year. 2012 also saw the retirement of Lt. Michael Samp.

Awards

Cpl. Robert Sieradzki was awarded Officer of the 1st Quarter for good instincts and perceptiveness in the investigation of a burglary. The criminal was quickly found and apprehended, taking him off the streets and preventing him from committing further crimes.

Four Officers were awarded the Officer of the 2nd Quarter. Cpl. Anthony Stachowiak received the award for his and his K-9 partner Max's persistence and determination in locating and capturing a subject, after a lengthy search. Their efforts paid off in the end with an apprehension of a convicted felon.

Cpl. Eric Petersen received the award for what was called "a smart, heads-up traffic stop that broke the case". This stop brought to justice an armed robbery suspect that was being pursued.

Cpl. Ryan Kuzmicz received the award for the quick location and traffic stop of a robbery suspect vehicle that ultimately led to the apprehension of the subjects.

Finally, Cpl. Jeremy Tyler received the award for his perceptiveness and quick thinking that led to the apprehension of a violent felon.

Officers Sgt. Dube, Cpl. Faltynski, and Cpl. Porter received distinction as Officers of the 3rd Quarter. Cpl. Porter self-initiated his own follow-ups on a series of previous thefts. As

a result of his self-initiation, three suspects were apprehended and charged with felony theft and criminal mischief. Sgt. Dube is responsible for catching suspects breaking into multiple cars in the Grape Road corridor. Cpl. Faltynski obtained information from a 7-11 armed robbery and was hyper-vigilant in his attempts to locate the suspects. Several days after the robbery, Cpl. Faltynski located the suspects in a lot adjacent to the same 7-11 store. Apparently, the suspects were planning to rob the store once again. The suspects were apprehended and were later linked to several other robberies in the area.

The Officer of the 4th Quarter award recognizes Cpl. Tyler for his initiative and keen sense of awareness in the apprehension of two felony suspects.

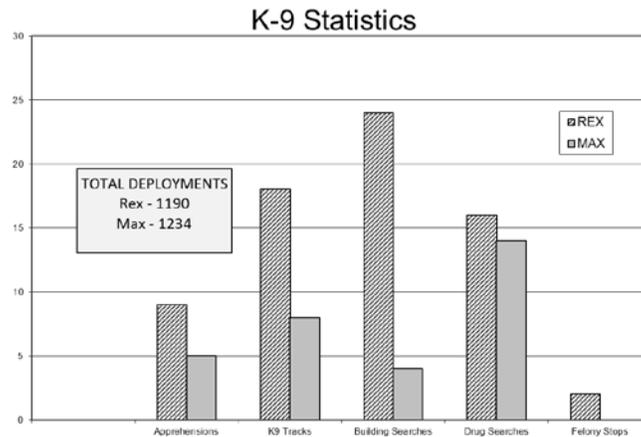
K-9 Unit



The MPD has also reorganized its K-9 program with two newer handlers and K-9's. Starting in 2013 the K-9 Unit will be separated from uniform shift strength and have their own separate division headed by Sgt. Thomas. This will allow the K-9 Division to change their shift reporting hours allowing overlap of shifts to be available when most needed.

K-9 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 K-9 Unit's mission is to support Uniform and Detective operations in search of fugitive felony suspects, misdemeanor suspects armed with firearms, lost and missing persons, and recovery of illegal narcotics and evidence.



Traffic Division

Capt. Tim Spencer and Sgt. Scott Parker are assigned 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. This includes the review of case reports, and all follow-up investigations, the majority of which involve serious injury, fatalities, or are 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 re-constructionists, 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.

There were 1,749 criminal cases assigned to and investigated by the Traffic Bureau in 2012. There were 2,013 crashes reported: 1,598 property damage crashes, 413 injury crashes with 564 persons injured and 2 fatality crashes with 2 persons killed.

Operation Pull Over and "Click It or Ticket"

The Division received an *Operation Pull Over & Big City/Big County "Click It or Ticket"* grant from the Governor's Council on Impaired & Dangerous Driving. This grant, for \$171,500 pays overtime for officers to participate in focusing on Seat Belt Enforcement Patrols, Sobriety Check Points, and Saturation Patrols for impaired and dangerous drivers.

Total Traffic Stops	13,463		
D.U.I. Arrests	284	Criminal Misd.	204
Seat Belt Violations	2,833	Criminal Felony	72
Driving While Suspended	771	Speeding	2,623
Child Restraint Violations	253	Other Traffic	2,427
		Warnings	3,996

Indiana D.U.I. Taskforce

The Division also received an D.U.I. Taskforce Indiana grant for \$92,500 to pay overtime allowing officers to participate in Sobriety Check Points, Saturation, and Wolfpack Patrols targeting Impaired and Dangerous Drivers.

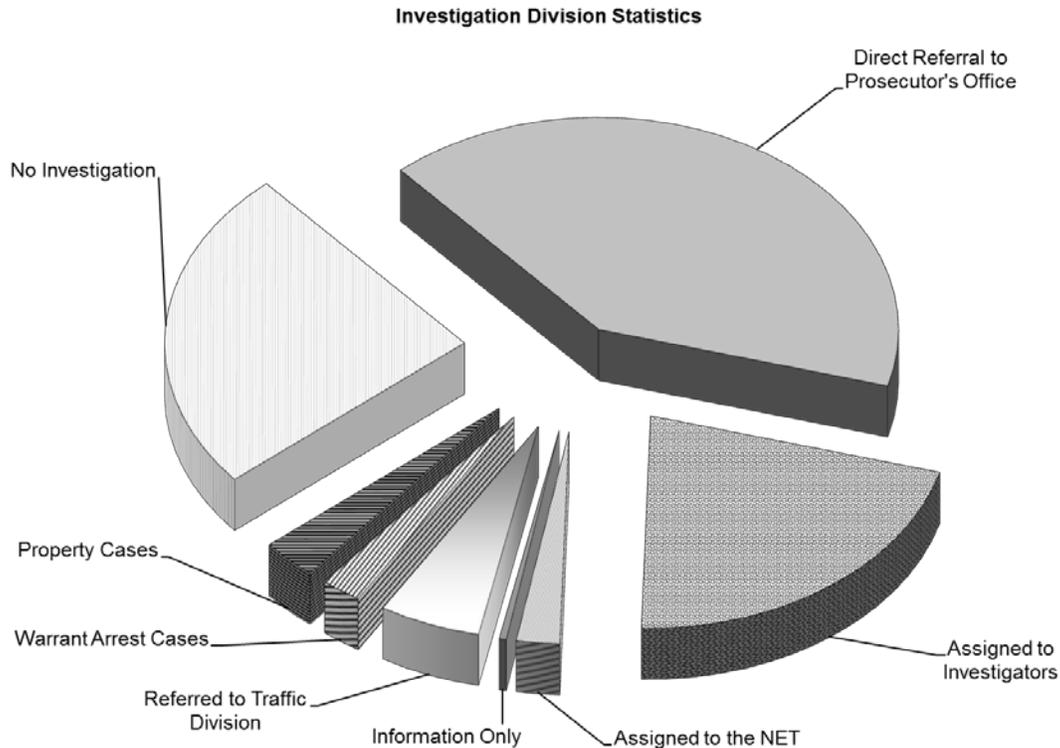
Total Traffic Stops	7,021		
Misd. D.U.I. Arrests	545	Criminal Misd.	234
Felony D.U.I. Arrests	43	Criminal Felony	83
Other Alcohol	73	Speeding	782
Driving While Suspended	437	Other Traffic	2,309
Underage Alcohol	73	Warnings	2,442

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 two years the Division has checked 150 car seats, replacing 45. Since the establishment of the permanent fitting station the Mishawaka Police Department has checked 10,931 seats, replaced 2702 and participated in 370 safety clinics. The Division sponsored three Car Seat Safety Clinics, while assisting at 32 other clinics.

Lt. Tim Williams is a Child Passenger Safety Instructor for the National Highway Traffic Safety Administration. In 2012 Lt. Williams instructed 3 Child Passenger Safety Technician Courses throughout Indiana including courses attended by Mishawaka Fireman and local nurses.

Investigative Division

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. The unit is divided into five entities; Community Relations Officers, a Department Training Officer, Street Crime Officers (SCU), D.A.R.E., 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 four 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 analysts 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.

D.A.R.E.

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 lifestyle. The programs are presented to ten 5th grade classes in public and parochial schools in Mishawaka.



The Mishawaka D.A.R.E. program was awarded a grant of \$3,000.00 from the Drug Free Community Council to help pay for guest speaker Retro Bill, and graduation tee-shirts for the D.A.R.E. students.

Lt. Williams continues to instruct the middle school program, "Keepin' it REAL". 2012 was the fourth year Lt. Williams instructed the middle school program at St. Monica and Covenant Christian School. Lt. Williams awards students from each class an 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. Madison Hess from Liberty Elementary and Riley Chapla from Twin Branch Elementary were named City Champions for having the best essays.

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

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 (WNDU 16) along with local police officers.

School Resource Officers

Cpl. Steve Madison is assigned to John Young Middle School and Cpl. Ken Kahlenbeck 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 school property involving students enrolled in school.

Services Division

Chief Ravotto, assisted by 6 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.

