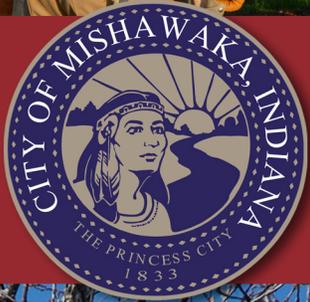
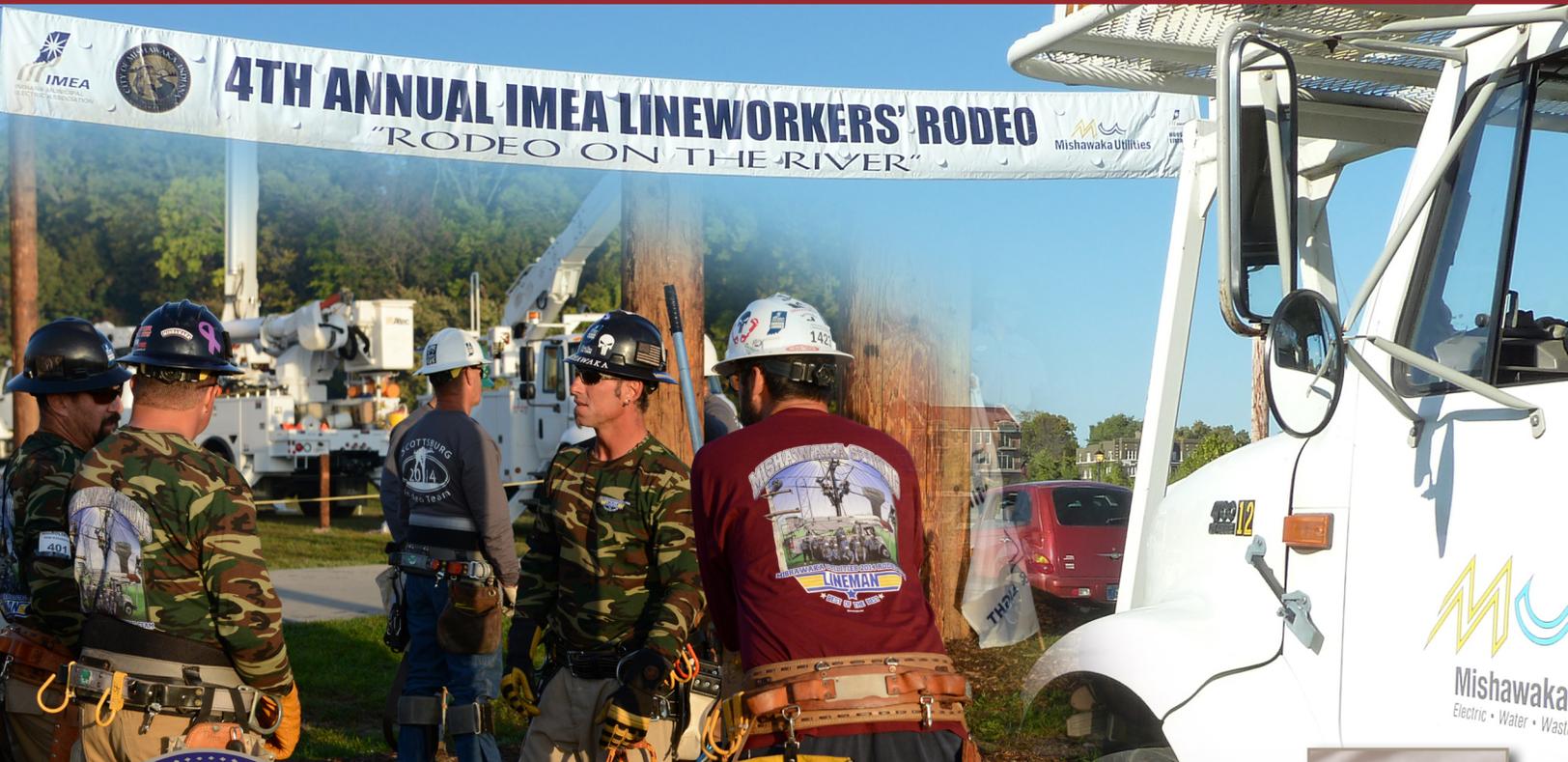
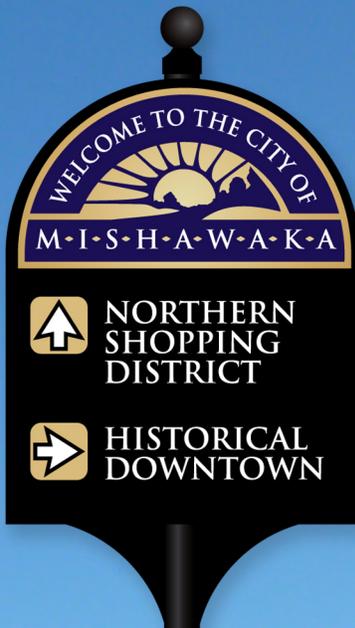


City Of Mishawaka State of the City Address

February 16, 2015



"Mishawaka Strong"
David A. Wood, Mayor



*City of Mishawaka, Indiana
Administrative Officials
For the Year Ending
December 31, 2014*

*David A. Wood
Mayor*



*Geoffrey D. Spiess
Corporation Counsel*

*Deborah S. Block
City Clerk*

*Rebecca S. Miller
City Controller*

*Mishawaka Common Council
Dale Emmons (1st District)
President*

*Mike Bellovich (2nd District)
John Reisdorf (3rd District)
Kate Voelker (4th District)
S. Michael Compton (5th 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 16, 2015

Table of Contents

Executive Summary

Introduction.....	1
The State of Our City.....	2
Finances – General Obligation Bond: Debt-Free.....	3
Finances – City Assessed Valuation: Up For First Time Since 2007.....	3
Finances – Health Care Costs: New City Health Clinic in 2015.....	4
Public Safety – Overall Crime Rate Down by 10%.....	5
Public Safety – Consolidated Dispatch PSAP.....	6
Public Safety – Mishawaka Fire: Advanced Capability in EMS.....	8
Utilities – Consent Decree Signed: Impact of LTCP Improvements.....	8
Utilities – Water Needs Assessment: Planning For Future Growth.....	10
Utilities – 2014 IMEA Lineworkers’ Rodeo.....	10
Utilities – Exit From Indiana Utility Regulatory Commission.....	11
Infrastructure – TIF Updated To Meet Long-Term Infrastructure Needs.....	11
Infrastructure – Battell Center Bond Issue, Extension of TIF Funding.....	13
Infrastructure – Fir-Capital Connector.....	14
Infrastructure – Mishawaka Avenue Upgrades.....	15
Infrastructure – Church Street / Union Street Underpass.....	16
Infrastructure – Harrison Road.....	18
Quality Of Life – Protecting Neighborhoods: Code Enforcement.....	19
Quality Of Life – Costco Comes To Mishawaka.....	19
Quality Of Life – Central Park Renovation.....	20
Quality Of Life – Way-finding and Branding.....	22
Quality Of Life – New Construction: Highest Level Since 2008.....	23
Quality Of Life – Mishawaka Manufacturing.....	24
Quality Of Life – Public School Funding: A Needed Shot in the Arm.....	24
Conclusion.....	25

Department Reports

Mayor’s Office.....	27
City Clerk.....	29
City Clerk.....	38
Finance.....	40
Law.....	45
Human Resources.....	46
Information Technology.....	47
Central Services.....	48
Engineering.....	52
Parks and Recreation.....	76
Community Development.....	80
Code Enforcement.....	86
Building and Planning.....	91
Fire Department.....	103
Police Department.....	110
Mishawaka Utilities.....	123

City of Mishawaka
2015 State of the City Address

“Mishawaka Strong”

Mayor David A. Wood

Introduction

About this time every year, we pause, look back over the previous year and take measure of the progress, the trends and the issues impacting the Princess City, her government and her people. Most years, we quietly move forward, complete many projects and make many decisions that in and of themselves seem inconsequential but when added together, are impressive, especially when the size of our city government is taken into account. Frankly, I’m always amazed at what is accomplished year after year. But we are not here to mark time; we are here to make a difference. This past year we made a difference. As we take stock of 2014, it felt like a year that we took on a lot... and we accomplished a lot.

While it seems we do more and more in the City, in my tenure as Mayor, I have continually strived to make my report on the State of the City more relevant and easily consumed by our citizens. Although I personally love to read the hundreds of pages prepared by our Department Heads, I understand that very few people actually spend the time to read the whole document. We live in a society where most information is digested in a matter of seconds or minutes through a smartphone rather than reading what amounts to a year-by-year dissertation on the City. To this end, I have intentionally tried to reduce my executive summary when compared to previous years. This summary is officially 2% smaller than last year's! We will file that one under "small steps are important".

The theme I have chosen for this year’s State of the City Address is “Mishawaka Strong”. Believe it or not, as Mayor of the Princess City, some have accused me of laying it on thick when I talk about the City! Of course, as Mayor, I can tell you, that simply isn’t possible.

The word "strong" has a multitude of meanings. It is not my intent to proclaim Mishawaka as powerful or a force to be reckoned with. In my opinion, strong is the adjective that best summarizes the intent behind our continued actions, decisions, and successes. Fundamentally, we are a well-built City. We are solid and continue to work to protect ourselves from outside influences.

- *Mishawaka is strong because we are fiscally responsible.*
- *Mishawaka is strong because it is safe.*
- *Mishawaka is strong because we create and maintain an environment that promotes business and job growth.*
- *Mishawaka is strong because of our continual strategic investments in public infrastructure.*
- *Mishawaka is strong because we strive to provide world-class service to our citizens.*
- *Mishawaka is strong because we have strong, cohesive neighborhoods.*

The State of Our City

Time brings all things to pass. As we come to the close of the Great Recession, we have weathered the storm better than most. In 2015, we are now poised for growth and will continue to strive to be the most livable, competitive city in Northern Indiana. I envision a growing Mishawaka with opportunity for all.

In retrospect, from a City government perspective, 2014 was another productive year. It was a year where, as a City, we continued to build upon and followed through on established decisions and priorities. Within Mishawaka's government we continue to have a wealth of experience and leadership as well as a profound understanding of our City that helps us manage our resources well. We have elected and appointed officials who are committed to our great City. Most importantly our workforce is dedicated, engaged, and have a pride of ownership in what they do. At this time, I want to acknowledge the retirement of two longstanding City Department Heads, Bonnie Bonham, our former Human Resources Director, and Tim Erickson, the former Head of Mishawaka Utilities Electric Division. Mishawaka is a better place because of their dedication and leadership.

I am pleased to report that for another year Mishawaka continues to build a community that our future generations can be proud of and one that is an attractive environment in which to live, work, raise a family and retire. I am also pleased to report that the current state of our City government continues to be fiscally stable, lean, and efficient.

In 2014, Mishawaka's government continued to serve as an excellent example of civility, professionalism and cooperation. We continue to make strides to increasingly perform our duties in a bipartisan manner, putting the citizens of the City first, just as it should be. I want to acknowledge the significant roles the Mishawaka Common Council and City Clerk play in our City. For your past and continued efforts, I thank you.

Working with the Common Council in 2014, Mishawaka passed another balanced budget for 2015 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 on being fiscally conservative, and not incurring long-term legacy costs that could jeopardize our stability in times of uncertainty.

With further revenue reductions looming in 2019, we must prepare now and continue to seek the most **efficient** government possible. Over the past four years we have reduced staff while also improving services. We have all heard the oft-quoted phrase "*do more with less*". Indeed, that's a way of life for most businesses, governments and families. *We know how to do that well*. **But our new goal will be to "do less with less"**. That means we will rely on data and technology like never before to pinpoint efficiencies, streamline services and solve problems in new ways. For example, the use of GPS and route optimizing software in our plow trucks will make it possible to plow roads in less time, using less fuel and with less manpower. Hence, doing less with less. This will be our mantra going forward and we will apply similar strategies to all departments. **We will leave no stone unturned in our efforts to become more efficient and optimize our services.**

To convey the highlights of the State of our City I have chosen a variety of significant events or projects to report. Each topic listed below, is not only a summary of information, they are each an embodiment of Mishawaka's strengths.

FINANCES

General Obligation Bond – Debt-Free

For the first time in over 100 years, the City of Mishawaka is debt-free! The Princess City begins 2015 with no general obligation bond [GOB] debt after making our final payments in late December of 2014. GOB debt is particularly important because it is paid back with property tax revenue. We paid off our latest bonds (originally issued between 2005 and 2007) for \$12.3 million to finance various projects such as the City's radio communication system and major park improvements.

It was estimated that Detroit's downfall was the result of over a half-century of shortsighted decisions and unfortunate circumstances. Their decline started long ago and was perpetuated over time. In contrast, Mishawaka is growing stronger, and we need to continue to make decisions to ensure our strength into the future.

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 improves, Mishawaka continues to be well-positioned to take advantage of our financial position and build our future on our past successes.

City Assessed Valuation Up For First Time Since 2007

In 2007 the City's assessed valuation reached a peak of \$1.750 billion. Since then, as part of the Great Recession, the Princess City has weathered an overall 25.6% decrease in assessed valuation. In comparison, South Bend's assessed valuation dropped 28.3% and St. Joseph County's dropped 26.0%.

This coupled with the Circuit Breaker caps have caused the City, schools and other taxing units to provide services to our citizens with less property tax revenue, looking to cut programs or find other funding sources.

As property tax valuations decrease, tax rates increase. The Circuit Breaker law caps the property tax revenue at 1 ½, 2 ½, and 3 ½% for residential, rental, and business owners respectively. Since property owners pay less, it means there is less revenue for the City to provide essential services.

In 2015, the City's AV increased 5.28% from \$1.303 billion to \$1.372 billion. While 5.28% may not seem like much, it halts the downward trend and will potentially allow the City to build up a portion of our cash reserves that have been eroded over the past seven years. Cash reserves are

important to have for emergencies and long-term planning. This increase is also important considering the full impact of the tax caps that will reduce funding again in 2019.

General Fund Balance/Cash Reserves			
2011	2012	2013	2014
\$5,753,036	\$8,067,200	\$4,393,024	\$2,076,726

This 74% reduction in cash reserves over the last two years is the single largest indicator why the City needs to be so vigilant regarding our budget, and to better manage costs wherever possible. Unforeseen health care costs were the largest contributing factor to these reductions.

Health Care Costs – New City Health Clinic in 2015

After four consecutive years of health insurance increases totaling 50.5% the City changed our insurance and once again became self-insured in 2014. This move left the employee’s payments and benefits unchanged and resulted in a savings of \$1.9 million dollars or a 16.9% reduction from the previous year. I can’t overstate the significance of these savings given our declining revenues in other areas. Rising insurance costs and employee wellness are two factors that significantly impact the City’s financial health. We continue to monitor both, and look for ways to reduce costs while providing affordable health care for our employees.

One of the ways we hope to control costs is the launch of an employee health and wellness clinic in 2015. Scheduled to open in June in the former Mishawaka EMS Building at 333 East Mishawaka Avenue, the City is excited about this added benefit to employees and their family members (ages 3 and above) who are covered by employee health insurance. Employees will be able to schedule appointments conveniently during clinic hours, even when coinciding with the employee’s work shift. Appointments with the clinic’s providers (eventually expected to include a medical doctor and two nurse practitioners) will require no co-pay. The clinic will also be able to prescribe and dispense some basic medications directly to patients at no charge.

In addition, as a self-insured entity, the City expects to realize savings in its health care costs, part of the City’s ongoing efforts to keep employee health premiums relatively low. The clinic will provide services at a lower cost and should keep employees healthier to reduce the number of claims. As another potential cost savings, the City has also had discussions with other area employers to partner with, which would also help defray the operating costs of the clinic.



Former EMS Fire Station #5, 333 East Mishawaka Avenue

PUBLIC SAFETY

Overall Crime Rate Down by 10%

As Mayor, one of the accomplishments that I am most proud of is the fact that overall crime reporting numbers have decreased consistently in my tenure, including 2014. Although there are many factors that can contribute to this, the most impressive factor contributing to this is the everyday work and accomplishments of our Mishawaka Police Department. Our Police Department has always had a plain, old-fashioned hard work ethic. What is different now is that we are working smarter.

In 2014 the Mishawaka Police Department added a Riverwalk beat. This new beat has been highly successful with a mixture of uniform and street crimes officers patrolling both the Riverwalk and Downtown areas. The use of the all-terrain vehicle has made a positive impact on deterring crime by enabling officers to quickly respond to calls for service within the boundaries of the parks and Riverwalk. The midnight, weekend bar patrols have proven to be effective by reducing loitering and littering in the downtown corridor. We have also noticed a decrease in many of the unruly and disorderly calls that we would normally get in the summer months. The Department has purchased software called "LEADS on Line". This software is new and enables our department to track stolen merchandise from thefts or burglaries nationwide through the internet. The Police department will be notified at any time that a stolen item is pawned throughout the Country. The stolen hit confirmation will give the location and name of the person pawning the stolen merchandise.

The Mishawaka Police Department continues to do an outstanding job evolving along with the ever changing technologies and criminal mindset of today's world. Our drop in the crime rate is even more impressive when you think of our City's continued expansion and the constant influx of daily visitors to the largest retail shopping area in the region. Of the significant crimes tracked,

even though there were small increases in certain categories, the overall the number of crimes per year **dropped by 373 instances**. This represents a significant 10% decrease in crime from the previous year. Thankfully, we also have not had a murder in the City over the past two years.

Uniform Crime Report				
Offenses	2013	2014	Change	% Change
Homicide	0	0	0	0
Rape	20	24	4	20%
Robbery	61	40	-21	-34%
Assault	895	898	3	1%
Burglary	305	244	-61	-20%
Larceny	2259	1983	-276	-12%
Auto	140	125	-15	-11%
Arson	12	5	-7	-58%
Totals	3692	3319	-373	-10%

Consolidated Dispatch PSAP

Public Safety is a top priority of mine. We devote a lot of time and City resources to make sure that we can provide the best police, fire and EMS services possible. To that end, one project that has occupied a significant amount of my time over the past year and a half is the St. Joseph County PSAP Consolidation Project. PSAP, or Public Safety Access Points (more commonly known as 9-1-1 communication centers) are mission critical facilities, vital to the public safety of any community. A few years ago the State mandated that all counties consolidate their emergency dispatch centers to one or two locations by January 1, 2015 or they would lose State 9-1-1 funding. St. Joseph County receives roughly \$2 million in State 9-1-1 funding annually and I am pleased to report that the consolidation took place and became effective on January 1, 2015.

The original work group included 65 participants from the various agencies, including 10 sub-committees. Altogether, there were over 100 meetings on the subject. In the end, we completed what we set out to accomplish, creating a single command structure, introduced new technology with a common platform for all communities, created common standard operating procedures, more efficient staffing and better communication between agencies.

It was decided that one PSAP center countywide was most economical and optimal to achieve our goals. Each unit came up with a list of possible sites. After much analysis, a Mishawaka site on Downey Avenue near the southwest corner of the intersection of Capital Avenue and 12th Street, was chosen. Plans were developed to consolidate all four PSAP centers into two temporary centers by the end of 2014 while the new center was constructed. Once the new center is complete (third quarter, 2015), both the temporary centers will relocate to this Downey Avenue location. The South Bend Police Station will serve as a dark back-up site.

I think it is important to note that before construction could begin, the building and technology plans, operations plans, financial model and cost allocation had to be approved in the form of an Inter-local Agreement by the Councils of each of the governing units. Of the 27 council members in Mishawaka, South Bend and St. Joseph County, only two voted against. That was a resounding message of confidence in the process. The Mishawaka Council led the way as they were first to unanimously approve the agreement. Following the agreement's passage, I worked with the Indiana Department of Transportation (INDOT) to secure the 8-acre site along Capital Ave (a residual property from the INDOT Capital Ave. construction). We received the plot free of charge. Construction began on the Capital Ave. site just south of Twelfth St. in September. The consortium also hired an Executive Director to lead the Center.

Also, I had the additional goal of improving service while trying to save the City of Mishawaka money.

The Center is now under construction as a County facility costing roughly \$9 million to build and roughly \$6 million annually to operate. The cost to build and operate the center will be shared by St. Joseph County, the City of South Bend, and the City of Mishawaka using a formula based on each community's property values and call volume. Mishawaka's share of the project amounts to about 17% of the overall costs. Mishawaka will pay St. Joseph County roughly \$736,000 annually for operation of the center and another \$124,000 annually for debt service on the construction and technology for the life of the bond. In 2014 Mishawaka paid roughly \$1.2 million to operate its own PSAP center. In total, this represents a savings to the City of Mishawaka of over \$300,000 a year. The bottom line is that this collaborative effort will result in a new 9-1-1 center that will improve service, efficiency, cooperation, and communication between all local public safety departments, comply with State law and save our City and citizens money.



PSAP Facility under construction, February 2015

Mishawaka Fire: Advanced Capability in EMS

In 2014 the City of Mishawaka Fire & EMS Department was able to further our capabilities in responding to and treating critically ill or injured citizens and visitors of the City of Mishawaka. We took advantage of a state mandated change in the certification of Advanced Emergency Medical Technicians. This mandate eliminated a previous certification level and elevated it to a more advanced level that now allows these providers to administer certain lifesaving medications, perform critical and time sensitive 12-lead ECG's, perform invasive procedures to administer these medications and deliver defibrillation with manual defibrillators.

In order to utilize the abilities of these providers we developed a program where all ambulances and fire engines would be equipped with the same 1st line medications and equipment. We now have our "STATPACK" program in place. This is a highly specialized backpack that stores all of the equipment needed by these Advanced EMT's and even our Paramedics during the critical first minutes of a live saving resuscitation.



Image of a standard STATPACK

These advances in both the level of certification and the equipment will allow us to deploy these highly trained providers and equipment in any medical emergency where time is of the essence.

UTILITIES

Consent Decree Signed – Impact of Long-Term Control Improvements

In May of 2014, after almost 10 years of negotiation, the City finalized a Consent Decree with US EPA requiring the City to construct improvements to our sewer system. As a result, the City is now implementing a Combined Sewer Overflow Long-Term Control Plan (CSO LTCP) to reduce the amount of combined sewage that is discharged to the Saint Joseph River during excessive rain events and snow melts.

Although the Decree was finalized last spring, Mishawaka has been aggressively eliminating CSO overflows since the early 1990s. In 2014 the City completed major components of the CSO LTCP program that were started before the decree was finalized. The projects included the sewer separation, rehabilitation, and pumping station improvements in the Milburn Boulevard/River Avenue area and the installation of a new interceptor sewer adjacent to Wilson Boulevard and the Saint Joseph River. These projects were key components of the City's aggressive CSO LTCP program targeted at reducing the discharge of combined sewage to the St. Joseph River during heavy rains.

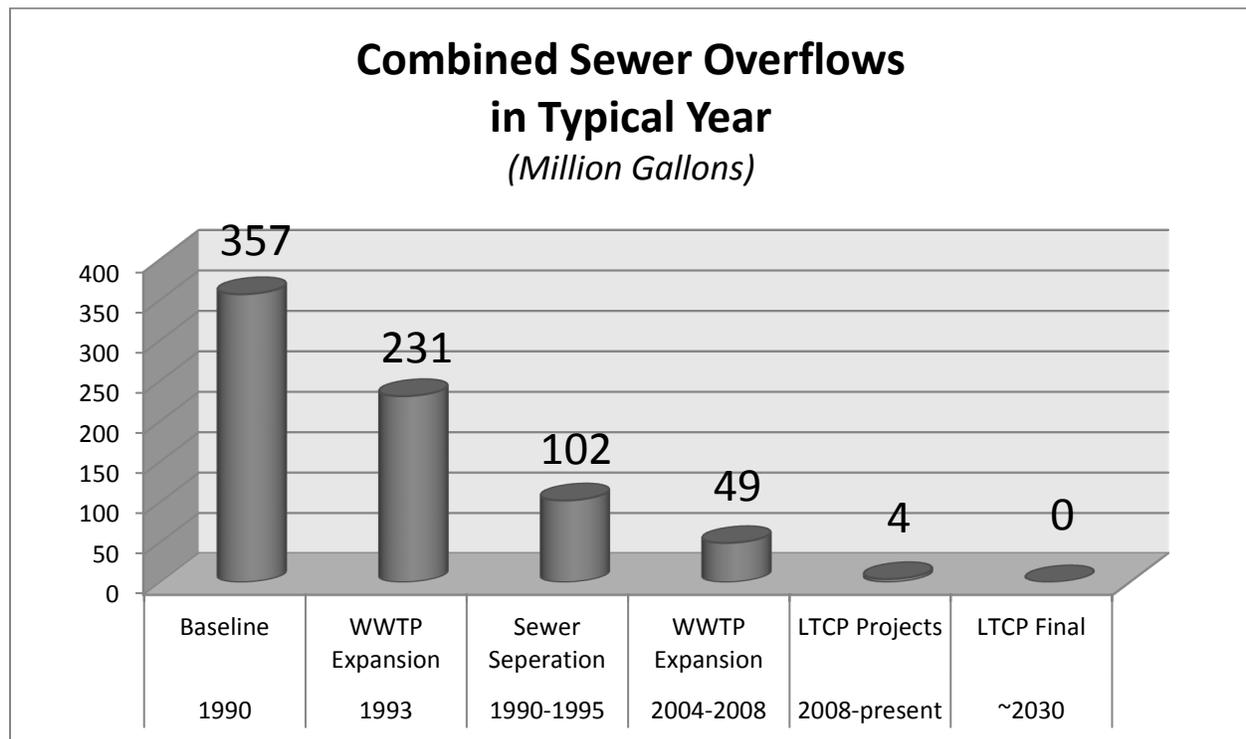
At the onset of the CSO LTCP planning process the City developed a computer model of the sewer system. This model was originally developed in 1995 and simulates flows in the sewer system during rainfall events. Last year the City converted this model to the most recent version

of the modeling software to preserve the use of this valuable tool. During the period of April through September the City also installed 19 flow monitors in the sewer system and rain gauges in order to evaluate the performance of the system during wet weather, quantify the effects of recently completed projects, and to refine the capacity and design requirements for the components of the CSO LTCP that are required to be constructed in the coming years.

This flow and rainfall data was then used to refine the City’s sewer model. The updated (2014) model confirmed the success of the recently completed projects in the Milburn and Wilson Boulevard areas where the volume of combined sewer overflow has been effectively eliminated during the typical year as a result of these projects. Additionally, the model update included expanded detail of the sewer system characteristics that allowed the further refinement of how the sewer system responds in terms of flow during periods of extreme wet weather.

As a result of the LTCP improvements completed to date and the expanded sewer system, the updated model estimates that about 4 million gallons of combined sewage would be discharged to the St. Joseph River during a typical year. **This is a reduction of greater than 90% from the 49 million gallons per year of overflow estimated to have occurred prior to the completion of CSO LTCP projects since 2008.** Also, the model predicts that under current conditions, only 9 of Mishawaka’s 21 remaining combined sewer overflow points discharge in a typical year.

The key result of the update to the sewer system model is that future CSO control projects will be appropriately sized to control the updated estimated volume of wet weather flow to achieve the City’s goal of zero overflows in years with typical rainfall. This supports the City’s goal from the outset of the CSO LTCP planning process of being good stewards, to both the environment and ratepayers and taxpayers of Mishawaka.



Water Needs Assessment – Planning For Future Growth

As Mishawaka Utilities Water Division's system grows we need to assess the current infrastructure along with needs for the future. In 2014 we began conducting a new Needs Assessment with our partnering engineer DLZ. This assessment which will be completed in early 2015 will be a comprehensive look at our needs over the next 20 years. This assessment will look at everything from growth projections, an evaluation of the existing distribution system and treatment facilities and a plan for meeting these needs. As part of the plan our water model will be updated for the first time in ten years. The model helps locate areas of need both for improvement of our system and future development requirements. The updated plan gives a timeline of construction of recommended improvements for our planning to the year 2035. This plan will define the capital resources needed to fund the recommendations and it will keep our water system strong as we point our resources in the direction they are needed.

2014 IMEA Lineworkers' Rodeo (Electric)

The highlight of the fall of 2014 was Mishawaka hosting the 4th annual IMEA Lineworkers' Rodeo. The event was held September 26th and 27th in beautiful downtown Mishawaka adjacent to Beutter Park. From the planning of the event to the building of the field, our Mishawaka Utilities Electric Division led the way in setting the bar to another level. Our teams were winners in the overall competition and took home 34 event trophies. It was well attended by the public and everyone came away with a new sense of what a lineworker really does. More importantly, it was an event that utilized the downtown and illustrated what a wonderful gathering and event space we have in our downtown.



Images from the 2014 Lineworkers' Rodeo in Downtown Mishawaka

Exit From Indiana Utility Regulatory Commission (IURC)

2014 marked the first time Mishawaka Utilities operated all departments without IURC's jurisdiction. Establishing new rate structures from this point forward will be handled on the local level saving Mishawaka Utilities in excess of \$250,000 per rate case by avoiding a lengthy and costly submission process to the IURC for approval. Wastewater rates have always been set at the local level. Water rates were converted to local control in 2013 and Electric rates in 2014. This exit process began in August 2012 with a mailing of 25,000 notices to our customers regarding the required two public hearings. This process fully engaged all rate payers and City Council with sufficient information to make an informed decision regarding IURC jurisdiction. Following the public hearings the City Council adopted an ordinance withdrawing the Water and Electric Utilities from IURC jurisdiction by a vote of 8 to 1. To validate this process due to some unique issues as a Class 2 city, Senate Enrolled Act 1137 was passed by the State Legislature to finalize the Electric Utility removal from the IURC's jurisdiction.

In addition to the savings per rate case, which is a savings to our ratepayers, control and approval of rate changes will occur at the local level. As a not for profit entity, Mishawaka Utilities must meet laws state laws that govern a not for profit status. Each year Mishawaka Utilities is also audited by the Indiana State Board of Accounts to ensure its compliance. The exit from IURC jurisdiction results in monetary savings to the Utility and its ratepayers, allows for local control and approval of rates and maintains the proper checks and balances to ensure compliance with all rules and regulations.

INFRASTRUCTURE

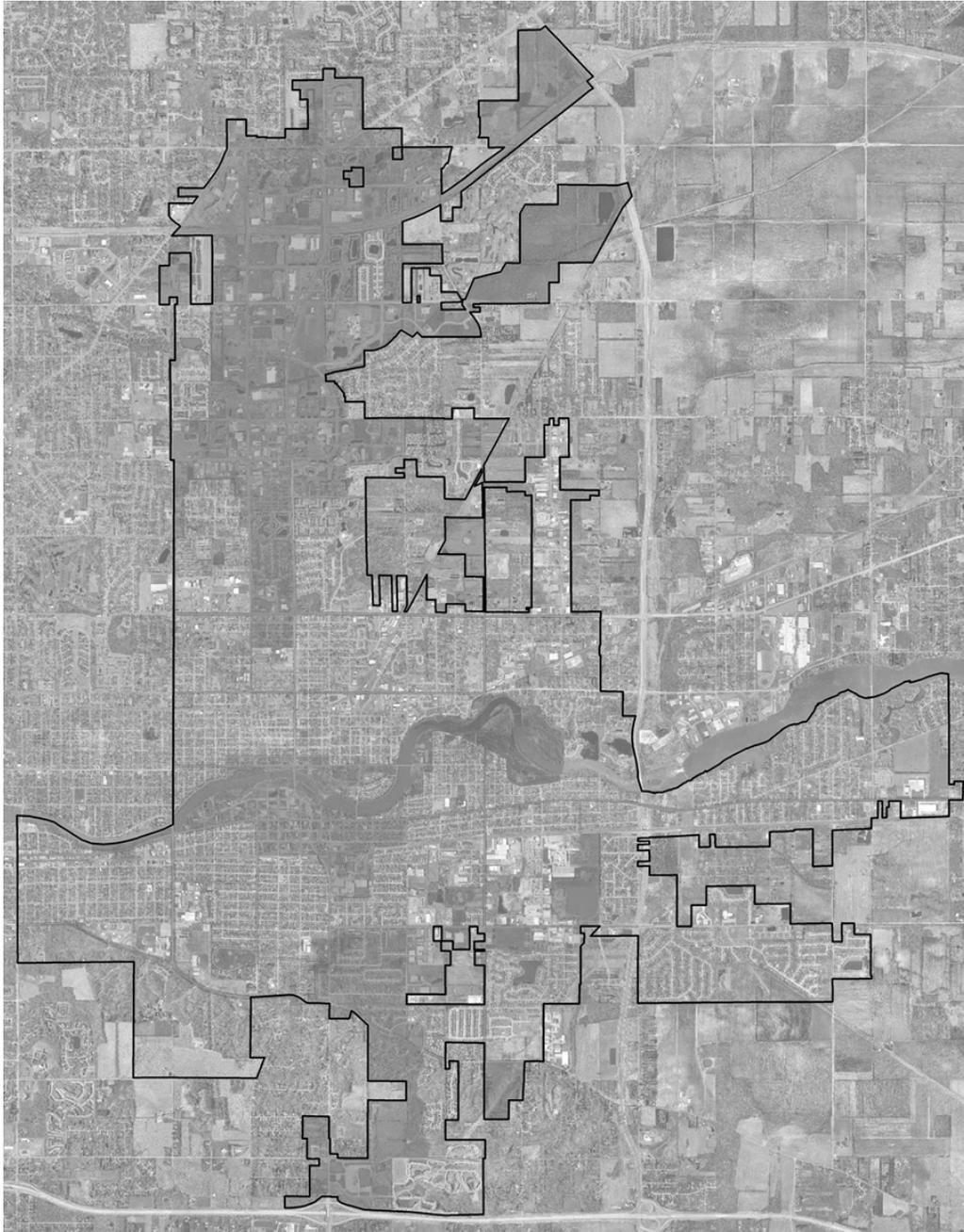
TIF Updated To Meet Long-Term Infrastructure Needs

Another significant achievement accomplished by the City in 2014 was the amendment and consolidation of the City's northwest and south side Tax Increment Financing Districts (TIF) into one consolidated district. As part of the process, my administration reviewed a combined list of our long-term infrastructure needs, our likely growth areas, and our current areas where funding shortfalls were apparent. This drove the process to identify a consolidated TIF area that would both continue to generate revenue while giving us added ability to spend tax increment financing funds in our areas of greatest need over a projected 20 year period.

The planning process itself, specifically starting with the proposed TIF amendment, was appropriate because funding mechanisms had to dictate what goals were created and what might be realistic to accomplish over a 20 year timeframe. To that end, an Economic Development Plan Project Needs document was created so that we could evaluate our perceived need relative to the projected funds to be received from TIF. Although many projects were listed, a great number of these will not be constructed or acted on in the 20 year timeframe. There is just not enough funding.

As projected, it appears that only about half the funding for these projects could be provided by TIF. As such, the intent is to use the Economic Development Plan as a tool to set priorities, create partnerships, apply for grants, negotiate with INDOT, and do everything we can to maximize the impact of the funds. Projects will be better prioritized in the coming months as we

move forward with the funding of committed long-term control and combined sewer overflow projects. At this point in time, I would encourage the Council to revisit this project list and identify if there are specific projects or group of projects that you feel is a more immediate need. Your input is valued and appreciated.



Map of the current City consolidated TIF area, adopted in 2014

Battell Center Bond Issue, Extension of TIF Funding

Part of our strength in Mishawaka is that we work to ensure that our long-term funding needs are met. As you recall, last year the State Legislature proposed and ended up adopting an automatic sunset/expiration date for Tax Increment Financing (TIF) districts that did not already have an expiration date. These areas were dubbed the “legacy TIFs”. As the law reads, the legacy TIFs are set to expire in 2025, or will run until any outstanding debt from the district established prior to July 1 of 2015 is paid off. As we documented, our infrastructure need within our TIF area is almost double the revenue we are projected to receive through 2033. This was before the proposed sunset provision was adopted by the legislature. Since a significant amount of the revenue from the TIF comes from the area that does not currently have an expiration date (legacy TIF), the impact of the law as adopted would significantly limit the City’s ability to construct infrastructure beyond 2025 without the passage of a bond that would extend the life of the district.



Image of the existing non-descript main entry into the Battell Community Center

As such, we have proposed a TIF revenue bond that would be for a term of 25 years which is the maximum amount permitted by law. As State law currently reads this would extend the legacy portion of our TIF district to 2040. This is 15 years beyond the 2025 expiration date that would occur without the adoption of the bond issue.

The proposed bond issue is for \$1,000,000 and has been slated for much needed improvements to the Battell Community Center. Since our finance capability within our Mishawaka Bond Bank is limited, the total cost of the Battell Center Improvements will not be financed, only the first million. The balance of these improvements would be paid for immediately from accumulated TIF funds. Improvements could include, but are not limited to:

- Balcony improvements which will make the balcony code-compliant and accessible increasing the seating capacity of the auditorium

- Light, sound and stage enhancements that would allow movies to be shown in the auditorium as well as increase the quality of the space for other performances.
- HVAC improvements and virtually complete window replacement. Although the most needed and the most expensive components of the project, the savings per year in utility costs will likely be in the tens of thousands of dollars.
- Addressing ADA accessibility issues and modifications necessary to eliminate obstructions and bring the vast majority of the building up to current codes. A good example is changing the door hardware from handles to levers.



Image of the Main Street side of the Battell Community Center, February 2015

Fir-Capital Connector

The City's central geographic position in the region and how adjacent population centers have evolved have afforded Mishawaka an opportunity to attract a disproportionate quantity of business, retail, service, and medical businesses to the north side of Mishawaka which is now very much a regional hub. This is a trend that has continued for over three decades. Mishawaka has chosen to embrace this trend and continues to work to improve corridors, extend infrastructure, and remove barriers to development. There is no greater example of this than the Fir-Capital Connector that provides a more direct connection from the Indiana Toll Road to our northern regional business, shopping, medical, and professional service hub.

The Fir-Capital Connector was specifically designed as a new gateway into the City from Capital Avenue at the Toll Road interchange. In 2013, the contractor completed clearing of the new right-of-way; excavation of the drainage basins; installation of the new water main, sanitary sewer, storm sewer, and conduits for Metronet fiber; and partial construction of the new street and curb. In 2014, the parkway was completed and a new traffic signal was installed at the

intersection of the connector and Fir Road. In 2015, the landscaping in the medians will be planted and the street lighting will be installed. The connector is scheduled to be opened to traffic in the spring of 2015 with a total estimated City investment of approximately \$3.5 million. When this new parkway opens in the coming months, over 200 acres of vacant land in northeast Mishawaka will be ready for development.



Images of the Fir-Capital Connector from December of 2014

Mishawaka Avenue Upgrades

The overall project includes the Mishawaka Avenue corridor extending from Main Street on the west to the St. Joseph River Bridge on the east. Additionally Pine Street, Ell Street, and Cedar Street from Grove Street to Park Avenue will be upgraded. Phase I of this project began in the fall of 2014 and includes Mishawaka Avenue from Main Street to Cedar Street, Pine Street, and Ell Street. Phase I includes the upgrade of the street pavement, curb and sidewalks, installation of new storm sewer, and rehabilitation of the sanitary sewer system. Many significant aesthetic improvements are included in this corridor; specifically, relocating the electric and communication lines carried by power poles to underground service with transformers, Central Park entrance widening, converting the ornamental street lighting to LED lights, and replacing concrete with brick pavers adjacent to the curbs in the commercial blocks. Completion of Phase I is anticipated for 2015 with an investment of approximately \$3.7 million. Phase II of this project begins on the east side of Mishawaka Avenue from Cedar Street to the St. Joseph River bridge and Cedar Street from Grove Street to Mishawaka Avenue. This work is scheduled for completion in 2015 with an investment of approximately \$2.6 million. Phase III of this project is programmed for construction in 2016 and will include improvements to Cedar Street from Mishawaka Avenue south to Park Avenue with an estimated investment of \$1.2 million.



Images of the Mishawaka Avenue upgrades taken over the course of construction

Church Street / Union Street Underpass

We are used to the orange construction barrels that have become a fixture in Mishawaka. Older areas of the City require a redevelopment approach to economic development based on a targeted project by project methodology. Economic redevelopment in older areas is more expensive and more difficult when compared to new construction on vacant land like the Fir-Capital Connector. That being said, we believe a balanced approach is key. Redevelopment is both critical and desired for neighborhood stabilization and improvement over time. There is no greater example of this than the Church Street / Union Street underpass projects.

The Church Street and Union Street improvement projects are a continuation of the projects in the Main/Church/Union corridor. Phase I includes replacement of the concrete pavement on Church Street from Lincolnway East south to Seventh Street. Highlights of Phase I include the addition of a center left-turn lane, repair of the underpass underdrains, and the construction of a

shelf at the back of the curb to facilitate snow removal under the railroad overpass. Phase I also includes driveway approaches, sidewalks, and curb ramps. In 2015 concrete pavers, fencing, and sanitary sewer structure rehabilitation will be completed. Phase I was substantially complete in the fall of 2014 with an estimated total City investment of \$5.3 million.

Phase II includes Church Street and Union Street from Fourth Street to Ninth Street. Phase II, which commenced in the spring of 2014, has continued the five lane street south of Seventh Street through Ninth Street. The street includes two through-lanes for each direction and a center left-turn lane that transitions to a protected left-turn lane at intersections. A right-turn lane was added at the intersection of Union Street and Eighth Street in anticipation of the Watson Central Services Facility opening in 2015. The existing concrete pavement, curbs, and sidewalks were replaced along with new improvements to the traffic signals and street lighting. The existing retaining walls along the east side of Church Street south of the railroad bridge were refaced with an architectural finish.



Images of the Church Street/Union Street Underpass taken in November of 2014

In addition, retaining walls were constructed behind the sidewalk along the east side of Church Street, north of the railroad bridge, to terrace the existing slope and allow for a right-turn lane onto Fourth Street. Several items along the west side of the underpass remain for completion in 2015: re-facing the existing retaining walls, constructing new retaining walls, installing sidewalk,

and installing fencing. In 2015 the aesthetics of the corridor will be improved by the addition of landscape plantings and street lighting. Phase II will be completed in June 2015 with an estimated investment of \$5.1 million.

Harrison Road

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. An environmental impact study was completed for the entire corridor, which was approved in 2010 and enabled the City to program Phase I of construction for Federal funding through MACOG. Due to the construction costs for these phases, the City will continue to seek Federal funding for subsequent phases.

Phase I of the Twelfth Street/Harrison Road improvements includes the section between Lexington Boulevard and Blackberry Road. Phase I was awarded in late fall 2013. Utility relocation began in early 2014, allowing construction to begin in April 2014. This project included a total reconstruction of Twelfth Street/Harrison Road along with partial reconstruction of adjoining streets between Lexington Boulevard and Blackberry Road. Construction included asphalt pavement, new storm sewer, sanitary sewer and water main extensions, concrete curb and gutter, concrete sidewalk, new street lighting, traffic signal work, and two new drainage basins. This project was substantially complete in November 2014 with final completion anticipated in the spring of 2015 with an estimated total investment of \$3.7 million.



Images of Harrison Road improvements East of Capital Avenue

QUALITY OF LIFE - MOVING MISHAWAKA FORWARD

Protecting Neighborhoods – Code Enforcement

Mishawaka has always been known for its clean and well-kept neighborhoods and neighborhood stability remains a priority. Vacant or blighted structures can become a haven for criminal activity and other undesirable issues that can have a very negative impact on a neighborhood. As a city, the quick and remedial action taken on a daily basis for these types of properties helps prevent the deterioration of neighborhoods. The City's Top 100 Program has been very effective tool that Code has used for the past nine years in reducing blight. Every year code officers identify the 100 structures that need the most attention throughout the City. A total of 69 properties were brought into compliance in 2014. Our nine-year total is 810 out of 900 cases brought into compliance.

Costco Comes To Mishawaka

I have been repeatedly told that Costco, which opened in 2014 on University Drive right before the holidays, does not represent "true" economic development. Although clearly a manufacturer who sells products out of the region is more traditional, Costco is another signature development for Mishawaka and the region that adds significant value.

By the numbers:

- Costco developers estimated their total investment at 35 million dollars
- 22,672 people applied for a total of 213 jobs
- 33 existing Costco employees transferred to Mishawaka, including two from Hawaii.
- The Mishawaka opening was their best opening in the entire Midwest. This opening also had the distinction of having the most memberships sold.

Costco is also an amenity for the region. It is a fact that when Notre Dame, St. Joseph Medical Center, or any other employer is competing for and recruiting talent from around the country, Costco is one more metropolitan staple that is almost expected in larger areas. Similar to the Apple Store, the Ruth's Chris Steak House, and Whole Foods, Costco has a following of its own that makes it different and a draw from areas well outside of Mishawaka.



Images taken following Costco's opening in December of 2014

Central Park Renovation

The prioritization of quality of life investments is one of my passions as Mayor. Streetscapes, walking trails, park improvements, and other expenditures that impact the livability of the community continue to be readily identifiable difference makers to the average citizen. There is no better example of this than our planned renovation of Central Park. We are in the process of making a 4.8 million dollar investment to create a “*city-wide destination family park*”. Construction is well underway.

We look at each one of our parks as unique, and Central Park’s history as a company picnic area, located adjacent to the river, in close proximity to the downtown, and connected by the Riverwalk system, dictated this significant investment. We look at our parks along the river and Riverwalk system as a string of pearls. Each one different but contributing to the greater system. The improvements underway are intended to be a once in a generation investment. Upon its completion, our intent is to add another signature park event for the space. Beutter Park has the concert series, Kamm Island has Kamm Island Fest, and Central Park will have a similar but different signature event. We are open to ideas!

The following is a list of some of the key elements of the Park:

- For older kids, a 28-foot tall rope climbing tower will be installed. As far as we know, this German made structure will be the tallest “play” climber in the United States.
- For younger kids, concrete storm pipes will be set into a hill to provide a realistic tunnel crawl experience without the dangers associated with actual storm pipes.
- A variety of standard play equipment will be provided including swings, slides, and climbers that overall can accommodate over 100 kids at a time.
- A programmable interactive fountain that will provide relief from the summer heat.
- Five rentable pavilions. Four smaller pavilions that will accommodate a typical birthday or family picnic up to 30 people. One larger pavilion that can accommodate 70, with a decorative fireplace.
- A new restroom building. Rather than creating large rooms with multiple stalls, the building will contain 5 family sized restrooms for occupancy by one individual or family at a time. The building will be situated between the main play area of the park and the Riverwalk to serve both functions.
- An open event lawn surrounded by a multipurpose walk. This will replace the existing softball field and will be an ideal place to fly a kite, watch fireworks, or even sled in the winter.
- The existing tennis courts will be redone to provide one fenced tennis court and one fenced full court basketball court. Other notable park improvements include tiled play surfacing, new site furnishings, decorative lighting, and gateway signage.

Currently, the project is on schedule to be open and be ready to use in July of 2015.



Images of the Central Park Renovation taken in December of 2014



Illustration of the proposed interactive fountain, with the 28' tall climbing apparatus in the background



Illustration of the proposed entry Gateway structure at Central Park

Way-finding and Branding

Going back to when I was on the City Council, I thought that the City should have better identification and way-finding signs. Well, I have been Mayor now for five years and have finally moved this up as a priority for 2015. As the years go by, we continue to expand and develop as a destination and regional center for commerce. As such, the need to better identify



Image of existing welcome sign and a design concept for a new one reflecting an updated branding

how to get around is increasingly important. To this end, the City has contracted with Franko Design LLC of Osceola to develop concepts and put together the designs and specifications necessary to install welcome and directional signs in key locations throughout the City. Although they will only be located on major thoroughfares, the signs will have the added benefit of contributing to the streetscape and image of the City.

New Construction – Highest Level Since 2008

From a new construction perspective, the great recession hit bottom in the middle of 2009. In comparison, between 2005 and 2008, even excluding the St. Joseph Regional Medical Center project, the City averaged close to \$100 million in new construction every year. Since 2010, new construction has been gradually increasing.

2010	43 million dollars
2011	45 million dollars
2012	52 million dollars
2013	53 million dollars
2014	68 million dollars

The 15 million dollar increase between 2013 and 2014 is a one-year increase of roughly 27% in estimated construction cost.



Concept image of new way-finding directional signs

In 2014, in addition to Costco on University Drive, new development occurred in virtually every part of the City. On the south side, Primrose Development started construction on a significant retirement living complex north of Fulmer Road. In Downtown, after working for an extended period of time to secure funding, Barak River Rock began construction on a 72 unit mixed use building between Mishawaka Avenue and Grove Street, just east of Elizabeth Street. This is the first for-profit construction project started in the Downtown since the start of the great recession. On the north side, construction began on the Bell Tower Health and Rehabilitation Facility west of Fir Road, north of Douglas Road. This continued the ongoing trend of medical, health, nursing, and care facilities developing in reasonably close proximity to the St. Joseph Regional Medical Center.



Photos of developments under construction including the Primrose retirement community and the Bell Tower Health and Rehabilitation facility

2015 looks equally as promising. Great Lakes Capital completed the acquisition and clearing of 45 acres at the northwest corner of the intersection of State Road 23 and Gumwood Road. We anticipate that a new apartment community will start construction on the northern portion of this property in the spring of 2015. The commercial portion of the development, closer to State Road 23 will be developed as dictated by the market. Although it will take many years to complete, we anticipate the construction value of this property alone will exceed 100 million dollars.

Combined with this, the roughly 200 acres that now have access and utilities available along the Fir-Capital Connector will be open for development in the spring of 2015.

After limited interest for many years, the City has also been contacted regarding downtown properties as well. At this point in time it is too early to tell if anything will come from this interest, but the fact that there is this amount of interest is a significant change from recent years.

Mishawaka Manufacturing

Another important characteristic that makes me optimistic moving through 2015 and beyond is how our local manufacturers continue to grow and evolve. Did you know that our local pet food manufacturer WellPet is looking to sell more products in Japan? Did you know that our local manufacturer Jackel makes sump check valves that are distributed around the country? Lastly, how great is it that AM General is under contract to make a Mercedes Benz luxury vehicle that will be shipped exclusively to China?

The bottom line is that the City is well positioned for significant growth in 2015.

Public School Funding – A Needed Shot in the Arm

As Mayor, I end up touring many businesses and talking with CEO's. As part of those discussions, one common issue stands out as a barrier to job growth in Mishawaka and across the region. Job skills and career training are critical impediments to job growth. While schools and City government are completely separate with their own leadership and governance, I believe our future hinges upon our ability to assist schools with providing career training for our future workforce.

Early in 2014, I pledged \$50,000 to the School City of Mishawaka Education Foundation as part of their *Mishawaka Promise* initiative. These were gifted funds from the University of Notre Dame which made their commitment to local education even more relevant. I committed these funds in part because of the well-publicized financial challenges facing School City and because I have great confidence in the MEF who will direct these dollars straight into the classroom to the benefit of Mishawaka students and teachers.

Since that time, the City received a request in October from both Penn-Harris-Madison and School City of Mishawaka for funds to assist with the implementation of various initiatives, most prominently "Project Lead the Way".

I understand that the predicament of local school corporation financing is similar to the City's, and that in particular, the "Project Lead the Way" initiative represents the type of program that the State Legislature envisioned when it identified that educational programs "designed to prepare individuals to participate in the competitive and global economy" would be eligible for the use of redevelopment funds. As such, I will be making a recommendation that the Redevelopment Commission reprioritize funds originally intended to fund infrastructure projects to accelerate the implementation of Project Lead the Way in both school corporations, specifically helping to prepare the next generation.



In the coming years, the City will forge new partnerships with our schools whenever possible and practical to the benefit of ALL of the students of Mishawaka, no matter the school system. We will continue to partner with our schools and business community to make sure that the schools of today are preparing a capable workforce for tomorrow.

Conclusion – Thank You

Although my summary highlights a handful of items 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. Yearly, I am pleasantly surprised by what our departments are able to accomplish and think you will be as well.

Mishawaka's strength starts with our hard-working citizens who take pride in this city. It is all of us working together that will make Mishawaka ever greater. It is promoting the quality of life here to ensure that every citizen has an opportunity to succeed and thrive in a community that is safe and inviting. It is investing in our infrastructure and providing world-class services that support our growth. It is local government that is honest, friendly, open, transparent, responsive and lean.

We are working hard to make Mishawaka Strong. But we need everyone's help. You know, people often stop me on the street, *which is to say, at Meijer* and say "Mayor, you are doing a great job in Mishawaka but you need to make sure people know about the great things happening." Call it my Hoosier humbleness. We quietly go about making our city better with each decision, fulfilling our responsibilities knowing that good things will come. But we are decisive here in Mishawaka and I have decided that to continue the progress that we've made in Mishawaka, we need to do a better job of telling our story.

At this time, I am asking you to help tell our story...in every neighborhood, in our service clubs, at our sporting events, at every opportunity, let's let everyone know about our Mishawaka success stories.

Once 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. My service as Mayor continues to be the honor of my lifetime. I love Mishawaka and look at its citizens as part of an extended 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 decisions today with an eye toward future generations. I believe greatness lies ahead of us!

May the Princess always look over your shoulder and may God continue to bless you, our citizens and our great City of Mishawaka.

City of Mishawaka State of the City Address

Departmental Reports for 2014



Mayor's Office

Lou Ann Hazen, Administrative Assistant

Although the Mayor's Office is responsible for executive and administrative matters concerning the City, the Office also performs community services and recognizes members of the community who are exceptional and contribute to making Mishawaka strong. The following are highlights of significant happenings in 2014.

Martin Luther King Drum Major Award for Community Service

On January 20, 2014, the Drum Major for Community Service Awards were presented during the Dr. Martin Luther King, Jr. Community Service Recognition Breakfast. These awards are presented to individuals who unselfishly give their time and resources to help improve St. Joseph County. The award's title represents a famous sermon Dr. King preached on February 4, 1968 about the importance of community service and love for all humanity. Following are the City of Mishawaka recipients who were presented the award by Mayor Dave Wood:

Larry & Judy Garatoni

Larry & Judy Garatoni have made a significant impact throughout the St. Joseph County community including the City of Mishawaka. Their passion for education has led to noteworthy accomplishments in the development, funding and founding of the South Bend Career Academy, a career-focused middle and high school with free tuition which serves all of St. Joseph County. The Academy opened its doors in August 2011. The impact of Judy and Larry's work and gifts to the community is far reaching as well. From skilled students graduating from the South Bend Career Academy to the substantial philanthropic support of many institutions that provide basic necessities and education opportunities, Larry and Judy have truly made St. Joseph County a better place to live.

Mike Hayes

A Mishawaka native, Mike Hayes is Director of the Mishawaka Food Pantry. As Director, Mike coordinates the provision of over 100,000 meals and the distribution of clothing to over 20,000 people on an annual basis. Mike's other community accomplishments include Penn Township Trustee for eight years, member of the Indiana Township Association, Solid Waste Management District Board, Mishawaka Lions Club, St. Joseph County Step Ahead Council and St. Joseph County Youth Development Commission. In 2005 Mike received the Indiana Township Trustee of the Year Award. Mike was also a firefighter and paramedic for the City of Mishawaka for 21 years. Mike has stated that "all of his adult life he has been a public servant and over time he has realized that is all he truly wants to be."

Marcia Wells

Marcia loves to give back to the Mishawaka community. Her many positions include the Penn Harris Library Board, Mishawaka Lions Club and the St. Joseph Catholic Church. Marcia is a positive person with a bright smile and a caring heart. She was President of the Mishawaka Lion's Club from 2008-2009 and she will serve again as President in 2014-2015. She co-chairs the annual flower sale and has received the Melvin Jones Fellowship Award. Marcia also assists her husband, Chris, with the daily operation of the Goethals & Wells Funeral Home. She started

and handles the annual Christmas ornament program for the benefit of families in the Mishawaka community. She has also been instrumental in caring for families at their time of loss through running the Aftercare Program. Marcia also serves as a Eucharistic Minister delivering food to the needy as part of the St. Vincent DePaul Society.

Mayor's Youth Council

The 2014 Mayor's Youth Council started out their year, Mishawaka Strong. This year's group was made up of 23 students, 9 from Marian High School and 14 from Mishawaka High School and began the year with a Fiesta in the Park. Their Swearing-in Ceremony was in the City of Mishawaka Council Chambers where all members took their official Oath of Office. Elections were held in September for the Youth Council Officers. Elected officers were:

Haley Wood	President
Zach Lytle	Vice-President
Nick Shide	Treasurer
Maria Tordi	Secretary

The Mayor's Youth Council volunteered for many community activities. The Youth Council's biggest community service project, the Thanksgiving Food Drive, was a great success. Their goal was to provide complete Thanksgiving Dinners to 40 Mishawaka families, but the need was so great this year that they were asked to provide 50. Twenty-five recipient families were selected by the Mishawaka Food Pantry, ten by Stone Soup Kitchen, and fifteen by HealthLine.



Mayor's Youth Council 2014

In January, Leadership Project teams were randomly chosen and these students knew they would have to work together for the next five months on leadership presentations. During this time, they also visited City departments to learn more about their local government departments in action. City Engineer, Gary West, made a presentation on the intricate workings of our city, both underground and along the streets, and Community Development Coordinator, Dave Thomas, presented

his Department's capabilities. They visited the Wastewater Treatment Facility in May, participated in Relay for Life, helped with the Survive Alive 30th Anniversary celebration.

The Youth Council also presented Leadership Projects to City managers Ken Prince, City Planner, Dave Thomas, Community Development Director and Terry Zeller, Parks Superintendent. The projects were ranked according to the potential for their solutions to be implemented, their overall presentation skill and their creativity. Based on these criteria, the top three teams were:

- 1st Place—Group 4: Evan Frasz, Anna Rohrer, Maria Tordi, and Mary Kate Mattimore - The judges felt this group had a multitude of ideas related to public recreation for youth. They had a very interactive and inclusive approach to their presentation and were very knowledgeable on their subject matter.
- 2nd Place—Group 6: Zach Lytle, Michael Voelker, and Haley Wood - This group promoted the development of a smartphone application to solve both a problem with paper use citywide and to expand the City’s online presence to connect with the public. This group was clear in their purpose, had done their research on the topic, and provided a very realistic solution that could be implemented in the near future for the City.
- 3rd Place—Group 5: Nick Shide, Jacob Rivers, Nick Pingel, and Hunter Wiczorek - This group had a very organized presentation and provided a lot of data on ways to improve safety citywide, from increased lighting in neighborhoods, Park Watch programs to curb vandalism and improper public space behavior. They seemed very engaged in their subject and solutions and offered great feedback to questions.

All groups did a very good job overall, and it was difficult to rank them. They all had great proposals and ideas for solutions to many problems we face as City employees on a daily basis.

This Youth Council was busy throughout the year volunteering at many City of Mishawaka events while maintaining their extracurricular activities at school and their above-average high school grades. We are proud to call our members of the Youth Council, “world-class” students that balance an extremely busy schedule and yet take time to give back to their community and its citizens.



Their final field trip was in June at the Lineman Training Facility to see just what these electrical linemen do. They wore their gear, ran some of their equipment and learned how to climb utility poles. We invited some previous Youth Council members, home on break from their first year of college, to share their college experience with the group. Sam Schrader, Mitch Hixenbaugh, Gina Portolese and Madeline Landgrebe attended to tell of their first-year college experiences and

share and give advice. These Youth Council members continue to give back and make a difference in their community. The future of Mishawaka is bright with these young adults!

Mishawaka Business Association Annual Meeting & Dinner

On Thursday, February 20, 2014, the Mishawaka Business Association held their annual Meeting and Dinner to honor a Mishawaka Business and Person of the Year. This year's dinner took place at Windsor Park in Mishawaka and Gary Sieber of WNDU was the emcee. Karen Barnett, President/CEO of Valley Screen Process of Mishawaka was the keynote speaker. Karen is very active in the community, serving on several non-profit boards with a focus on advocating for women in business and underserved women.

This year's Business of the Year was the Beiger Mansion. The Beiger Mansion has been the cornerstone of historical downtown Mishawaka for over 100 years. The Mansion has served as an ambassador for Mishawaka drawing visitors and guests from coast to coast as well as abroad, and has received numerous awards from national magazines and writers. Congratulations to Ron Montandon and Dennis Slade, owners of the Beiger Mansion, on their award as MBA Business of the Year.

This year's Business Person of the Year, Stacy Vervynckt, is a Commercial Lines Specialist working out of the Mishawaka office of the McCarthy Insurance Group, with whom she has been associated since 2003. Stacy is a native of Mishawaka and a graduate of St. Bavo Grade School, Grissom Middle School, and Penn High School. Stacy is well-known throughout our Mishawaka Community and well-deserving of this coveted award.

The Mishawaka Business Association and its members are yet another example of Mishawaka Strong.

Welcome Home Vietnam Veteran's Day

March 30th marked the official Vietnam Veteran's Day in the City of Mishawaka and Mayor Wood, along with the local Chapter 1027 Vietnam Veterans of America, held a ceremony in the City of Mishawaka Council Chambers to honor these long-forgotten heroes of the Vietnam War. Mayor Wood and the City of Mishawaka were the first city in the State of Indiana to recognize this day as set forth by a resolution passed early in 2011 by the United States Senate. Since that date, other cities in Indiana have followed suit, proclaiming March 30th as Welcome Home Vietnam Veteran's Day. At this year's ceremony, Governor Mike Pence sent an official proclamation from the Indiana Governor's Office which was presented to the local chapter and read by Chapter Member, David Rothenhoefer. The ceremony was attended by local Vietnam veterans and their families, Congresswoman Jackie Walorski, Meredith Perks, a representative from Senator Joe Donnelly's Office and many other citizens wishing to pay tribute to these Vietnam Veterans. It is a date that these local veterans will remember Mayor Wood by, as he was instrumental in making this date official, not only in the City of Mishawaka, but in the State of Indiana as well.

Local Students Honored by Optimists Club

The Mishawaka Optimist Club has continued their yearly tradition and honored two students from each of the Mishawaka High Schools with the Youth Appreciation Award. This year's award breakfast was attended by Mayor Wood and he had the privilege of presenting these awards to the students. Following are the 2014 award recipients:

- **Marian High School** – Marissa Koscielski and Matthew Lesh
- **Mishawaka High School** – Carly Piatkowski and Joseph Sanchez
- **Penn High School** – Adam Battalio and Lindsey Daoust

Mishawaka Education Foundation – Mishawaka Strong with the Mishawaka Promise

The Mishawaka Education Foundation is a group of volunteers committed to the students of the School City of Mishawaka that was established in 1994. The founders recognized that public funding could not always provide for the kind of academic enrichment that encourages high achievement and excellence. Therefore, to meet this need, the Mishawaka Education Foundation was formed. The mission of the Mishawaka Education Foundation is to form community partnerships that enhance the overall educational environment for all School City of Mishawaka students by funding creative initiatives and unique educational opportunities. Since its inception nearly 20 years ago, the MEF has provided hundreds of thousands of dollars in grants to School City of Mishawaka teachers and students. While public school funding has limitations, the passion that MEF supporters have for education and its potential to reach students is unlimited.

The newest initiative, *The Mishawaka Promise*, is the MEF's most ambitious program yet and promises to be its most successful. The new initiative is to raise awareness and funding for Mishawaka public schools. The campaign's goal over five years is to raise \$2.5 million to use for classroom initiatives that will make School City of Mishawaka unique. At the MEF's 2nd annual Growing the Future Dinner, Mayor Wood announced that the City of Mishawaka would become a partner with the MEF on *The Mishawaka Promise*. The City pledged \$50,000 as a dollar for dollar match of any contribution up to \$50,000 and challenged the guests at the dinner, including many business and community leaders, to contribute to the worthy program. Spence Walton, grandson of former Mishawaka Mayor E. Spencer Walton, answered the challenge as his law firm, May Oberfell Lorber, also made a similar commitment.

It is import to note that the funds Mishawaka committed did not come from our taxpayer funded budget. These were gifted funds from the University of Notre Dame which made their commitment to local education even more relevant. The City committed these funds in part because of the well-publicized financial challenges facing School City and because we have great confidence in the MEF who will direct these dollars straight into the classroom to the benefit of Mishawaka students and teachers. The \$50,000 number is not arbitrary. We encourage every prominent Mishawaka business that is capable to donate an equal match and would also encourage those living in, or participating in School City to donate one dollar toward *The Mishawaka Promise*. This will quickly turn the original commitment to the Mishawaka Education Foundation into \$150,000! This will be a great start for *The Mishawaka Promise*, but more importantly, it would make a big difference in the education of our future leaders.

Christmas 2014

The arrival of Santa and the Tree Lighting Ceremony traditionally marks the beginning of the Christmas Season in the City of Mishawaka. The City of Mishawaka Mayor's Office along with



Tree Lighting Ceremony

the Mishawaka Business Association welcomed the arrival of Santa Claus on Friday, December 5, 2014 for the annual lighting of the City Christmas tree. The Christmas tree was found at the Sarah Street home of Chris Freitag who, along with his family, were honored guests at the ceremony. This year's Christmas tree was about 30 ft. tall, perfectly shaped and was placed on the Northeast lawn in front of the Mishawaka Police Department for our citizens to enjoy whether traveling North, South, East or West.

Christmas carols that evening were led by Mrs. Susan May and the Treble Clef Singers of Mishawaka, and the Mayor's Youth Advisory Council served hot chocolate and cookies which were donated by Coffel Vending and Martin's Supermarket. Santa arrived with the Mayor on a decorated Mishawaka fire truck and the tree lighting took place without a hitch.

The Friday night event led into a weekend of fun-filled festivities which continued on Saturday, December 6th in Merrifield Park. Mayor Dave and his Youth Council volunteered at this family-friendly, free event hosted by the Mishawaka Parks Department. The weather was mild that evening and a record number of Mishawaka families attended the event to be served hot chocolate, cookies and popcorn from the Mayor's Youth Council and enjoyed the many activities that were provided by the Mishawaka Parks Department.



Santa arrives

The Mishawaka Business Association sponsored the Christmas Coloring Contest for all kindergarten through sixth-graders in Mishawaka Schools. A coloring page was passed out to the schools and was also made available at the Winterfest Event. Hundreds of decorated pages were delivered to the Mayor's office for judging. The winner in each grade group received a \$50.00 gift certificate to Build-A-Bear, located in University Park Mall.

After much deliberation by Mayor Wood and his family, the following winners were chosen:

Kindergarten	Layten Anglemyer	Emmons School
1st Grade	Maddie Dill	Mishawaka Catholic
2nd Grade	Lucas Simon	Beiger School
3rd Grade	Lorali Hensel	Hums School
4th Grade	Elizabeth Krueger	LaSalle School
5th Grade	Hope Ward	Liberty School
6th Grade	Isabella Kukla	Liberty School

2014 Mayoral Proclamations

The City of Mishawaka and its citizens call upon the Mayor’s Office to offer support when celebrating noteworthy dedications and events. This year has been no different and our office has officially proclaimed certain dates in our city to honor its businesses, employees, residents and events. 2014 seemed to be a “retirement year” in and around the City of Mishawaka.

Following are the Official Mayoral Proclamations celebrating the many retirements:

- Murray Winn, Laidig of Mishawaka – 1/4/2014
- Phil Fick, City of Mishawaka Code Enforcement – 3/28/2014
- Bruno Trimboli, City of Mishawaka Water – 3/21/2014
- Don Demeter, City of Mishawaka Wastewater – 3/21/2014
- Mike Watson, City of Mishawaka Street Commissioner – 3/31/2014
- Jim Garrett, Coach & Teacher, PHM Schools – 5/18/2014
- Miss Judy Nace, Teacher, First United Methodist Church – 5/22/2014
- Steve Govorko, PHM Teacher & Founder of Fire Safety Obstacle Course – 5/30/2014
- Carl A. Loesch, Marian High School Principal – 5/30/2014
- Ed and Kim Chamberlin, Teachers for Mishawaka Public Schools – 6/13/2014
- Bob Lux, WSBT – 6/30/2014
- Bonnie Bonham, City of Mishawaka HR Director – 7/31/2014
- Peg Strantz, City of Mishawaka Planning – 8/28/2014
- Rick Zeiff, Meijer of Mishawaka – 10/23/2014
- Marsha McClure, County Commissioner – 11/25/2014

Other notable Mayoral Proclamations included:

- Ross Portolese 90th Birthday – 2/5/2014
- Dot Wiekamp’s 100th Birthday – 3/15/2014
- Equal Pay Day – 3/19/2014
- Welcome Home Vietnam Veterans Day – 3/30/2014
- Arbor Day – 4/25/2014
- Worker’s Memorial Day – 4/28/2014
- Survive Alive Day – 5/14/2014
- Kappa, Kappa, Kappa Sorority Day – 6/6/2014

- Conn-Selmer Institute Day – 6/8/2014
- Olympic Day – 6/20/2014
- Albright’s Cycling 100th Anniversary – 6/21/2014
- MHS Class of 1964, 50th Class Reunion – 7/25/2014
- Beiger School PTA National School of Excellence Award – 9/12/2014
- 10th Anniversary of the Marine Mud Run – 9/13/2014
- Mental Illness Awareness Week – 10/7/2014

The City of Mishawaka is Debt-Free!

For the first time in over 100 years, the Princess City begins 2015 with no General Obligation Bond (GOB) debt after making our final payments in late December. GOB debt is particularly important because it is paid back with property tax revenue. We paid off our latest bonds, originally issued between 2005-2007 for \$12.3 million to finance various projects such as the City’s radio communication system and major park improvements, several years early.

Back in 2012, Mayor Wood announced one of the major initiatives of his administration: the ambitious goal of paying off our debt early and becoming debt-free as a means of insulating the City against unforeseen circumstances that cannot be anticipated such as economic downturns, emergencies, State funding source changes, etc. A debt-free status, though rare among our peers, is indicative of our fiscal responsibility. 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 businesses, what type of community do you want to live, work and invest in?

Our goal of paying off GOB debt is unusual as most cities in the State have GOB debt. According to the latest State report, there are 191 Indiana communities carrying debt that is paid back with property tax revenue. Close to home, the city of Chicago’s credit rating has been downgraded on fears that the city’s massive and growing unfunded liabilities threaten the city’s fiscal solvency. The city of Detroit’s well-publicized bankruptcy proceedings continue to generate news while also impacting their ability to provide even basic services to its residents. Here in Indiana, the city of Carmel has nearly \$1 billion in debt or roughly \$12,500 per citizen.

While becoming debt-free is a solid foundation for long-term financial health, we are not out of the woods yet. Further planning is necessary to weather the property tax caps reductions coming in 2019 that will once again reduce the City’s property tax revenue. Property tax reductions help out property owners, but continued cuts make it more difficult for local government to fund and provide the services you have come to expect. As we did in our mission to become debt-free, we will carefully plan and execute all steps necessary to remain financially sound for years to come while at the same time providing world-class service.

Being debt-free is good news on many fronts. 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 of our financial position and build our future on our past successes.

Our citizens will see benefits as well in the form of a modest property tax cut. On your tax bill you will no longer see a line item for Municipal Bond debt. At the rate of .0466/\$100 of assessed value, a home assessed at \$100,000 will see a tax reduction of \$46.60.



Debt-Free Celebration Cake

Getting there was not easy. Thanks to the help of then City Controller, Yvonne Milligan, we developed a plan to make extra payments from within our budget using only available funds while not going out for more credit or cutting existing services. Thanks also go to current City Controller, Rebecca Miller and First Deputy City Attorney, Larry Meteiver for processing the early debt payoff, and the Mishawaka City Council for approving the appropriations in the budget to allow for the early debt payoff. This initiative is yet another example of good people working together to accomplish extraordinary things. The Princess City is once again leading the way and is Mishawaka Strong.

City Clerk

Deborah S. Block, City Clerk, IAMC, MMC

The City Clerk's Office has the responsibility of handling all Council business as well as running the Ordinance Violation Bureau. This office prepares Council agendas, minutes, ordinances and resolutions. It is also the responsibility of the Clerk's Office to follow all State Statutes and Council Rules on posting notices and preparing legal advertisements regarding Council business.

The Clerk's Office works diligently to make sure that all Council business and documents are easily accessible to the public in a transparent manner. Ordinance Violation Bureau fines are collected in the Clerk's Office with the exception of Parking Violations where we continue to work with the Police Department regarding this matter.

Conducting the Legislative Business of the City

During 2014 the City Clerk's Office and Council handled the legislative business of the City which included:

COUNCIL BUSINESS 2014 REPORT

Resolutions	
Resolutions	24
Resolutions passed	23
Carryovers	1
Withdrawn	0
Failed	2
Honoring Individuals or Schools	3

Proposed Ordinances	
Proposed Ordinances	42
Ordinances Passed	44
Carry over from 2013	2
Proposed Ordinance Failed	0
Annexations	3
Alley Vacations	3

Ordinance Violations Bureau

The Ordinance Violation Department collected \$18,819.80 in fines during 2014, \$10,844.80 from City Code Violation Citations, and \$8,200.00 Police Citations. As you can see, most of these fines were written from the Code Enforcement Department who diligently keeps an eye out for violators of the Municipal Code Ordinances. They also work with the St. Joseph County Humane Society who writes citations for animal violations. Police citations consist of Noise Ordinance, Curfew Violations, and False Alarms just to name a few.

Krisor and Associates continues to set hearings and try to collect outstanding citations for the Ordinance Violation Bureau. \$1,725.88 was collected by Krisor and turned over to the City in 2014.

We continue to have our part-time employee scan and categorize documents from pre-computer years. She has updated our files to include:

- Board of Public Works & Safety Minutes and Resolutions (1955-2007)
- Conflict of Interest Form (1984-2015)
- Correspondence, Council & Clerk All Years
- Council Minutes (1949-1998) (Handwritten documents need to be done professionally)
- Court Cases
- Easements, encroachments, warranty deeds (1899-2014)
- Oaths of Office for Elected Officials, Appointed, Fire, Police, EMS, Commissions, Boards, etc. - dating back to the 1940's
- Vacations (1924-2014)

The Clerk's Office continues to support the Common Council, City Departments, the Administration, and our citizens. We continue to look for ways to increase efficiencies and elevate the level of service we provide. Much of the Princess City's history is in the Clerk's Office and it is our duty and privilege to maintain these records for future generations.

Respectfully submitted,

Debbie Ladyga-Block, IAMC, MMC
Mishawaka City Clerk

Controller's Office

Rebecca Miller, Controller

The Controller's Office has a staff of nine full-time employees; the Controller, Deputy Controller, Purchasing Agent, Payroll Clerk, two Accountants, and three Bookkeepers.