2012 Statistics

- Custodial Arrest Reports – 3,300
- Proxy/Citation Arrests – 2,850
- Code 1's (Information only) – 25,457
- Code 2 Reports – 6,128
- Crime Reports – 5,974
- Citations: UTT – 3,702
- Parking Citations – 1,034
- Warning Citations – 158
- Ordinance Citations – 28

Training Division

The Mishawaka Police Department's Training Division recognizes the importance 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 by certified instructors to deal with and react to those situations. The officers are critiqued on how they respond to the situation. This type of training gives the officer

confidence and the self-assurance necessary to handle the situation when 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 9,279 hours of training in 2012, averaging approximately 88 hours per officer. During the year 111 training classes were held.

The Mishawaka Public Safety Dispatch Center is supervised by Dispatch Coordinator Brian Billingsley. Fifteen full-time dispatchers and three 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.

Dispatch Statistics		
	2012	Change from 2011
Total Dispatches	41,962	-3,166
Total Calls	101,901	-3,130
911 Calls	28,999	+8
Fire/EMS Dispatches	6,345	+334

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

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.

Special 2012 Accomplishments

The MPD purchased a computer software system called CrimeNet.com. This new system will enable all department personnel to visually track crime data. Each individual officer will have access to crime maps, crime statistic graphs and data. This will enable them to chart the so called hot spots geographically and also the time of day and days of the week when crime events are most prevalent. There is also a community element attached to the new system where civilians can track crime statistics and trends in their own area or surrounding community.

The year 2012 also saw the completion of the new Police Memorial located in the front of the MPD. The memorial is a beautiful monument that memorializes each Mishawaka officer that paid the ultimate sacrifice protecting this Community.

A much needed golf cart was purchased for the Citizen in Alliance with Police (CAP) program that was originally implemented in 2008. CAP's mission is to patrol parks and the Riverwalk, partnering with the MPD and the Parks Department. CAP is staffed with community spirited volunteers to help report on acts of vandalism, and to help those needing information or assistance in the City's Parks.

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

Mishawaka Utilities

James Schrader, General Manager

Mishawaka Utilities was founded 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 and celebrated its 60th anniversary in 2012. 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 131 employees are dedicated to keeping the utility infrastructure reliable and up to date, with capacity to attract growth and development, helping to shape Mishawaka's future.

The Utility Business Office provides customer service as well as 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.

The Utility's offices and crews are local. Personnel and can be dispatched quickly to respond to problems and emergencies. When customer contact with the Utilities is

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

required, a friendly human being is ready to take your call. The Business Office is conveniently located in downtown. 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

Each of us has experienced various levels of customer service, ranging from outstanding to terrible. What ingredients go into the mix for those who choose to provide "world class customer service"? It is all about making the right behavior choices. These begin with individuals, then within departments, as employees meet the needs of each other, then extend these behaviors to outside customers. The key to customer service is a positive mind-set, and this is what we strive to display at the Business Office.

The four keys to providing effective Customer Service are to:

- Listen to Customers
- Know your Products and Services
- Admit mistakes
- Value the customer's time

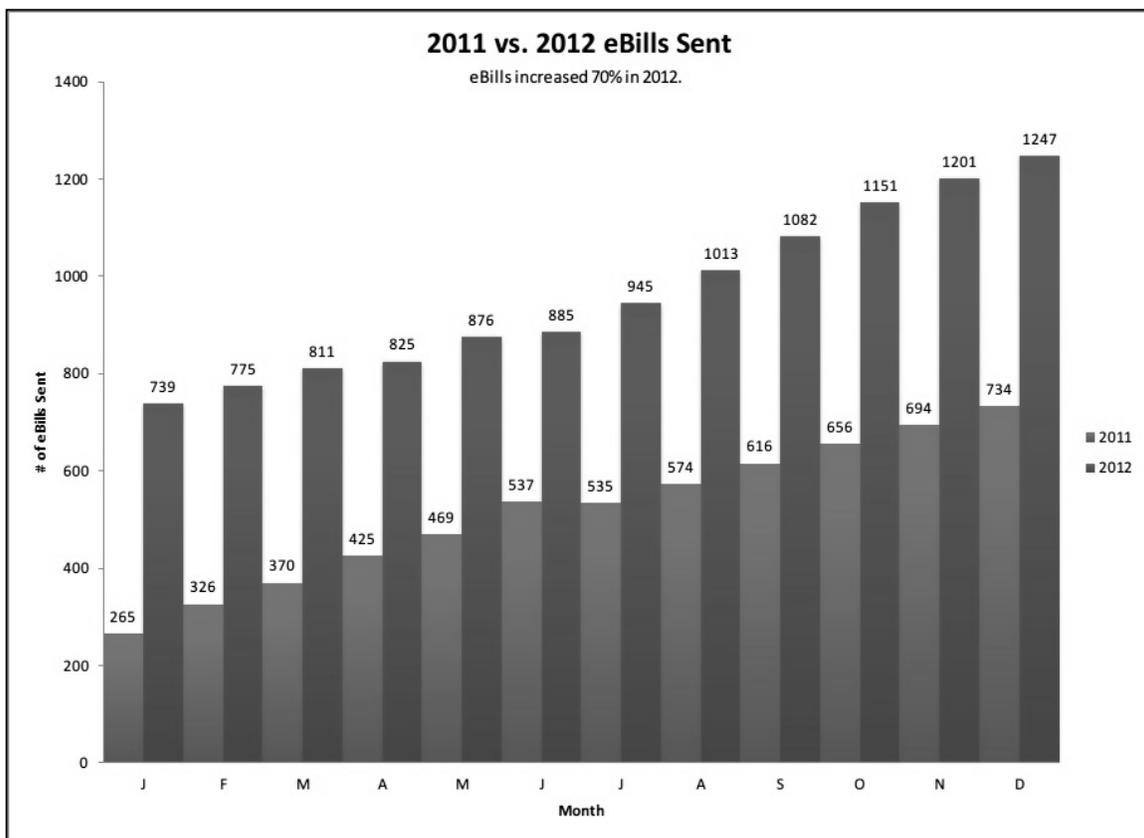
Our Business Office is staffed with 24 employees who work hard to continuously improve Customer Service and office efficiencies. We have updated our website software this year. We continue to accept Visa, MasterCard, Discover, and e-check payments on our website. We also offer the option of paying by Interactive Voice Response through our new 1-866-288-0515 number. Some of the benefits that the website updates offer are providing on-line payment history which is automatically organized, filed, and available anytime through a simple, user interface. The customer can search prior billing statements and research payment history without the need to call the Business Office. These new enhancements will also archive customer information, eliminating the need to re-enter such information for second and future payments.



Electronic invoicing and payment provides the following benefits:

- Reduced costs associated with the production, handling and mailing of paper invoices
- Dramatically improved customer service due to around-the-clock customer self-service for invoice and payment histories

- Enhanced cash flow from quicker payments made electronically and aided by the automated collections manager, allowing the Utility to send automated reminders of payment due, payment overdue, etc.
- Reduction in labor costs associated with invoice packaging, mailing, handling of paper, dispute resolution and collections
- Improved customer satisfaction as customers save time and money by paying electronically
- Security with the assurance that sensitive personal information is transmitted, stored, and maintained using best practice PCI compliant data security standards.



We will continue to move forward in 2013 with updating our customer service and billing software to improve internal efficiencies. This effort will improve customer service response times, enhance customer intelligence, improve application integration, and lower maintenance and integration costs. We look forward to rolling this new software out early in the third quarter of 2013. It is a pleasure serving the citizens of Mishawaka and we are committed to continuing to provide “World Class Service”, both now and in the future.

Water Division

Bruno Trimboli, Manager

In 2012, the twenty-eight employees of the MU Water Division worked tirelessly to supply our 46,000 customers with potable water via 17,100 service connections. As always, our objective was to deliver exemplary customer service along with potable drinking water that meets or exceeds Federal and State drinking water standards. Simultaneously, our goal was to work to keep production costs to a minimum through enhanced efficiency achieved by continuously improving the manner in which we conduct our business. These efforts were applied to the operation and maintenance of our three water treatment plants with combined maximum capacity of over thirty million gallons per day, six water booster stations, four elevated water storage tanks totaling 6.75 million gallons of elevated storage, and 295 miles of water distribution main that comprise our public water system.

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



The Water Quality/Operations group is responsible for the operation of our water treatment plants and well fields. They also conduct 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 over 19,500 discrete tests performed either in our water quality laboratories or by

independent certified contract labs. 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 1st 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 USEPA regulations.