The Controller's Office is the center of finance and budgeting for the City of Mishawaka and Mishawaka Utilities. 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. Responsibilities include:

- Compiling the annual budget
- Processing and filing federal, state, and local financial reports
- Processing payroll
- Processing all accounts payable
- Receipting and reconciling of all deposits on a daily basis, and
- Issuing various City licenses and permits

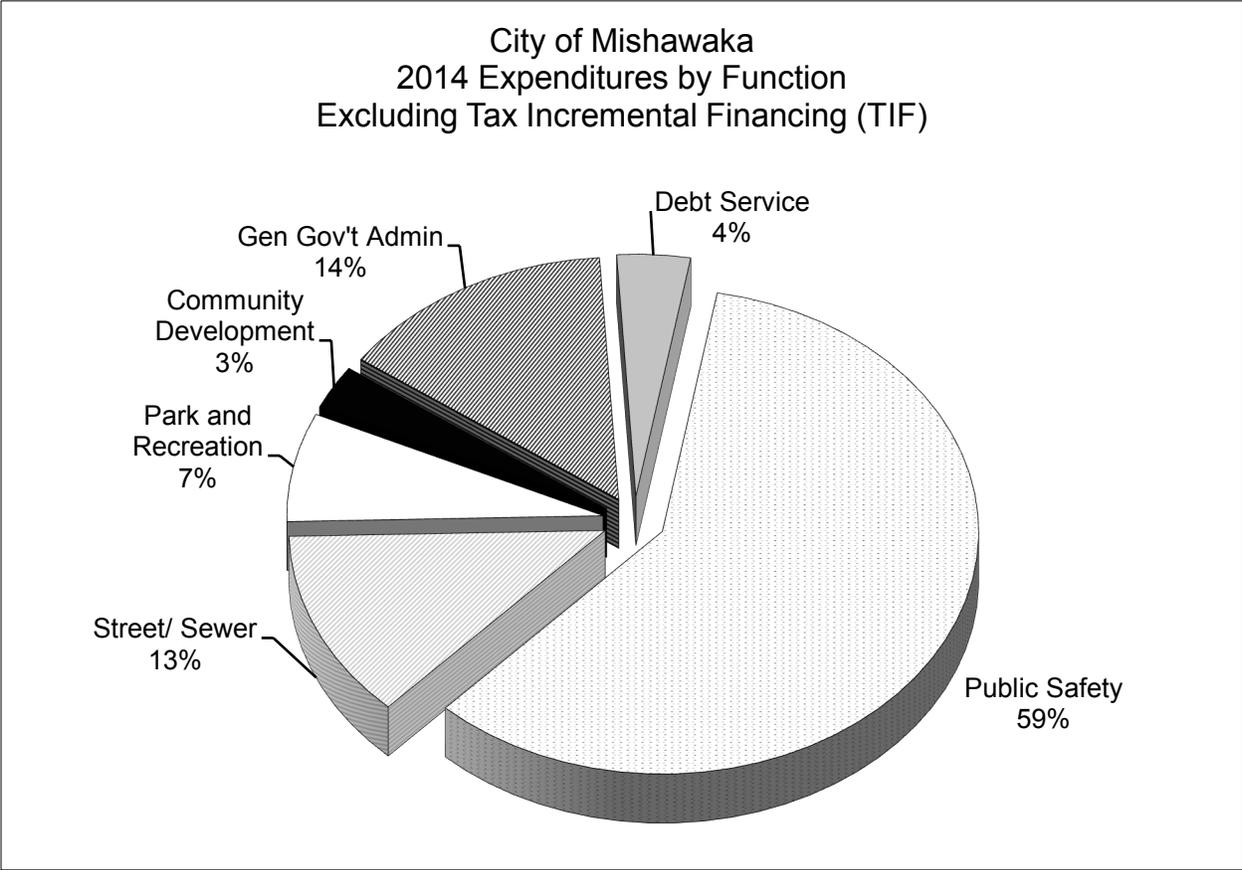
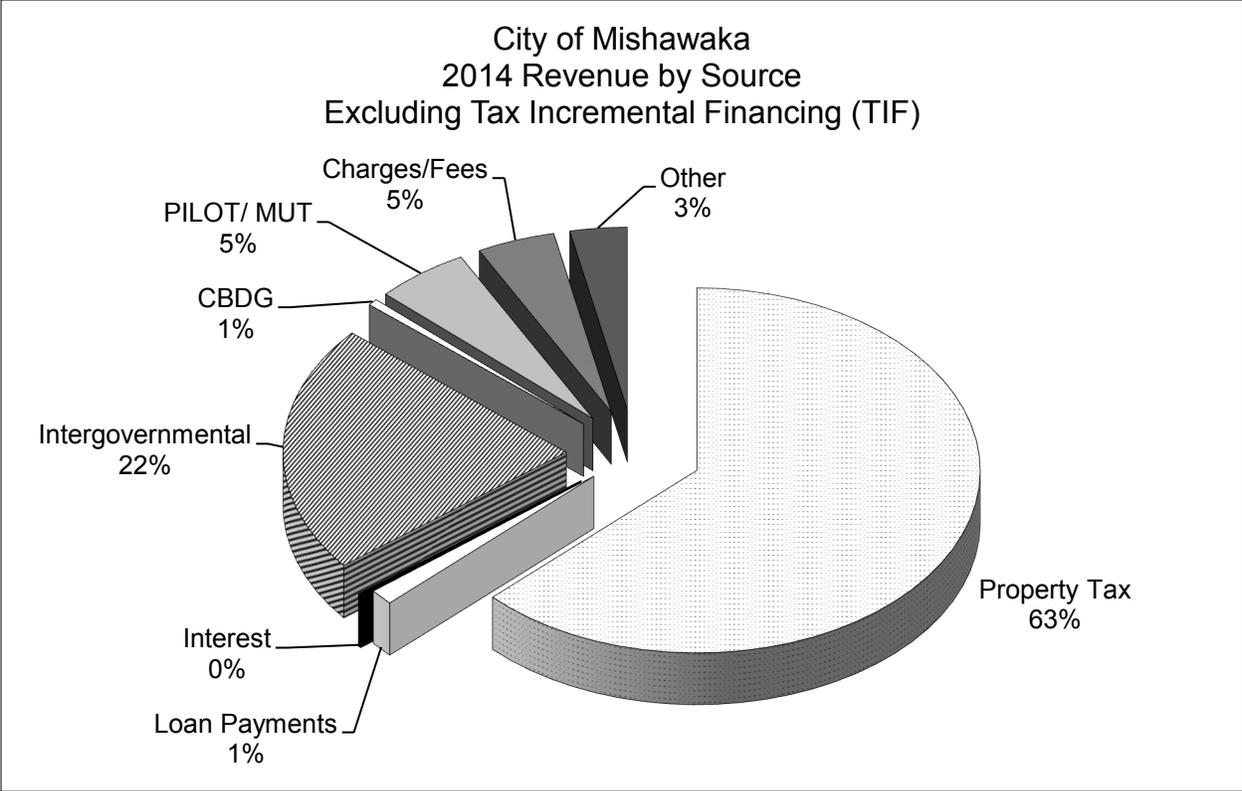
In 2014 we received our normal biannual property tax distributions from the county with collections coming in at 97.8%. This is down just slightly from the 98.4% we received the prior year. Due to the property tax caps (circuit breaker) the City was left short \$4.75 million dollars. We must continue to plan and budget conservatively to deliver the exceptional services our citizens have come accustomed to receiving.

Making sure that funds are deposited and accounted for on a daily basis, results in considerable savings to Mishawaka citizens. This cash handling procedure assures that the City's funds are available for any interest earnings in a timely manner. The controller's office prides itself on being good stewards of the taxpayer dollar.

The cash balance in the General Fund decreased \$2,316,297 from \$4,393,024 to \$2,076,276. Much of this had to do with circuit breaker losses due to property tax caps.

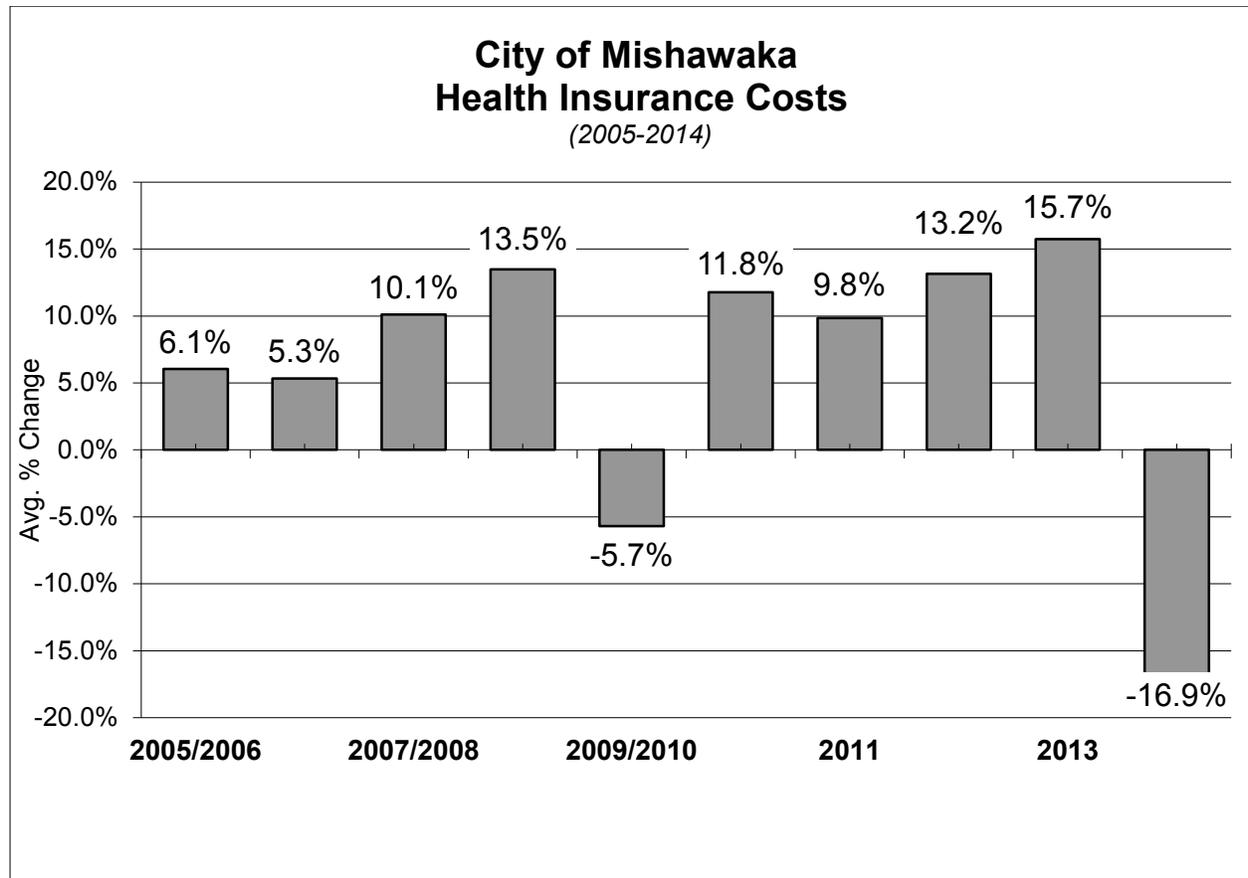
The total City budget for 2014 was \$53,042,774 which was an increase of 1.4% (\$730,724) from 2013 (\$52,312,050). The General Fund budget increase was 4.6%, MVH - 5.5%, and Parks and Recreation - 0.8%. In 2014 the wage increase for all employees was 1.5%.

In 2014, approximately 63% of our revenue came from property tax. Another 21% 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. Finding new revenue sources and replacing lost revenue due to property tax caps will continue to challenge the Administration in the future. This is especially true if the discussed cuts to the business property tax become a reality.



Almost 60% of the City’s expenditures were related to public safety. The next largest percentages were 17% for general government, and 13% for streets/sewers. An analysis of these expenditures shows 65% was spent on salaries and benefits, 22% on operating expenses, 8% on capital, and 3.75% on bond payments in 2014.

The City’s portion of the average resident’s tax bill was 46.75% compared to 47.2% in 2013. In 2014 our assessed valuation decreased by 2.0% or \$26,186,480.



In 2013, after four years of consecutive increases totaling 50.5% for employee health insurance, the City consulted with Gibson Insurance to review alternative options in the marketplace. The City once again became self-funded in 2014. It has proven to be a good decision, as health insurance payments decreased \$1,952,019.99 or 16.9% from the prior year. Rising health insurance costs and employee wellness are two factors that impact the City’s financial health. Affordable health care is important for our employees and their families.

Our office continues to work with Human Resources to manage costs and wellness, and as a result a new employee health clinic will open in 2015. We expect the clinic to reduce both health care costs and assist employees in managing their personal wellness.

Since interest earned on City bank accounts continues to be low, the City entered into a Cash Advisory Agreement with Umbaugh Cash Advisory Services for a fourth 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. Increased interest revenue assists in lowering the burden on the taxpayer.

2014 was the fifth 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 2014. Our NYMEX range for gasoline was \$2.55 - \$3.10 and for diesel, \$2.77 - \$3.32. If the cost of the fuel is below the range, we pay the difference to the bond bank. If the cost is over the range, the bond bank pays the City. After years of flat fuel prices, they really started to drop in 2014, and we ended up paying \$22,669 to the bond bank. In comparison, the payout in 2013 was \$3,575.51. Each year of the hedging we budget at least 50% of the fuel at the highest cost of the range which will then keep us within our budget.

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 all future issues will remain stable. With a favorable bond rating, bonds may be sold at a lower interest rate and buyer confidence is elevated. 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.

General Fund Balance			
2011	2012	2013	2014
\$5,753,036	\$8,067,200	\$4,393,024	\$2,076,726
Tax Rate History			
2011	2012	2013	2014
\$1.7362 +3.71%	\$1.8186 +4.75%	\$1.9086 +4.95	\$2.0062 +5.11
Assessed Value History			
2011	2012	2013	2014
\$1,429,736,810 -0.01%	\$1,395,330,853 -2.5%	\$1,329,478,738 -4.7%	\$1,303,292,258 -1.97%
Budget Book Totals			
2012	2013	2014	2015
\$47,718,745 +6.75%	\$52,312,050 +9.63%	\$53,042,774 +1.4%	\$49,964,351 -5.80%
Wage Increases			
2012	2013	2014	2015
2.5%	2.0%	1.5%	1.0%

In 2014 the City's general obligation bonds were paid off. The taxpayers will no longer have this item on their property tax bill and it is one less bill for the City to budget. With the City facing many obstacles including increased circuit breaker cuts and other possible legislation, this debt

payoff is another example of the City's continued attention to fiscal responsibility.

As the above chart shows, circuit breaker losses have eroded our general fund balance. Losses for the past three years are: 2014 (\$4.2 million), 2013 (\$3.3 million), and 2012 (\$2.3 million). We continue to work responsibly to manage expenses and find other sources of revenue, without cutting back on City services to our citizens.

Most salaried employees are using our internal system to access paperless paystubs. Employees are able to go online from work or home and print off their own payroll information. Along with the paper and storage savings, the time saved by not printing, sorting, passing out, and reproducing lost paystubs is a great benefit. Our goal in 2015 is to have all full-time employees accessing the internal paperless system.

The Controller's Office will continue to look to streamline processes for further cost savings and efficiencies in 2015 and continue to keep 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

Geoff Spiess, Corporation Counsel

Larry Meteiver, City Attorney

Robert C. Beutter, Assistant City Attorney

David V. Bent, Assistant City Attorney

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 Commissions, the Board of Parks and Recreation, and Mishawaka Utilities and its divisions: Electric, Water and Wastewater Treatment.

In 2014, the Law Department led collective bargaining negotiations for new contracts for the Mishawaka Police, Fire, Central Services, and Sewer Departments and provided legal assistance on resolutions and ordinances brought before the Mishawaka Common Council.

The Law Department represents the City in code enforcement hearings, provides legal support to the efforts of the Police and Fire Departments, reviews matters in all departments to ensure compliance with state and federal laws and regulations, counsels department heads on employment issues, and reviews contracts.

The department's ongoing efforts to protect taxpayer dollars includes answering complaints and claims, responding to lawsuits and EEOC filings, working to minimize the City's exposure to future lawsuits, and managing ongoing litigation.

Human Resources

Geoff Spiess, Director

Susan Wallace, Assistant Director

Vickie Dowsett, Office Manager

Josh Callander, Safety Department Coordinator

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 recruiting and hiring, staff development, benefits management and education, policy development, and safety education and training.

A major change occurred in 2014 in our health and wellness benefits coverage and delivery. In 2014 the City became self-insured, saving the City an estimated \$2,000,000 in claim costs for the year. We

In 2014, the City became self-insured, saving the City an estimated \$2,000,000 in claim costs...

are pleased that our employees' interest in preventive health continues to increase. We are also preparing to open an employee worksite health clinic in June, 2015, to offer a more cost effective alternative for non-life threatening and preventive medical care.

The 2014 Health and Wellness Event resulted in 180 employees and spouses receiving free flu shots. A total of 192 employees participated. This represents an increase in participation of 41% since 2010.

Workforce

In 2014, Human Resources received 575 applications for employment and hired 30, including 6 Fire Department and 2 Police Department employees bringing the total workforce to 499. Seasonal employment increased the total by 120 for the summer and winter seasons in our Park and Central Services departments. The workforce was reduced by 27 separations including 17 retirees (who averaged 30 years of service each) translating to a total loss of 387 years of service to the City.

Safety Department

Over the years, employee safety has become an increasingly important priority for the City of Mishawaka. Through continued awareness and education, we have strived to maintain a safe working environment free of recognized occupational hazards. While we have experienced a steady downward trend in injury frequency for six straight years, the highlight of 2014 was that the severity of injuries was reduced. The City was the recipient of a regional Award for Excellence in employee safety by our worker's compensation insurance provider. The loss ratio for our policy year was recorded at 12.7%, which was the lowest percentage since this statistic began many years ago. While each department has contributed to this achievement, several milestones were recently noted. It has been 12 years since the Utilities Business Office experienced a lost-time work injury. Additionally it has been over 6 years since anyone at the Wastewater Division or City Hall has missed any time due to a work-related injury.

Information Technology Department

Patrick Stokes, Director

The Information Technology Department is responsible for the oversight of the City's computers, printers, copper and fiber network infrastructure, audio visual systems, VoIP phone system, and building access systems along with fire and security monitoring systems. Some of the specific duties include, network administration, website maintenance, computer repairs and upgrades, along with handling a multitude of miscellaneous technical issues and problems. 2014 saw the System Specialist IV leave his position with the IT Department after two years to pursue a career in the private sector. Our Helpdesk Specialist was qualified and able to move into the System Specialist IV position. After a brief period we were able to fill the Helpdesk Specialist position and our department became fully staffed once again.

The past year was extremely busy for the Department as we worked towards implementing a new Voice over IP (VoIP) phone system across all of our sites. A project of this scale required multiple steps

...we worked towards implementing a new voice over IP phone system across all of our sites

to achieve the end result. All of our network switches had to be upgraded in order to comply with the power over Ethernet requirements. In addition to the new phone system we transitioned to a new phone provider. Whereas before we were on analog copper circuits, we are now on digital PRI circuits. This portion has been extremely interesting as we have had to document every phone line at every site across the city.

We began a plan to put in a building access system at City Hall that we can control in-house. This allows our users to carry a single fob or special ID badge that will allow them to access any door they are authorized to open. The long-term goal is to implement the same access system at our other City sites and link them together. This will eliminate the need for some of our employees to carry multiple keys and key rings or fobs as they do now and reduce what they carry to a single fob or badge. This will be an ongoing project as we strive to implement this across all of our sites.

The IT Department is continuing to upgrade the City's computers to new systems running Windows 7. We are starting to rotate computers at our sites on a five-year rotation in an attempt to try to keep everybody on a current system. Almost all of our users are on Windows 7 and Office 2010. We still have a handful of PCs across a few departments on Windows XP. This is due to an application that isn't Windows 7 compatible and we are working on resolving this issue.

Central Services

Tim Ryan, Street Commissioner

The Central Service Division was created in 2010 with the merging of two departments, Street and Motor Pool, along with the grounds maintenance portion of the Park Department. The Central Service Division has responsibilities that include mowing and grounds maintenance, janitorial services in all City buildings, fleet maintenance, snowplowing, and street maintenance. All these tasks are accomplished by the dedicated efforts of the employees in the Central Service Division.

The year 2014 started off with a bang. The men and women of the Central Services were faced with one of the worst winters in recorded history. A polar vortex event kept the department hopping with record snowfall and subzero temperatures. We were pushed to our limits to maintain our city streets and right-of-ways.

The men and women of the Central Services were faced with one of the worst winters in recorded history

While other surrounding communities were declaring snow emergencies, the City of Mishawaka was able to continue with business as usual due to the dedication and continued efforts of the Central Service employees.

In 2012, the City of Mishawaka purchased the former Scott Brass Building. This purchase was to be the new home of the Central Service Division. As we move into 2015, there is a light at the end of the tunnel. Renovations are expected to be completed by June, and move-in expected to be completed by July. As with any renovation of an existing building, we have had many obstacles to overcome. However, we are looking forward to occupying our new site for many years to come.

Motor Vehicle Highway

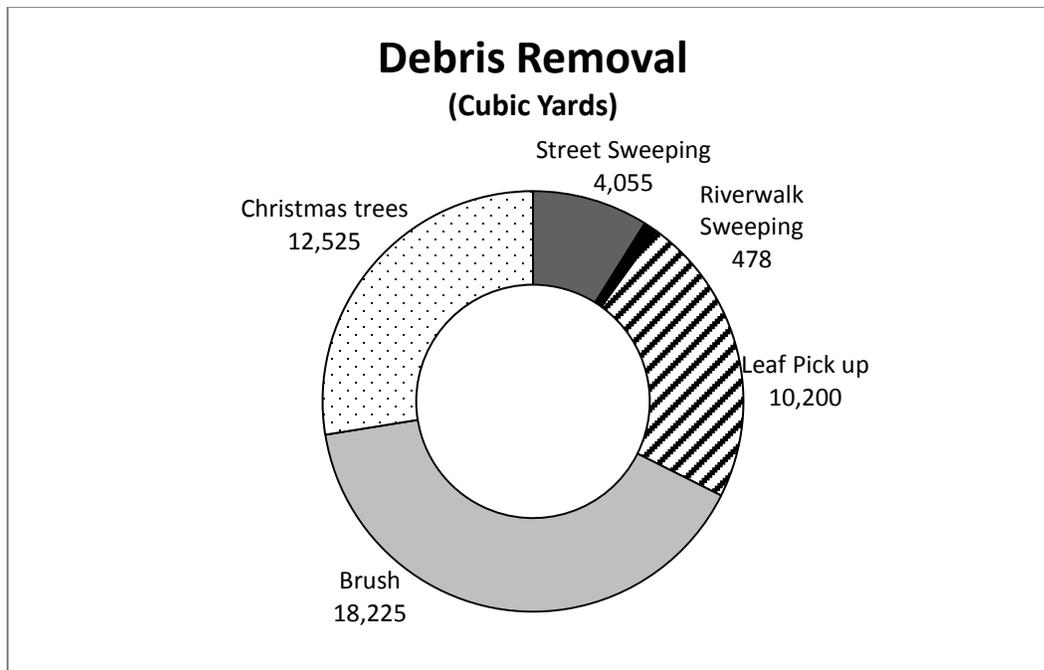
Motor Vehicle Highway, more commonly known as the Street Department, is an essential part of the Central Services Division. The Street Department is responsible for the maintenance of all the public streets in the City of Mishawaka.

The majority of our work is dictated by the seasons, so as seasons change so does our work process. Spring is the time of year when we break out our three street sweepers to begin the process of cleaning up the debris left from the winter. Once sweeping begins, we continue to sweep for approximately 9 months out of the year. We make a complete cycle throughout the city every nine to eleven days. Spring also brings out the potholes, keeping six to eight employees busy making repairs.

Warmer weather allows us to work on many jobs, such as alley grading, street painting, and resurfacing the roads that didn't fare well over the winter. During the months of July and August, we were hit with two major windstorms, causing the majority of damage in the northeast quadrant of the City. We were called to task to help remove the fallen trees from the roadways,

and assist residents with the removal of storm damage from their homes. During these two events, we removed 236 loads of brush and trees from our streets and public right-of-ways.

As fall approaches, we gear up for our annual leaf pick-up program. The leaf pick-up program begins in mid-October and continues through the first week of December. During this time, we make one complete pass through the city on a weekly basis. This program is one of the most successful programs in the area, serving the citizens of Mishawaka with pick-up opportunities up to seven times over the course of the program. During the 2014 season, we removed 10,200 cubic yards of leaves.



Once leaf pick-up is completed, we gear up for the winter months. With 171 miles of roadway, snow removal is one of the most important tasks we perform. 2014 proved to be a difficult winter in Mishawaka. With constant snow storms and subzero temperatures, we were pushed to our limits maintaining our roadways. Seven of the eight recorded snow events occurred on weekends, creating overtime situations. By March, we had used 77% of our allocated overtime budget. Once again, the employees of the Mishawaka Street Department displayed their professionalism, keeping up with the snow and making the streets as safe as possible for residents and visitors.

Traffic Department

The Mishawaka Traffic Department recorded 2,353 tasks in 2014. These consisted of sign repairs, new installations, inspections, field data collection and manufacturing of signs.

Along with the daily maintenance and installation of signs, the Traffic Department is also responsible for the pavement markings applied to the road surfaces, such as center lines, skip lines, fog lines, stop bars, crosswalks and directional arrows. In 2014, we used 1,540 gallons of

yellow paint, 1,100 gallons of white paint, 22,000 pounds of glass beads and 4,000 pounds of thermoplastic to maintain the pavement marking in Mishawaka.

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

Central Motor Pool

It has been a very productive year for the Central Motor Pool. Our six Fleet Maintenance mechanics have been busy maintaining all City vehicles and small handheld equipment. This consists of nearly 120 vehicles in the Police Department, including the new MRAP All-Terrain truck and all other City-owned vehicles. There is always the normal servicing of the police cars every 3,000 miles, and the service and repair work on any City vehicle. Many of the trucks, street sweepers, loaders, and ambulances fall under our repairs and maintenance program.

The Motor Pool has recently purchased a new Ford F-550 4x4 service truck. This new vehicle will help the mechanics make service calls more efficiently and safely. Our mechanics can now make roadside, and onsite repairs. It is equipped with a welder, air compressor, hydraulic tank, and mini-crane for heavy lifting which will allow the mechanics to do a wide variety of repairs.

The Motor Pool Department of Central Services also tracks the fuel consumption for all City-owned vehicles. The following is an overview of diesel/unleaded usage by each department.

Department	Unleaded Gasoline (gal)	Diesel Fuel (gal)
Building	1013.0	
Code Enforcement	817.9	
Controller	104.5	
Electric	15357.9	8429.2
Engineering	890.1	
Fire	4822.1	20217.8
Mayor	814.0	
Motor Pool	176.3	
Motor Vehicle	6731.5	15075.1
Parks	11515.2	10315.8
Police	90179.0	81.0
School City	9987.6	5638.0
Sewer	8423.3	3699.7
Wastewater	1388.0	155.6
Water	12490.5	3182.7
Cost/Gal	\$2.45	\$2.84
Total City Fuel Cost	\$497,394.72	\$243,988.19

Revenue from sale of used oil: \$810.75

Building/Facilities Maintenance

It is the responsibility of the Central Services Facilities Maintenance Department to service and maintain over 100,000 square feet of City-owned buildings. Some examples are the Fire Stations, Police Dept., City Hall, and other business offices. The Maintenance Department addresses plumbing, electrical, and lighting issues, as well as general environmental issues in and around these facilities. In addition, we maintain an extensive array of irrigation systems throughout these buildings and parks within the City.

Our department is also responsible for janitorial services in each of these buildings on a daily basis. In the past year we have revamped the cleaning procedures with a new check-off system. This allows our employees to be able to perform in a more efficient and timely manner. It also allows our employees to be able to better address other areas within the facilities helping make these environments cleaner and safer for everyone.

With the implementation of Cityworks, we have been able to address issues in a timelier manner for all departments. This work order system has been an enormous asset to our entire Central Service Department. It allows any and all departments throughout the City to send a repair request to us in real-time, thus making our response time quicker as well as prioritizing and planning much easier for us.

With the expansion of the City and its facilities, we hope to continue to serve each need as it comes effectively and efficiently. We feel confident that we will be able to continue our service as well as being able to improve moving forward.

Grounds Maintenance

It is the responsibility of the Central Services Department to maintain all green areas of City-owned properties that consists of nearly 700 acres. We are currently on a 5-day mowing schedule that has 8 full-time employees and up to 6 seasonal workers. Some of our smaller projects include weed eating, edging, blowing off sidewalks, picking up trash, and tree removal in all City parks. Some of our larger projects include stump grinding, cutting down trees along the Riverwalk and pouring concrete for new benches and trash cans. We are also responsible for maintaining the City's baseball/softball diamonds and the set-up and break-down for special events within the City.

This summer we purchased 50 new trash cans, 2 Hustler Super Z 104 inch mowers, 2 Hustler 66 inch mowers, 4 Stihl weed eaters, 1 Stihl backpack blower, 2 (Stihl and Husqvarna) chainsaws and 2 mowing trailers. The Super Z 104 can mow up to 84 acres in 8 hours at 10 mph and will mow where most wide-area mowers cannot. The Hustler 66 can mow up to 7.46 acres per 8 hours at 14 mph.

During the winter months, we are responsible for snow removal on nearly 8 miles of City-owned sidewalks. These areas include the Riverwalk, all City lots, Business Office, City Hall, sidewalks on all bridges and all other walkways adjacent to City-owned property. We also repair and paint all picnic tables for City parks and pavilions.

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, such as storm water management, sanitary construction and connection, and right-of-way access and improvements. Our office also manages the traffic signal system, traffic cameras, right-of-way records and as-built records for locating right-of-way infrastructure, such as the City's fiber-optic system and the storm and sanitary sewer systems.

Engineering Staff

The Engineering Department staff includes the Director and Assistant Director of Engineering; a Construction Manager, a Project Manager, a Traffic Manager, an MS4 Coordinator; a Project Coordinator, an Office Manager, and a Locate/Permit Coordinator.

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

- President of Board of Public Works and Safety/Utility Board
- Technical Advisor & Member, City of Mishawaka Plan Commission
- Technical Advisor & Member, City of Mishawaka Traffic Commission
- Member of the City's Solid Waste Committee
- Member of the Transportation Technical Advisory Committee, Michiana Area Council of Governments
- Mayor Wood has also designated the Director of Engineering as Deputy Mayor

The Assistant Director of Engineering's responsibilities include all site plan reviews, including storm water management, site access, sanitary sewer connections, and construction plan reviews. These plan reviews include new residential and industrial subdivisions documenting compliance with storm water regulations, subdivision infrastructure requirements, sanitary sewer engineering standards, and to ensure that adequate sanitary sewer capacity is available to serve the proposed development. Delegation of responsibilities allows for a more timely response to developer, engineer, and contractor inquiries, while enabling the Director of Engineering to focus on project planning, right-of-way, and funding future Public Works Projects. The Assistant Director also:

- reviews storm water management calculations and designs 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 new customers
- coordinates with Wastewater Treatment staff, consultant Lawson-Fisher Associates of South Bend, and Bethel College staff in the development and implementation of the MS4 Program
- participates in the Michiana Stormwater Partnership, which is the regional MS4

Education Committee, which includes members from 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

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

The Project Manager is responsible to oversee smaller Public Works projects, the curb and sidewalk program, the summer street paving project, assigns all City addresses in conjunction with the 911 emergency systems, 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 manages the allocation of funding from multiple funding sources to ensure adequate monies are available to complete smaller local construction projects.

The Traffic Manager oversees the operation of the City's traffic signal management 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 seventeen City traffic cameras.

The MS4 Coordinator is responsible for compliance with the IDEM/EPA Rule 5 and Rule 13 requirements and is the City's coordinator for the City MS4 Program. The MS4 Coordinator presents MS4 education programs and processes approval of erosion control plans, and monitors their compliance during, and following construction.

The Project Coordinator is responsible for coordinating and maintaining project files, processing payment applications, sanitary sewer construction and connection applications, utility excavation and sewer permits, and other duties as required.

The Office Manager is responsible for managing phone and front counter inquiries from the public, maintaining sewer insurance records, updating the locate database, assisting with excavation permits and sewer permits, and other duties as assigned. The Office Manager also serves as the Clerk for the Traffic Commission.

The Locate/Permit Coordinator is responsible for reviewing all locate e-mails, updating the locate database, and gathering historic sewer as-built information to distribute to the Sewer Department staff to accurately locate the sewers in the field. The Locate/Permit Coordinator also issues excavation permits, maintains City as-built records, and assists with phone and front counter inquiries from the public. The Sewer Maintenance Department continues to perform the field locating duties for storm and sanitary sewers prior to any excavation in the public right-of-way. As the number of locate tickets continues to increase, this work could impact the amount of maintenance work which can be performed by the Sewer Department, and therefore, is monitored for potential reconfiguration of responsibilities.

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, erosion control issues, and restoration of City and public utility projects. Follow-up inspections ensure proper site restoration.

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



A significant responsibility is the underground public works utilities locate service for the City. The facilities located are the sanitary trunk sewers, lateral connections, storm sewers, fiber optic interconnects, traffic signal control systems, and the Metronet shared conduit system. In 2014 over 9,900 locate tickets were processed, resulting in over 1,500 sites which required underground facilities to be located. When these locates are required for an ongoing project, remarking of the facilities is required every 3 weeks.

Engineering ensures contractor and individual compliance with the City of Mishawaka Excavation and Public Works Bonding Ordinances and permitting requirements. The Department issues permits for all excavation within all City public rights of way to ensure the motoring public and the existing infrastructure are protected, as well as 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 traffic accident reports that involve City-owned property damage, such as guardrails, traffic signs, traffic signals, trees, and other City property, for restitution of damaged property through insurance claims or personal payment plans. In 2014, \$12,516.62 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 the developer's site based on the size of the 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, as well as making improvements at the Wastewater Treatment Plant.

In 2014 Engineering issued 612 Excavation Permits with fees totaling \$18,860.00 for all categories of excavation, such as telephone, cable, gas, electric, fiber optic, boring, street, sewer, water, and irrigation. This is an increase from 2013 when \$14,630.00 was collected from 453 Excavation Permits. In addition, there were 89 Sanitary Sewer Connection and Inspection Permits obtained in 2014 that totaled \$165,234.98 compared to \$76,985.33 collected from 102 permits in 2013. This Sewer Connection and Inspection Permits increase is directly related to an increase in private property development.

Sewer Insurance Program

The Engineering Department maintains all sewer records and provides administrative assistance to the Sewer Lateral Insurance Program. This program, which 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 requires repair, they pay the \$250 deductible fee. The Sewer Insurance Fund pays all repair costs in excess of the \$250 for the repair of a private sewer lateral connection between 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 occasionally used to replace existing sewer laterals that are located within sewer main replacement projects to minimize the need to excavate a sewer lateral in a newly reconstructed street. Fees collected in 2014 totaled \$224,295.08 with expenses of \$169,195.58. In 2014, the Sewer Department received 261 complaints of sewer lateral issues where 43 residents signed up for the Sewer Insurance Program. Of the 43 residents, there were 24 residential contractor repairs performed with an ending balance in the fund of \$222,355.77.