Mishawaka Utilities Water Division

Water Quality Laboratory Testing Totals 2012

Test/Month	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
Conductivity	132	120	154	126	160	126	132	138	142	160	132	126	1,648
Manganese	132	120	154	126	160	126	132	138	142	160	132	126	1,648
Iron	132	120	154	126	160	126	132	138	142	160	132	126	1,648
Hardness-Calcium	132	120	154	126	160	126	132	138	142	160	132	126	1,648
Alkalinity	132	120	154	126	160	126	132	138	142	160	132	126	1,648
Total Hardness	132	120	154	126	160	126	132	138	142	160	132	126	1,648
Fluoride	124	116	146	120	146	120	124	124	142	146	120	124	1,552
Phosphate	88	80	88	84	92	84	88	92	80	92	88	84	1,040
Free Chlorine	124	116	124	120	124	120	124	124	120	124	120	124	1,464
Total Chlorine	124	116	124	120	124	120	124	124	120	124	120	124	1,464
pH	132	126	154	126	160	126	132	138	142	160	132	126	1,654
Temperature	132	126	154	126	160	126	132	138	142	160	132	126	1,654
Routine Bacti	50	50	50	50	50	50	50	50	50	50	50	50	600
Other Bacti	2	1	4	2	2	2	4	4	6	16	2	0	45
Raw Bacti	0	0	22	0	22	0	0	0	22	22	0	0	88
TSS	2	2	2	2	2	2	2	2	2	2	2	2	24
Lead & Copper	0	0	0	0	0	0	0	0	0	0	0	0	0
VOC	0	0	0	0	0	0	0	0	0	0	0	0	0
SOC	0	0	0	0	0	3	0	3	0	0	0	0	6
IOC	0	0	0	0	0	0	0	0	0	0	0	0	0
Sodium	0	0	0	0	0	0	0	0	0	0	0	0	0
Radionuclides	0	0	0	0	0	0	0	0	0	0	0	0	0
Nitrate	0	0	0	3	0	0	0	0	0	0	0	0	3
TTHM's & HAA5	0	6	0	0	6	0	0	6	0	0	6	0	24
Monthly Totals	1,570	1,459	1,792	1,509	1,848	1,509	1,572	1,633	1,678	1,856	1,564	1,516	19,506

Total Tests completed for 2012 - 19,506

Protection of our aquifer is the responsibility of the Well-Head Protection Coordinator. In 2012, the Well-Head Protection effort continued 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 our

participation on the St. Joseph County Water Resource Area Board. Our original Phase I well-head protection effort commenced in December of 2000, and was submitted to the Indiana Department of Environmental Management in 2001. Phase II of our well-head protection plan, including the well-head area delineations, was updated and submitted to IDEM in March of 2012. This represented a significant amount of effort on the part of our personnel. IDEM approved our Phase II submittal on August 21st of 2012.

The Water Metering /Backflow/Cross Connection group is responsible for enforcing the testing of 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 section 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 situations. Water meters are not only 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.

The Water Treatment and Pumping Facility Maintenance group keeps our water storage tanks in proper working order. Each of our twenty-two production wells were inspected, serviced, and maintained as required. Two wells were replaced due to age and wear. This is the key to efficient operation. The majority of our effort to update and enhance the water system's SCADA control system was 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 and Construction group continued their intense pace in 2012. Water main breaks, leaking service lines, broken distribution valves, fire hydrant flushing, and assistance to contractors working for the City were examples of services provided to our customers. Projects supported included the ongoing Capital Avenue (SR331) project, the various phases of the Milburn Blvd. project, North Main Street project, and the Mill Street project. On numerous occasions, we brought our crews in to work later during the evening or at night in order to minimize the impact of our work on affected customers as we relocated water main and/or fire hydrants for the contractors. In addition, five water main extension projects totaling almost 2,000

linear feet were completed. 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 periodically to further enhance water quality. During our yearly flushing, each hydrant is checked for proper operation and is repaired as required. Fire hydrant 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 activities. The Water Division assisted the Mishawaka Fire Department with the latest ISO evaluation of our fire protection system this past year.

There were many challenges to address in 2012. Although the national economy was suffering, our customers expected and received world class service from their Water Division. The Water Division pumped and treated an average of 8.48 million gallons per day, an increase of almost 1 million gallons per day over 2011. This potable drinking water met or exceeded all State and Federal drinking water standards. Simultaneously, we maintained and repaired as needed the extensive treatment and distribution infrastructure while aggressively supporting other City Of Mishawaka and State of Indiana construction projects.

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MONTH	VIRGIL WELL FIELD	DWF	Gumwood Well Field	Total (MGD)
	Water Pumped (MGD)	Water Pumped (MGD)	Water Pumped (MGD)	Water Pumped (MGD)
January	80.16	119.55	1.38	194.22
February	77.53	115.55	1.59	186.32
March	88.97	122.83	1.44	203.01
April	96.48	120.09	1.50	208.32
May	184.27	148.24	1.79	334.52
June	266.78	198.48	1.46	471.48
July	265.57	211.98	1.76	488.85
August	157.90	178.77	1.64	346.31
September	128.17	161.35	6.19	293.64
October	102.56	129.76	5.17	235.41
November	71.44	123.32	3.72	194.80
December	75.87	127.24	4.87	202.38
Yearly Total	1595.70	1757.17	32.50	3385.37
Monthly Average	132.97	146.43	2.71	279.94
Highest Month	266.78	211.98	6.19	488.85
Lowest Month	71.44	115.55	1.38	186.32

In the year ahead we will continue to support the City of Mishawaka's various capital projects, much as we have this past year. We look forward to an improved national economy and increased need for our water service in all areas. We look forward to modernizing our rate structure so that it will be fair to all user classes and will reward water conservation. The Water Division will strive to continue meeting or exceeding potable water standards as required by IDEM and the USEPA. We will continue to explore and implement more efficient methods of operating the water treatment, pumping, storage, and distribution systems. We expect to continue to deliver world class service to our customers. Although we anticipate 2013 will present challenges, the Water Division will strive to meet them, continuing to help shape Mishawaka's future.

Electric Division

Tim Erickson, Manager

Background

The Mishawaka Utilities Electric Division (MUE) is the second largest municipally owned electric utility in Indiana, providing service to 27,027 meters, an increase of .06 percent over last year. 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 are the 11 substations located at strategic points throughout the city. The Electric Division staff constructs and maintains the distribution system consisting of nearly 127 miles of overhead lines and 176 miles of underground distribution lines. Also maintained are seven miles of transmission lines, primarily 34.5 kV, with a small 69 kV section. Our system serves a population of 48,252. 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 funded 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 46 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

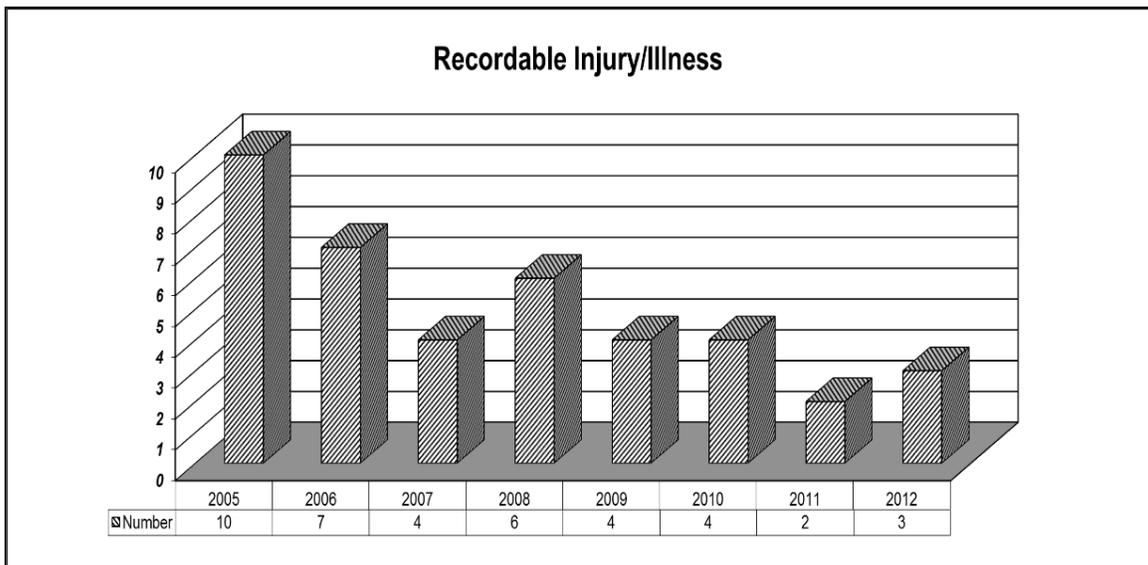
Process Measure	2011	2012	Change
Energy Usage, Highest Month (month and kW peak demand)	July 145,108	<i>July</i> <i>146,160</i>	0.72%
Total Energy Purchased (kWh)	621,122,029	<i>624,569,719</i>	0.56%
Total Energy Sold (kWh)	592,977,454	<i>592,463,076</i>	0.09%
Customers Billed (electric and water)	44,121	<i>44,117</i>	-.01%
Engineering Projects Completed	104	<i>148</i>	42.3%
Transformers Set	24	<i>29</i>	20.8%
Meter Department Work Orders Completed (electric only)	23,345	<i>22160</i>	-5.08%

Personnel Safety

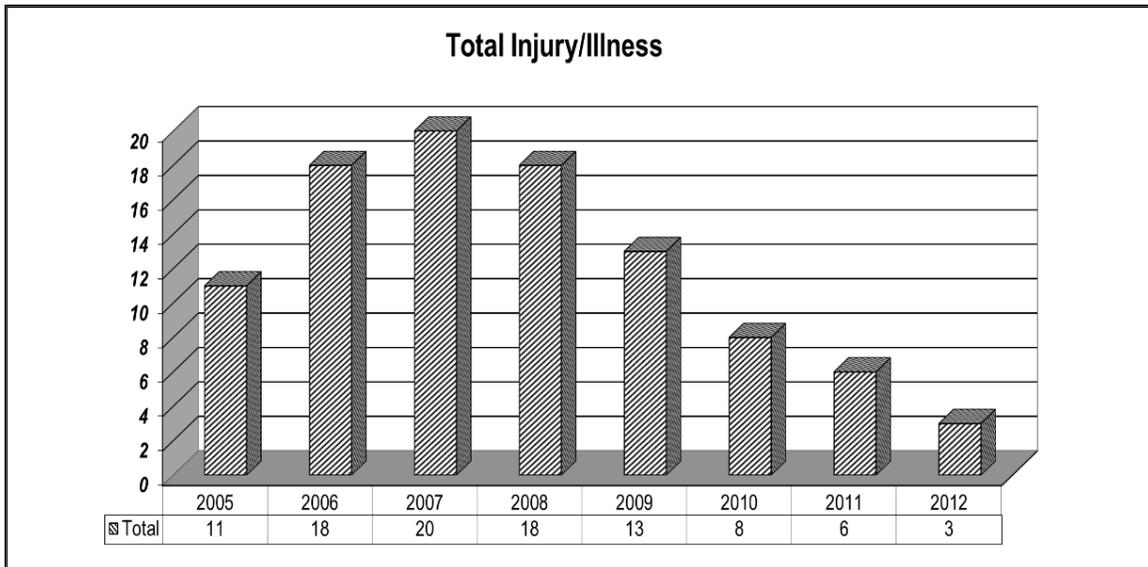
The Division completed an annual inspection of 2,308 components throughout the City to ensure the safety of the general public. Inspections verify proper locking and tagging of equipment. Due to the potential hazards of electrical distribution, the safety of our citizens and Electric Division employees is our highest priority.

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All construction personnel participated in bucket rescue and pole top rescue at the Logan Street Training Facility. Training was administered by the Indiana Municipal Electric Association (IMEA). This training occurs annually 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 increased by 50 percent from the previous year (from two to three). In addition, the total number of injuries/illnesses decreased by 50 percent (from six to three).



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 in compliance with 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. Structural safety is basically defined by condition of the equipment. 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 ensures that proper insulation levels are met for equipment that is operated around energized electric lines.

Division linemen who 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

- Completed installation of a backup generator at our 12th street facility to power all expected loads such as SCADA, dispatch radio and phone system, and house loads in the event we experience a power outage as occurred in the summer of 2011.
- Implemented a design change at Union and UP substations to monitor the status of the 86 and HSG trip coils. This was implemented in response to a protective system fuse failure at Union substation that went undetected for a significant period of time. This design change will be implemented at all stations.

- Completed an in-depth review of the resonant harmonic impact of the Clover substation capacitor bank and transformer in response to an SJRMC concern that some of their equipment was being affected by the high voltage distortion emanating from their Clover feed. We determined that keeping the CapBank kVAR at 2400 or less with all SJRMC loads on their Clover feed would preclude SJRMC operational issues. The following actions have been taken:
 - SCADA has been programmed to monitor Grape circuit loads and to automatically disable the Clover 3000 kVAR CapBank should SJRMC transfer all its load to Clover.
 - The Clover 1500 kVAR CapBank is disabled during normal operation to preclude excessive kVAR harmonic amplification issues.
- Designed and installed a 1500 kVAR CapBank at Russ to both improve system kVAR control as well as to improve the transformers power factor that feeds Nylon Craft.
- Completed detailed engineering on 52-T2 and TPU-2 addition for Russ Street T2; poured footer and pad. Installation is scheduled for first quarter of 2013.

System Energy Consumption

In July of 2012 we hit our annual peak load of 149.3 MVA, .13 percent greater than the 2011 peak, but 2.8 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.

In July of 2012 we hit our annual peak load of 149.3 MVA, 0.13 percent greater than the 2011 peak

Also, our energy consumption, total energy purchased for the year, was 624,569,719 kW, increased .56 percent from the previous year.

Increased Revenue

Designed and installed a kVAR control system, using programmed SCADA inputs, that will result in reducing AEP's power factor charges by \$75,000 over the next five years. The cost of the upgrade was \$6,000, resulting on a 12.5 to 1 return on investment.

Training

Our apprenticeship program is in its 24th 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 Apprenticeship and Training. To graduate an apprentice must have a minimum of 8,000 hours on the job training and 576 hours of classroom study.

Three of the four apprentices hired in 2011 have now completed 3000 hours of on the job training and have been placed on the after-hours callout list making them available to assist in outage restoration.

Don Beck is our journeyman in-house instructor. He attended classes in Ann Arbor, Michigan and has been certified by the Department of Labor as an instructor.

Lineman's Rodeo Participation

Construction department personnel participated in the following lineman rodeos:



- 2012 APPA national rodeo held in Cleveland Ohio, where this year we sent 2 journeyman teams to compete. Team #1 consisted of Chuck Bailey, Dave Cochran and Jak Kudlaz. Team #2 consisted of Scott Flynn, Shane Reynolds, and Matt Stull. Team #2 did very well, finishing 22nd nationally while Team #1 finished 40th. These competitions teach safety, teamwork and camaraderie and bring distinction to our utility at a national level.
- Following the APPA national rodeo, Mishawaka headed to Anderson, In. for the Indiana Municipal Electric Association competition. Our Journeyman team consisted of Chuck Bailey, Shane Reynolds and Mat Stull. Jak Kudlacz and Nathan Prenkert competed individually in the apprentice division. The journeyman team finished second in the overall competition and apprentice Nate Prenkert finished first overall while Jak Kudlacz finished 1st place in four events and 2nd overall.
- In September, Mishawaka had, for the first time, a team made up of management and union. Competing in the Wisconsin State Rodeo were Shawn Bolinger and Chuck Bailey who took home a 2nd place event, a 3rd place event, and finished 4th place overall.

Our Journeyman team Chuck Bailey, Scott Flynn and Matt Stull finished 37th in the world

- The season ended at the International Lineman’s Rodeo held in Kansas City, where 205 international teams compete for the world title. Our Journeyman team (Chuck Bailey, Scott Flynn and Matt Stull) finished 37th in the world and Jak Kudlacz placed 5th in the world as an apprentice once again proving Mishawaka is among the best of the best.

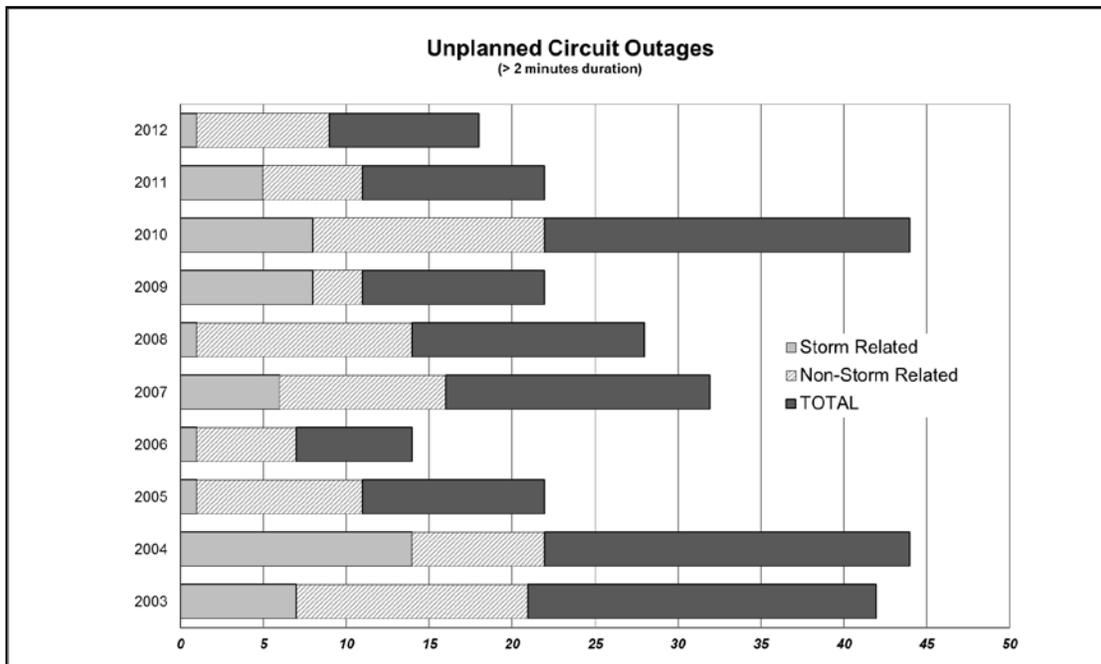


Tim Erickson and Kevin McGann continue to serve on the Indiana state Lineman’s Rodeo committee and Tim also serves on the State Safety and Training committee.

Outage Performance

There were 9 unplanned circuit outages in 2012, with a cumulative unplanned outage time of 12.1 hours. This represents a decrease of 18 percent from the previous year’s 11 unplanned outages.

The following chart depicts our unplanned circuit outage trend for the past 10 years.



The system as a whole continues to provide exceptionally reliable power. This is due to multiple reasons including ongoing reviews and analysis of system reliability and operational issues. Appropriate actions are taken to address areas requiring improvement. Performance has also been positively affected by implementation of *reliability driven* design changes, an effective preventive maintenance (PM) program, effective implementation of the fuse coordination program, and effective preparation, review, and approval of technical procedures.

Preventive Maintenance (PM) – examples of PMs performed include the following:

- **Motor Operated Air Break Switches**

The motor mechanism and switches on two of our motor operated air break switches (MOABS) were tested.

- **Insulator Cleaning**

Insulators were power-cleaned by Preventive Power and Maintenance in December of 2011 at University, and Bercado Substations. These cleanings are part of our strategy to clean the University Substation plus one other substation annually, with the goal of cleaning every substation at least once every ten years. Cleaning of insulators at University, Logan, Union, and Virgil Substations will be completed the second week of 2013.

- **Motor Operator Failure**

While servicing the 12th Street Substation transformer tap changer we experienced a problem with the transformer 34.5 kV motor operator air break (MOAB) switch. An updated piece of equipment that better fits our protection scheme was installed.