A summary of the 2014 Sewer Insurance Program is provided below:

Summary of 2014 Sewer Insurance Program					
Date Initiated	Job Number	Address	Action Taken	Total Cost	Work Completed
1/3/14	1291	502 E. Jefferson Blvd	Line opened, no guarantee	516.00	1/3/14
1/8/14	1292	313 N. Oakland	Contractor repaired	7280.00	5/23/14
1/9/14	1293	1414 Margaret Ave.	Contractor repaired	3399.24	7/16/14
1/13/14	1294	1735 Linden Ave.	Line opened, no guarantee	483.00	1/13/14
1/31/14	1295	1607 Lynn St.	Contractor repaired	2109.93	2/5/14
2/7/14	1296	522 Imus Dr	Contractor repaired	2239.85	2/14/14
2/7/14	1297	617 Webster	Line opened, 1yr. root guarantee	540.00	2/7/14
2/12/14	1298	205 Hendricks	Line opened, no guarantee	270.00	2/13/14
2/14/14	1299	808 Conner Dr.	Contractor repaired	1850.00	4/4/14
3/10/14	1300	701 W. Broadway	Contractor repaired	4220.19	3/13/14
3/17/14	1301	326 W. 9 th St	Line opened, no guarantee	405.00	3/17/14
3/17/14	1302	1021 Liberty Dr	Line opened, no guarantee	450.00	3/17/14
3/20/14	1303	438 N. Mason St.	Contractor repaired	8267.10	4/18/14
3/25/14	1304	920 N. Logan St.	Contractor repaired	7082.08	5/5/14
3/31/14	1305	1703 Delaware St.	Contractor repaired	1850.00	5/9/14
4/9/14	1306	418 N. Wenger Ave.	Pending		
4/15/14	1307	1014 Pleasant St.	Pending		
4/16/14	1308	740 E. 11 th St.	Contractor repaired	3981.72	5/20/14
4/16/14	1309	2017 Linden Ave.	Contractor repaired	14057.07	5/8/14
4/28/14	1310	308 E. Broadway	Line opened, 1yr. root guarantee	360.00	4/28/14
6/19/14	1311	920 S. Main St.	Contractor repaired	2322.46	6/23/14
6/19/14	1312	720 Fairmont Ave.	Contractor repaired	1885.00	7/8/14

Summary of 2014 Sewer Insurance Program (cont.)					
7/1/14	1313	1015 W. 6 th St.	Contractor repaired	5795.00	7/23/14
7/11/14	1314	228 W. Lawrence St.	Line opened, no guarantee	540.00	7/11/14
7/28/14	1315	601 E. Lawrence St.	Contractor repaired	6140.00	8/7/14
7/30/14	1316	3011 Marrett Dr.	Line opened, no guarantee	450.00	7/30/14
8/21/14	1317	133 Helen Ave.	Line opened, no guarantee	490.00	8/21/14
9/4/14	1318	714 S. Ironwood	Refunded, City problem		
9/4/14	1319	113 E. 12 th St.	Contractor repaired	8990.00	10/15/14
9/8/14	1320	925 W. Mishawaka Ave.	Contractor repaired	5285.00	9/12/14
9/22/14	1321	523 W. Broadway	Line opened, 1yr. root guarantee	245.00	9/24/14
9/24/14	1322	552 Behney Ave.	Contractor repaired	1045.00	10/1/14
10/6/14	1323	418 W. Edgar Ave.	Contractor repaired	2450.00	10/17/14
10/10/14	1324	2710 Ewing Ave.	Line opened, no guarantee	245.00	10/10/14
10/13/14	1325	502 Lawrence St.	Contractor repaired	10605.00	11/7/14
10/16/14	1326	335 W. Broadway	Contractor repaired	4763.09	10/29/14
10/17/14	1327	334 W. Lawrence St.	Contractor repaired	6961.25	10/20/14
10/30/14	1328	609 E. Lawrence St.	Contractor repaired	6517.00	11/24/14
11/4/14	1329	909 Hubbard Ave.	Contractor repaired	1725.00	11/7/14
12/2/14	1330	814 Laurel St.	Pending		
12/26/14	1331	2126 E. Third St.	Pending		
12/11/14	1332	502 E. Grove St.	Line opened, no guarantee	368.00	12/11/14
12/30/14	1333	1005 E. Third St.	Line unopened, pending	367.50	12/30/14

Review of Industrial, Commercial, and Residential Developments

2014 experienced an increase in proposed larger commercial property developments in addition to a specific sector in commercial development, i.e. senior assisted living facilities. The City experienced a more balance combination than in recent years between rehabilitation of existing sites and new construction. Some of the commercial development projects approved in 2014 were Costco (625 University Drive), Primrose/Heritage Woods Senior Living (820 Fulmer Road), Bell Tower Health & Rehabilitation Center (5805 Fir Road), Holiday Inn & Conference Center (1208 Douglas Road), and Candlewood Suites (1220 Douglas Road).

MS4 (Municipal Separate Storm Sewer System)

During 2014, the MS4 program began preparations for an IDEM audit expected in 2015 of the City's Good Housekeeping practices at municipal facilities. As preparation for the audit, MS4 staff attended an IDEM Audit Preparation Workshop held at Notre Dame in June. In addition, staff attended a Good Housekeeping and Pollution Prevention workshop in December. In preparation for the audit, the MS4 Coordinator is reviewing municipal housekeeping operations to ensure compliance with local and State regulations.

The City hired Lawson-Fisher Associates to create an adaptive GIS layer to assist developing, storing, and retrieving MS4 program data. The GIS layer was further enhanced to include the locations of industries that have a potential to impact storm water. The GIS layer will serve as a tool going forward to target areas for enhanced monitoring of illicit discharges, and will also be a useful screening tool if an illicit discharge is detected.

The City continued its participation in the Michiana Stormwater Partnership (MSP), which is a consortium of all MS4s within St. Joseph County, to ensure consistent messaging and a pooling of resources. MSP works collectively to implement the public education and outreach programs required by each entity's NPDES permit. In March 2014, the MSP partnered with the Greater Elkhart County Stormwater Partnership for a regional contractor education effort entitled "The

Basics of Erosion and Sediment Control on Construction Sites”, which was well-attended and positioned the City as a strategic partner in a regional coalition. Additionally, the City continued its partnership with St. Joseph County for SWPPP reviews.

In conjunction with the MSP, the City of Mishawaka completed a long anticipated sign campaign which is designed to identify various water bodies throughout the City. The signs, bearing the MSP logo and the slogan “A Resource Worth Protecting” under the water body name, have been placed at most major road and waterway crossings in the City. As weather and access permits, additional signs will be placed along the Riverwalk in 2015 and in locations that were not accessible due to construction projects. The signs are intended to alert residents to the abundant surface water bodies in the area, and to serve as a reminder to protect these vulnerable resources clean and free of pollutants.



Water Resource Signs

An application for renewal of the NPDES permit was submitted to IDEM in November 2013, making 2014 the first year of the City’s third 5-year NPDES permit term. IDEM has indicated that their MS4 permit program may undergo restructuring that may bring changes to the local MS4 programs, including the potential for revised permit requirements during the next five-year permit term. Program efforts throughout 2015 will focus on resolving IDEM audit concerns and educating City staff in making any necessary adjustments to the City’s MS4 program that result from program changes made at IDEM.

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, which established maintenance requirements and provided 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 to develop upgrades or modifications for implementation the following year. In a continued effort to educate restaurant operators about the City’s expectations, the Wastewater, Sewer, and Engineering staff printed an educational pamphlet for distribution with the 2014 January restaurant license renewal. Additionally, permit applications and letters detailing program requirements were updated and provided to the Controller’s office for distribution throughout 2014.

Traffic Engineering Services

Traffic Engineering is responsible for operation and maintenance of all of the 62 City-owned traffic signals, 13 school warning devices, as well as two intersections with four-way red flashers and two with all-way yellow warning flashers. Traffic Engineering received several requests for additional or modified signage through the Mishawaka Police Department, concerned motorists, and citizens. In 2014, these requests were investigated and resulted in the issuance of 39 work orders for the installation of new or modified signage and pavement markings.

Traffic Signal and Flasher Maintenance

In 2014 one hundred thirty two (132) traffic signal maintenance repairs were completed in addition to repairs and maintenance of luminaries and guardrails. All 62 traffic signal cabinets received an annual cleaning to protect the cabinet electronics, which includes replacing air filters and evaluating the LED bulbs and battery back-up system. The Engineering Department also responded to 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. MACOG assisted in providing a reflectometer and has been training personnel on its use to identify signs that do not meet new guidelines.

Indiana Safe Routes to School Program

Funded by INDOT's SRTS Program, these projects 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, develop, and maintain safe routes that are well-maintained encouraging children to 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 studied to identify a safe route for that particular school.



ADA Crosswalks

A different elementary school is targeted each year throughout the life of this program.

Specifically, sidewalk improvements are performed along the route most utilized by the students to access schools and include 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. The City will continue to apply for this program in the future and incorporate these improvements in conjunction with other City projects.

In 2014 the City applied to MACOG to utilize TAP funding for Beiger School and Twin Branch School. The Beiger School project was completed in 2014 with a final contract amount of \$500,458.27, with 80% being paid by the grant. All sidewalk improvements were completed on the Twin Branch School project with only landscaping to be completed in early 2015. The Twin Branch School project cost approximately \$325,000, with 80% being paid by the grant.

School Signage

Each 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 in compliance with 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-limited parking, restricted parking, etc. require a recommendation by the Traffic Commission and in many instances, action by the Mishawaka Common Council before implementation. The Engineering Department conducts a thorough investigation to determine the merits of each request. These studies are then presented to the Traffic Commission for review and recommendation and to the Common Council. Upon adoption of an Ordinance by the Mishawaka Common Council, the Engineering Department issues a work order to install the appropriate signage.

In an effort to protect motorists and neighborhoods, the Engineering Department monitors placement of dumpsters in the streets. Thirty-six (36) dumpster permits were issued in 2014. The Engineering Department also received requests for additional signage from the Street Department and the Mishawaka Police Department in various neighborhoods. There were two speed limit signs added. There were also three requests for no parking signs.

The Engineering Department continues to work with the Mishawaka City Police Department to resolve truck problems. With several streets detoured or in various stages of repair (Church/Union Street improvements) during the 2014 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 corridors throughout Mishawaka. This data assists in documenting changes in traffic volumes and may possibly be used to justify upgrades in infrastructure.

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 2014 the Board of Public Works and Safety approved the designation of 12 new disabled parking spaces and the removal of 6 spaces that were no longer required.

CONSTRUCTION PROJECTS

Engineering is responsible for plan development and construction management of Public Works Projects. These construction projects are funded from several sources. In 2014 projects under construction were funded with Long-Term Control Funds, Tax Incremental Funds, Cumulative Sewer, Redevelopment CDBG Funds, Local Road and Street Funds, Sewer Maintenance Funds,

and INDOT/FHWA including SRTS Grant/TAP funding, HSIP, and LPA Funds. Construction completion in 2014 totaled approximately \$20 million. Specific details of the 2014 construction projects are highlighted in the following sections. In addition, projects that were in the design and land/easement acquisition phase during 2014 are also discussed with intent of 2015 construction.

TIF Projects

West Street Area Sewer Master Plan and Storm Sewer Improvements

The West Street Area Sewer Master Plan includes an evaluation of the existing storm, sanitary, and combined sewer systems within a 365 acre area bounded by Spring Street, Lincolnway West, Logan Street, and Dragoon Trail. The Master Plan includes recommendations on rehabilitation of the existing sewers and construction of a separate storm sewer system to address basement flooding and surface flooding experienced in certain areas. The phases for the West Street Area are shown in the chart below.

Division Name	Project Description	Schedule/Status
Phase IA: First Street to Lincolnway West	54" storm sewer constructed as part of the First Street Area Improvements project.	Completed 2012
Phase IB: Front Street to First Street	54" (equivalent) trunk storm sewer connecting to existing 90" outfall.	Completed 2013
Phase II : Lincolnway to Sixth Street	The extension of the 54" and 42" storm sewer from Phase IA including a bore and jack under the railroad. Reconstruction of West Street including pavement, curb, and sidewalk.	Completed 2014
Additional Phases	From Sixth Street to Rose Park 15 th and 16 th Streets around Rose Park 8 th Street from West Street to Logan	TBD



Project construction for West Street Phase II began in August 2013 and is a continuation of the storm trunk sewer that will provide storm relief for areas south of Lincolnway West. Primary work elements included the installation of 42" and 54" storm sewer, including a bore/jack operation beneath the Norfolk Southern Railway, and pavement reconstruction on West Street

between Lincolnway West and Sixth Street. Work was completed in the fall of 2014 with the final investment cost of \$2,499,842.52.

Church/Union Street Improvements

The Church Street Improvements project is a continuation of the projects in the Main/Church/Union corridor. Highlights of this project include the addition of left-turn lanes, repair of the underpass underdrain system, and the construction of a shelf at the back of the curb to facilitate snow removal under the railroad overpass. This project also includes new concrete pavement between Lincolnway and Seventh Street, driveway approaches, sidewalks, and curb ramps. Sanitary and storm sewers were relocated on Fourth Street to allow for the placement of the proposed LTCP storage-conveyance tunnel. In 2015 concrete pavers, fencing, and sanitary sewer structure rehabilitation will be completed. This project was substantially complete in the fall of 2014 with an estimated total City investment \$5.3 million.



Church/Union Improvements

Church/Union Street Improvements Phase 2

This project, which began in the spring of 2014, has continued the five lane street south of Seventh Street through Ninth Street. The street includes two through-lanes for each direction and a center left-turn lane that transitions to protected left-turn lanes at intersections. A right-turn lane was added at the intersection of Union Street and Eighth Street in anticipation of the Watson Central Services Facility opening in 2015. The existing concrete pavement, curbs, and sidewalks were replaced along with new improvements to the traffic signals and street lighting. The existing retaining walls along the east side of Church Street south of the railroad bridge were refaced with an architectural finish.



Underpass Improvements

In addition, retaining walls were constructed behind the sidewalk along the east side of Church Street, north of the railroad bridge, to terrace the existing slope and allow for a right-turn lane onto Fourth Street. Several items along the west side of the underpass remain for completion in 2015: re-facing the existing retaining walls, constructing new retaining walls, installing sidewalk, and installing fencing. In 2015 the aesthetics of the corridor will be completed with the addition of landscape plantings and street lighting. Also remaining for completion in 2015 is the site work associated with the new Watson Central Services Facility, including items such as storm water retention basin, sanitary sewer,

storm sewer, and asphalt. The project will be completed in June 2015 with an estimated investment of \$5.1 million.

Fir-Capital Connector and Fir Road Widening Projects

The Fir-Capital Connector was designed as a new gateway into the City from Capital Avenue at the Toll Road Interchange. In 2013, the contractor completed clearing of the new right-of-way; excavation of the drainage basins; installation of the new water main, sanitary sewer, storm sewer, and conduits for fiber; and partial construction of the new street and curb. In 2014, AEP relocated its electric power corridor, allowing completion of the parkway and installation of a new traffic signal at the intersection of the Fir-Capital connector and Fir Road. In 2015, the landscaping in the medians will be planted and the street lighting will be installed. The connector is scheduled to be opened to traffic in March 2015 with a total estimated City investment of approximately \$3,500,000.



Fir-Capital Connector



Fir Road Widening

The Fir Road Widening project north of Cleveland Road to the Fir-Capital connector was delayed due to NIPSCO and AT&T utility relocations, and the majority of their work was completed in 2014. The project includes widening the street to five lanes including a left-turn lane, installation of storm sewer, extending the sanitary sewer, and extending the water main. This project was completed in July 2014 with a total investment of approximately \$1,100,000.

Traffic Signal Progression Study for Grape Road, Main Street, and Douglas Road

With the 2013 implementation of the north-side traffic control/monitoring system upgrades completed within the Main Street Phase VI project, it provided an opportunity to update the traffic progression plan for the Grape Road, Main Street, and Douglas Road corridors. As a result, a progression study was initiated for Grape Road from SR 23 to McKinley Avenue, Main Street from SR 23 to McKinley Avenue, and Douglas Road from the western City limits to the eastern City limits. Traffic counts, including turning movements at each intersection, were obtained and modeled with the goal of providing new signal timings that would result in more efficient traffic progression through the corridors. In November 2013, the new Grape Road

corridor signal timings were uploaded into the control system with an improved result for the north-south progression in the corridor. Even though the Grape Road progression was improved; it did not fulfill anticipated results at a few key intersections. Therefore additional data was obtained during December 2013 and January 2014 resulting in further modeling. In August 2014 small modifications to the Grape Road corridor signal timings were uploaded into the system, which achieved the anticipated results. The modeling for the Main Street and Douglas Road corridors were delayed until 2014 with implementation completed November 2014. As with the Grape Road corridor, additional data during the 2014 holiday season was also collected after initial upload of new timings for the Main Street corridor in anticipation of further modeling and additional corrections to be implemented in 2015.

Bremen Highway South Gateway

The Bremen Highway Project removed two lanes of asphalt pavement as well as an old concrete road underneath from the north side of the US 20 Bypass bridge abutment to Fulmer Road. The project constructed a new four-lane concrete street including concrete curb and gutter, storm sewer, pavement underdrains, and additional right- and left-turn lanes. In addition, new landscaped channelization islands have been constructed to separate northbound and southbound traffic and provide a roadway consistent with downtown and Main Street. Additional travel lanes and new turn lanes provide access to the existing Autumn Lakes apartment complex, the Meijer store and gas station, Bruno's pizza, hair salon, and the new McDonald's restaurant. The new turn lane added on Fulmer Road for westbound traffic at the Bremen Highway intersection allows for righthand turns and results in reduced wait times at the signal. New double left-turn lanes have been provided for southbound traffic onto Meijer Drive for Meijer shoppers and Autumn Lakes residents.



The Bremen Highway Project

The project also includes new LED lighting at the intersections and new street lighting along the corridor. Traffic signals were upgraded at both the Meijer Drive and Fulmer Road/Ireland Road intersections. As part of this project, fiber optic cable was installed from the Dragoon intersection in order to connect both intersection signals with the rest of the City's traffic signal system. The project was intended to be complete by end of 2013; however, difficulties with relocating various utilities slowed the progress such that the project wasn't complete until fall of 2014. The total investment was \$2,615,983.18.

Fulmer Road Area Drainage Improvements

The Fulmer Road Area Drainage project was initiated in early 2013 prior to the start of the Bremen Highway project to complete significant drainage improvements for the area that includes capacity for the Bremen Highway improvements, Autumn Ridge neighborhood, future Meijer and Autumn Lakes outlet development, and the two hundred plus acres west of Bremen Highway that drains into the Euztler Legal Drain. The drainage improvements focused on enlarging the Meijer basin with improvements to the outflow structure to control release rates and provide flood routing. Also, new underdrains were added to both Bremen Highway and Meijer Drive to replace collapsed pipes, eliminate the “weeping pavement”, and provide a more efficient outlet respectively. The project was substantially complete in 2013 and completed in 2014, with a total investment of \$801,658.08.



Fulmer Road Area Drainage project

Gumwood Road Sewer Extension to Brick Road

The St. Joseph County Regional Water and Sewer District had plans to extend the municipal water main for purposes of fire protection within St. Joseph County’s Gumwood Road improvements projects. Sanitary sewer would need to be installed deeper than this water main, so an emergency award was issued to allow sanitary sewer to be installed first, thereby minimizing restoration costs. The Gumwood Road Sewer Extension included installation of 2,637 feet of 8” and 12” gravity sanitary sewer including manholes and 752 feet of 6” service taps north of the City limits to Brick Road. Work started in the spring and was complete in the summer of 2014. The final investment cost was \$304,925.25.

Gumwood Road Widening

The new property owner of the land located at the northwest corner of Gumwood Road and State Road 23 was ready to proceed with development and dedicated additional right-of-way on the west side of Gumwood Road. Therefore, the City could complete the widening of Gumwood Road for 2,345 feet from State Road 23 to the northern City limits. The construction operations commenced in August, 2014. Infrastructure improvements



Fulmer Road Area Drainage project

consisted of widening Gumwood Road to two through-lanes in each direction, dedicated right-turn and left-turn lanes, new concrete curb, and concrete drive approaches. In addition, the project extended existing utilities such as storm sewer, sanitary sewer, and water main. Aesthetics and safety improvements were achieved by installing decorative street lighting, providing an irrigation system for the new landscaped median, and installing a new traffic signal at Heritage Square Drive and Gumwood Road. This project was substantially complete in the fall of 2014. Final project completion is scheduled for the spring of 2015 with an estimated total investment of \$1,477,770.00.

Cleveland Road Water Main (Fir to State Road 23)

A 12” water main was installed in Cleveland Road connecting the State Road 23 water main to the Fir-Capital connector. In conjunction with this work, Cleveland Road was reconstructed from 250 feet east of State Road 23 to the Fir Road intersection. Primary work elements included the reconstruction of 3,300’ of asphalt pavement, installation of 1,995 feet of 8” and 12” water main, construction of 56 feet of 42” storm sewer, and installation of 1,022 feet of concrete curb. Project construction commenced and was completed in 2014 with a final City investment of \$666,106.10.

University Drive Lift Station and Force-main

With new development interest increasing within the service area for the University Drive Lift Station; a review of the current wastewater demand determined it prudent to provide additional sanitary sewer capacity at this time. The University Drive Lift Station was initially designed for expansion when demand required. The existing 6” force-main, which terminated in the Juday Creek Lift Station service area, was designed to be re-routed and upsized appropriately when necessary.



University Drive Improvements

Therefore, the lift station upgrade and force-main improvements completed in 2014 included larger pumps, upgraded communication, and a new 12” HDPE force-main rerouted to Douglas Road, which is within the Holy Cross Lift Station service area. This new force-main corridor is approximately 5,400 linear feet in total extending from University Drive, under the Toll Road, south within a 20’ wide 2,722 feet long easement, and terminating in the 18” gravity sewer main at Douglas Road. These improvements will also provide additional capacity in the Juday Creek Lift Station service area, which includes the Main Street and Grape Road sewer main corridors. The City’s total investment was \$936,466.

Mishawaka Avenue, Phase I (Main Street to Division Street)

This complete project includes Mishawaka Avenue from Main Street to the St. Joseph River Bridge, Pine Street, Ell Street, and Cedar Street from Grove Street to Park Avenue. Phase I of this project began in the fall of 2014 and includes Mishawaka Avenue from Main Street to Cedar Street, Pine Street, and Ell Street. Project highlights include the upgrade of the street pavement and sidewalks, installation of new storm sewer, and rehabilitation of the sanitary sewer system. Many significant aesthetic improvements are included in this corridor; specifically, relocating the electric and communication lines carried by power poles to underground service with transformers, Central Park entrance widening, converting the ornamental street lighting to LED lights, and replacing concrete with brick pavers adjacent to the curbs in the commercial blocks.



Mishawaka Avenue Improvements

Completion of Phase I is anticipated for 2015 with an investment of approximately \$3.7 million. Phase II of this project begins on the east side of Mishawaka Avenue from Cedar Street to the St. Joseph River bridge and Cedar Street from Grove Street to Mishawaka Avenue. This work is scheduled for completion in 2015 with an investment of approximately \$2.6 million. Phase III of this project is programmed for construction in 2016 and will include improvements to Cedar Street from Mishawaka Avenue south to Park Avenue with an estimated investment of \$1.2 million.

2014 TIF Design Projects

University Drive and Fir Road Intersection

University Drive and Fir Road Intersection Upgrade design is at 95% complete with the land acquisition phase completed in 2013. The project includes additional turn lanes on Fir Road at the intersection with University Drive, an additional left-turn lane for University Drive, traffic signal upgrade, fiber optic and Metronet conduit, City fiber optic cabling, and new lane transition to the improved intersection at Cleveland and Fir Road completed by the County in 2011. Construction was delayed due to funding and is currently scheduled for the 2015 construction season with an estimated City investment of \$1.6 million.

PUBLIC WORKS PROJECTS

Summer Street Paving Program

The Engineering Department assisted the Street Department in prioritizing and overseeing 19,935 linear feet of street milling and resurfacing projects. The summary of the Summer Street material bid prices are detailed in the table below:

2014 Summer Street Unit Prices				
Materials:			Walsh & Kelly, Inc	
Description	Qty	Unit	Unit Price	Extension
BITUMINOUS MATERIALS:				
Hot Mix Asphalt Pavement, Surface 9.5MM Type "A"	4,000	TON	\$52.50	\$210,000.00
Hot Mix Asphalt Pavement, Surface 9.5MM PG, Type "B"	4,000	TON	\$52.50	\$210,000.00
Hot Mix Asphalt Pavement, Surface 9.5MM - PG, Type "C" Polymer Additive	1500	TON	\$57.00	\$85,500.00
Hot Mix Asphalt Pavement, Surface 905MM, Type "A" Limestone FOB	200	TON	\$48.00	\$9,600.00
HMA Surface - Alley Paving (2")	400	TON	\$70.00	\$28,000.00
HMA Surface - Alley Paving (2") Resurfacing	400	TON	\$70.00	\$28,000.00
HMA Surface Patching -Type "A" Local Street	500	TON	\$73.00	\$36,500.00
HMA Surface Patching -Type "B" High Volume	1000	TON	\$75.00	\$75,000.00
HMA Pavement, Surface - Type "A" B.F. Slag	250	TON	\$65.00	\$16,250.00
HMA Pavement, Type "A" Intermediate 19MM	100	TON	\$48.00	\$4,800.00
HMA Pavement, Intermediate 19MM FOB	100	TON	\$44.00	\$4,400.00
HMA Pavement, Type "A" Base 25MM	200	TON	\$46.00	\$9,200.00
HMA Pavement, Base 25MM FOB	100	TON	\$42.00	\$4,200.00
Bituminous Material Tack	20	TON	\$1.00	\$20.00
Bituminous Material Crack Pouring FOB	2,000	GAL	No Bid	
Bituminous Material Dust Pallative FOB	2,000	GAL	No Bid	
Bituminous Patch Material FOB	500	TON	\$90.00	\$45,000.00
Emulsified Asphalt FOB	20,000	GAL		
AGGREGATE:				
Course Aggregate #73 stone or slag	150	TON	No Bid	
Course Aggregate #73 stone or slag FOB	150	TON	No Bid	
Course Aggregate #73 or #53 Gravel	150	TON	No Bid	
Course Aggregate #73 or #53 Gravel FOB	150	TON	No Bid	
Course Aggregate #11 or #12 LS or Slag Chips	150	TON	No Bid	
Course Aggregate #11 or #12 LS or Slag FOB	150	TON	No Bid	
Fine Aggregate #23 or #24	150	TON	No Bid	
Fine Aggregate #23 or #24 FOB	150	TON	No Bid	
ROTO-MILLING:				
Contractor Retain Materials 0"-2"	85,000	SYD	\$1.25	\$106,250.00
Contractor Retain Materials 2"-4"	500	SYD	\$2.25	\$1,125.00
Contractor Retain Materials 4"-6"	500	SYD	\$2.75	\$1,375.00
City Retain Materials 0"-2"	15,000	SYD	\$1.25	\$18,750.00

City Retain Materials 2"-4"	500	SYD	\$2.25	\$1,125.00
City Retain Materials 4"-6"	500	SYD	\$2.75	\$1,375.00
MISCELLANEOUS ITEMS:				
Street Excavation	300	TON	\$15.00	\$4,500.00
Bituminous Curbs	500	LF	\$10.00	\$5,000.00

TOTAL AMOUNT OF BID: \$905,970.00

The following table summarizes the streets that were resurfaced in 2014. All streets were either edge milled six feet along the curb line or the entire surface removed 1" to 1.5" to retain as much curb exposure as possible.

2014 Street Resurfacing Summary

Street Name / Section	Length (Feet)
Dragoon Trail – Fir Road to Clover Road	1400
Elder Street – Vistula Road to Lincolnway	1000
Filbert Road – Day Road to City Limits	1300
Filbert Road – McKinley Avenue to City Limits	1375
Fir Road – RR Spur Line to Day Road	2100
Fir Road – Arbor Lane to Climbing Rose Lane	1000
Franklin Street – Elder Street to Oakland Avenue	300
Grape Road – SR 23 South 700 feet	700
Grove Street – Division Street to Locust Street	300
Home Street – Mckinley Avenue to Stone Court	2300
Lawrence Street – Division Street to Locust Street	300
Logan Street – Milburn Street to Panama Street	1260
Twelfth Street – Downey Avenue to Beiger Street	2000
Union Street – Thirteenth Street to Dragoon Trail	2500
Vistula Road – Lincolnway East to Ballard Avenue	2100
Total Linear Feet	19,935
Total Cost of Resurfacing	\$114,372.27
Total Cost of Milling	\$335,076.81
Grand Total for Summer Street Paving Program	\$449,449.08

Alley Paving Program

The Alley Paving Program pays half of the costs of paving alleys with residents who request their alley be paved. Typically, a field inspection of the alley is conducted to determine the feasibility of paving the alley. A list of all property owners adjacent to the alley is obtained from the County Assessor's Office 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 approximately 48.5 total miles of alley that are open to the public, and a significant number of these have been paved by property owners. In 2014 no alleys were paved as all funding was directed to street paving.

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 97,426 linear feet of new curb and sidewalk has been shared by the City and its residents. Additionally, several areas of sidewalk and curb were replaced due to drainage issues or damages. This year a total of \$175,146.39 was invested in neighborhoods on curb and sidewalk improvements.

The Department of Redevelopment had funds available for curb and sidewalk improvements within the low to moderate income census tracts. With these funds the City was able to make improvements at 21 locations including replacing 1,400 linear feet of sidewalk and 410 linear feet of curb, and, to meet the current ADA standards, installing new handicap ramps at four intersections. The total cost of these improvements was \$59,099.75.

LONG-TERM CONTROL PLAN PROJECTS

The City's Long-Term Control Plan (LTCP) continues to evolve with the target to improve wastewater treatment and the sewer collection system to reduce the combined sewer overflows (CSO) to less than 1 per year upon the plan's complete implementation. In 1990 the City diverted 350 million gallons of combined sewer overflow (CSO) to the St. Joseph River during wet weather. In 2008 the City experienced 50 CSO events per year. Since 1990, the City has steadily completed sewer separation projects and has currently reduced the discharge to an estimated 4 million gallons of CSO to the St. Joseph River during wet weather in years with typical rainfall. The City has committed and will continue to improve the collection system to achieve the limits the Consent Decree set forth.

From 2007 through 2014 construction in the Milburn Area concentrated on Divisions A, B, C, D, E, F, G, H, and J Phases I and II of the collection system. Within the Milburn Area, Cured-in-Place-Pipe (CIPP) lining rehabilitation of the main sewer lines and the sewer laterals were completed between 2011 and 2014. In 2013 and 2014, the Middleboro Lift Station was upgraded. In both 2011 and 2012 work concentrated on finalizing the Storage Tunnel sizing master plan in relation to constructability. In 2013 construction shifted to the Wilson Boulevard Area with the redirection of four CSOs to River Crossing 3.

Milburn Boulevard Area Sewer Improvement Projects

The first element identified by the LTCP was the Milburn Boulevard Area, which is bounded by Ironwood Drive, Dragoon Trail/Panama Street, Logan Street, and the St. Joseph River. This area is 348 acres including approximately 1,300 residents. The study resulted in eight divisions, A-H, and eleven projects that were included in the Consent Decree, including main line CIPP lining to rehabilitate the remaining sanitary sewer system. The emphasis of the work in the Milburn Area

was to provide a new storm sewer system to separate the storm flow from the sanitary flow. A new underdrain system was installed to provide an outlet for the ground water, which historically flowed into the deteriorated sewer system, providing protection from possible foundation issues. The streets and sidewalks were reconstructed providing compliance with current ADA standards.

Discoveries and investigations during the initial projects resulted in the need for additional projects to address deficiencies remaining in the main line sanitary sewer system and contributing laterals in addition to final separation of the storm inlets from the sanitary system. These additions included Divisions J, K, L, M, N, P and R, and CIPP Lateral Lining for Lincolnway West and Phases I and II. Divisions J, K, and M include the final storm inlet separation. Lateral replacements and surface restoration are included in all the remaining Divisions.



Milburn Area Reconstruction

The completion of the eight originally defined projects has significantly reduced the wet weather flow to the Wastewater Treatment Plant from the Milburn Boulevard Area and virtually eliminated combined sewer overflow at the Middleboro Lift Station. Rehabilitation of the Middleboro Lift Station was completed in 2014 as a part of the overall plan. GPS data collection was added to assist the City in developing accurate maps of these underground facilities. The Water Department has also utilized this opportunity to replace lead water services with copper. Beautification of the Milburn Boulevard islands with trees and improved street lighting was added to the projects to showcase the area. The total investment to date in the Milburn Area is approximately \$32 million. Future investment is projected to be \$5 million. Exhibit A illustrates the extensiveness of this project area.



Milburn Liftstation Rehabilitation

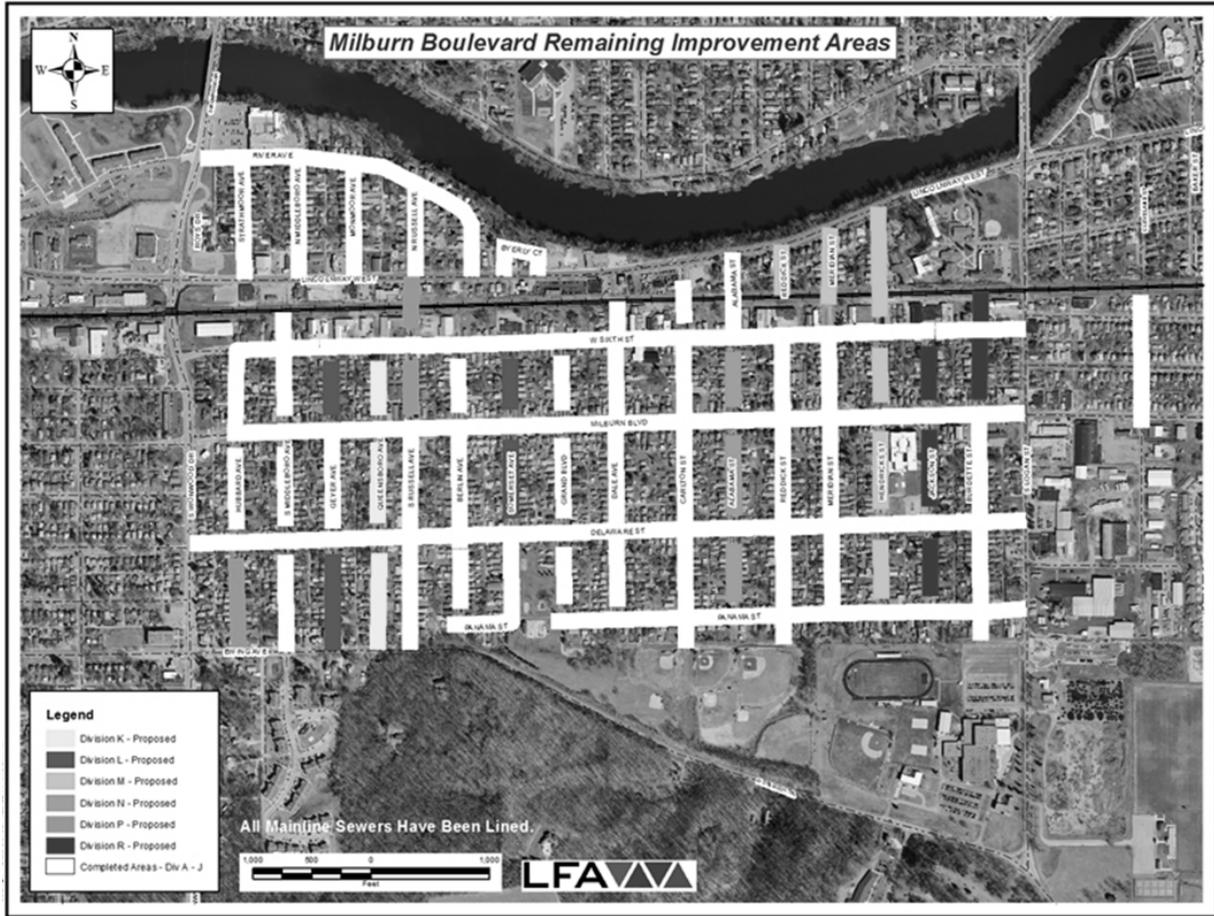


Exhibit A

Wilson Boulevard Area

The Wilson Boulevard Area is an element of the LTCP. This area contained four Combined Sewer Overflow (CSO) structures and associated outfall piping to the St. Joseph River along with an additional 12 storm outfalls from Logan Street to Forest Avenue. The project began in 2013 and included the removal of two CSO structures and the reconfiguration of the remaining two CSO structures. The reconfiguration of the CSO structures along with the extension and redirection of the sanitary sewer system will provide capacity to convey the design storm with zero overflows to the river in this area.



Milburn Liftstation Rehabilitation

Additionally a storm sewer system was developed along Wilson Boulevard to separate the storm flows and allow consolidation of the storm outfalls in the area. At completion, of the 16 original

outfalls to the river, only five (5) storms and one (1) CSO will remain. This project was completed in 2014 with a final City investment total of \$3,435,012.71. The next phase of the project includes extension of the newly constructed 24” sanitary sewer to continue CSO consolidation, rehabilitation as required of the remaining outfall pipes, Battell Park upgrades, and beautification including trees within the overall area. Projected future investment is estimated at \$2.2 million and is scheduled for the 2015 construction season.

Milburn Boulevard Area Improvement Projects

Division or Project Name	Project Description	Schedule/Status
Divisions A - H Sixth, Milburn, Delaware, Panama, Meridian, Reddick, Carlton, Dale, River, Strathmoor, Monmoor; and portions of Burdette, Alabama, Somerset, Berlin, Russell, Geyer, Hubbard, and Middleboro	<ul style="list-style-type: none"> • 72” and 24” borings under railroad • 60” storm outfall at St. Joseph River • 41,000 linear feet new 12”-60” storm sewers and associated structures • 13,000 linear feet new 12”-24” underdrain system and associated structures • new pavement • new curb • new ADA compliant sidewalk • main line CIPP for Divisions C and G 	Completed between 2007 and 2013
CIPP Main Line Lining Phases I and II	53,000 linear feet 10”-42” main line sanitary sewer and structure rehabilitation for Divisions A, B, D, E, F, H, streets not disturbed in previous projects, and the Biosolids Forcemain; Lateral investigation and GPS data collection for the whole project area	Completed between 2011 and 2012
CIPP Lateral Lining – Lincolnway West	Rehabilitation of 40 laterals protecting Lincolnway West from emergency repairs	Completed 2012
CIPP Lateral Lining Phases I and II	Rehabilitation of 262 laterals in Phase I and 335 laterals in Phase II. This includes all laterals under streets rehabilitated in Divisions A-F and H. Interconnected laterals are separated as discovered.	Phase I completed 2013 and Phase II completed 2014
Division J – Phase I Carlton and Reddick	New 12” storm sewer, replacement of the sanitary laterals, and reconstruction of the pavement, curb, and sidewalks	Completed 2012
Division J – Phase II Hubbard, Middleboro, Berlin, Grand, Cleveland	New storm sewer, replacement of the sanitary laterals, and reconstruction of the pavement, curb, and sidewalks	Completed 2014
Divisions K, L, M, N, P, R	Sewer separation, lateral replacement, and pavement, curb, and sidewalk replacement	TBD
Middleboro Lift Station Improvement	Roof replacement, exterior brick replacement and tuck pointing, and pump and controls replacement	Completed 2014

Phasing and Implementation Plan for Remaining LTCP Elements

The preliminary engineering to identify major elements of the LTCP was completed in 2011. Following a more detailed assessment, it was determined that the several elements initially identified in the study required modification due to high groundwater, existing infrastructure conflicts, constructability due to grade limitations, and overall maintainability issues. Therefore, the following table outlines the phasing with brief descriptions of the revised Recommendation and Implementation Plan, which has been accepted by the USEPA and Department of Justice in

December 2013, City Council endorsement in January 2014, and the United States District Court's Final Judgment filed on May 23, 2014.

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	Divisions A thru H	Sewer separation and rehabilitation of the area south of the St. Joseph River, bounded by Ironwood, River Ave, and Lincolnway	2.6	N/A	2007	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	Storage/Conveyance Tunnel (Phase I)	Storage/Conveyance Sewer from Main St. to the WWTP	22.6	96"-120"	Feb 2012	Dec 2020
	Storage/Conveyance Tunnel (Phase II)	Storage/Conveyance Sewer from Merrifield Ave. to Main St.	18.7	72"-120"	Dec 2014	Dec 2022
	Storage/Conveyance Tunnel (Phase III)	Storage/Conveyance Sewer from Fourth or Third 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 2031
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 sub-basin 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 Street/Harrison Road, Phase I

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. An environmental impact study was completed for the entire corridor, which was approved in 2010 and enabled the City to program Phase I for federal funding through MACOG. Due to the construction costs for these phases, the City will continue to seek federal funding for subsequent phases.

Phase I of the improvements along Twelfth Street/Harrison Road, between Lexington Boulevard



Twelfth Street Corridor

and Blackberry Road, was awarded in late fall 2013. Utility relocation began in early 2014, allowing construction to begin in April 2014. This project consists of a total reconstruction of Twelfth Street/Harrison Road along with partial reconstruction

to adjoining streets between Lexington Boulevard and Blackberry Road. Construction included asphalt pavement, new storm sewer, sanitary sewer and water main extensions, concrete curb and gutter, concrete sidewalk, new street lighting, traffic signal work, and two new drainage basins. This project was substantially complete in November 2014 with final completion anticipated in the spring of 2015 with an estimated cost of \$3.7 million.

2014 LPA Design Project

Twelfth Street (Campbell to Downey)

Phase II of the improvements on Twelfth Street, between Campbell and Downey, are currently being designed. The main goal is to widen the street from its present two lanes to three lanes including a continuous two-way left-turn lane. The roadway will be reconstructed along with curb and gutter, storm sewer, and street lighting. Currently there is insufficient right-of-way to construct this project; therefore, additional right-of-way will be purchased along the length of the project. The construction is estimated to cost \$6.3 million, with 80% being federally funded. The project is presently in the design phase with the preliminary field check scheduled for February 2015. Then a public hearing will be scheduled to present this project to the citizens of Mishawaka and gain their input on the project. The design may be modified as a result of that public hearing. Due to the federal procedures for design and right of way acquisition, it is anticipated that this project will begin construction in late summer of 2018.

LONG RANGE PROJECTS

<u>Project</u>	<u>Completion Date</u>	<u>Est. Cost</u>
<u>TIF Area</u>		
Mishawaka Ave. Storm Separation & Reconstruction Phase II	Nov 2015	\$3,620,000
Mishawaka Ave. (Main to Liberty) & Grove St. (Main to Ann)	Nov 2015	\$2,400,000
Logan St. Corridor Study (Dragoon to Lincolnway)	Nov 2015	\$202,600
Cedar St. Improvements (Mishawaka Ave. to Madison St.)	Aug 2016	\$1,200,000
State Road 23 (Gumwood Rd./Main St. to Leo St.)	Nov 2016	\$4,600,000
Fir Road Improvements (Fir-Capital to SR 23)	Oct 2017	\$2,100,000
West St. Storm Relief Sewer – West St. (6th St. to 15th St.)	Nov 2017	\$2,450,000
West St. Storm Relief Sewer – 8th St. (West St. to Logan St.)	Nov 2018	\$1,850,000
West St. Storm Relief Sewer – 15th St. & 16th St. (Rose Park)	Nov 2019	\$3,200,000
LTCP – Flow Control Structure at WWTP head-works	Nov 2019	\$5,250,000
LTCP – Storage/Conveyance Tunnel (WWTP to Merrifield Ave.)	Oct 2019	\$45,000,000
LTCP – Conveyance tunnel, Merrifield Interceptor	Nov 2022	\$6,000,000
<u>Project</u>	<u>Completion Date</u>	<u>Est. Cost</u>
<u>TIF Area (cont.)</u>		
Division St. (north to Catalpa Dr.)	Oct 2018	\$1,657,500
Catalpa Dr. Extension (Division St. to Filbert Rd.)	Nov 2019	\$607,500
McKinley Ave. Widening (Division St. to Went St.)	Oct 2017	\$1,850,000
McKinley Ave. Widening (Cedar St. to Elder Rd.)	Nov 2018	\$8,950,000
McKinley Ave. Overpass over CN RR – Design/RW/Permits	July 2018	\$10,875,000
McKinley Ave. Overpass over CN RR – Construction	Aug 2021	\$22,500,000
<u>LPA Projects (FHWA w/ 20% Local Share)</u>		
Twelfth St. Ph II (Downey Ave. to Campbell St.) – Design & R/W Acquisition	Oct 2017	\$2,150,000
Twelfth St. Ph II (Downey Ave. to Campbell St.) – Construction (80% Federal funds)	Nov 2019	\$6,300,000

Mishawaka Parks and Recreation Department

Terry Zeller, Superintendent

2014 was a year of firsts. We broke ground for our most extensive remodel ever to a Park Facility at Central Park, hired a new Golf Pro and started a youth program at Eberhart-Petro Golf Course. The inaugural Beutter Park 5k Run/Walk raised funds for the long-term maintenance of our flagship riverfront park. Complimenting these new efforts, the Parks and Recreation Department continues to offer a wide range of programs, facilities, and special events to our residents, with over 318 acres of green space for the community to enjoy. Your Parks provide opportunities to relax, exercise, and seek entertainment in a variety of areas and at a participation level that fits your lifestyle. We pride ourselves on the level of customer service we provide to each and every patron from a call, visit or participation in a program.

The Administration office was also a place of change this year, with a smaller but more effective staff than ever before. These changes saved the community over \$20,000 in personnel costs while our efforts to enforce rules on rentals netted an additional 25% in facility revenue over 2013. We also increased customer service by providing an easier process for the rental of shelters, buildings and the golf course for private events. Park Administration focused on eliminating duplicate efforts and waste in our operations, with greater emphasis on staff expense across all divisions. As a result our overall staff costs remained level, while service levels and satisfaction increased.

...our efforts to enforce rules on rentals netted an additional 25% in facility revenue over 2013



Olympic Day

offerings while maintaining our fees in most program areas, with modest increases in a few programs that had remain unchanged for years. We were able to enhance our daily attendance and facility use overall through added programs and events, which pushed our overall service delivery numbers up over last year.

Although overall costs went up for the Department in supplies and services, we were able to operate with an unchanged budget from 2013, with the ability to request changes to decrease next year's overall costs to the public. This has been, and will continue to be the main focus of the Park Administration; to do more with what we have and be prudent in an uncertain financial future.

The Parks and Recreation Department was able to increase our customer service and program

Recreation and Special Events Division

This year, the Division added a manager to assist the Director in expanding and increasing the quality of our programs. This resulted in the addition of Disc Golf Tournaments, the Beutter Park 5K Walk/Run, and our first Youth Olympic Day. We also saw increases in our Daddy/Daughter Dance, Fun in the Sun Outreach Camps, Oktoberfest and Winterfest. The overall recreation revenues were only slightly below the cost of providing the programs and special events to the City, which shows that our fees and offerings are very stable, relevant, and well-attended by our residents.

Athletics

Youth Sports programs continued to be strong with Tackle and Flag Football managed by the Mishawaka Football League, our in-house organization. This year concussion awareness was a major focus, with our league seeking training in order to remain vigilant and within the evolving laws around this safety issue. This year, Tackle Football had a ‘tailgate party’ event at the end of the season, which was well-received by parents and participants.

The Recreation Division also continued to offer the very popular British Soccer Camp, which brings an international team to our City for a week-long clinic. Our Adult and Senior Softball Leagues remained constant, but long-term will be in need of new facilities if they are to remain strong and popular.

Recreation

George Wilson Park continues to be a highly-used property throughout the year. Tubing revenue rose this year to over \$20,000 and Disc Golf saw another large jump to \$34,000 in 2014.

The Mayor’s recreation program initiative was expanded this year to include more free programs focused on youth wellness and activity. We will continue to look for ways to bring more young people into park facilities to combat childhood obesity and promote health and wellness. This is the key to creating the next generation of active and involved citizens for our City.

The Mayor’s recreation program initiative was expanded this year to include more free programs...

Special Events

Our Festivals continued to be amazingly popular in 2014, and offered a mix of small and large events from our Daddy/Daughter Dance to our annual Summerfest in Merrifield Park. This year saw the fourth annual Renaissance Festival in late August. Attendance increased again this year, and we expect an even greater event in 2015. A total of 16 special events were hosted or directly put on by our department, including our second year of being the host city for Urban Adventure. Our Summer Concert Series has continued to be well-attended and a welcome addition to the list of great things to do in Mishawaka.

Aquatics/Ice Rink Division

2014 was another year of growth for programs at the pools. We had our second annual swim invitational at Merrifield Pool, hosting eight teams from around the Midwest with over 300 in attendance. We also added a swim team to our summer use schedule, bringing our pools to maximum capacity. Mary Gibbard hosted the Mishawaka Sharks and the Mishawaka Stars for the 2014 season, adding much needed revenue.



Merrifield Pool

The Ice Rink was down for over a month, but was able to host many hockey teams through the early Spring. The total revenues for the Division were just under \$100,000 which was down from 2013, mostly due to the combined issues with the Gibbard Pool in the summer, the Rink in January, and many cool days for swimming. Within the revenue picture, we did increase our concessions and increased our healthy choices for snacks at Merrifield Pool, and our Learn-to-Swim Classes increased by 20% over last year.

Battell Center



Battell Center

The Battell Center continued its tradition of offering a multitude of classes, performances, and opportunities for room, gym and auditorium rentals. An increased focus on renting of rooms resulted in the highest occupancy since the Center was established.

Our membership has increased for the fitness room, and we had a return of the Company's Holiday Show in the auditorium. 2014 saw new many new programs for all ages, including a big increase in our health and fitness classes.

Golf Course Operations and Maintenance

The Golf operation was completely overhauled for 2014, bringing in a new Golf Pro in March. Our Pro introduced new youth programs, revived our existing ones, and expanded lessons and classes while keeping our revenue consistent year over year. The multi-phase drainage project was finally completed, which will allow play to resume much sooner after a large rain event. Our daily use and solid league participation showed that our golfers continue to value the course as a vital part of their recreational lifestyle.



Eberhardt GC

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. Many areas of the parks were improved with perennials and shrubs, and hundreds of tulip bulbs were planted throughout the parks. Our annual Arbor Day Celebration was held at John Young School, with 4 new trees planted on the campus. 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 and we look forward to cultivating these relationships in the future. Volunteers helped make 2014 a very productive year.



Beutter Park

Capital Improvement Projects

The comprehensive renovation to Central Park started this fall, which will be completed in the summer of 2015. This renovation will elevate the park to its rightful place as a major piece of the Riverwalk, and compliment the new Hospice Campus adjacent the park. The Park Amenity Master Plan is well under way, which will give the department a road map for future improvements over the next decade.

Park Board

The City's Park and Recreation Board has continued its dedication and devotion to the city patrons as well as our agency. Creating a more streamlined meeting process, assigning committees focused on specific areas of the organization, and maintaining a high profile at special events have served this department well in 2014. 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 for 2014 were:

Reg Wagle,	President
John Coppens, Jr.,	Vice President
Carolyn Teeter,	Secretary
Ellen West	
William Pemberton	
Michael Faulkner	

Department of Community Development

Ken Prince

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, and sidewalks;
- Seeking opportunities to partner with local organizations to leverage resources;
- Pursing new and innovative opportunities to sustain the high quality of life in our community.

Staff

The Department of Community Development is currently staffed by three full-time employees. Roger Shields has been serving as the Construction Manager for the department since 1997 and has played a vital role in the First-Time Homebuyer Program and Summer of Service Program. Marilyn Nelums, Program Coordinator, has been in her position since August of 2011, and handles client intake, Summer of Service coordination, and many other filing and bookkeeping tasks throughout the department. Laura Raygoza, NSP Coordinator, has been in her position since May of 2012 and has handled the Neighborhood Stabilization Program (NSP) grants, Community Development Block Grant (CDBG) and HOME grants. These grant funds have been utilized to subsidize Habitat for Humanity projects, rehabilitation projects for our Self-Sufficiency Program, and our First-Time Homebuyer Program.

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 2014:

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

Bill Buraczewski announced his resignation in 2014.

For 2015, the following Commissioners have been appointed to serve:

M. Gilbert Eberhart	Member
Jim Pingel	President
Ross Deal	Member
Gary O'Dell	Vice President
Kris Ermeti	Secretary
Larry Stillson	Member

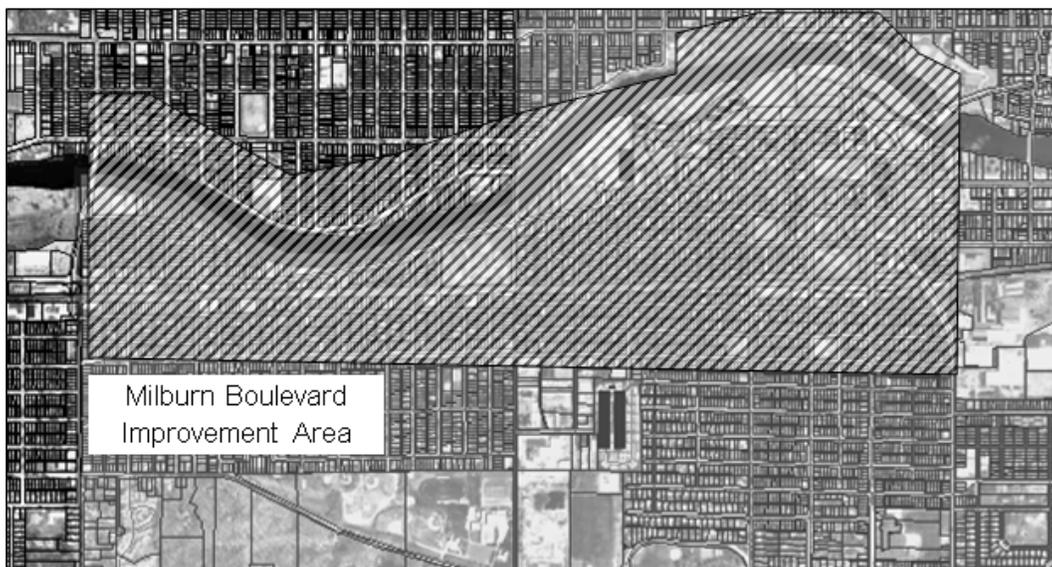
Officers were elected at the January 30th, 2015 Redevelopment Commission Meeting.

2015-2019 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 2015 - 2019.

The City of Mishawaka plan targets the Milburn Boulevard Neighborhood for revitalization activities during the current HCD cycle. It was designed to supplement work performed in the area by the City's Code Enforcement and Engineering Departments. Through 2015, the majority of the City's CDBG, and HOME funds are being directed toward this neighborhood that is bordered by the St. Joseph River, Panama/18th Street, Ironwood Drive and Union Street.

The Milburn Boulevard Neighborhood Improvement Plan includes spot blight elimination, new construction of affordable housing and public infrastructure improvements.



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.

Funding Sources

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

Community Development Block Grant (CDBG)

As a CDBG entitlement community, the City of Mishawaka receives annual grants from HUD to provide decent housing, a suitable living environment and expanded economic opportunities for low to moderate income residents. In 2014 we were granted \$530,421 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 2015. An amendment to the 2015-2019 Consolidated Plan and 2015 Action Plan is a result of under-spending by the City of Mishawaka in previous years. A normal annual allocation for the City of Mishawaka is \$467,000.

At this point in time the City has accumulated approximately \$1.1 million dollars and needs to spend most of it by the end of November 2015. One of the main emphasis points in the amendment is to spend more on infrastructure, specifically, replacing sidewalks and making ramps accessible per current ADA standards.

Home Investment Partnership (HOME)

HUD provides Home Investment Partnership (HOME) grants to local governments specifically to create affordable housing. The City received \$135,963 in HOME funds in 2014. The City of Mishawaka will utilize HOME funds to partner with Habitat for Humanity to assist qualified families acquire homes through the First-Time Homebuyer Program.

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 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 McCollester 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 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.



422 E. Grove – Before



422 E. Grove - Current



513 E. Broadway – Before



513 E. Broadway – Current

As with the prior year, there were many applicants for the First-Time Homebuyer Program. We were able to assist two eligible applicants in the construction of their new homes. We completed builds at 513 E. Broadway and 422 E. Grove in 2014. The construction process on these homes began prior to having qualified applicants in order to meet the need of our NSP 3 contract which had a completion date of March 2014. The influx of qualified applicants soon followed and we

are happy to be able to say that the families were in these homes in the first week of March, 2014.

Summer of Service Program

In the fall of 2006, the City of Mishawaka began a partnership with EPIC Church and First United Methodist Church to create the program now known as Summer of Service. In 2014, the City joined efforts with local faith-based organizations to complete service and repair projects on two properties in Mishawaka. Community Development provided funding for materials to repair two properties that were referred to the Summer of Service committee by the City's Code Enforcement Department.

608 E. Marion: Structure was in in great need of painting. Our Summer of Service group, headed by Epic Church, provided volunteer labor to scrape the peeling paint, do light construction repair, and repaint the existing structure.

306 E. 8th Street: First United Methodist Church and its volunteers secured any loose siding inside the garage. Loose paint was removed using safe work practices and the existing structures were repainted.

Summer of Service Student Weekend

The Summer of Service Student Weekend encourages youth volunteers to connect with the community, beautify the City, and touch the lives of Mishawaka residents. Students, along with supervisors, gathered at Bethel College and did various projects throughout Elkhart, South Bend, and Mishawaka. On June 14th and 15th a group of students, cleaned, raked and re-mulched Shiojori Park, and cleaned the interior of Firehouse #3 at 333 E. Douglas Road. Students also cleaned and "fluffed" mulch on the Milburn Ave. median. The Department of Redevelopment provided 500 lanyards and identification badges for students.

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.

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

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 2015 the City looks to expand its partnership with Habitat for Humanity of St. Joseph County. Specifically, the City is hoping to partner with Habitat on some of the empty residual lots that remain from the construction of the Main Street underpass.

CDBG Public Service Agency Funding

The Community Development Department helps fund public agencies that provide services to Mishawaka residents. The following organizations were allocated a total of \$70,500 in CDBG funds in Program Year 2014:

- YWCA Domestic Violence Program \$8,500
- REAL Services Adult Guardianship Program \$6,500
- REAL Services Older Adult Crime Victim Program \$6,500
- Boys and Girls Club \$39,000
- Penn Township Food Pantry \$10,000

Code Enforcement

George Obren, Director

Code Enforcement is responsible for enforcing City ordinances as they pertain to public nuisance issues and substandard structures. Mishawaka's neighborhoods have always remained Code's



Code Enforcement Staff

priority. Code continues to achieve overwhelming success in keeping Mishawaka neighborhoods looking clean and attractive. This is accomplished by our code officers aggressively patrolling their respective areas daily and addressing violations that are found.

Code is staffed by its director George Obren and four code officers. The officers are Mike Carpenter, Cris Campbell, Randy Redman, and Joe VanNevel.

Most of Mishawaka's code violation cases are self-initiated by its code officers. Code tries to respond to citizen complaints the day they are received. Our goal is to work with residents to gain compliance without taking enforcement action such as writing citations or going to a hearing.

Public Nuisance Violations

Code officers investigated more violations in 2014 than any year on record. Code was kept extremely busy during the winter months as our region experienced a tremendous amount of snowfall. Code officers investigated a total of 5,678 public nuisance cases in 2014. 5,237 of those cases have been closed with the violations remedied. Those violations included, but were not limited to, tall grass, snow removal, abandoned autos, animal issues, noise complaints, and litter or debris.

It is important to note that code officers had to follow-up on these violations over 9,900 times.



1,226 Snow Cases



Tall Grass Violation



Trash Violations



Trash Violations



Tall Grass Violation

Totals for the types of public nuisance violations Code enforced in 2014 are:

Tall Grass	2,351
Snow Removal	1,226
Abandoned Autos	83
Animal Issues	47
Noise	28

Substandard Structures

Continued implementation of our Top 100 Program is one of the reasons why you won't see many substandard structures in Mishawaka. This yearly initiative begins in the winter months of the previous year when 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. In 2014 Code was able to bring 69% of these structures into compliance. Code is now in the ninth year of the Top 100 Program which means 900 of the worst cases have been addressed.



Broken Siding and Trim

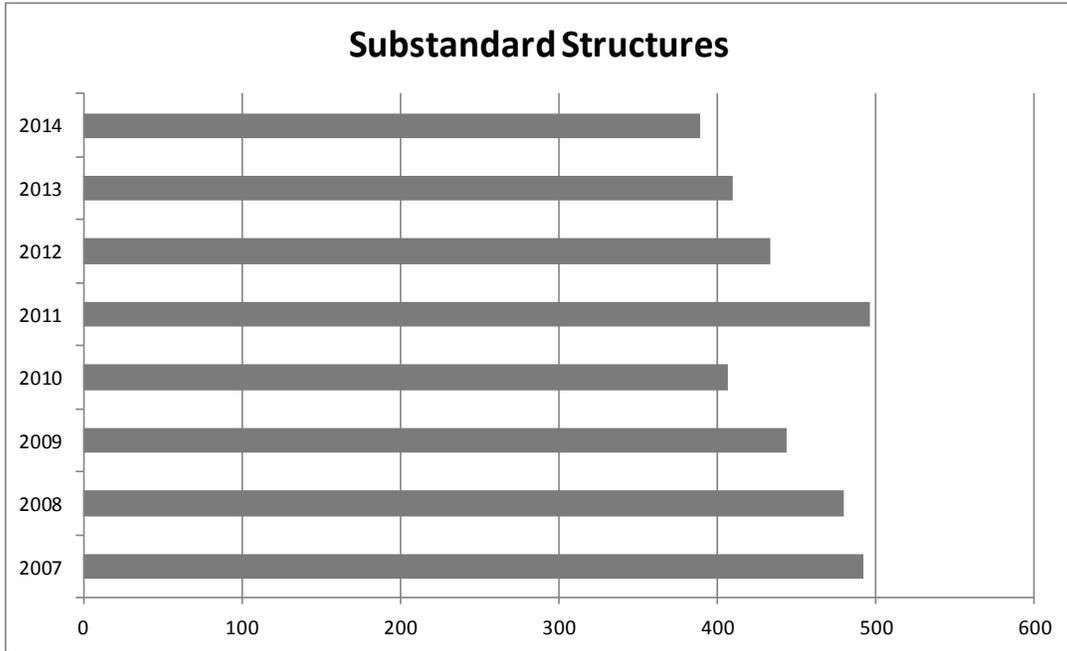


Faded Paint



Vacant Property Rehab

Including the Top 100, Code addressed 390 substandard cases in 2014. Code conducted over 4,157 follow-up inspections to substandard structures in 2014 while closing 426. Some of those closed cases had been opened in prior years. The amount of cases opened in 2014 is not as high as in most previous years which is a very positive sign in that the total number of substandard structures is decreasing in Mishawaka. The following table summarizes the number of substandard cases since 2007.



Hearing Cases

In 2014 Code summoned a total of nine property owners before our hearing officer. Only five of those cases will remain on the docket as we head into 2015. The others have been remedied. These cases involved substandard structures where the owners simply refused to cooperate with us. Many of these cases get resolved before or shortly after the initial hearing. These hearings are extremely valuable in bringing the most difficult cases to resolution.

Stewardship

A total of \$16,934.26 was spent in 2014 for board-ups and clean-ups. Most of this was for mowing by our contractor. The code department has recouped a total of \$3,903.75 for 2014 in weed/trash/lien monies.

Weights and Measures

Roger Shields is the City’s Weights & Measures inspector and he inspects all kinds of measuring devices such as computing scales, prescription scales, taxi meters, package scales, and gas pumps. Roger inspected and certified a total of 1,018 devices in 2014.



Roger Shields

Building and Planning Department

Brock Hundt, Building Commissioner

Kenneth B. Prince, ASLA, AICP, 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. The Planning Department also serves a lead function relative to economic development initiatives and services. On a daily basis, the Department is responsible for the issuance of permits for virtually all new construction including 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 ensure that they are consistent with the City's ordinances, goals, objectives, and policies.
- Issue and track 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.
- 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.
- Administer the issuance of Improvement Location Permits for construction within the City, including evaluating construction projects relative to the National Flood Insurance Program (NFIP).
- 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.
- Coordination with the Information Technology Department on the implementation and continual maintenance of the City's Geographic Information System (GIS).

- Prepare 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.
- Work with industry and businesses on tax abatement requests and compliance reporting. Makes recommendations to the Mayor, Redevelopment Commission, and Common Council concerning economic development issues.
- Provide staff support to the City Redevelopment Commission including the drafting of development agreements with other public and private entities. Reviews and prepares amendments to Tax Increment Financing Districts.

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 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 risks to an acceptable level is the goal of building codes. 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 2014, the Building Department conducted 2,012 inspections, or approximately 4-7 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.

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.

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 structurally 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 2014, overall the construction industry gained significant momentum over the previous few years. In 2014, there were 43 new housing starts, a modest increase of 4 homes over 2013. Although this is a modest increase in number, it is still a 10% increase over the previous year. This is still significantly lower than the number of starts that occurred prior to 2007. The current lack of population growth continues to be the largest influence on residential construction.

New commercial building activity is the area where the most significant increases occurred. In 2014, commercial permits were issued with an estimated construction cost of 56.1 million. This is 17.7 million dollars more than the 38.4 million dollars reported in 2013. This represents a significant 46% increase. By the numbers, 9 new commercial building permits were pulled for new free standing buildings in 2014 compared to 8 in 2013. The single largest permit was for the new Costco Wholesale which was built on University Drive.



Images taken following Costco's opening in December of 2014

The City of Mishawaka continued to grow and in 2014 the City issued permits with a total estimated construction cost of \$67.8 million dollars. For comparison, in 2013, the City issued permits with an estimated construction value of \$53.4 million. This is a \$14.4 million dollar year to year increase (27%), showing significant improvement over the years that followed the great recession. The good news continues to be 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 soft housing market and lack of population growth continue to place a limit on the overall demand for new construction.

2014 Planning and Building Permits

A summary of the 2014 permit activity is as follows:

Residential

\$10.9 million in estimated construction costs (\$2 million increase from 2013)

- 43- new single family homes
- 527- residential alterations/additions

Multi-Family

\$750,000 in estimated construction costs (\$5.3 million less than 2013)

- 1 Unit

Commercial/Industrial

\$56.1 million in estimated construction costs (\$17.7 million more than 2013)

- 9- new commercial buildings
- 136- alterations/additions

New Single Family Home Construction by Year:	
2014	43 Homes
2013	39 Homes
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. There were 3 voluntary annexations, adding area to the City in 2014. The City grew by 48.64 acres or 0.076 square miles. The existing area within city limits, according to our Geographic Information System, is now 17.89 square miles. 2014 Annexations included:

1. Northwest of 1904 East McKinley Avenue

The City of Mishawaka approved the annexation and zoning of 0.44 acres located just northwest of 1904 East McKinley Avenue. The property was zoned to I-1 Light Industrial to allow for a building addition to an existing industrial business.

2. North of 124 Cedar Road

2.70 acres of land located north of 124 Cedar Road was annexed into the City of Mishawaka. The property was zoned to C-1 General Commercial to allow for a development of a facility consisting of several office suites.

3. Northwest State Road 23 and Gumwood Road

An annexation totaling 45.50 acres located northwest of State Road 23 and Gumwood Road was annexed into the City of Mishawaka. The entire 45.50 acres was zoned to S-2 Planned Unit Development to allow for a variety of commercial uses and a multi-family residential development.

Downtown Activity

Although we thought the project was going to start earlier, at the end of 2014, a significant project named "River Rock" conceived by the Barak Group for the west ¾ of the block bordered by Mishawaka Avenue, Main Street, Elizabeth Street, and Grove Street started construction. The project will contain 72 apartments and first floor commercial space fronting on Mishawaka Avenue. The project has been named "River Rock" and is intended to be ready for occupancy in 2016.



Concept rendering of the proposed "River Rock" mixed use project

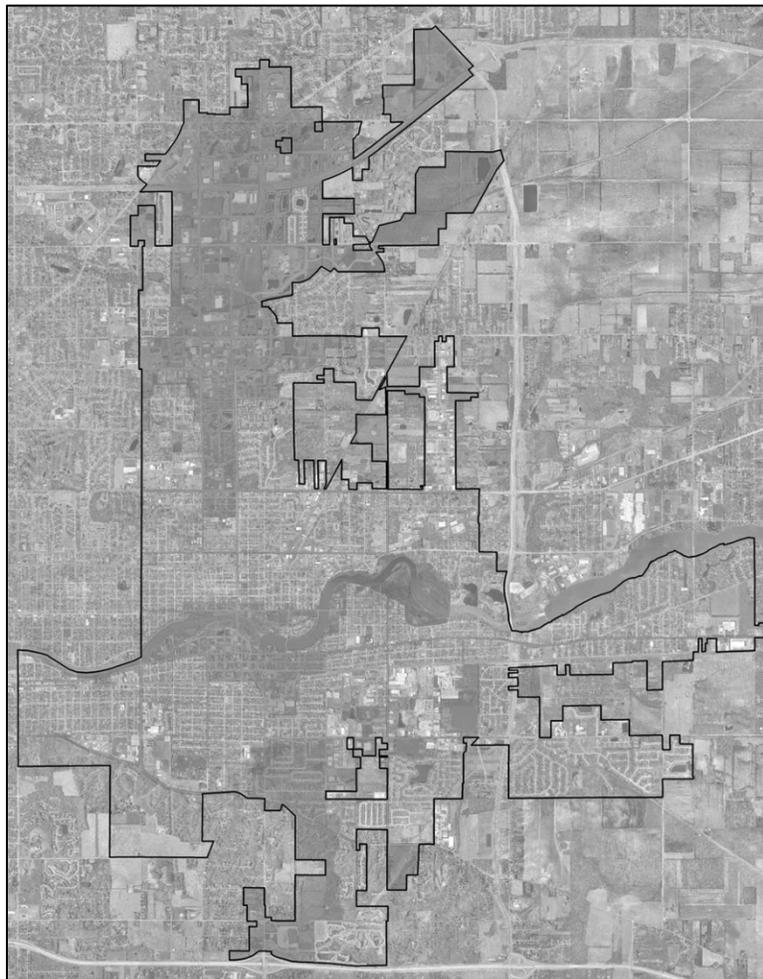
TIF Updated To Meet Long-Term Infrastructure Needs

Another significant project of the City managed by the Planning Department was the amendment and consolidation of the City's northwest and south side Tax Increment Financing Districts (TIF) into one consolidated district. As part of the process, the City reviewed a combined list of our

long-term infrastructure needs, our likely growth areas, and our current areas where funding shortfalls were apparent. This drove the process to identify a consolidated TIF area that would both continue to generate revenue while giving us added ability to spend tax increment financing funds in our areas of greatest need over a projected 20 year period.

The planning process itself, specifically starting with the proposed TIF amendment, was appropriate because funding mechanisms had to dictate what goals were created and what might be realistic to accomplish over a 20 year timeframe. To that end, an Economic Development Plan Project Needs document was created so that we could evaluate our perceived need relative to the projected funds to be received from TIF. Although many projects were listed, a great number of these will not be constructed or acted on in the 20 year timeframe. There is just not enough funding.

As projected, it appears that only about half the funding for these projects could be provided by TIF. As such, the intent is to use the economic development plan as a tool to develop priorities, create partnerships, apply for grants, negotiate with INDOT, and do everything we can to maximize the impact of the funds. Projects will be better prioritized in the coming months as we move forward with the funding of committed long-term control plan and combined sewer overflow projects.



Map of the current City consolidated TIF area, adopted in 2014

Public Works Projects

The City is committed to serving the Mishawaka community through its support of various public works projects designed to enhance our citizen's quality of life. During 2014, 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 2014 the City continued to plan for the future expansions of the Riverwalk. In January of 2012 the City applied through MACOG for \$1.1 million in Federal Transportation Enhancement (TE) funds to extend the Riverwalk through Merrifield Park. In 2013, the City worked to finalize construction drawings and submitted permits for construction within the floodplain of the St. Joseph River. In 2014 the City responded to an appeal submitted by property owners located on the north side of the river who were concerned about the impact proposed park improvements might have on their property.

Although we believe that the engineering design as submitted was sound and that no adverse impacts would have occurred, following extensive review and negotiation, we believe that a mutually agreeable solution has been found that will allow the project to proceed without the further review of the appeal by the Indiana Department of Natural Resources. Although the City will work to try to secure funding early, right now the project has been slated for construction in 2017 based on the limited availability of federal funds.

The project itself includes the relocation of the existing access drive, the construction of the Riverwalk, creation of a more formal boat launch, new 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.

Riverwalk Security Camera Project

In 2014, the Planning Department continued to work 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 was originally delayed in part due to the changing status of a consolidated call center for the City. In 2014, the City contracted with the St. Joseph Valley Metronet to install fiber optic underground cable that will connect all the cameras and call boxes directly to the City's computer network. We also completed an agreement with the Indiana Department of Transportation on permitting a camera attached to a signal pole at the intersection of Lincolnway and Main Street. The project is expected to be bid and constructed in 2015.

Park Master Planning

Central Park Renovation

The Planning Department is responsible for managing the renovation of Central Park, currently under construction. Ziolkowski Construction is the general contractor and thankfully they have made significant progress through the winter with the intent of opening the new improvements in July of 2015. We look at each one of our parks as unique, and Central Park's history as a company picnic area, located adjacent to the river, in close proximity to the downtown, and connected by the Riverwalk system, dictated this significant investment. Each of our parks along the river and Riverwalk system is like a pearl on a string. Each one different but contributing to the greater system. The improvements underway are intended to be a once in a generation investment.

The following is a list of some of the key elements of the Park:

- For older kids, a 28 foot tall rope climbing tower will be installed. As far as we know, this German made structure will be the tallest “play” climber in the United States.
- For younger kids, concrete storm pipes will be set into a hill to provide a realistic tunnel crawl experience without the dangers associated with actual storm pipes.
- A variety of standard play equipment will be provided including swings, slides, and climbers that overall can accommodate over 100 kids at a time.
- A programmable interactive fountain that will provide relief from the summer heat.
- Five rentable pavilions. Four smaller pavilions that will accommodate a typical birthday or family picnic up to 30 people. One larger pavilion that can accommodate 70, with a decorative fireplace.
- A new restroom building. Rather than creating large rooms with multiple stalls, the building will contain 5 family sized restrooms for occupancy by one individual or family at a time. The building will be situated between the main play area of the park and the Riverwalk to serve both functions.
- An open event lawn surrounded by a multipurpose walk. This will replace the existing softball field and will be an ideal place to fly a kite, watch fireworks, or even sled in the winter.
- The existing tennis courts will be redone to provide one fenced tennis court and one fenced full court basketball court. Other notable park improvements include tiled play surfacing, new site furnishings, decorative lighting, and gateway signage.

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

2014 Activity of Commissions and Boards

Plan Commission

A total of 50 petitions were filed before the Plan Commission in 2014. This is a decrease over the 58 petitions that were filed in 2013, and still significantly lower than the peak of 104 petitions filed in 2007. This is another statistic indicative of a still sluggish economy. When considering the multiple petitions made by the Commission to rezone some of the residual parcels associated with the Main Street underpass and widening in 2013, there was essentially no increase or decrease in private activity between 2013 and 2014, although as noted earlier the project values were higher in 2014. Petitions included 22 rezoning/annexation requests, 19 final site plans, and 9 Plats/Re-plats.

There were a few significant changes to the Commission in 2014. Sadly, long time Commission members Ed Salyer and Rosemary Klaer both passed away. Together they had decades of experience and played a significant planning role in the development of the City. Their wisdom, experience, and friendship will be missed.

The following people served on the 2014 Plan Commission:

Murray Winn	President (2014 President)
Matthew Lentsch	Vice President
Edward Salyer*	Member (BPW&S)
Victor Kasznia, Jr.**	Member (BPW&S)
Gary West	Member (City Engineer)
Ross Portolese	Member (Parks & Rec. Bd.)
Nick Troiola	Member
Don McCampbell	Member (2014 Vice President)
Rosemary Klaer*	Member
Kathy White Gadacz**	Member
Dale “Woody” Emmons	Member (Council Rep.)