- **Routine Inspections (failure finding tasks)**

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

Engineering Projects

The Main Street expansion project from Ardennes north to Day Road was one of our most significant projects. This project involved the relocation of multiple three phase underground lines. We also completed the final steps in merging the MUE Fiber network with the Saint Joe County Metronet project, implementing a new 5 year contract for future growth.

Two other projects requiring significant effort were the First Street expansion and Trinity Road expansion Projects.

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

- Electric distribution improvements (line maintenance projects):
 - 34.5 [kV] Pole Line Rebuild Union Sub to 4th Street Sub.

- 4th Street Sub 52-4 Rebuild / Downtown.
- Logan Sub 52-6 Primary Rebuild.
- Union Sub 52-6 Primary Rebuild.
- Major City Jobs
 - Trinity Road Primary & New 14 [ft] Sternberg Lights
 - Main Street new 14 [ft] Sternberg Lights
 - Lincolnway West 14 [ft] Sternberg Lights & Banners
 - Cheddar's Restaurant Project & SJRMC Hospital Feed Relocate
 - UP Mall Primary Rebuild
 - River Center Apartments
 - First Street New 14 [ft] Sternberg Lights
 - Union Street Rebuild / Habitat for Humanity Homes
 - River Walk Security Underground Services
 - Golden Corral Restaurant

GIS (Geographic Information System)

The Electric Division has effectively used its GIS base map to assist outage response teams. GIS information provides both a concise location of the affected residence or business and the necessary information, through relational database features, to hone in on the extent of the outage.

GIS implementation expanded further throughout 2012 with daily application of the data collected and maintained in the GIS system. For Example:

- GIS continues to play a vital role in the periodic inspection of high voltage equipment. The effort required the creation of equipment location maps throughout MUE territory.
- Maintained fiber plan to Trimble's web based Utility Center named eView. Maintained web based fiber map for contractors and for the City.
- Maintained Circuit Map updates, Utility Center updates, transformer database, GPS Field work, representing over 300 work orders.
- Assisted in the implementation of a Cap Bank inspection program.
- Introduced new laptop computers for crews. Trained crews on new software to help the construction workflow to be more efficient.
- Introduced Yuma GPS units to GIS department. Completed SQL 2008 migration and Utility Center installs on these machines.

Operations

The Operations Department provides support to the Engineering, Construction, and Metering Departments. 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. Operations also maintains the storeroom, and issues materials to construction crews.

The Operations Department wrote purchase orders for approximately \$865,000 for goods and services.

Billings to recoup costs related to damages to our facilities from traffic accidents and contractor mishaps totaled over \$74,000.

This year, the interior of the building received a bit of a face lift. Many of the common interior areas were repainted. The tile in the lunchroom, foreman’s offices, meter tech area, and rear hallway was also replaced.

A new vehicle was ordered to add to the working fleet. It is a 42-foot, single-man insulated aerial platform, or bucket truck, that will be delivered in early 2013.

Working safely is one of the most important aspects of our job. One facet of maintaining a safe workplace is using equipment and tools that are in good working order and up to industry and government safety standards – Operations is responsible for the equipment maintenance program.

Metering Department

The number of electric customers increased from 27,067 to 27,497. Service Representatives completed over 19,000 work orders as well as running a Shut-off list of over 3,200 work orders. The Meter Technician van completed over 5,000 work orders, along with newly implemented testing procedures for current-transformers and power-transformers.

Meter Reader routes, thanks to the re-routing efforts of Jeff Persyn, are running much more efficiently than in previous years; the back tracking on meter routes has been minimized.

Work Orders for Electric	2011	2012	Change
Removals	9536	9763	2.38%
Installs	9341	9646	3.26%
Sets	106	162	52.8%
Re-reads	3680	3569	-3.02%
Change Meters	460	386	-16.1%
Miscellaneous	222	635	186%
Totals	23,345	24,161	3.5%

Our shut offs and reconnects increased in 2012. 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 make it a priority to do follow-up visits to disconnected accounts to check for tampering and theft.

We are continuing a meter change program transitioning from three phase mechanical thermal demand-type metering to electronic solid state-type metering, along with single phase A-type base adaptor upgrades.

We also continue to move toward an A.M.R. (Automatic Meter Reading) program. A.M.R. will greatly improve the efficiency of meter reading.

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

Shut-offs	2011	2012	Change
Past-Due Amount	335,180	307,621	- 8.22%
Total Amount Due	663,231	625,834	- 5.64%
# Shut-Offs	3260	3286	0.8%
# Bad Checks	203	201	- 0.99%
# Payment Plans & Extensions	136	158	16.2%
# Payment Plan Deposits	284	293	3.17%
Shut-Off Totals	3708	3938	6.2%

We will continue to move forward with these programs and research new programs to improve on our customer services.

Recognition of Outstanding Performance

Gordon Allen has continued to work tirelessly to provide reliability enhancements to our system. In 2012 he identified and installed a kVAR control system that will save/eliminate \$75,000 dollars in AEP penalties over the next five years, and \$15,000 per year thereafter. He spearheaded our facilities backup generator installation and continues to search for better ways to do things. Gordon supervises projects, substations and all engineering department functions. He is now leading another large project, the addition of substation high voltage isolation breakers at five critical substations, to be completed over the next five years. These high voltage breakers will significantly improve reliability by minimizing the numbers customers impacted by a substation transformer outage.

Kevin McGann has organized and expanded our school electrical safety and training program to include new surrounding communities. New additions for 2013 will include

Mishawaka parochial schools, the Penn school system, and Wakarusa 5th graders. Kevin also serves on the IMEA state committee for Indiana Lineman's Rodeo.

Chuck Bailey continues to develop our lineman's rodeo teams at the state, national and world levels. He is the driving force behind the organizing, training, and teaching, and loves competing as he makes Mishawaka a perennial leader in these competitions. In our hometown he has responded to over 200 consecutive after-hours calls. Last year he also partnered with our construction foreman Shawn Bolinger on a first-ever management/union joint rodeo team that finished in the top 5 in the Wisconsin state lineman's competition.

Awards

- 2012 APPA national rodeo held in Cleveland, Ohio, this year we sent two journeyman teams to compete. Team #1 consisted of Chuck Bailey, Dave Cochran and Jak Kudlaz. Team # 2 consisted of Scott Flynn, Shane Reynolds, and Matt Stull. Team #2 did very well, finishing 22nd nationally while team #1 finished 40th. These competitions teach safety, teamwork, camaraderie, and bring distinction to our utility at a national level.
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- The season ended at the International Lineman's Rodeo held in Kansas City, where 205 international teams competed for the World title. Our Journeyman team of Chuck Bailey, Scott Flynn, and Matt Stull finished 37th in the *world* and Jak Kudlacz placed 5th in the *world* as an apprentice. Their performance once again proved that Mishawaka Electric is among the best of the best.

Tim Erickson and Kevin McGann continue to serve on the Indiana state Lineman's Rodeo Committee. Tim also serves on the State Safety and Training committee.

Challenges Ahead

In 2013 the number one priority in the electric utility must be the safety of the employees and the public. We will remain committed to the expansion of the Mishawaka school safety program. Once again, all 5th grade students will receive electrical safety training and the Division will hold a three day training session for Mishawaka firefighters. The training will expand in 2013 to include Penn schools, Mishawaka parochial schools and will move into Wakarusa. The goal is to train communities and develop contacts to expand this training into their surrounding communities. Staff will not grow complacent with training and safety. Electrical equipment inspections again included all 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 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.

As energy costs continue to rise, Electric Division customers enjoy very low rates. Base electric rates have not been increased since 1990. As Mishawaka weighs the benefits of IURC involvement our residents can rest assured that competent decisions will be made in the best interests of our residents.

Base electric rates have not been increased since 1990

We will continue to provide affordable rates and reliable service to our customers. Electric Division

employee's responses are very timely and it is not unusual to see the system restored long before surrounding communities. Our linemen and supervisory staff continue to provide outstanding response to all types of after-hours outages.

2013 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, while continuing to be good stewards of the rate payer's dollar.

Conclusion

The Electric Division provides exceptionally reliable and affordable electric service to its customers, both residential and commercial. Interruptions are minimal and restoration times are very fast 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 again 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 2012 Mishawaka totaled 9 unplanned service interruptions. The duration of these outages was held to a minimum by swift response times and qualified personnel available around-the-clock who care about our hometown. This exceptional level of service has been maintained in spite of staff reductions. Our Division's total staff has decreased from 57 to 46 employees in the past five years as jobs have been combined and new efficiencies have been created in response to tough economic times. This is certainly a testament to the quality and dedication of our people.

The residents of Mishawaka enjoy affordable rates, reliable service and courteous hard working employees who live and work in this community. They take great pride in their performance and knowledge of the system and care about this community. Our Engineering, Construction, Metering, and Operations departments work hard for Mishawaka residents, day and night, and take great pride in our response times and restoration efforts when problems do occur.

Wastewater Division

Karl R. Kopec, Manager

Overview

The Mishawaka Wastewater Treatment Plant marked its 60th anniversary of operation on April 18, 2012. It is hard to imagine that only 60 years ago 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 valuable asset to our community, fostering development in our Downtown.

Mishawaka's wastewater treatment plant serves over 17,000 residential, commercial, and industrial accounts. The population served exceeds 50 thousand. In 2012 over 4.4 billion gallons of wastewater were treated and over 7.4 million pounds of pollutants were

In 2012 over 4.4 billion gallons of wastewater were treated and over 7.4 million pounds of pollutants were removed prior to discharge into the St. Joseph River

removed prior to discharge into the St. Joseph River. In 2012 there were no exceedances of effluent limits. The treatment plant

operates 24 hours per day, 365 days a year. The twenty six employees of the Wastewater Division have over 472 years of 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. 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 comprise 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's 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 well-kept grounds and landscaping. As the public is drawn closer to the facility, housekeeping and maintenance have become more important than ever. Treatment plant employees take 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 responsibility is monitoring of industrial dischargers through the Division's Industrial Pretreatment Program. Eight significant industrial dischargers are monitored and regulated to assure that their discharges do not harm the wastewater treatment plant processes.

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 to pump sewage from areas where it cannot flow by gravity.

Mishawaka's lift stations range in size from 150 gallons per minute (gpm) to 4,000 gpm. Middleboro, the oldest station, was placed in service in 1952. A design for renovating this station was completed in 2012. Construction of the improvements will take place in 2013. A new regional lift station that serves the area east of Capital Avenue was

constructed in 2012 as part of the US 331 railroad underpass project. The majority of funding for this new lift station came from INDOT, however the city contributed funding to increase the capacity of the station to handle future increases in flow. Lift stations are continuously monitored by a radio based telemetry system.

Critical stations are equipped with stand-by generators in case of power outages and the remainders have transfer switches and receptacles to allow for portable generator operation. Since newer lift stations tend to be far from the

A new regional lift station that serves the area east of Capital Avenue was constructed in 2012 as part of the US 331 railroad underpass project

treatment plant, in the outer reaches of the collection system, all new stations are required to have permanent stand-by generators. Additionally, generators for three older existing lift stations were purchased in 2012 using ARRA stimulus funding. Designs for renovating two of these lift stations were completed in 2012 with construction to occur in 2013. There are now five odor control systems to treat air emissions from the sewer system around the City. The Wastewater maintenance department also maintains these units.

The Wastewater Division operates a laboratory that provides process control testing and regulatory compliance analysis. The laboratory conducts analyses that are required in our NPDES permit. This includes analysis of samples from each process to ensure optimum efficiency, monitoring of the effluent to comply with discharge limitations, and analysis of industrial samples to ensure compliance with Federal and local pretreatment standards. Currently the laboratory employs a Chief Chemist and two Plant Chemists.

The laboratory analyzes approximately 18,000 routine samples every year. Along with these samples, duplicates, spikes and standards must be tested to ensure that quality data is obtained bringing the total number of analyses to nearly 39,000. Routine samples include carbonaceous biochemical oxygen demand (cBOD), suspended and volatile solids, ammonia, phosphorus, and solids analysis for sludge and biosolids. These analyses are conducted daily. The laboratory also conducts analysis for the heavy metals cadmium, chromium, copper, lead, nickel and zinc. These tests are performed quarterly on the influent and effluent of the wastewater treatment plant. The laboratory staff also continued participation in an E. coli study on river samples that began in 1997. The E.coli study involves sampling the St. Joseph River at Bittersweet Road Bridge, Main Street Bridge, the Ironwood Drive Bridge and Angela Blvd. Bridge each Thursday throughout the year.

During the summer the laboratory performs bacteriological tests for Mishawaka's swimming pools. The laboratory conducts the bacterial analysis through its Indiana State Department of Health Certificate, which is required in order to perform bacteriological testing of drinking water and pools. As part of this certification the laboratory is required to correctly analyze ten unknown bacterial cultures as a performance evaluation. In 2012, the laboratory correctly identified all ten.



As part of the NPDES permit requirements the laboratory collected samples for biomonitoring and organic pollutant monitoring. Although these tests were not done in-house, significant time was spent in the organization and collection of the samples. Biomonitoring tests the potential for toxicity of our effluent on living organisms. Three samples were taken in May of 2012. The organic pollutant monitoring analyzes for more than 200 individual organic compounds. Our effluent passed this test showing no organics above detection limits for samples taken in May of 2012.

Every year the laboratory is required to participate in the EPA's Discharge Monitoring Report - Quality Control (DMR-QC) program. This Federal program consists of analyzing samples with unknown concentrations for all of the parameters of the NPDES permit, including biomonitoring. The results of the testing give the EPA and the Indiana Department of Environmental Management assurance that the data we submit on a monthly basis is accurate. In 2012, all the parameters were analyzed correctly.

The laboratory assists the pretreatment program for the City of Mishawaka. The laboratory conducted analyses on 8 permitted industries in 2012. Analyses ranged from metals and cyanide to cBOD and pH. The test results allowed the pretreatment coordinator to confirm that the industries were in compliance with their discharge permit limits. Pretreatment testing was performed weekly throughout the year. The hard work by the laboratory staff paid off once again by receiving the Indiana Water Environment Association 2012 Laboratory Excellence Award. This is the 11th consecutive year that the laboratory has received this award.

The Treatment Process

Mishawaka's wastewater treatment consists of the following processes: influent screening, grit removal, primary settling, activated sludge secondary treatment, final clarification, disinfection, post aeration, and anaerobic digestion. 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 dewatered at the Biosolids Facility and 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



...biosolids are land applied on area farm fields for soil conditioning and fertilizing. Land application of biosolids is recycling in its truest sense

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 and significantly reduces carbon dioxide emissions from the plant.

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.



Statistics

In 2012 the wastewater plant treated over 3.44 billion gallons, averaging 286 million gallons monthly and 8.6 million gallons per day. The treated flow was 760 million gallons less than in 2011.

...over 7 million pounds of pollutants were removed in the treatment process

In 2012 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.

	2006	2007	2008	2009	2010	2011	2012
Average Flow (MGD)	12.15	11.53	14.23	12.64	10.16	11.43	9.19
Peak Flow (MGD)	26.7	36.3	36.1	27.5	58.8	59.7	58.0
BOD Removed (%)	97	97	97	98	98	98	98
Phosphorus Removed (%)	77	79	79	78	79	79	80
Ammonia Removed (%)	85	90	96	96	93	90	95
Solids Removed (%)	96	96	96	97	98	97	98
Biosolids Produced (dry tons)	1254	967	911	826	1115	1093	1121
Electricity Use (MKWH)	Pre-expansion			5.283	4.874	4.922	4.992
Natural Gas Use (Mcf)	Pre-expansion			9.914	7.691	7.055	5.378
Total Precipitation (inches)	47.1	49.1	51.6	44.9	33.7	43.33	34.52

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 2012 was 58 MGD on July 19th. The maximum total flow treated on a single day was 18.06 million gallons, also on July 19th. Treating flow in excess of the design capacity requires skillful operation and a well maintained facility. Pollutants removed during 2012 included 6.9 million pounds of organic compounds, 75 thousand pounds of phosphorus, and 472 thousand pounds of ammonia nitrogen.

Biosolids, the stabilized solid material resulting from the treatment of wastewater, are land applied on area farm fields. In 2012, almost 1300 dry 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.

Significant Projects in 2012

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, through a radio-based computer network, for operating status and alarms. During the year the Division completed 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 is compatible with existing control and monitoring systems that were installed at the Wastewater Plant during the 2008 facility upgrade. The new system provides reliable and stable lift station monitoring.

Electrical Hazard Assessment

New OSHA regulations regarding work within electrical cabinets require a program 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 energized components are accidentally grounded or shorted. The Division's maintenance staff routinely works on live equipment and it is of utmost importance to provide for their protection. The Division completed a study that identified potential arc-flash hazards. Electrical devices were labeled indicating hazard level and special protective equipment and procedures required. Employees were trained on arc flash safety protocol.

Biosolids Forcemain Rehabilitation

Digested sludge from the wastewater plant is pumped one mile south to the Biosolids Facility on Logan Street. The forcemain was built in 1952 and is brittle cast iron pipe. In recent years, numerous breaks in the pipeline have occurred causing sludge to spill onto the ground and requiring emergency repairs. In 2012 this pipeline was lined with special high strength cured-in-place pipe which will prevent breakage in the future. Additionally the radio based communication link between the treatment plant and Biosolids Facility was replaced by a hard wire fiber optic connection.

Central Park Biofilter

Odors had become a problem in Central Park at the entrance to the recently expanded Rivercrossing. A carbon adsorption odor control unit was installed as part of the expansion but this unit was insufficient in controlling the odor. In 2012 a biofilter was constructed to treat odorous air drawn from the structure just upstream of the crossing.



The system has bypass ductwork which allows the system to be operated in any of three modes: carbon adsorption only, biofilter only, or carbon adsorption followed by biofilter treatment. This combination of odor control technologies has effectively eliminated odors at the rivercrossing.

Award Winning

The Mishawaka Wastewater Division received two awards at the 76th Indiana Water Environment Association Annual Conference, held in Indianapolis November 14 – 16. For the tenth time overall, and the fourth time in the last five years, Mishawaka received the Best Annual Report Award in the large plant category. Mishawaka’s wastewater laboratory received its twelfth consecutive Laboratory Excellence Award. Chemist Tom Florkowski received recognition for 20 years of work in the water environment field by his induction into the IWEA 20 Year Club.

In 2012 Chemist Jill Norton was elected to serve as Vice-President of the Indiana Water Environment Association (IWEA) in 2013. Jill will ascend to the office of President in 2015. IWEA is one of 75 affiliated member organizations of the national Water Environment Federation (WEF). Jill brings distinction to Mishawaka as she is poised to lead the State’s water quality association.