Board of Zoning Appeals

The Board of Zoning Appeals heard a total of 31 appeals in 2014. This total is significantly lower than the 49 appeals heard in 2013. Sadly in 2014, long time Board member Rosemary Klaer passed away. She will be missed. Mayor Wood appointed Marcia Wells as her replacement. We look forward to Marcia carrying on Rosemary’s passion and involvement. The following people served on the 2014 Board of Zoning Appeals:

Don McCampbell	Chairman
Charles Trippel	Vice Chairman
Rosemary Klaer*	Member
Marcia Wells**	Member
Charles Krueger	Member
Ross Portolese	Member

* Denotes a member that passed away in 2014

** Denotes a current member who replaced a deceased member

City of Mishawaka Historic Preservation Commission

The Planning Department serves as the staff for the City of Mishawaka Historic Preservation Commission. The Historic Preservation Commission, established in 1991, 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.

In 2014, the Historic Preservation Commission (HPC) consisted of Dick Barnette, Mike Bultinck, David Eisen, John Gleissner, Judy Gray, Tony Obringer, Kate Voelker, Dave Vollrath and Cliff Zenor. Advisory Members were Terry DeMaegd, Jennifer Johns, Bryan Tanner and Nancy Seidler.

An overview of the 2014 activities and accomplishments are as follows:

Decommissioned Fire Station Number 4, located at 2319 Lincolnway East:

- Outlined the structure's history, architecture and preferred preservation strategies to the prospective buyers;
- Presented a preservation report preceding the sale; and
- Approved a Certificate of Appropriateness (COA) for the sale.

Daniel Ward House:

- Through annexation, the HPC gained the Daniel Ward House, at the northwest corner of Gumwood and Cleveland, which is a Local Landmark and on the National Register.
- Chairman Cliff Zenor authored an article featured in the October issue of "Save This Old House" magazine.
- Approved a Certificate of Appropriateness (COA) for the sale and relocation of the landmark structure.

Approved a Certificate of Appropriateness (COA) for the local landmark Dodge Old People's Home, 318 E. Third Street, for exterior repairs of gutters and downspouts.

The HPC, as a community education event and to celebrate National Historic Preservation Month, placed over 100 yard signs on local properties.

Commission members continued to make public presentations to community groups to create awareness on Historic Preservation such as:

- Sought new Commission logo designs from the Mishawaka High School graphic design and computer science classes. Produced and presented classroom programs about HPC and commission logos concepts.
- Notre Dame School of Architecture class regarding historic architecture in the downtown and a design project that was part of their classwork.

The HPC weeded and planted flowers in the garden areas of the Ball Band Monument Park.

The HPC continued to purchase bronze plaques for properties that have been designated Landmark Status to promote community awareness.

Sold 5 of the preserved sections of the former Mishawaka High gym floor.

Please refer to the 2013 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 followed up by sending out letters addressing land use concerns, notices of violation and citation warnings. Approximately 38 citations were mailed to those who repeatedly violated the ordinance or disregarded letters, an increase from last year.

Welcome letters, with sign code information, were mailed to new businesses opening in Mishawaka.

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 2014, the City worked with the St. Joseph County Chamber of Commerce to better clarify roles and responsibilities to help respond to State leads and responses to requests. The Chamber serves as the Lead Economic Development Organization (L.E.D.O. for St. Joseph County).

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.

Since 1986, the City has approved a total of 51 tax abatements for 34 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 citizens of Mishawaka since 1904. The primary responsibilities of the Fire Department are fire suppression, fire prevention, fire investigation, emergency medical, hazardous materials, education, water rescue, and any other hazardous incident you might think of. The minimum manning for the Fire Department is 31 on duty 24 hours a day 365 days a year. This is split up over 4 engines, two ladder trucks, one heavy duty rescue, 3 ambulances and one command vehicle.



Mishawaka Fire Department Honor Guard

Divisions

Emergency Medical Services

The past year continued to be busy for the Fire Departments EMS Division. With the new addition of a 2014 Horton Heavy Duty Chassis ambulance the Fire Department continues to upgrade its fleet to serve the citizen's needs. We have budgeted for another new ambulance in 2015 as we continue our planned upgrades.

In 2014 the City of Mishawaka Fire and EMS Department was able to further our capabilities in responding to and treating critically ill or injured citizens and visitors of the City of Mishawaka. We took advantage of a State mandated change in the certification of the Advanced Emergency Medical Technician. This mandate eliminated the previous certification level and elevated it to a more advanced level that now allows these providers to administer certain lifesaving medications, perform critical and time sensitive 12-lead EKG's, perform invasive procedures to administer these medications and deliver defibrillation with manual defibrillators.



STATPACK

In order to utilize the abilities of these advanced EMTs we developed a program where all ambulances and fire engines are equipped with the same first-line medications and equipment. We now have our “STATPACK” program in place. This is a highly specialized backpack that stores all of the equipment needed by these Advanced EMT’s and even our Paramedics during the critical first minutes of a lifesaving procedure.

These advances in both the level of certification and the equipment will allow us to deploy these highly trained providers and equipment to any medical emergency where time is of the essence.

Money raised from the Rick Goddard Memorial Golf outing was given to Heart Reach Michiana who provide AED’s to the community at no charge. This year’s outing raised enough money to purchase 3 AED’s which were donated to the following organizations:

- Mishawaka Fire Department
- Marian High School
- Hannah’s House

In August of 2014 the MFD began an evaluation period with a new device to help improve oxygen supply to the brain during cardiac arrest. Twenty ResQPODS were donated by the manufacturer for a 120 day evaluation. Prior to the evaluation a representative from ResQPOD spent three days educating and training our first responders on the operation of the device. During the evaluation MFD administration tracked 15 data points during each use of the ResQPOD and then compared them to the same data points during cardiac arrests where the ResQPOD was not used prior to the evaluation. This data is currently being checked against hospital data on these specific patients.



Heart Reach Michiana

The goal of the MFD is to ensure that every out-of-hospital cardiac arrest patient has the best chance possible to survive the event and to recover neurologically intact. This evaluation data is expected to be completed by the end of the first quarter of 2015. Due to promising preliminary data, the MFD is continuing to use the ResQPOD until all data is evaluated.

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 2014, the Fire Prevention Bureau along with the Mishawaka Building Department performed over 1,920 fire inspections of buildings in the City. This is a 12% increase from the 1,720 inspections performed in 2013. 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 22 times to investigate fires compared to 32 times in 2013 which was a 31% decrease. 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 as to 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 to our city. Throughout 2014, we trained many businesses in the 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. Also during 2014, many seminars and presentations were given to businesses on topics such as evacuation drills, fire safety plans, fire extinguisher use, emergency planning and preparedness, smoke and carbon monoxide detectors, fire suppression systems, and fire alarm systems. Our main focus is on occupancies that contain the elderly and children.

During Fire Prevention Month in October, we brought our “Fire Safety Obstacle Course” to elementary schools, reaching a total of approximately 900 students. This program was initiated 13 years ago by Walt Disney P.E. teacher Steve Govorko. The Fire Safety Obstacle Course combines physical fitness and fire safety messages into a single class. 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
- Stop drop and roll
- 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. With Mishawaka’s assistance, this program has expanded into other school districts with the help of Penn Township Fire Department, and the Clay Township Fire Department. We hope to continue to expand this valuable learning program again in 2015.

We continue to partner with businesses in Mishawaka to promote fire safety, prevention, and education. We were very fortunate again in 2014, receiving a \$1,000 donation from Lowes of Mishawaka. This money was used to purchase smoke detectors and extra batteries, carbon monoxide detectors, fire extinguishers, and fire safety escape ladders. The Mishawaka Fire

Department continues our program that offers these items free of charge to the elderly or for those who may not otherwise be able to afford them.

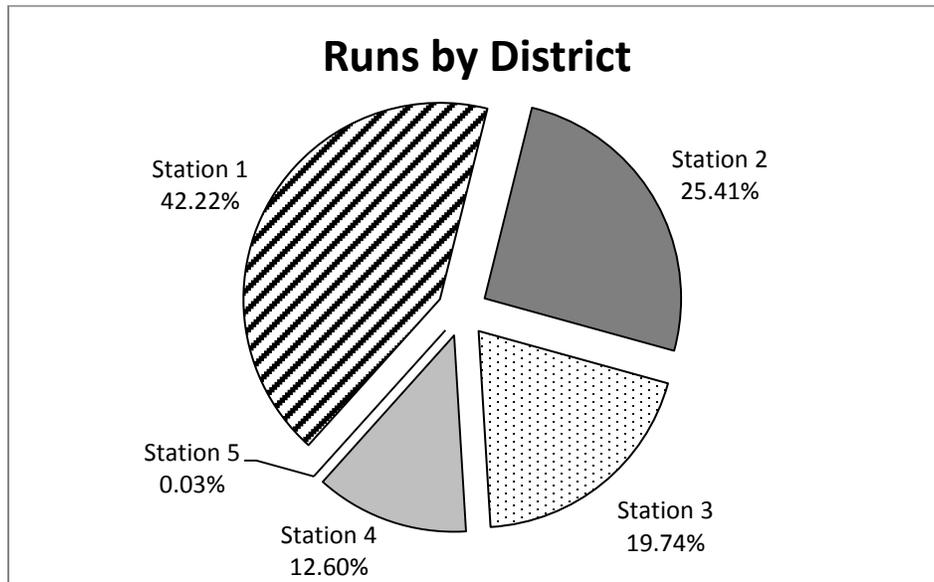
Public Education

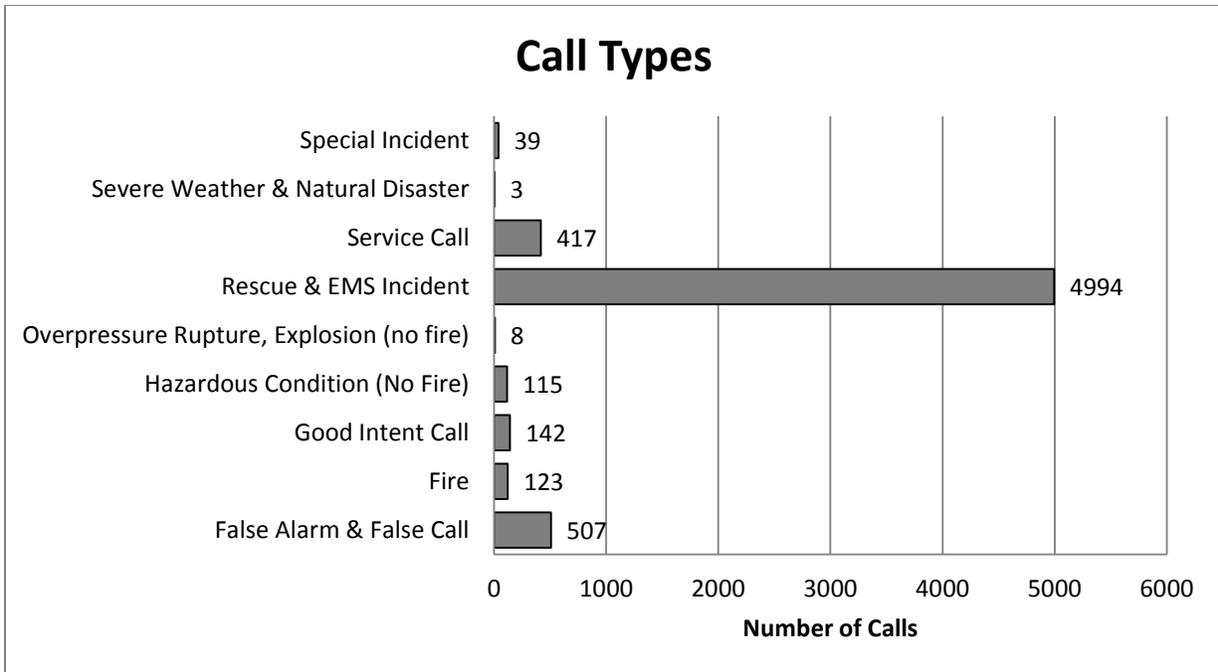
2014 was the 30th Anniversary of the Survive Alive House. Since its inception in 1984 153,123 people have toured the facility. In 2014, 63 groups and 1,543 people took part in the joint educational effort between the Mishawaka Fire Department and the School City of Mishawaka. Congresswoman Jackie Walorski presented a resolution honoring the house for its public education value.

- Little Red, the talking Fire Truck, gave classes to 10 groups of 162 preschoolers.
- Assemblies and tours accounted for another 36 groups of 1,649 people.
- As part of its Child Passenger Safety Program in 2014, the Fire Department helped install 105 car seats, through fitting stations located at each the City's 4 fire stations.

Statistics

Total run volume for the fire department decreased in 2014 with 6,353 total calls for service as opposed to 6,425 in 2013. This still averages over 17 runs per day. Total emergency medical runs accounted for 80% of call volume. Total EMS runs for 2014 were 4,940, a slight decrease from 5,115 in 2013. The department also responded to 9 commercial fires, 29 residential fires, 2 garage fires, and 10 apartment complex fires.





Training

The Mishawaka Fire Department is moving forward with the motto “Every Day Is A Training Day” because continuing education is the key to our profession. Our training hours keep going up every year which in turn translates into keeping our citizens better served and protected.

Working with Underwriters Laboratories (UL) some of our officers went to see first-hand some of the latest studies of fire dynamics, or how fires burn and move throughout a structure in today’s modern style of construction. They attended live burns in Chicago at UL’s facilities and our department also was able to be involved with several other local departments, such as Penn Township Fire Department, the Indiana Firefighter Training System, and UL using an acquired structure to do live, scientific burns. This was a ground breaking study and the data that was collected is now being used across the country to help develop and demonstrate new tactics to be used on fire-grounds to keep firefighters safe and is also featured in the new “Indiana SLICE-RS New Tactics Training Video.”

Our partnership with Lisa Greco and Bethel College is continually growing every year. Along with our leadership program, which is still going strong, we are now in the process of building a wellness and fitness program to aid our firefighters in living a healthier lifestyle on and off the job. This type of education is very important to our firefighters due to the stress of the job and will deliver first class information to guide and help us with nutrition, physical fitness, and mental health.

On the EMS side the Mishawaka Fire Department is involved in a clinical study on how to deliver more efficient CPR by using a brand new device. This ongoing study involves a device called a RES Q POD and it is expected for studies to show how it will help increase the chance survival for heart attack patients.

As usual, our overall hours of training last year also increased to a new total high of 25,000. In an effort to save tax dollars and provide the high quality training needed for our members we have sent several of our EMS officer's to be PALS, and ACLS, instructors to streamline the process and improve the quality and assurance of our members so we can provide the world-class service the citizens of Mishawaka deserve.

Lastly, with no intentions of slowing down we are starting off the year of 2015 with a Fire Officer Academy by holding three classes that meet NFPA and State of Indiana certification requirements that will teach, coach and mentor our members to help them become the future leaders, trainers and officers of our Department. Members will be certified Instructors and Fire Officers at the end of the academy in late spring. One of our main goals after moving to a 3 Platoon system 2 years ago was to create a department of men and women who are highly trained in both EMS and fire suppression and are more than capable to ride in every seat of any apparatus at any given time. We are committed to this goal and will continually work to meet it. Our citizens can rest assured that whenever a vehicle bearing the Mishawaka Fire Department name arrives to their call, they will receive nothing less than World Class Patient Care and Customer Service.

Giving Back

This year's recipient of the Mishawaka Firefighter of the Year was Captain David Ray. In addition to his duties as Captain at our Union Street station Captain Ray is the head of the Honor Guard for the Department and serves as the coordinator of the Department's very successful "Fill the Boot" campaign. This year's campaign set a record of \$12,069 dollars raised. The money will be used to send children to Camp Potawatomi.

Two t-shirt campaigns, the Pink Shirt for Breast Cancer, and the Camouflage T-Shirts raised money for local women's cancer support services, and "Honor Flight" trips to Washington D.C. for our W.W. II veterans to visit the memorial there.

Needy Family Project

This year's needy family campaign was a grand slam. Together, as one department, we raised a total of \$4,287. An outstanding effort by everyone! We also had a few donations from some very kind citizens from the community who heard about our program. A few were in Meijer while we were shopping, one was from a car seat, and a few were drop offs. Big thanks go out to Meijer, who was very helpful throughout the shopping and check out process, and also donated a whopping \$700 in gift cards. Thanks also to Kroger who was very helpful in the grocery process. Kroger also donated \$200 in gift cards.

This year things were a little different than our normal process but things worked out exceptionally well in the end. We helped a total of seven families. One family was picked up by their school, and only needed food. The rest of the children received a wonderful Christmas, getting just about everything on their lists for Santa. This year Kroger asked us to help one of their own, who was struggling this year due to medical problems. Kroger was unable to obtain

funds to help this person out and asked if we would be willing. We were able to purchase food for this Kroger employee in honor of the Kroger employees and the Mishawaka Fire Department.

One of the families we helped was involved in a car accident the 23rd of December. This put an even bigger damper on the holidays for this family. Her car was considered totaled as a result of the accident, she needed a new car seat for her daughter, who was not injured, and she was also 8 months pregnant. This family was very grateful for the aid we offered them during the holidays, as were all the families. It can be easy to lose sight of what this program is about, but in the end it is the right thing to do.

Police Department

Kenneth Witkowski, Chief

The Mishawaka Police Department has the responsibility of providing safe and secure environments for the community. The specific duties 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 City of Mishawaka 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.

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 making arrest, rendering aid to accident victims, 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.

Department Personnel	
Position	Number
Chief of Police	1
Division Chief	3
Captains	7
Lieutenants	12
Sergeants	20
Corporals	52
Patrol Officer	6
Probationary Officers	1
Recruits	2

The City of Mishawaka reported the following crime in 2014:

2014 Mishawaka Crime Statistics			
	2013	2014	Change
Homicides	0	0	-
Rapes	20	24	+4
Robberies	61	40	-21
Assault	895	898	+3
Burglaries	305	244	-61
Larcenies/Thefts	2,259	1,983	-276
Auto Thefts	140	125	-15
Arsons	27	5	-22

Reductions in nearly all crime areas occurred last year with significant reduction in Larcenies and thefts. Officers were also dispatched to 1,810 false alarms in 2014, resulting in 365 citations written for reporting false alarms.

The Department hired two Police Recruits and a Probationary Officer in 2014. There were also 8 promotions within the Department during the year. In 2014, Sgt. Louis Beehler and Cpl. Robert Sieradzki retired. Also, Lt. Wes Thompson resigned from the Department and accepted a police officer position with Peoria Police Department in Arizona.

Awards

Sgt. Eric Beckham, who is assigned to the Investigative Division, Metro Special Operations Section (MSOS), was awarded Officer of the First Quarter for his leadership skills and responsibilities that he took on in 2014. When the Lieutenant assigned to MSOS was pulled from the Unit, Sgt. Beckham was asked by the Administration of the SBPD to assume these responsibilities including being the person in-charge/command of MSOS.

Sgt. Beckham took the responsibility very seriously and, although the administrative responsibilities took a lot of his time, he continued to work cases and cultivate and run confidential informants.

Five officers were awarded the Officers of the Second Quarter; Sgt. Paul Robinson and Corporals Jon Bogart, Don Magnuson, Adam Northcutt and Jason Barthel.

Sgt. Robinson was recognized for his assistance in the ultimate capture of a murder suspect.

Corporals Bogart, Magnuson, Northcutt and Barthel were recognized for the apprehension of a suspect that fired a weapon in the parking lot of Sky Bar at the 100 Center.

Corporals Matthew Porter, Scott Robinson, Nathan Wojtysiak and Zach DeGeyter were awarded Officers of the Third Quarter.

Cpl. DeGeyter was recognized for the superb job he did in locating and apprehending several subjects who had broken into the Village Mart Marathon Station and stole cash from the register and numerous packs of cigarettes.

Corporals Porter, Robinson and Wojtysiak were recognized for the outstanding job they did in locating and apprehending a dangerous individual who had committed an armed robbery aggravated battery. These officers, when encountered with great personal risk to their own safety, acted with bravery and great personal restraint during this deadly force situation.

Lt. Joe Kasznia, Sgt. Chad Thomas, Corporals Steve Roeder, Don Magnuson, Scott Robinson and Dave Ruiz were awarded Officers of the Fourth Quarter in 2014.

Lt. Kasznia, Sgt. Thomas and Corporals Roeder, Magnuson and Robinson were instrumental in the location and capture of two individuals who committed larceny from a vehicle. The stolen property was returned to the victim in this case. The officer's dedication to duty and team work philosophy brought this incident to a positive end.

In a separate incident, Cpl. Ruiz was recognized for locating a suspect vehicle involved in a homicide that had occurred in South Bend. The Dispatch Center relayed information on the vehicle and approximately 40 minutes later Cpl. Ruiz advised that he had located the vehicle at a Mishawaka apartment complex. Commander Corbett of the Metro Homicide Unit was contacted and arrived at the scene. The suspect was eventually located along with a possible murder weapon and some stolen property that was in the vehicle.



Sgt Louis Beeler

Sgt. Louis Beehler received Officer of the Year in 2014. He was recognized not only for his tireless investigation of three suspects involved in numerous scams and thefts throughout St. Joseph County but also for the work he has performed on a daily basis. He can always be counted on to gather enough evidence and complete a very precise report. His

investigations have been thorough, leaving no stone unturned.

Sgt. Beehler was challenged with a health issue in 2013 and since then has faced it with courage and determination. He has made great strides in his recovery and continues to improve as time goes on. The bravery he displays in dealing with this challenge on a day-to-day basis is to be admired. Sgt. Beehler retired on July 3, 2014.



Kayla Oler

The Dispatcher of the Year was awarded to Kayla Oler. She was recognized for the way she handled a 911 call from a frantic husband whose wife was in labor. Kayla was able to keep the husband under control and provide the best help possible. The wife ended up delivering her baby at home. Kayla remained calm

and professional while providing aid and comfort to the new parents.

K-9 Unit

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.

Both K-9 Teams were re-certified in narcotics with the International Police Working Dog Association. The K-9 Unit continues to be proactive in assisting the Uniform Division by responding to calls for service. The Mishawaka K-9 Unit logged over 500 hours of combined K-9 training as a unit, either from monthly maintenance training or K-9 schools.



Cpl. Stachowiak and K-9 Max



Sgt. Thomas and K-9 Rex

During 2014, the Mishawaka K-9 Unit continued to assist other local agencies including South Bend Police, St. Joseph County Sheriff, and Indiana State Police, with narcotics and/or tracking and area searches. The K-9 Unit also assisted the Mishawaka School Resource Officers with locker searches when requested.

The Mishawaka K-9 Unit had a few highlights which consisted of the following apprehensions. Cpl. Stachowiak and K-9 Max assisted SJCPD with locating an auto theft suspect who had fled from a stolen auto that SJCPD had stopped. Cpl. Stachowiak and K-9 Max were able to locate the suspect hiding in a wooded area. The suspect also had outstanding felony warrants.

Cpl. Stachowiak and K-9 Max also assisted in an apprehension of a suspect who had crashed into a private ambulance service building causing extensive damage. Cpl. Stachowiak and K-9 Max were able to locate the suspect who had fled the crash scene. The suspect was lying in a ditch in inclement weather and in need of medical attention.

Sgt. Thomas and K-9 Rex’s highlight for the year was when they were able to locate a suspect who had an outstanding felony warrant out of LaGrange County for strangulation and he came to Mishawaka and was stalking the victim. The suspect was located by K-9 Rex hiding near the victim’s house in the bushes. The suspect was wearing a camouflaged hunting outfit which covered his entire body from head to toe. The suspect ran after being apprehended by K-9 Rex and after a short pursuit K-9 Rex was able to stop the suspect who continued to fight with K-9 Rex and officers.



K-9 Unit Statistics			
	Sgt. Thomas & K-9 Rex	Cpl. Stachowiak & K-9 Max	Total
Usages/Deployments	76	15	91
Drug Detections	10	3	13
Apprehensions	9	3	12

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, reviews and makes recommendations on requests for handicap parking spaces, and reviews and makes recommendations on for taxicab permits applications 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.). This team 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, Lieutenants Tim Williams and Bryan Fox, Sgt. Mark Flemming and Corporals Ron Hantz and Bob Ashburn. Captain Tim Spencer serves as the F.A.C.T. Coordinator.

There were 1,261 criminal cases assigned to and investigated by the Traffic Bureau in 2014. There were 2,143 crashes reported: 1,758 property damage crashes, 385 injury crashes with 510 persons injured, and 0 fatal crashes.

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.

Operation Pull Over and “Click It or Ticket”	
Criminal Misdemeanor	203
D.U.I. Arrests	140
Seat Belt Violations	2,337
Driving While Suspended	698
Child Restraint Violations	182
Criminal Felony	38
Speeding	3,393
Warnings	1,636
Other Traffic	1,724
Total Traffic Stops	12,954

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.

Indiana D.U.I. Taskforce	
Criminal Misdemeanor	210
Misdemeanor D.U.I. Arrests	159
Felony D.U.I. Arrests	29
Driving While Suspended	220
Underage Alcohol	67
Other Alcohol	15
Criminal Felony	22
Speeding	679
Warnings	1,193
Other Traffic	1,475
Total Traffic Stops	4,069

Investigative Division

The Investigative Division consists of a day and afternoon shift that is staffed by 10 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 St. Joseph County Prosecutor’s 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.

Investigative Division Statistics	
Total cases Direct Referred to Prosecutor, JJC, FVU, etc.	2,843
Total cases assigned to Detectives	1,332
Total cases referred to Community Relations	179
Total cases referred to Traffic Division	478
Total cases No Inv'd	1,734
Total warrant arrests (not referred)	190
Total property only cases	163
Total cases w/ infr. only (not referred)	12
Total # of cases reviewed by Investigative Division in 2014	6,931

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 nine officers. The unit is divided into five entities; Community Relations Officers, a Department Training Officer and Street Crime Officers (SCU), DARE and School Resource Officers (SROs). The Unit serves as a specialized enforcement unit that conducts special investigations, provides patrol and investigative support, and utilizes various measures to accomplish their goals and objectives.

The Community Relations Officers handle various public relationship events such as Neighborhood Watch meetings, National Night Out, MPD tours for boy scouts and schools, reading to children, bike safety rodeos, and participating in Triad Senior Citizens Organization and Project Life Saver. The Unit worked in partnership with TRIAD in collecting over 1 ton of medication in the TRIAD Pill Drop campaigns.

The Unit also assists Code Enforcement, Park Patrol, the Uniform and Traffic Division, Metro Special Operations Section, Investigative Division identifying vacant houses to deter scrapping, and assisting outside agencies at the local, state and federal level when requested.

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.

Together the Community Relations and Street Crimes units share a philosophy and organizational strategy that promotes a partnership with citizens to work together to identify and solve community crime and disorder problems with the goal of improving the overall quality of life in the Community.

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.

Lt. Williams continues to instruct the middle school program, "Keepin' it REAL". 2014 was the sixth year Lt. Williams instructed the middle school program at St. Monica and Covenant Christian School. Lt. Williams presents 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. Maria Bennett from Mishawaka Catholic and Max Martin from Queen of Peace were named City Champions for having the best essays. Maria also finished second in the State of Indiana for the best essay.

Not only did Lt. Williams teach the D.A.R.E. class in 2014 but he also provided assistance throughout the elementary schools as needed. School City of Mishawaka was able to secure a grant that paid the salary of Lt. William's time spent in the elementary schools.

Lt Williams was awarded first place in Grapevine, Texas at the International D.A.R.E. conference for his police vehicle graphics design in the Patrol Division.

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 from WNDU, along with local police officers.

School Resource

Cpl. Steve Madison is assigned to John Young Middle 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.

CAP Program

Civilians in Alliance with Police (CAP) program partners with the Mishawaka Police and Parks Departments with community volunteers to help report on acts of vandalism in the parks and along the Riverwalk. The volunteers are given basic training in first aid and what to do if they encounter a problem. After completing this training, they are named as a member of CAP, equipped with a Mishawaka Police radio and sent out in a golf cart to patrol the downtown parks and Riverwalk.

Services Division

Chief Ravotto, assisted by six 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.

Throughout the year the staff handles thousands of requests for copies of reports, criminal background checks, fingerprints, gun permit applications, motor vehicle checks and parking ticket payments. The staff also assists other governmental and police agencies when they request reports and information for their investigations.

The Services Division is 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 Services Division is also responsible for the management of the IT Division. This is handled by Sgt. Russ Haimbaugh who oversees all the technological functions of the MPD such as our records management system, computer aided dispatch, radio system, and in-car video system.

Parking enforcement is also a duty performed by Services. Municipal parking lots and downtown streets are patrolled by a civilian staff member who enforces parking violations. The Services Division takes great pride in serving the community and representing the MPD in a positive way.

Another function of the Services Division is securing grants for equipment and personnel. In 2014 the Services Division received the annual JAG grant in the amount of \$16,285. This grant was used to purchase equipment for officers to use in the field including, Tasers, Portable Breath Test, Radar Units and Radios.

The Services Division was awarded the COPS Grant in 2014 to add one new officer to the force. This three year grant, worth \$125,000, will go towards a new officer’s salary and benefits for three years. After three years the City will become responsible for the new officer’s entire salary package. This new officer will be hired in 2015 and the position will be used to add a School Resource Officer to work in the City’s seven elementary schools.

The largest equipment purchase made by the Services Division was Department vehicles. In 2014 the Department spent the budgeted amount of \$270,000 for 10 squad cars. The goal for 2015 will be to again purchase 10 fully equipped vehicles from the budget. There are a total of 112 vehicles for the Department that the Services Division is responsible to maintain.

Services Division Statistics	
Custodial Arrest Reports	1,210
Proxy/Citation Arrests	3,100
Code 1's (Information only)	25,144
Code 2 Reports	5,396
Crime Reports	4,851
Citations: UTT	3,382
Parking Citations	1,216
Warning Citations	231
Ordinance Citations	35

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.

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 5,689 hours of training in 2014, averaging approximately 56.32 hours per officer. During the year, 254 training classes were held.

Public Safety Dispatch Center

The Mishawaka Public Safety Dispatch Center is supervised by Dispatch Coordinator Brian Billingsley. Fifteen full-time dispatchers and four 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		
	2014	2013
Total Dispatches	41,525	40,768
Total Calls	69,348	98,556
911 Calls	29,550	29,271
Fire/EMS Dispatches	6,440	6,425

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.

The Future of the Public Safety Dispatch Center

Because of a State mandate, the four Dispatch Centers in St. Joseph County were required to combine into two Dispatch Centers by December 31, 2014. Assistant Chief Steve Ravotto and Sgt. Russ Haimbaugh are the MPD's designees assigned to assist the working group in preparing for the consolidation. Many hours were spent meeting with members of the other County Public Safety Agencies discussing protocols and needs for the new center.

The new Dispatch Center will come outfitted with new computer technology. The Services Division will be responsible, through Sgt. Haimbaugh and Training Coordinator, Sgt. Jason Stefaniak, to train the MPD staff with the new procedures that will be implemented through the new computer software system.

With the Dispatch Center moving out of the Police Station the Department's security system will be enhanced. Added door security as well as a new lobby phone system will be installed. Officer access to the prisoner garage bays will be changed. The Department's video security system will continue to be monitored by the Dispatch Center and officers on station.

Special 2014 Accomplishments

- **Awarded the COPS Grant for the hiring of one officer.**

This a three-year grant worth \$125,000 for the officer's salary and benefits. After three years the City will become responsible for the new officer's entire salary package. This new officer will be hired in 2015, and the position will be used to add a School Resource Officer to work in the City's seven elementary schools.

- **Indiana Criminal Justice Institute Awards St. Joseph County Partnership**

The St. Joseph County Traffic Safety Partnership consisting of Mishawaka Police Department (as the host agency), St. Joseph County Police, South Bend Police, Lakeville Police, Walkerton Police, New Carlisle Police and Notre Dame Police Departments were awarded a plaque with the designation of Top Performing DUI Taskforce Agency for 2014 and \$8,000 to purchase traffic safety equipment.

Officers from this taskforce had one DUI arrest for every 4.5 hours worked during impaired driving overtime patrols. Their efforts resulted in over 5,200 contacts including 245 DUI arrests by county agencies, in addition to another 173 during Operation Pullover blitzes.

- **New patrol vehicles**

Ten new units equipped with cages, light bars and computer and radio equipment were added to the fleet replacing older vehicles.

- **Police vehicle graphics design award**

Lt Williams was awarded first place in Grapevine, Texas at the International DARE conference for his police vehicle graphics design in the Patrol Division.

- **A Riding Tech Program was established**

A Riding Tech Program was established on the Midnight Shift in the Uniform Division. This program was designed to improve the quality of evidence collection conducted at crime scenes, to standardize the way evidence is collected and, most importantly, to identify suspects through the means of forensic evidence collected at scenes.

Cpl. Scott Robinson is the “officer in charge” of the Riding Tech Program. Cpl. Robinson, along with four fellow Midnight Shift officers worked throughout the year bettering their skills with each crime scene processing they completed. Each officer has attended high quality forensic schools and, together with their highly motivated attitudes and work ethic, have become an asset in the Uniform Division.

- **M.R.A.P. Donation**

St. Joseph County Metro S.W.A.T. Team, comprising of officers from the Mishawaka and St. Joseph County Police Department, entered into the federal program and was selected to receive a donated United States Military M.R.A.P. vehicle valued at \$733,000. The acronym M.R.A.P stands for Mine Resistant Ambush Protected Vehicle

The vehicle’s primary police function will be that of a rescue vehicle. The M.R.A.P is well suited for safe transport of innocent victims from an active shooter situation that may occur in our schools, workplace, or many retail sites. Direct delivery of emergency medical personal to a violent ongoing situation is a great asset to our community



The M.R.A.P will also be used to protect officers and bring a safe resolution to armed situations that may arise in our community.

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. From humble beginnings, long ago, 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 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 and keeping *Mishawaka Strong*.

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.

Mishawaka Utilities is committed to providing the community with the best products and services in electric, water 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 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 Utility Business Office

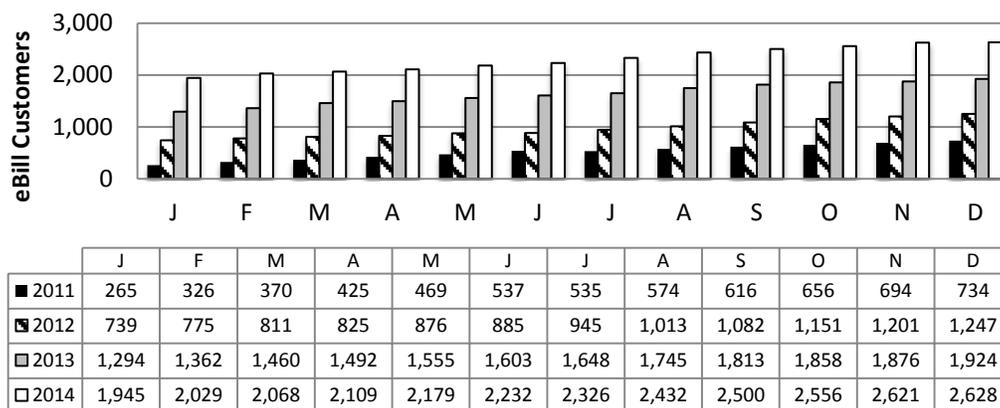
Virginia Fras, Manager

The Business Office has continued to work hard this past year in order to convert to a new Customer Information and Billing System Software in 2015. This software will help the utility increase productivity with workflow integration, turn system data into useful information to export into excel, and eliminate costly hardware and software upgrades thus lowering maintenance and integration costs. We look forward to these new opportunities to better serve our customers and improve both cost and efficiencies.

We began e-mail statements four years ago and are pleased with the increase we continue to see each year with customers viewing their bill electronically. E-mail statements enable Mishawaka Utilities to reduce billing costs, while maintaining customer service and efficiency.

Electronic invoice presentment and payment provides the following numerous benefits:

- Reduction in costs associated with the production, handling, and mailing of paper invoices
- Dramatically improved customer service due to 24/7 customer self-service for invoice and payment histories
- Enhanced cash flow from quicker payments made electronically and aided by the automated collections manager, which allows the biller to send automated reminders of payment due, payment overdue, etc.
- Labor costs associated with invoice packaging, mailing, handling of paper, dispute resolution and collections are reduced
- Customer satisfaction is improved as customers save time and money by paying electronically, with no need to write checks, fill out remittance forms, address envelopes or add postage
- Electronic payment provides security because sensitive personal information is transmitted stored and maintained using best practice PCI compliant systems



The Mishawaka Utilities Business Office welcomes a new year and thanks our customers for giving us the opportunity to be of service. It's been our pleasure serving the citizens of Mishawaka and we hope to continue to provide "World Class Service", now and in the future.

Water Division

Dave Majewski, Manager

2014 was a year of change at the Mishawaka Utilities Water Division as long time Division Manager Bruno Trimboli retired after 21 years of service. We thank Bruno for his dedication to excellence as he moves on to a much deserved retirement. Assistant Manager Dave Majewski was promoted to Water Division Manager on March 1, 2014.

Three new personnel were added to the Division in 2014. Andrew Schrader joins us as a Water Quality Assistant technician. This was an area of great need as regulation and testing requirements kept the severely understaffed Water Quality team extremely busy. Andrew is helping to fill this void. Angelina Griesinger came on board in June as our new Office Coordinator. She has done a marvelous job in keeping the office running smoothly. Last but not least Christian Lentz joined our construction crew in November as a Pipefitter and has come up to speed very quickly as he continues to learn all facets of distribution system construction.

***Division Manager Bruno Trimboli
retired after 21 years of service***

We also shifted some positions and filled other voids as Fabian Chavez moved into a new role as our Construction Supervisor. Mario Brioli moved up to our Construction Foreman job, and Patrick Deka took the position of Chief Mechanic in our maintenance area. These staffing changes have helped to smooth our work flow pattern and add a greater layer of efficiency.

Our mission is one thing that did not change in 2014. We strive to supply World Class Service each and every day to our roughly 46,500 customers by delivering potable water that meets and exceeds Federal and State requirements via 17,000 service connections. Our three water treatment facilities can output a maximum of 31.5 million gallons a day of water into our distribution system which encompasses 300 miles of water distribution main.

As 2014 drew to a close our pace was full steam ahead as we had many projects in the cue for 2015. Last year was a cooler summer and our pumping total reflected this. We treated 2.65 billion gallons of water in 2014 for an average of 7.3 million gallons per day. Our 29 employees worked 2,021 hours of overtime as we have people on call 24 hours a day 7 days a week to monitor and repair distribution system and treatment facility issues. We believe in our commitment to safety as our team celebrated 2000 consecutive days without a lost time accident in 2014.

As the Mishawaka Utilities Water system grows we need to assess the condition of current infrastructure along with needs for the future. In 2014 we began conducting a new Needs Assessment with our partnering engineer DLZ. This assessment which will be complete in early 2015 will be a comprehensive look at our needs over the next 20 years. This assessment will look at growth projections, an evaluation of the existing distribution system and treatment facilities and a plan for meeting these needs. As part of the plan our water model will be updated for the first time in ten years. The model helps locate areas of need both for improvement of our system and future development requirements. The updated plan gives a timeline of construction of recommended improvements for our planning to the year 2035. This plan will define the capital

resources needed to fund the recommendations and it will keep our Water system strong as we point our resources in the direction they are needed.

Water Quality

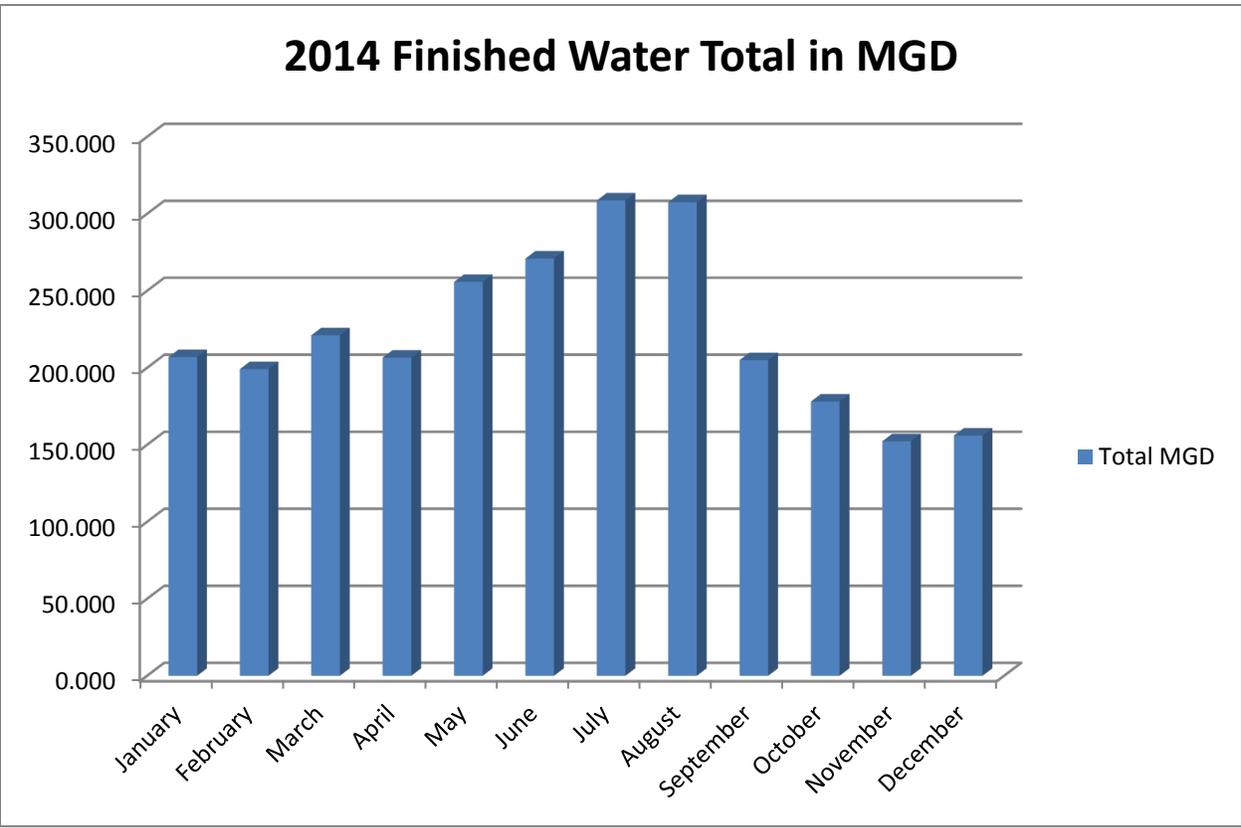
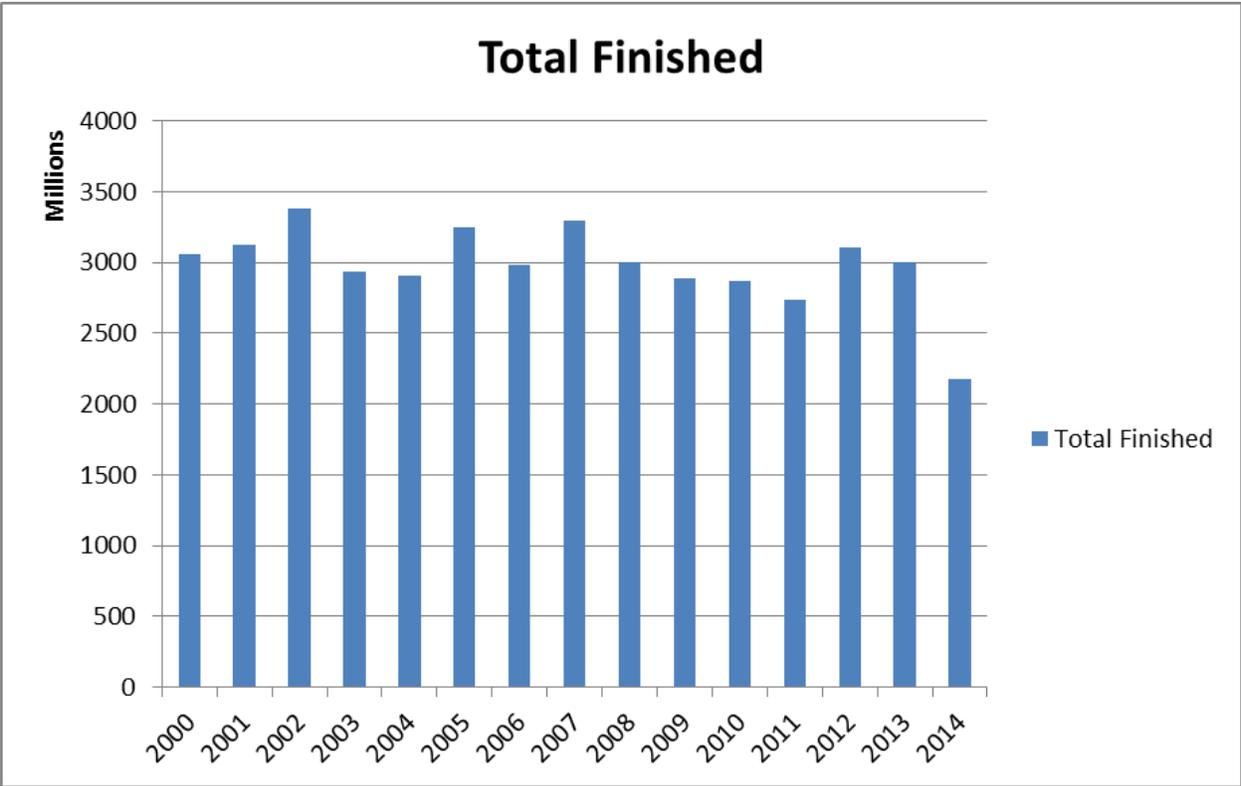
As the water is pumped from the ground our Water Quality staff is responsible for testing the water to make sure it meets the strict standards set by the Environmental Protection agency, and the Indiana Department of Environmental management. Our Water Quality staff is also responsible for operations of our treatment plants. These dedicated professionals are here 365 days a year to ensure quality of product and operation of facilities at their optimum level.

... treated 2.65 billion gallons of water in 2014 for an average of 7.3 million gallons per day.

Almost 20,000 tests are performed by our water quality staff or by an independent certified lab. Some highlights of 2014 include being awarded

the State Fluoridation award for the 12th consecutive year for maintaining proper residuals of Fluoride to help promote proper dental health. Our lab is also subject to the EPA Discharge Monitoring report which is a quality assurance testing study our lab must pass every 3 years to assure the integrity of our testing procedures. Our Water Quality lab passed with 100% efficiency in 2014. Last year was also a new compliance period for Lead and Copper testing. I am proud to state that we are again in compliance with the Lead/Copper rule which aims to keep lead and copper exposure at a minimum.

The Water Quality group is supervised by Tony Galassi and they did a great job to keep us in compliance. As we look ahead we will be putting together a new distribution sampling plan as the Total Coliform rule is set to change in 2016 and we must have our procedures and sites approved by the State.



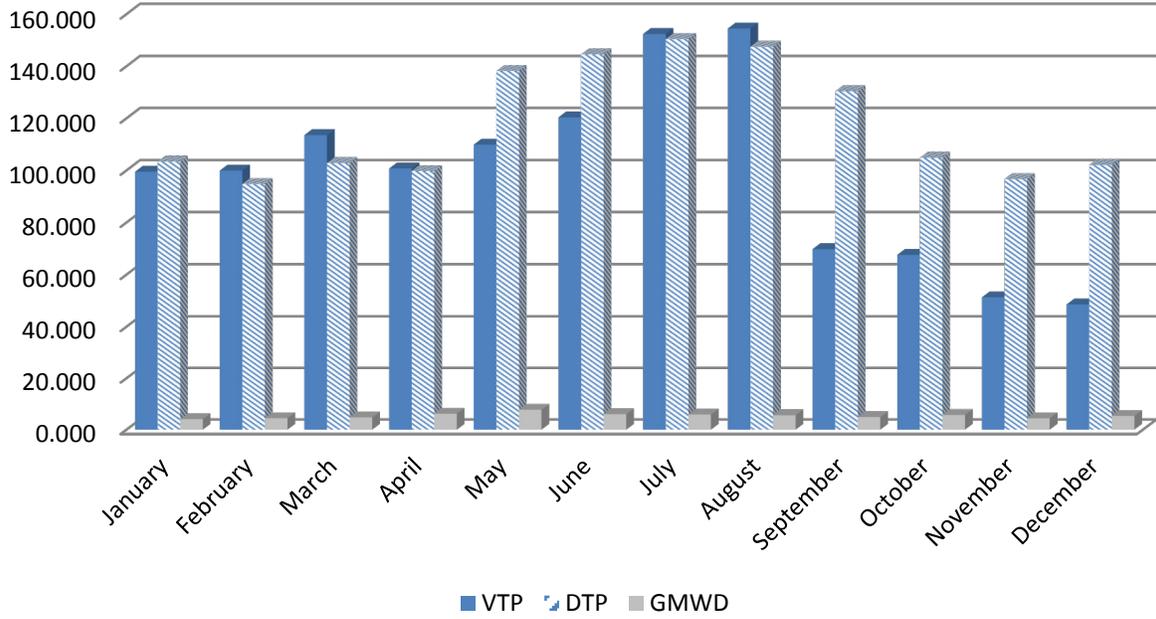
Mishawaka Utilities Water Division

Water Quality Laboratory Testing Totals 2014

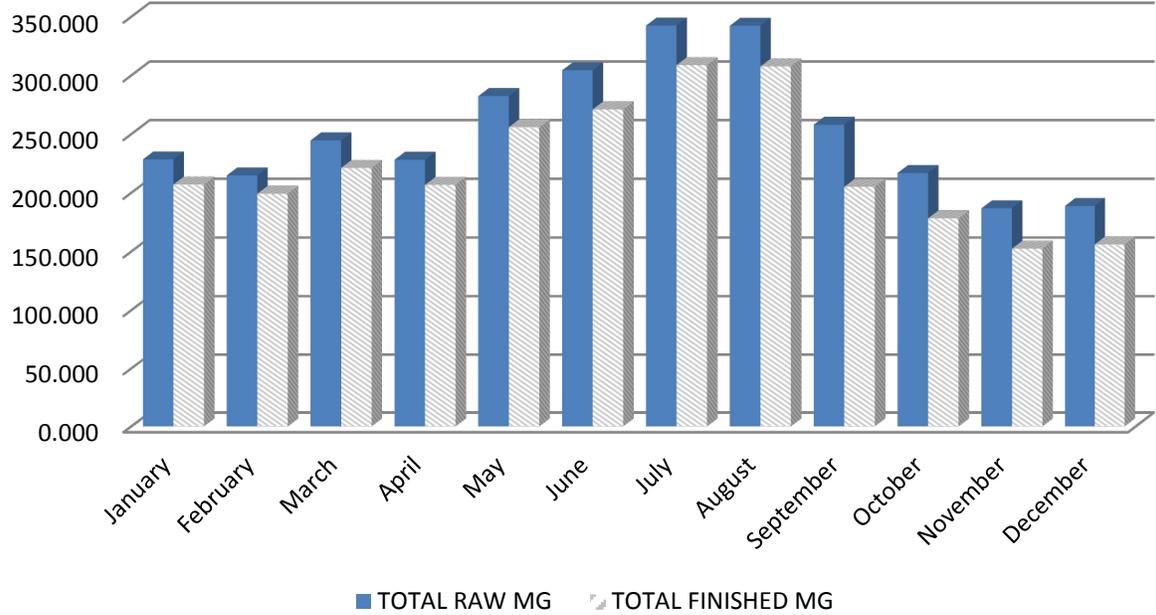
Test/Month	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
Conductivity	138	120	148	132	154	126	138	126	154	160	120	138	1,654
Manganese	138	120	148	132	154	126	138	126	154	160	120	138	1,654
Iron	140	122	150	134	156	128	140	128	156	162	122	140	1,678
Hardness-Calcium	138	120	148	132	154	126	138	126	154	160	120	138	1,654
Alkalinity	138	120	148	132	154	126	138	126	154	160	120	138	1,654
Total Hardness	138	120	148	132	154	126	138	126	154	160	120	138	1,654
Fluoride	116	104	136	112	137	111	116	114	134	138	110	116	1,444
Phosphate	92	80	84	88	88	84	92	84	88	92	80	92	1,044
Free Chlorine	124	112	124	120	124	120	124	124	120	124	120	124	1,460
Total Chlorine	124	112	124	120	124	120	124	124	120	124	120	124	1,460
pH	138	120	148	132	154	126	138	126	154	160	120	138	1,654
Temperature	138	120	148	132	154	126	138	126	154	160	120	138	1,654
Routine Bacti	50	50	50	50	50	50	50	50	50	50	50	50	600
Other Bacti	0	1	0	2	6	6	7	5	5	5	5	4	46
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	30	0	0	0	0	0	0	30
VOC	0	0	0	9	0	0	0	0	0	0	0	0	9
SOC	0	0	0	0	0	0	0	0	0	0	0	0	0
IOC	0	0	0	3	0	0	0	0	0	0	0	0	3
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/HAA5	0	6	0	0	6	0	0	6	0	0	6	0	24
Monthly Totals	1,614	1,429	1,728	1,567	1,793	1,533	1,621	1,519	1,775	1,839	1,455	1,618	19,491

Total Tests completed for 2014: 19,491

2014 Treatment Plant Finished Water



2014 RAW & FINISHED WATER



Well Head Protection

The protection of our aquifer is the responsibility of our Well Head Protection Coordinator. In 2014 Janice Winn identified and confirmed potential sources of contamination. These activities include locating and abandoning wells, septic tanks, and catch basins. The identification of commercial and industrial activities that have the potential to contaminate the ground water must also be identified. Jan sits on the Saint Joseph County Water Resource Area Board and she has been instrumental in putting together changes in the County ordinance to help protect our aquifer.

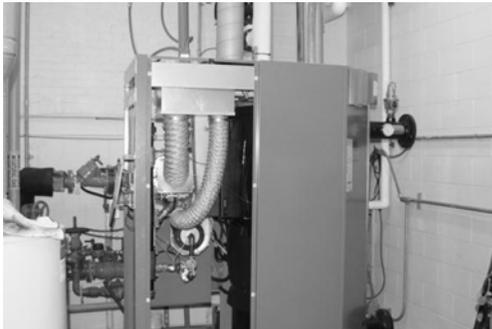
Maintenance

The Water Treatment and Pumping Facility Maintenance group keeps our facilities including 3 treatment plants, 22 wells, 6 booster stations, 4 elevated tanks, and associated equipment in proper working order.



Well Rehabilitation Virgil Street

Our Chief mechanic Patrick Deka directed the installation of a new boiler system at our Virgil Treatment plant and duct heater at our Division facility. Virgil Well field well house # 28 was expanded for the rehabilitation of the well which received a new pump and motor. Blair Hills Booster saw extensive work with 2 new motors and two new pumps for this facility. Our cathodic protection was inspected at our elevated tanks to insure there was no corrosion and all was functioning normally.



New Boiler Virgil Street

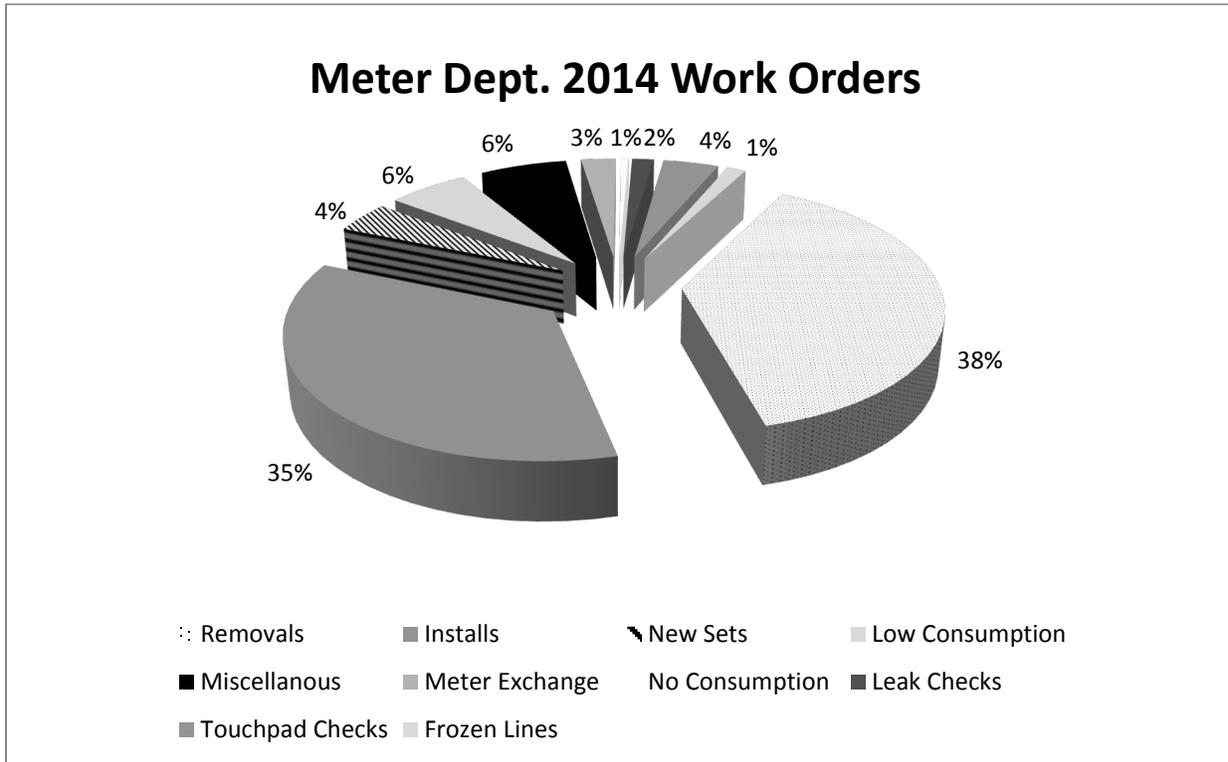
At our main office on Jefferson Street half of the exterior was painted with more paint and mortar work scheduled for 2015. Our SCADA system which monitors and controls our water system undergoes routine maintenance and is checked daily as part of water quality and maintenance operations.

Meter & Backflow

The Water Metering/Backflow/Cross Connection Group works to install, remove and test our water meters. This group works closely with the Mishawaka Utility Business Office to schedule these appointments, however our Meter Department is also called upon to dispatch throughout the city for emergency shut offs, low pressure calls and other customer service issues. This accounts for much of the Meter Department's effort. Water meters are needed so we can bill for our services, but they also must be maintained and replaced on a regular basis and this staff, supervised by Frank Unruh does an extremely proficient job.

The Backflow/Cross Connection team enforces the testing of many of the 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 Mishawaka’s potable water supply. Backflow devices are required on all commercial and industrial buildings and on all irrigation systems that receive water from Mishawaka Utilities. Mishawaka is proud to state we have one of the most respected backflow programs in the state and ours is one that has been emulated by other utilities as a model to follow. The Metering Department handled an astonishing 6,330 work orders in 2014.



Distribution



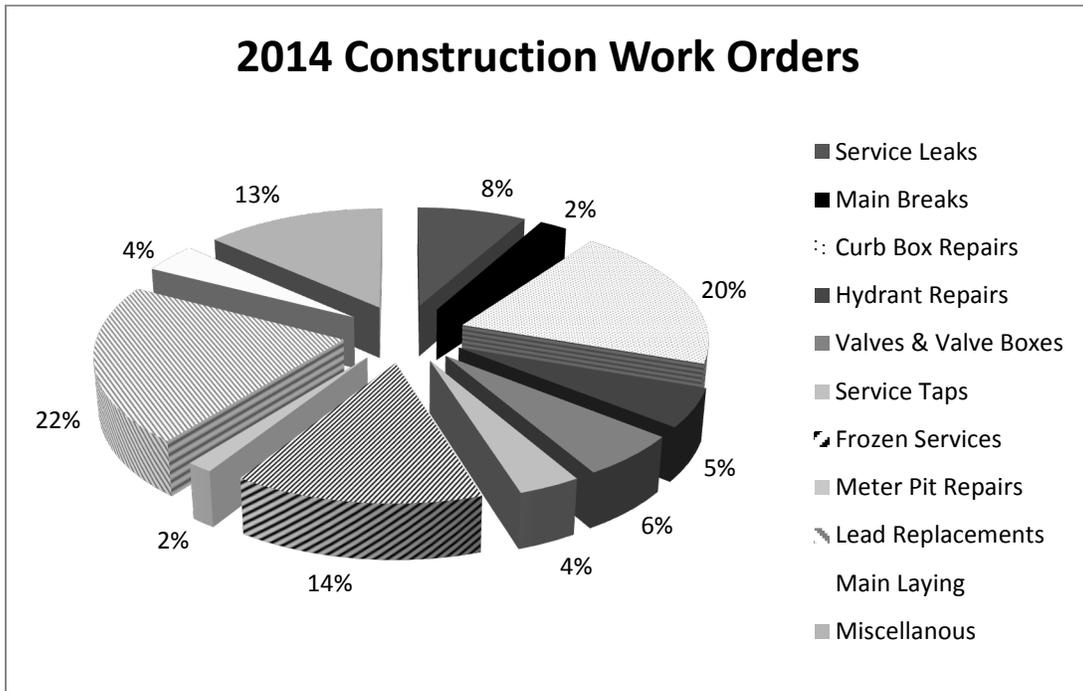
Water main extension - 12th Street

The Water Distribution System Maintenance and construction group led by Fabian Chavez had a very busy year. 2014 started out cold and snowy and the frigid weather would not relent. We tallied a record 122 frozen service lines. We attacked the issue by being aggressive and proactive. We purchased two thaw machines in addition to the one we had on hand. We also converted a pressure washer into a thaw machine to thaw a frozen water main. Our crews worked 18 hour days and through the weekends to keep the water flowing. Water Utilities

from around the region called us for guidance as our team led the charge with ingenuity and work ethic.

Once spring arrived we turned our attention to some major projects. Our Construction crews installed the water main for the New Costco warehouse on University Drive, The Primrose retirement community off of Fulmer road and an additional run of water main on 12th street. This

was in addition to the support our construction crews gave to contractors for City projects which required lead service replacements, live taps, pressure testing and re-direction of water-main. In addition to this our construction group was responsible for the repair of service leaks, water main breaks, valve replacements, and the flushing of our distribution system. Our construction crew handled 868 work orders in 2014.



CONSTRUCTION PROJECTS 2014 Installed by MU Water



Costco University Park Drive



Pipe Delivery for Costco Warehouse

- Costco Wholesale
- Primrose Assisted Living Facility
- Harrison Road Water Main Extension

CONSTRUCTION PROJECTS

- Cleveland Road Water Main Installation
- State Road 23 and Gumwood Water Main Installation
- Fir Road relocation of Water Main
- Gumwood north water Main Extension
- East Seventh Street Water Main Extension

LEAD REPLACEMENTS

- Hubbard Avenue - 20 Lead Replacements
- Middleboro Avenue - 28 Lead Replacements
- Berlin Avenue - 61 Lead Replacements
- Grand Blvd - 48 Lead Replacements
- E. Mishawaka Avenue - 22 Lead Replacements



Primrose Assisted Living Facility - Fulmer Road

Experience and dedication are keys to success. One of our employees received the John N. Hurty Award signed by the Governor and the Commissioner of The Indiana Department of Environmental Management. This honor is awarded to those with at least 25 years of dedicated service in the water industry and the recipient must be nominated to receive this award. This year's Hurty Award winner was Joseph Zirille.



*(l-r): **Frank Unruh**-40 Years; **Keith Cooper**-35 Years; **Jim Wiesjahn**-30 years*

In addition, Frank Unruh received his 40-year pin and Keith Cooper and John Stewart both received their 35-year pins. Jim Wiesjahn also received a pin for 30 years of service. Congratulations on a total of 165 years of dedicated service in the water industry by these five employees.

Service to the community and the world is very important to our employee's. The Mishawaka Utilities Water for People Section raises money to help fund clean drinking water and adequate sanitation for people throughout the world. Our job will be done when all people have a safe, continuous water supply. For the 15th consecutive year, Mishawaka employees presented a check of at least \$1,000.00 to the National Water for People organization. We look forward to 2015 as the Mishawaka Utilities Water Division continues to strive for excellence in providing World Class Service to our customers.

Wastewater Division

Karl R. Kopec, Manager

Overview

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 facilities comprise the largest and most complex treatment facilities in the state.

The service area that contributes flow to the wastewater facility 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 treatment facility serves over 17,000 residential, commercial, and industrial accounts. The population served exceeds 50 thousand. In 2014 over 3.5 billion gallons of wastewater were treated and over 5.6 million pounds of pollutants were removed prior to discharge into the St. Joseph River. In 2014, there were no exceedances of effluent limits.

The treatment facility operates 24 hours per day, 365 days a year. The twenty-six employees of the Wastewater Division have over 450 years of combined wastewater experience. Eight members of the staff hold Indiana's highest level of professional operator certification.

In addition to the treatment plant, the Division also operates the Biosolids Facility on South Logan Street. This site is the location for the solids dewatering operation and the storage of biosolids prior to land application. Another responsibility is monitoring of industrial dischargers through the Division's Industrial Pretreatment Program. The City of Mishawaka's Industrial Pretreatment program is responsible for enforcing all federal, state, and local environmental regulations. This includes the monitoring and inspecting of all Significant Industrial Users (SIUs) within the City. The City currently has eight permitted Significant Industrial Users and several non-permitted industries that are routinely monitored and inspected. SIU's are required to reduce, alter, or prevent pollutants from being discharged into the sewer collection system before ending up at the Wastewater Treatment Facility.

The Pretreatment program is also responsible for FOG (Fats, Oils, and Grease) maintenance. Through education and monitoring, the FOG maintenance program works directly with food service establishments to prevent the discharge of fats, oil, and grease directly into the sewer collection system. FOG can accumulate in the sewage collection system resulting in blockages and sewage backups or overflows from the system, causing damage and creating a health hazard.



Final Clarifiers

The Division is responsible for certain aspects of the City's sewer system. These responsibilities include the operation of 5 remote odor control facilities, monitoring and reporting on the activity of the 21 combined sewer overflow (CSO) structures, and the operation of the combined sewer overflow control program

The Division also maintains 29 remote sewage pump lift stations. 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.

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 treatment facility, 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 using ARRA stimulus funding. Designs for renovating two of these lift stations, Carriage Lane and Winding Brook, were completed in 2012 with construction completed in 2014.

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.

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 facility. The laboratory staff also continued participation in an E. coli study on river samples that began in 1997. The E.coli study involves weekly sampling of the St. Joseph River at Bittersweet Road Bridge, Main Street Bridge, the Ironwood Drive Bridge and Angela Boulevard Bridge.

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 2014, 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.

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 2014, 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 2014. 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 2014 Laboratory Excellence Award. This is the 13th 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 facility is designed to operate in the conventional activated sludge mode. The activated sludge process is a biological treatment process in which a mixture of wastewater and activated sludge bacteria are aerated and mixed. Organic pollutants and ammonia, phosphorus, and heavy metals are removed in the process. Ammonia removal is required because it is toxic to aquatic life and it creates an oxygen demand, lowering the level of dissolved oxygen in the river. Phosphorus is removed both biologically and by chemical precipitation using ferrous chloride. Phosphorus removal is required because excess amounts in the river can cause oxygen depleting algae blooms that harm aquatic life.

Solids generated in the treatment process are biologically converted in an anaerobic environment to simple organic compounds and become known as biosolids. These biosolids are 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.



Operator Tim Wells

A byproduct of anaerobic digestion is methane gas. The gas is captured and compressed and is used as a fuel in the treatment plant boilers. Hot water generated by the boilers is used to heat the facility's buildings and to also heat the anaerobic digester tanks. Digester gas is a free and renewable source of energy. Utilizing digester gas offsets the amount of natural gas that must be purchased and significantly reduces carbon dioxide emissions from the facility.

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.

Statistics

In 2014, the wastewater facility treated over 3.53 billion gallons, averaging 295 million gallons monthly and 9.8 million gallons per day. Over 5.6 million pounds of pollutants were removed in the treatment process and the quality of treated discharge to the Saint Joseph River was exceptional.

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 rate treated in 2014 was 61 MGD on September 1st. The maximum total flow treated on a single day was 22.14 million gallons on February 20th. Treating flow in excess of the design capacity requires skillful operation and a well maintained facility. Pollutants removed during 2014 included 5.2 million pounds of organic compounds, 54 thousand pounds of phosphorus, and 343 thousand pounds of ammonia nitrogen.

Biosolids, the stabilized solid material resulting from the treatment of wastewater, are land applied on area farm fields. In 2014, almost 915 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.

	2009	2010	2011	2012	2013	2014
Average Flow (MGD)	12.64	10.16	11.43	9.19	9.92	9.69
Peak Flow (MGD)	27.5	58.8	59.7	58.0	60.4	60.9
BOD Removed (%)	98	98	98	98	98	98
Phosphorus Removed (%)	78	79	79	80	80	82
Ammonia Removed (%)	96	93	90	95	92	95
Solids Removed (%)	97	98	97	98	97	98
Biosolids Produced (dry tons)	826	1115	1093	1121	1053	915
Electricity Use (MkWh)	5.283	4.874	4.922	4.992	5.075	4.934
Natural Gas Use (Mcf)	9.914	7.691	7.055	5.378	6.633	6.398
Total Precipitation (inches)	44.9	33.7	43.33	34.52	38.17	41.44

Significant Projects in 2014

Middleboro Lift Station

The City's oldest lift station was redesigned in 2012. Middleboro was originally placed in service in 1952. Extensive renovation began in 2013 with construction completed in 2014. In addition to replacing all piping, pumps and electrical components, the outside of the brick structure was renovated to preserve its architectural appearance. This rebuilt lift station will serve efficiently for decades to come.

CSO Elimination

A Long-Term Control Plan (LTCP) element was completed in 2013 in the Wilson Boulevard Area. The Wilson Boulevard upgrades include the combining of CSOs and diverting flows from River Crossing 3 to River Crossing 4. This project eliminated CSO – 005 Webster Street and CSO – 007 Benton Street and River Crossing 3 was abandoned. The disturbed area in the Wilson Boulevard area was updated with new streets and sidewalks when the sewer work was complete. Landscaping was completed in 2014.

Lift Station Upgrades

Holy Cross, Juday Creek, and Mariellen are the City's three largest lift stations. During 2013 several control deficiencies were identified. The control system designs were modified and physical changes were made to the controls in early 2014. These large stations are now more robust and less prone to failure.



Holy Cross Lift Station

Award Winning

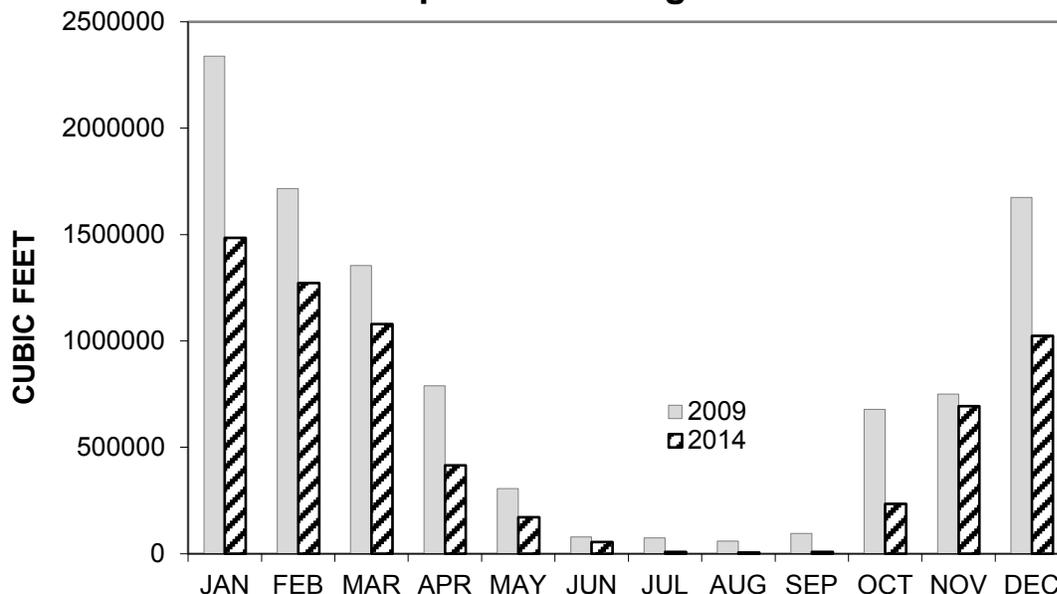
The Mishawaka Wastewater Division received a major award at the 78th Indiana Water Environment Association Annual Conference, held in Indianapolis November 19 – 21. Mishawaka's wastewater laboratory received its 13th consecutive Laboratory Excellence Award.

In 2014 Chemist Jill Norton was elected to serve as President of Indiana Water Environment Association (IWEA) in 2015. IWEA is one of 75 affiliated member organizations of the national Water Environment Federation (WEF). Jill brings distinction to Mishawaka as she leads the State's water quality association.

Efficiencies

Wastewater treatment facilities are large consumers of energy. It is estimated that wastewater treatment facilities consume 3 percent of electricity generated nationally. In the treatment process, aeration and pumping require the highest energy usage. To reduce this demand, the wastewater facility operates a high-efficiency turbo blower. The turbo blower passed EPA green initiative requirements. The turbo blower serves as the primary source of process air and reduces aeration electrical consumption nearly 30 percent. The blower also requires less maintenance compared to the plant's other positive displacement blowers. The new turbo blower was placed in service in July of 2010 and is in its fourth full year of operation.

Nipsco Gas Usage 2009 vs. 2014



Digester gas which is produced in the treatment process is recovered and burned in the facility’s hot water boilers to provide “free” energy that replaces natural gas. The boilers provide heat for the facility buildings and also heat the two-1 million gallon digester tanks. Much time was invested in 2014 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 32 percent between 2009 and 2014. 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.

The operation of the treatment facility 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. Each pair of operators is responsible for making process control decisions on their shift. On off-shifts, weekends, and holidays the facility is staffed solely by these two-person crews.