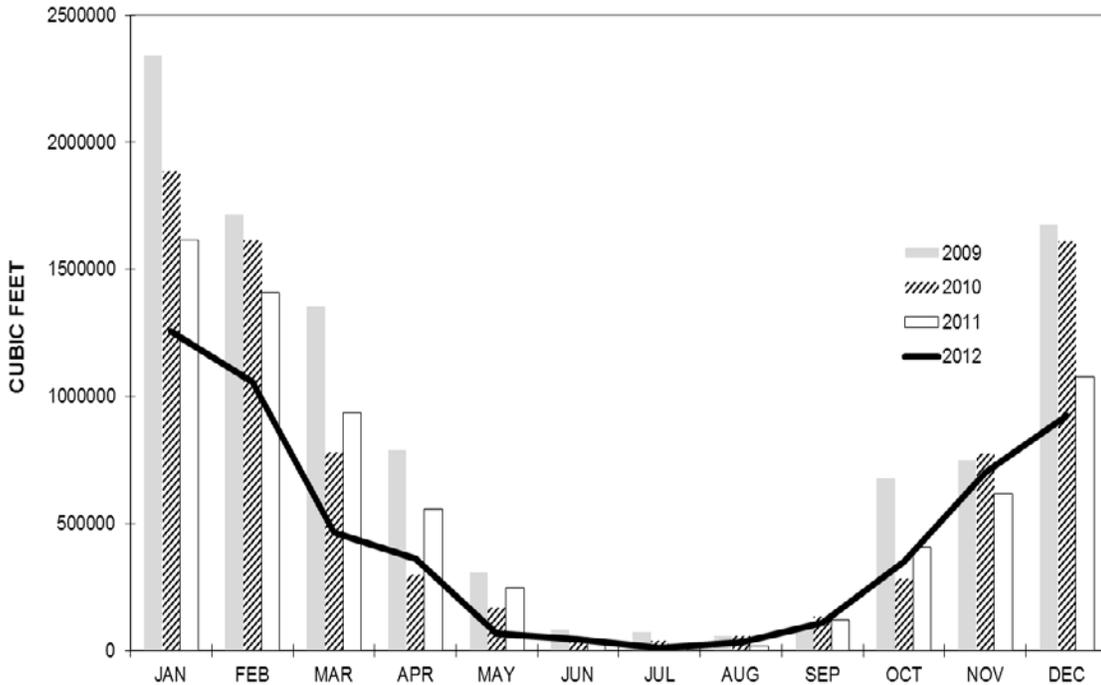


Efficiencies

Wastewater treatment plants are large consumers of energy. It is estimated that wastewater treatment plants consume 3 percent of electricity generated nationally. 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 2012 was its second full year of operation.

Nipsco Gas Usage 2009 thru 2012



Digester gas which is produced in the treatment process is also recovered and burned in the plant hot water boilers to provide “free” energy that replaces natural gas. The boilers provide heat for the plant buildings and also heat the two 1 million gallon digester tanks. Much time was invested in 2012 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 2012. 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.

Lighting upgrades in mid-2010 have reduced the energy required to light the large facility. A computer monitoring and control system is used 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. Along with seven other Indiana wastewater and water utilities, Mishawaka developed 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.

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 archived digitally.

...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, two swing shift operators, and two utility operators. Operators include Robert Hall, Mike McDonald, Adrian Peterson, Mike DeCocker, Jim Szulczyk, Dave Pieters, Johnny Francis, Tim Wells, John Bolinger and Anthony Vogel. 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

By the end of 2012 the Wastewater Division reached 1,468 days without a lost time injury. This amounts to over 200,000 person hours worked during this impressive stretch of safe work 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.

Combined Sewer Overflows / Consent Decree

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 constructed to prevent basement backups and street

flooding. Mishawaka is one of 90 communities in Indiana with combined sewer overflows. There are around 850 CSO communities nationwide.

The reduction of CSOs 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 and an aggressive sewer maintenance program. Mishawaka has developed a federally mandated long-term control plan (LTCP) to address the remaining combined sewer overflows. Because Mishawaka discharges into an interstate river, the approved plan will be enforced by a federal consent decree.

Throughout 2012 the City continued negotiations that began in late 2004 with the US Environmental Protection Agency, Indiana Department of Environmental Management, and the Department of Justice over its Long Term Control Plan details and consent decree language. The protracted negotiations are a result of the complexity of CSO reduction and the significant cost to do so. A final draft was submitted to the agencies in November 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.

Looking Ahead

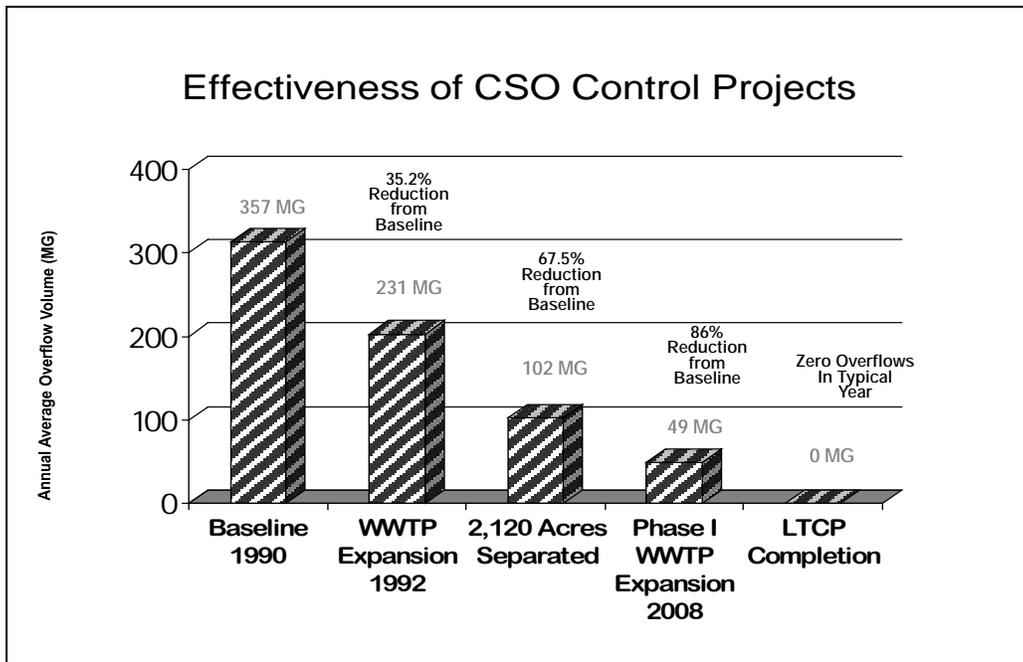
Final approval of Mishawaka's LTCP and signing of the consent decree is expected in 2013. The plan is estimated to cost between \$140 and \$160 million and take 20 years to fully complete. The decree will require that the LTCP be implemented according to

Final approval of Mishawaka's LTCP and signing of the consent decree is expected in 2013 schedule and that it meet the goal of zero overflows. In December of 2010 a \$37 million Sewage Works revenue bond was sold to fund the first phases of the City's LTCP projects. Future rate increases will be necessary to cover Long Term Control Plan costs.

Although Mishawaka's plan has not received formal EPA approval, the city has aggressively implemented CSO reduction projects. Throughout 2012 sewer separation continued in the Milburn Boulevard area. This work will be completed in 2013 and the treatment plant is already seeing a considerable reduction in flow from this area. The construction of an underdrain system and the rehabilitation of sanitary sewers have significantly reduced the amount of groundwater entering the sewer system, requiring treatment. New storm sewers prevent rainwater and snow melt from entering the sanitary sewer system. Reducing both wet and dry weather flow from this area has the effect of adding capacity at the treatment plant. Approximately 2 million gallons per day of clean groundwater that does not require treatment has been removed from the sewer system and treatment plant.

Design of another LTCP element was completed in 2012 for the Wilson Boulevard Area. This project will consolidate five CSO's into one and will include some sewer capacity increases and limited sewer separation. Construction of this element will occur in 2013.

Mishawaka's National Pollutant Discharge Permit (NPDES) expired in November of 2011. This 5-year permit is the facility's operating license. The City received its new permit on May 1, 2012. It expires April 30, 2017. The new permit contains mercury limits for the first time. The new discharge limit is 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! Like most larger communities, Mishawaka cannot meet the 1.3 part per trillion limit all of the time. Monitoring over the past five years shows that the limit is exceeded in about 30% of samples. The State allows communities to apply for a variance of the mercury limit which results in a higher limit that is attainable. A condition of receiving a variance is the development of a Mercury Minimization Plan that focuses on pollution prevention and source control to achieve mercury effluent reductions due to a lack of economically viable end-of-pipe treatment options. In 2012 Mishawaka began the variance process and started the development of the Mercury Minimization Plan. The State allows a 36 month time frame to complete the work necessary to be granted the variance and revised mercury limit.



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 Maintenance Department

Tom Dolly, Manager

The Sewer Maintenance Department is responsible for the maintenance and rehabilitation of the collection system which includes over 200 miles of sanitary sewers and storm lines. The Department has twelve dedicated and conscientious employees that are both versatile and enthusiastic. Responsibilities of the Department include televising, cleaning lines, making repairs, and cleaning debris or snow off of storm inlets.



The Department also responds to residential calls for sewer concerns, inspects new construction sewer connections, and locates sewer lines for contractors. Working with the City GIS and Engineering Departments to televise sewer laterals from homes is also a function of the Department. These inspections are necessary for determining sewer insurance repair needs. The Sewer Department even receives calls from concerned residents asking us to rescue ducklings that have fallen into storm catch basins.

Another significant responsibility of the Sewer Department is to maximize the volume of flow transported to the Wastewater Treatment Plant. This is accomplished by preventive maintenance and inspection of the sewers on a well-planned, rigorous schedule. This includes all sanitary manholes, storm sewers, inlets and catch basins.

Video inspections of new sewer system extensions are conducted to ensure that the construction meets our City design specifications.

The Department also performs various tasks for Electric, Water, Parks, Streets, and the Wastewater Treatment Plant.

The Sewer Department is comprised of four divisions that include Video Inspection, Cleaning, Repair, and Utility.

Video Inspection Crew

The video inspection crew is comprised of two main Camera Operators, and several cross trained individuals. Several employees were selected and given extensive training on new equipment which includes remote robotic cameras, and a new data collection system.



The crew provides precise documentation on sewers that may need maintenance such as jetting and vacuuming, dragging to remove heavy debris, and root cutting or herbicide treatment for root control. Video inspection also checks the integrity of the pipe, the condition of sanitary sewer laterals, and validates the need for repairs or lining.



The video inspection crew is well equipped and includes two state-of-the-art camera systems that can travel up to 1,200 feet, record videos and still pictures, save data to a computer in the camera truck, and print reports.

On the two video inspection trucks there are three cameras and three robotic drive systems that transport the cameras. This hardware is interchangeable in the event one is in need of a repair. The robotic cameras can drive down any sewer from 8 to 60 inches in diameter and travel up to 1,200 feet in length. The cameras have articulating heads that have zoom, as well as pan and tilt capabilities. The computers that control these cameras can record all visual data and all manually documented information entered by our

In 2012, over 7,893 feet of residential laterals were televised with the push cam system

camera technicians. This information is uploaded to the City GIS Department and Engineering for further evaluation and updating of the City GIS Map.

The video inspection trucks are also equipped with hand-held pole cameras to inspect manholes and tight spaces that a normal tractor driven camera can't access. These cameras have the ability to reach 24 feet in depth and one of them has zoom capabilities. One of the trucks has a lateral launch system that gives us the ability to televise



residential laterals from the main line in the street up to the house to determine blockages or damage. We are also able to take our mini push cam system into homes to televise from the house to the street to determine blockages or damage. In 2012, over 7,893 feet of residential laterals were televised with the push cam system.

The employees assigned to push cam inspections may also be assigned to do sewer locates for contractors, and follow ups to residential concerns. These employees

performed 99 sewer excavation inspections in 2012.

Cleaning Crew

The main function of the Cleaning Crew is to perform scheduled preventative maintenance cleaning on a daily basis. The Cleaning Crew has two combination trucks, an Aquatech, and a Vactor. Two highly skilled operators and a select group of cross trained individuals operate these trucks. Between the two combination trucks, 207,133 feet of sewer lines were cleaned during the year. This is nearly double what we cleaned in the previous year. As needed, one of these trucks will also assist the Video Inspection Crew, cleaning lines before they are televised.



As a result of the preventive maintenance schedule we have been able to minimize sewer surcharges into basements, increase the volume of flow to the wastewater treatment plant, and reduce combined sewer overflows.

The Sewer Repair Crew

The Repair Crew is comprised of cross trained employees that perform routine maintenance on storm inlets, catch basins, manholes, and concrete flat-work on sewer repairs. The repair crew uses concrete saws, jack hammers, a cement mixer, a backhoe, and concrete finishing equipment on a daily basis.

The Sewer Utility Crew

The Sewer Utility Crew, comprised of all cross-trained employees, perform many jobs for the Sewer Department. Their duties range from traffic control for the Video Inspection or Cleaning Crew, inlet patrol, lateral locate inspections, new construction inspections, service request mini cam inspections, and GIS Data collection for sanitary sewers.



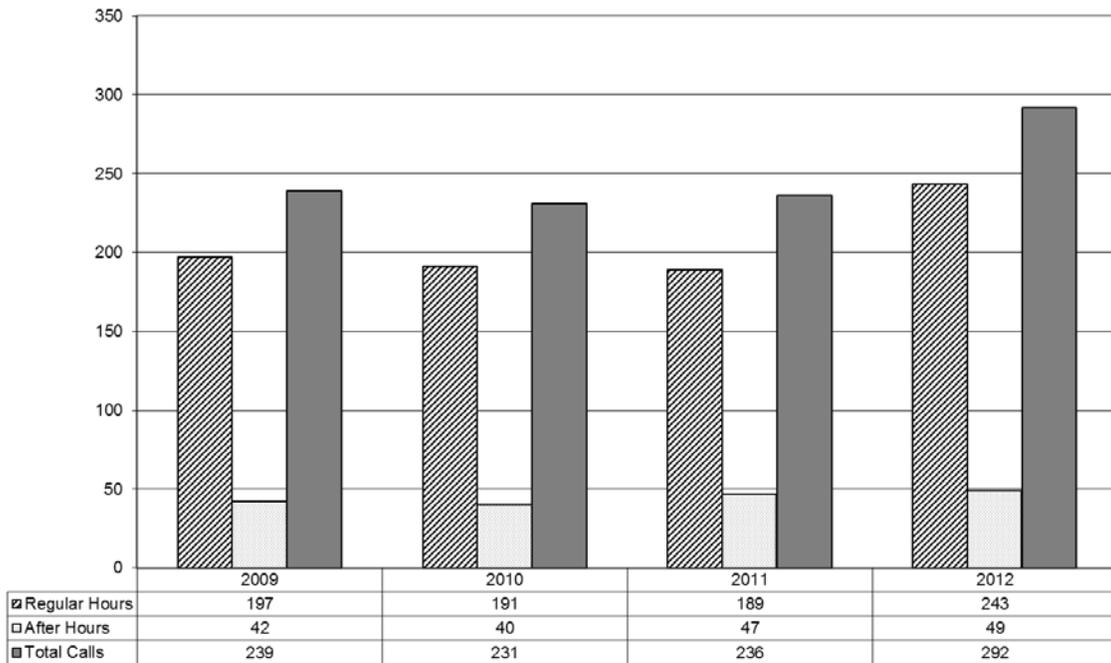
Over the past year, 243 calls were received from residents during normal working hours and 49 after-hours requests for our personnel to check the sewer main. These calls ranged from homes with sewer problems, odors coming from the sewer line, water standing in the street, or follow-up to contractor cleaned laterals. Of the 292 calls, 54 residents qualified for lateral repairs under the sewer insurance program. These 54 sewer



insurance work order calls were taken, set-up and completed by our office personnel. These residents had repairs that ranged from a simple second opinion cleaning and one year guarantee against tree roots, to a more in-depth repair such as a lateral replacement. This program has proven to be very successful at assisting Mishawaka's residents by subsidizing the cost of sewer lateral repairs. The specifics of sewer insurance program can be found on the City's website.

The Sewer Department continues to strive to improve its preventative maintenance programs and, through cost-effective measures, maintain the current level of services provided. Through its various programs, the division endeavors to preserve and maintain its major infrastructure system investment. Working together as a team with all Departments has proven to be one of the most important keys to success in 2012.

Residential Service Calls



2012 PREVENTIVE MAINTENANCE SUMMARY

	Number	Feet	Miles
Sanitary Sewer Jetted and Vactored		108,917	20.63
Sanitary Sewer Root Cut		1,316	0.25
Sanitary Sewer Dragged		0	0
Combined Sewer Jetted/Vactored		96,906	18.35
Combined Sewer Root Cut		10,572	2
Combined Sewer Dragged		0	0
Storm Sewer Jetted and Vactored		1310	0.25
Storm Sewer Root Cut		0	0
Storm Sewer Dragged		0	0
Inlets Cleaned	355		
Catch Basins Cleaned	577		
Drywells Cleaned	1		
Manholes Cleaned	4		
Vactoring Hours	2,535		
Sanitary Sewer Back-Up	1		
Storm Sewer Back-up			
Total Miles of Maintenance			41.48

2012 VIDEO INSPECTIONS

		Feet	Miles
Sanitary Sewer TV Inspected	Existing	111,805	21.17
	New	10,165	1.93
Storm Sewer TV Inspected	Existing	8,132	1.54
	New		
Combined Sewer TV Inspected	Existing	130,563	24.73
Service Lateral TV Inspected	Existing	7,893	1.49
	New		
	Total	268,558	50.86

2012 MAINTENANCE REPAIR SUMMARY

Sanitary & Combined Manhole Entry	11
Sanitary Main Repairs	1
Sanitary Manhole Repairs	0
Sanitary Manholes Replaced	0
Sanitary Manhole Invert Repairs	0
Sanitary Manhole Bench Repairs	0
Combined Manhole Raised to Grade or Exposed	5
Storm Main Repairs	0
Storm Manhole Repairs	1
Combined Manhole Invert/Bench Repair	1
Storm Manhole Invert/Bench Repair	0
Storm Inlet Repairs/Replaced	2
Storm Catch Basin Repairs/Replaced	6
Combined Catch Basin Replaced/Repaired	7
Combined Inlets Repaired/Replaced	4
Bags of Concrete	175
Castings	8
Risers	4
Pre-Fabs	6
Sewer Permit Inspections	99
Water Tap Inspections	27
“As-Built” Inspections	4

Conclusion

Prosperous cities are built upon a foundation of sound infrastructure. Electric, water, and wastewater treatment are vital infrastructure elements that are necessary to preserve quality of life and promote and support growth and development. While a national crisis looms because of aging and neglected infrastructure, Mishawaka Utilities stands apart. Wise investments in maintaining and improving our utilities are critical to shaping Mishawaka’s future.