Robert Hall and Tim Brill

By the end of 2014 the Wastewater Division reached 2,198 days without a lost time injury. This amounts to over 308,000 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

In May of 2014, after almost 10 years of negotiation, the City finalized a Consent Decree with US EPA requiring the City to construct improvements to our sewer system. As a result, the City is now implementing a Combined Sewer Overflow Long-Term Control Plan (CSO LTCP) to reduce the amount of combined sewage that is discharged to the Saint Joseph River during excessive rain events and snow melts.

Although the Decree was finalized last spring, Mishawaka has been aggressively eliminating CSO overflows since the early 1990s. In 2014 the City completed major components of the CSO LTCP program that were started before the decree was finalized.

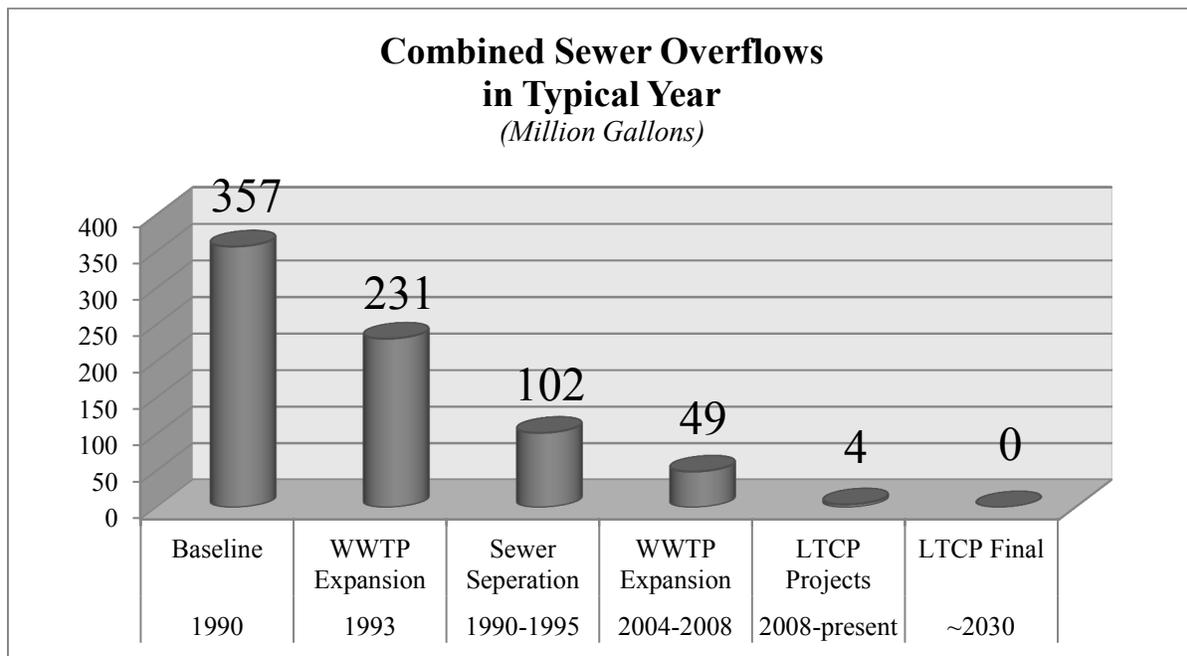
The projects included the sewer separation, rehabilitation, and pumping station improvements in the Milburn Boulevard/River Avenue area and the installation of a new interceptor sewer adjacent to Wilson Boulevard and the Saint Joseph River. These projects were key components of the City's aggressive CSO LTCP program targeted at reducing the discharge of combined sewage to the St. Joseph River during heavy rains.

At the onset of the CSO LTCP planning process the City developed a computer model of the sewer system. This model was originally developed in 1995 and simulates flows in the sewer system during rainfall events. Last year the City converted this model to the most recent version of the modeling software to preserve the use of this valuable tool.

During the period of April through September the City also installed 19 flow monitors in the sewer system and rain gauges in order to evaluate the performance of the system during wet

weather, quantify the effects of recently completed projects, and to refine the capacity and design requirements for the components of the CSO LTCP that are required to be constructed in the coming years.

This flow and rainfall data was then used to refine the City’s sewer model. The updated (2014) model confirmed the success of the recently completed projects in the Milburn and Wilson Boulevard areas where the volume of combined sewer overflow has been effectively eliminated during the typical year as a result of these projects. Additionally, the model update included expanded detail of the sewer system characteristics that allowed the further refinement of how the sewer system responds in terms of flow during periods of extreme wet weather.



As a result of the LTCP improvements completed to date and the expanded sewer system, the updated model estimates that about 4 million gallons of combined sewage would be discharged to the St. Joseph River during a typical year. This is a reduction of greater than 90% from the 49 million gallons per year of overflow estimated to have occurred prior to the initiation of the CSO LTCP program. Also, the model predicts that under current conditions, only 9 of Mishawaka’s 21 remaining combined sewer overflow points discharge in a typical year.

The key result of the update to the sewer system model is that future CSO control projects will be appropriately sized to control the updated estimated volume of wet weather flow to achieve the City’s goal of zero overflows in years with typical rainfall. This supports the City’s goal from the outset of the CSO LTCP planning process of being good stewards, to both the environment and ratepayers and taxpayers of Mishawaka.

Mercury Minimization

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 as an annual average. This is an extremely low limit. One part per trillion is the equivalent of one inch in 16 million miles! Like most large 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 education, pollution prevention, and source control to achieve mercury effluent reductions due to a lack of economically viable end-of-pipe treatment options. In 2014 Mishawaka was granted a Streamlined Mercury variance.

Staff Changes

In 2014 two longtime managers retired from the Wastewater Division. Operations Manager Don Demeter retired after 31-1/2 years. Don was replaced by Mark Curtis who was the Assistant Manager in the Sewer Maintenance Department. Maintenance Manager Dennis Carter retired after 21 years. Dennis was replaced by Mike Mezykowski who was promoted from his Maintenance Technician position. As sad as we were to see Don and Dennis leave, we are excited by the energy and enthusiasm of their replacements.

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 help to make Mishawaka strong.

Electric Division

Tim Erickson, Manager

Overview

Mishawaka Utilities Electric Division (MUE) is the second largest municipally owned electric utility in Indiana, providing service to 27,331 meters, an increase of .03 percent over last year. The electrical distribution system includes 11 substations located at strategic points throughout the city. Our 44 person staff, located at 1646 E. 12th Street, engineer, construct and maintain the distribution system, consisting of nearly 127 miles of overhead and 176 miles of underground distribution lines, as well as nearly seven miles of transmission lines, primarily 34.5 kV, with a small 69 kV section feeding our University Park substation. This system serves a population of 48,252 as of the 2010 census.



*Mishawaka Utilities Electric Department,
1646 East Twelfth Street*

Mishawaka's electric consumers enjoy electric rates that are slightly below average for cities our size in Indiana, which is one of the nation's lowest-cost energy states.

While owned by the City of Mishawaka, our efforts are not supported by tax dollars. We are a Division of Mishawaka Utilities; our operation is totally financed by the rate payers we serve.

Operationally, we continue to aggressively rethink how we perform our work, how we allocate our limited resources, and how we maintain the reliability of our distribution system.

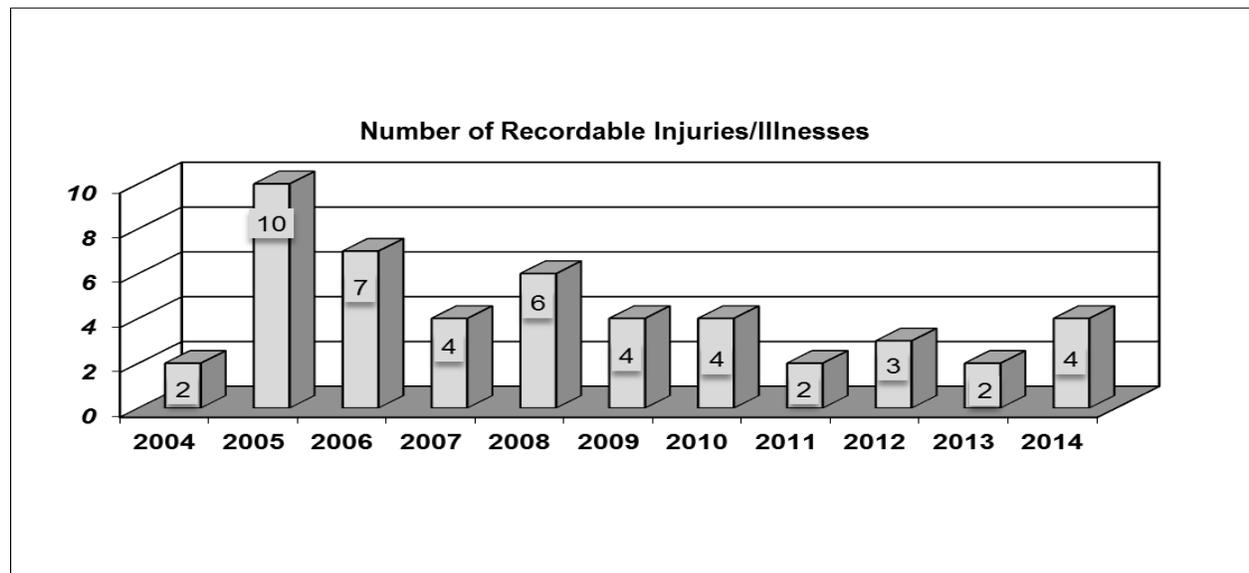
Mishawaka's electric consumers enjoy electric rates that are slightly below average for cities our size in Indiana, which is one of the nation's lowest-cost energy states

Electric Division Process Measures

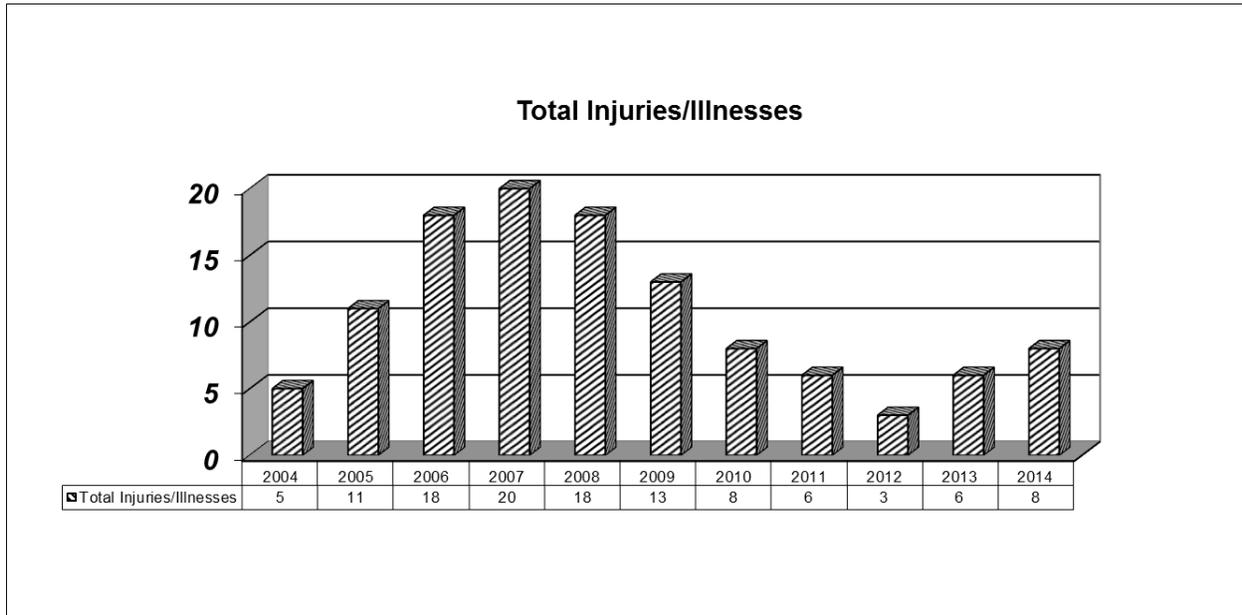
Process Measure	2013	2014	Percent Change
Peak Demand Month (month and kW peak demand)	July 137,681	August 129,444	-5.98
Total Energy Purchased (kWh)	621,372,256	614,024,446	-1.18
Total Energy Sold (kWh)	595,721,686	590,129,178	-.94
Total Number of Customers Billed	27,322	27,331	.03
Engineering Projects Completed	170	162	-4.7
Number of Transformers Set	59	68	15.2
Number of Metering Department Work Orders Completed	24,467	29,895	22.2

Personal Safety

All Construction personnel participated in bucket rescue and pole-top rescue at our Logan Street Training Facility. Training was administered by the Indiana Municipal Electric Association (IMEA). This is an annual training event. In addition, all metering and construction personnel attend monthly safety meetings administered by the IMEA. The number of recordable injuries/illnesses increased by two (four in 2014 versus two in 2013).



The total number of injuries/illnesses also increased by two, eight in 2014 versus six 2013.



Safety has been, and will continue to be, our main focus at the Electric Division.

System Energy Consumption

In August we hit our annual peak demand of 129.4 [MW] (12.2 percent less than the previous high of 147.3 [MW], set in August 2006). All distribution equipment operated within design constraints. SCADA provided continuous up-to-date information of transformer loading and system supply voltages. Also, our energy consumption (total energy purchased) for the year was 614,024,446 kW, down 1.18 percent from the previous year.

Reliability/Performance Enhancements

The following is a list of system enhancements completed in 2014:

- Completed installation of a high voltage breaker upgrade at the Bercado substation. The substation upgrade construction effort took only five days to complete. Both H&G Services engineers/technicians and Mishawaka Utilities' construction department staff personnel worked together very effectively to make this upgrade happen in such a timely manner.
- All substation fence grounding has been brought up to NESC standards.
- Continued implementation of the Trip Coil Monitoring Panel (TCMP) by completing the design change at Clover and Bercado substations. To date this design change has been implemented at eight of our 11 substations. The design change is being implemented in response to a protective system fuse failure at Union substation that went undetected for a significant period of time.

Employee Training and Lineman's Rodeo

Apprenticeship

Our apprenticeship program is in its 26th 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 (four years) and 576 hours of class room study.

Lineman Rodeo

Lineman Rodeo Competitions showcase the talents of the line worker in an individual and team setting and also are judged on national APPA safety regulations at international levels. After a very successful 2013 including our apprentices finishing 1 and 2 in the State and World competitions the bar was set high. Construction Department personnel participated in the following lineman rodeos:

- At the 2014 APPA national rodeo held in Oklahoma City, Oklahoma this year we sent a journeyman team and 4 apprentices to compete. The Journeyman team consisted of Captain Chuck Bailey, Scott Flynn and Shane Reynolds. The apprentices were Jack Kudlacz, Nathan Prenkert, Mat Stull and Mike Whitaker. The apprentices were outstanding with Mat Stull finishing 6th, Nate Prenkert 8th, Mike Whitaker 9th, and Jak Kudlacz 14th.
- The next Rodeo was the IMEA State Lineman's Rodeo hosted at Beutter Park in downtown Mishawaka September 26th and 27th. Mishawaka was represented by 2 Journeyman teams, 3 individual Apprentices, and dominated the competitions winning 1st place overall and bringing home 34 trophies as a team. Mishawaka again proved to be the "best of the best" from the building of the field, participation from the other municipals, vendor support, and public participation, and was successful from beginning to end. Mishawaka has been selected to host the 2017 competition – we'll try to outdo our 2014 success.
- The last Rodeo of the year was International held in Bonner Springs, Kansas in October. Mishawaka sent 2 Journeymen, Chuck Bailey and Scott Flynn, to compete on a combined IMEA team with members from Richmond, Bremen and Scottsburg. Mishawaka also sent 2 apprentices, Jak Kudlacz and Nate Prenkert, to compete in the apprentice division. Jak Kudlacz finished 1st IN THE WORLD for the 2nd consecutive year and Nate Prenkert took 2nd IN THE WORLD in the Municipal class. Mishawaka linemen are becoming household names in these competitions and work hard to be the best.

Tim Erickson and Kevin McGann continue to serve on the Indiana State Lineman's Rodeo committee as well as the National Joint Apprenticeship and training committee while Tim also serves on the State Safety and Training committee and chairs both the State IMEA rodeo committee and the NJATC.

Also, the following training was attended:

- Gordon Allen, Chief Engineer, presented training on *Fuse Coordination* at an IMEA workshop held at RP&L offices (7/25)
- Don Beck attended National Training Institute (NJATC) training 7/26-8/1)
- Joe Schrader and Justin Overholser attended GLEM School in Grand Rapids, Michigan (8/10-8/14)
- Steve Whitfield attended Overhead Distribution Systems training in Scottsdale, Arizona (9/30-10/3)
- Steve Whitfield and Todd Fizer attended Fundamentals of Electricity Workshop in Greenfield, Illinois (11/7)

Organizational Changes

Organizational changes this past year were as follows:

Engineering Department

- Adam Severns was transferred from Metering to fill the position of Substation Technician.
- Steve Whitfield was transferred from Construction to fill the position of Project Coordinator.
- Tim Kobb retired; the Substation Supervisor position has not been filled.
- Myron Stutzman quit.

Construction Department

- Steve Whitfield was transferred from Construction to Engineering to fill the position of Project Coordinator
- David Cochran quit.

Metering Department

- Jeff Erickson was transferred from Metering to Operations to assume the position of Dispatcher.
- Adam Severns was transferred from Metering to Engineering to fill the position of Substation Technician

Operations Department

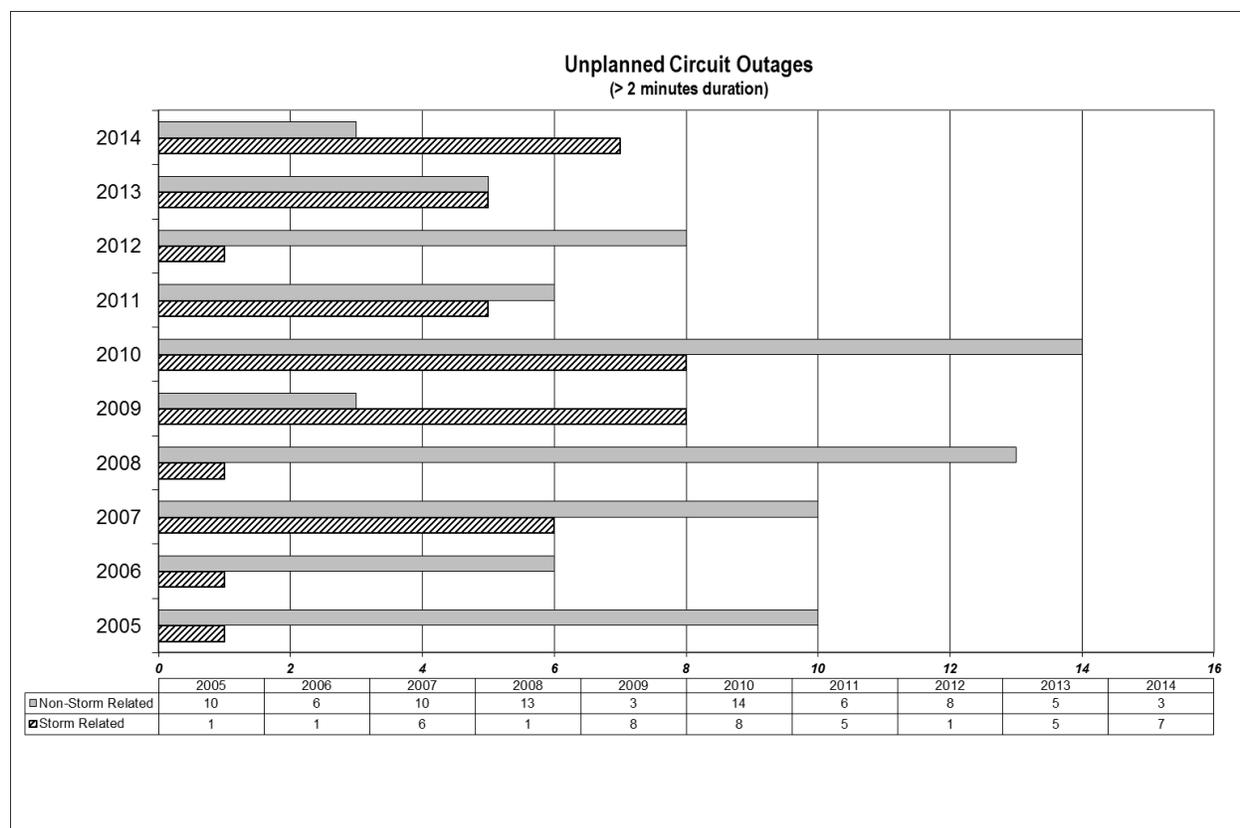
- Jeff Erickson was transferred from Metering to Operations to assume the position of Dispatcher vacated by Vickie Achtenburg.
- Vickie Achtenburg retired.

Engineering and Construction

Unplanned Outages

There were 10 unplanned circuit outages in 2014, with a cumulative unplanned outage time of 40 hours. The number of unplanned outages did not change from the previous year. Thirty one of the 40 outage hours, 78 percent, were the result of a significant wind storm on July 1, 2014. Forty percent of the July 1st circuit outage hours were the result of failure of AEP's Russ switching equipment at the AEP Liberty-Tap. The AEP equipment failure resulted in a loss of Russ circuits. This circuit failure is similar to the November 17, 2013 AEP failure. As a result of this failure AEP made a number of repairs to their Liberty-Tap MOABs.

The system as a whole continues to provide very reliable power. This is due to multiple reasons including ongoing reviews and analysis of system reliability and operational issues, with appropriate actions 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. The chart below depicts our unplanned circuit outage trend for the past 10 years.



Storm Response – We experienced a severe windstorm on July 1, 2014. Division personnel worked diligently to restore the affected areas to service. Our crews responded by restoring all power by the next morning while surrounding communities still had areas out for 6 days.

Support Services

Annual support services were provided for Summerfest, Summer Concert Series, Memorial Day Parade (Beutter Park and Battel Park), Kamm Island Festival, as well as decorations for the Holidays including wreaths and trees downtown and at Battell Park. Our support role includes providing both personnel and vehicle resources for setup and removal.

All Substations

A comprehensive survey and evaluation of substation fence grounding was performed by an H&G Services Mechanical Engineer. The evaluation identified the following four areas in need of improvement:

- A number of gates were not bonded to ground (i.e., they were physically isolated from the ground grid).
- A number of gates inappropriately rely on their hinges to act as their “bond” to ground.
- A number of barbed wire sections were found to be improperly grounded. Sections relying on tension, intended to establish a solid ground connection, were found to be loose.
- A number of barbed wire sections were so rusted that resistance readings to ground far exceeded the 5 [ohm] allowable maximum – in many cases the resistance readings showed an open.

All substation fence grounding has been brought up to NESC standards.

All Substations

In February 2013 ABB issued a product advisory letter requiring all DPU relays to have an upgrade installed to their operating firmware. The purpose is to prevent unexpected operations. The upgrade has been completed.

Borley, Clover, and Fourth Substations

The 20 year old wet battery systems at these three substations were replaced during 2014. These batteries are an extremely important part of our protection scheme. This completes the battery replacement project.

In conjunction with the above battery replacements a comprehensive technical evaluation was performed by a H&G Services Mechanical Engineer to determine if the batteries would produce hydrogen gas in sufficient quantities to warrant the need for a dedicated ventilation system. The H&G analysis determined that there are sufficient air changes in the existing control house buildings to preclude the need for a dedicated ventilation system.

Information Accessibility

We are making effective use of Dropbox cloud storage to manage information accessibility. For example, all circuit prints, substation drawings, the PM program, and key engineering design

projects are accessible via the Dropbox account. These documents, therefore, are available at any time, any place, via smart phones and tablets by authorized users.

SCADA (Supervisory Control and Data Acquisition System)

- Installed a webserver to allow monitoring the SCADA system using smart phones and tablets via a VPN connection. This capability provides the supervisors in the field with meaningful real-time information during routine and emergency situations.
- Installed Raid drive to seamlessly and continuously backup webserver and SCADA master files.
- SCADA is effectively being used to remotely monitor real-time status of equipment at all 11 substations. Key SCADA status and control components are tested on a regular basis.

Preventive Maintenance (PM)

We are continuing with our substation PM program to help prevent and mitigate failures, and prolong equipment life. Key PM (preventive maintenance) and CM (corrective maintenance) performed in 2014:

- 12th Street Insulator Failure

Periodic inspection of 12th Street high voltage buss identified a failed 34.5 kV insulator. The inspection also identified the 52T1 bypass GOAB to be out of alignment. Those repairs have been completed and the circuits returned to normal.

- 12th Street, Virgil, and Logan Substation High Voltage Bushing Failures

Periodic inspection of 12th Street 52-2 oil circuit breaker (OCB) identified a failed high voltage bushing. Repairs have been completed. Two additional spare bushings were ordered as these are very long lead-time items.

Periodic inspection of Logan T1 identified a failed high side bushing. Repairs have been completed.

Periodic inspection of Virgil 52-5 OCB identified a failed high voltage bushing. Further inspection revealed excessive tank water in-leakage resulting in irreparable internal corrosion damage. The OCB was replaced with an RMag style recloser (RMags are magnetically operated reclosers).

- Fourth Street Hospital
Completed troubleshooting and repairs to VISTA switch. Switch had been intermittently transferring between its primary and alternate feed due to perceived low voltage issues that were the results of faulty signals.
- Insulator Cleaning

- Insulators were power cleaned by Preventive Power and Maintenance in January at University, Twelfth, and Logan Substations. These cleanings are part of our strategy where we do UP plus at least one other substation annually with the goal of cleaning every substation at least once every ten years.

The insulator cleaning at University identified leaking radiators on T1. Replacement radiators were designed/ordered/received. Awaiting the right conditions to install.

- Bercado, Logan and Russ Low Tap Changer (LTC) Oil Level Alarms
LTC low level alarms received during last year's winter revealed that LTC oil levels were well below the 25 °C mark. To remedy this, oil was added to these three LTCs to bring the level up to the desired level.
- Cooper Advisory Letter
Completed Cooper regulator advisory on Borley and Virgil regulators.
- Vacuum and Oil Circuit Reclosers
The oil tanks were lowered on 15 reclosers (nine OCBs and six ESVs) allowing inspection, adjustment, and testing of recloser integrity.
We tested the fault interrupting devices on six 34.5 kV circuit breakers this past year.
- Relay Testing
Electromechanical relays were tested and calibrated at three substations. These relays protect our substation transformers from faults and overcurrent.
- Routine Inspections (failure finding tasks)
Our infrared (IR) scan was completed in August. IR surveys provide the opportunity to preemptively address equipment temperature anomalies thereby preventing failure. We are also maintaining our aggressive transformer oil testing schedule.
- Clover and Logan Spare Transformers
Periodic inspection was completed on these two transformers.

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 its relational database features) to hone in on the outage extent. The MUE GIS implementation expanded further throughout 2014 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 construction and street light work flow.
- Attended Software training at Futura Conference to help with Futura Database Maintenance, and to be more informed of future Futura software.

- Maintained Circuit Maps updates, Futura updates, transformer database, of over 200 work orders.
- Implemented new WebSCADA Server. SCADA monitoring now made available on portable devices such as iPads and Smartphones.
- Maintained all laptop computers for crews. Continued training crews on Futura software to help Construction Workflow become more efficient.
- Trained new Engineering staff on Futura Editing and Staking
- Supported Construction with detailed maps for underground facility inspections.

Project Engineering Activities

The new “connector road” between Capital Ave & Fir Road was one of our significant projects this past year installing over a mile and a half of new primary circuits. We completed the replacement of all rushed & condemned poles from the previous year’s pole inspection results. Two other projects requiring significant effort were the new Costco services/primary relocation and relocating our Union to 4th Street underground 34.5kv line.

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

- *Electric distribution improvements (line maintenance projects)*
 Pole Inspection / Replacement Program
 Borley Sub 52-2 Primary Rebuild
 Borley Sub 52-3 Primary Rebuild
 Russ Sub 52-7 Circuit tie to Russ 52-8 Circuit
 Substation Support:
 Scheduled projects to support:
 Switching
 Circuit Load Balance
 Recloser upgrades and change outs
- *Major City Jobs*
 Church Street Project
 Union 34.5kv Underground Relocation
 Harrison Road Widening
 Gumwood Road Widening
 Riverwalk Improvements
 Mishawaka Ave Improvements Phase 1
 Capital Connector Road
 Bremen Highway Road Improvements
- *System PM*
 Vault Hazard Testing
 SF6 gas inspection and servicing of all puffers in service
 Transformer & Closure verification and inspection (also in support of new GIS program)

Metering

The number of electric customers increased from 27,322 to 27,331 (.03 percent). The north and south side service trucks completed 23,524 install/removal work orders this year which included electric and water. The Meter Technician van completed 1,664 work orders, along with several power quality test and recording procedures. The metering repair van was also tasked with the re-reads on the new A.M.R. meters. This change helped to prevent estimating the customers we have had trouble reading in the past.

The Meter Readers and Josh Hyde have kept the reading schedule at or near 31 days all year and have completed over 4000 re-read work orders. The following table depicts performance in the area of work orders:

Work Orders for Electric	2013	2014	Percent Change
Removals	9,546	11,818	23.8
Installs	9,498	11,706	23.2
Sets	227	81	-64.3
Re-reads	3,712	4,707	26.8
Change Meters	628	831	32.3
Miscellaneous	865	752	-13.1
Totals	24,467	29,895	22.2

The disconnect truck ran shut-off lists 178 days this year which included 3,226 customers. They completed 2,122 reconnects during working hours. They make it a priority to do follow-up visits to disconnected accounts to check for tampering and theft. The shut-off truck helps the meter-readers read if we don't have a shut-off list. The truck has also completed 496 removal and 92 install work orders as well as generating \$79,300 in reconnect and tampering fees. As a department we also completed 137 after-hours reconnects.

We are continuing a program of changing meters from three phase mechanical thermal demand-type metering to electronic solid state-type metering along with single phase A-type base adaptor upgrades. We have also implemented a program to replace single-phase meters that have been in our system over 20 years, many of which result in a loss revenue due to excessive mechanical losses.

We continue to move toward an Automatic Meter Reading (A.M.R.) program. We have changed all meters in Reverewood this year as a test case as well as receiving training from Itron on the hardware and software for the A.M.R. system. Once all things are on-line we can move to implement change in getting the meter readings. The following table depicts performance in the area of shut-offs:

Shut-offs	2013	2014	Percent Change
Past-Due Amount	\$284,465	\$373,496	31.3
Total Amount Due	\$531,838	\$743,093	39.7
# Shut-Offs	2,751	2,861	4.00
# Bad Checks	84	28	-66.7
# Payment Plans & Extensions	123	121	-1.63
# Payment Plan Deposits	233	226	-3.00
Shut-Off Totals	3,286	3,236	-1.52

There were several personnel changes this year, Jeff Erickson and Adam Severns were promoted to new positions within the Electric Department. Bill Cook retired and Joe Schrader was promoted to his position as service rep. With all of these changes we were able to hire three new meter readers from other departments in the City.

This year we also sent two of our service reps to advanced meter training. Joe Schrader and Justin Overholser attended Great Lakes Electric Meter School in Grand Rapids. This was Justin's second year and he received 3-phase qualification. As a Department we also attended monthly IMEA safety training as well as several in-house training sessions. We will continue to move forward with these programs and research new programs to improve on our service delivery to our customers.

Operations

Within the Mishawaka Utilities Electric Division, the Engineering, Construction, and Metering Departments all rely on the Operations Department for support. The Operations Department purchases, coordinates and maintains all goods, services and rolling stock for the Electric Division. In conjunction with the Business Office, the Operations Department generates bills for contracted services set up by Engineering, and damage claims to our facilities due to traffic accidents and contractor dig-ins.

The Operations Department also assists the Accounting Department in keeping accurate material and accounts payable records, and by generating all purchase orders and job costing reports.

Other key functions of the Operations Department include:

- Dispatching crews and providing assistance to both customers and other divisions.
- Maintaining all records for use by Accounting, Engineering, and Construction pertaining to transformers, meters and inventory material.
- Maintaining the storeroom and issuing materials to construction crews.
- Issuing polyphase meter sockets to electrical contractors.
- Tracking the SCADA system that monitors the entire substation network.

The 2014 year was more financially active in terms of new acquisitions, changes and additions than the previous year. Office equipment at our 12th Street facility required replacement. Both

the main printer/copier and the fax machine had become obsolete. To resolve this problem, a new Lanier Model MP C3503 multi-tasking unit was purchased from Advanced Imaging Solutions of South Bend, Indiana. This new all-in-one office machine replaced both failing units as our main copier/printer/document scanner/fax.

Maintenance equipment required an upgrade due to obsolescence as well. The ride-on floor sweeper that we use at our 12th Street facility needed to be replaced. We purchased an Advance Model 3820C sweeper/scrubber from Hull Lift Truck of Elkhart, Indiana. The new unit performs flawlessly and allows us maintain our garage and stockroom floors in top condition.

During the year, we replaced 4 aged vehicles in the fleet with a new Ford F350 4-wheel drive service truck for the construction department, and 2 Ford F150 4-wheel drive pickup trucks for management personnel. A new Ford Escape was purchased for the Division Manager.

In addition, the Electric Division ordered a new construction vehicle to add to the working fleet. It is a 45-foot two-man insulated aerial platform, or bucket truck. The unit is being built on an International 4-wheel drive chassis by Altec Industries in their Creedmoor, North Carolina plant. The new truck, which is expected to be completed and delivered in March of 2015, will find primary function as our street light maintenance rig. But it can be pressed into service as a fully equipped line unit if necessary. We will be trading an aged bucket truck that is no longer safe to put into service on the new Altec unit.

This year we also resurfaced our asphalt parking areas at our 12th Street facility. We had been patching the lot when necessary, but it was definitely time for a full resurface, which was its first since our building was constructed in 1987. Reith-Riley Construction was contracted to perform the work, and the lot turned out even better than expected. The finishing touch of striping was added by the City's Central Services Department.

Through Operations and with the assistance of HD Supply, the Electric Division welcomed a new manufacturer as a partner. Holophane Lighting has begun to supply new decorative LED lighting fixtures on our streets. The new fixtures can be seen on Mishawaka Avenue east of Main Street as part of the redevelopment in that area. They will also be put in service on the connector on the north side of the City between Fir Road and Capital Avenue. These LED fixtures will provide good, energy-efficient lighting to not only beautify our city streets, but to add an enhanced level of safety and security as well.

Finally, Mishawaka Utilities and the City of Mishawaka hosted the 4th Annual IMEA Lineworkers' Rodeo in Beutter Park. The "Rodeo On The River", which was held on September 26th & 27th was a huge success and has set the bar for future events of its type in the state. Operations involvement in the rodeo ranged from designing and ordering banners that were displayed on the rodeo grounds to coordinating food services for some events to arranging special attractions that added to the festive atmosphere of the competition. I would like to give a personal thanks to all of the vendors and companies that helped to sponsor the rodeo. Special thanks goes out to Altec Industries and Mark Willman for providing and operating a 125 foot aerial tower for bucket rides, to HD Supply and Sam Briggs for providing the Orange County Choppers Eaton motorcycle for display and to WESCO Distribution Daleville and Dave Williams for providing Ty Dillon's WESCO-sponsored NASCAR #3 Camaro stock car owned

by Richard Childress Racing for another display. These attractions were great additions to the rodeo and helped to bring out huge crowds on both days. I also wish to thank FastSigns and Emily Nufer for making up all of the banners that were displayed at the event, and McFarland Cascade and Ed Ufkin for providing the poles used in the competition paddock. Our Department was proud to be a part of this successful event.

In Operations, we continue to partner with H & G Services to control unwanted vegetation growth in our substations. By contracting the vegetation control to an outside firm, we actually save money and MU man hours versus purchasing the herbicide and applying it ourselves. 2014 was the ninth year of the contract with H & G. The Electric Division will renew the contract for 2015 based on H & G's past performance during weed growth seasons. They are a valuable partner in our effort to keep our facilities well-maintained and well-groomed. The condition of our substations is a direct reflection of our overall commitment to be good neighbors to the citizens and businesses that make Mishawaka their home.

We also continue our partnership with HD Supply Utilities of Mattoon, Illinois by utilizing their Vendor Managed Inventory system, or VMI. Mishawaka Utilities entered into this partnership in January of 2009 to institute an inventory management system with HD Supply acting as our primary vendor for line construction and maintenance material. But the VMI is far more than a single vendor supply partnership. By relying on HD Supply to keep inventory in stock at their warehouse, we can reduce the material that we need to keep on our shelves. That reduces the amount of capital we have invested in store room inventory that isn't out on the city's electrical system helping to generate revenue.

Another facet of the VMI is the web-based material management software package. The inventory is monitored via desk top and laptop computers or wireless barcode scanners. Any activity on the VMI web system registers instantly and records all material transactions. These transactions include material receipts from HD Supply, material issued to job orders and material issued to truck inventory. Pricing of the material is also managed in real time utilizing an average-cost format. At any time, the system can be queried to give information regarding on-hand material quantities and current material values, either for individual items or for the entire on-hand stock. All materials have been assigned minimum and maximum stocking quantities. When any material item's on-hand level drops below its minimum, the system is prompted to generate a reorder ticket for that item. These orders are filled and deliveries are sent from HD Supply every Wednesday.

With scheduled weekly deliveries, we are confident that we should very seldom, if ever, run out of any material under normal circumstances. If faced with extraordinary events such as an ice storm or severe weather event, HD Supply will treat us as a preferred customer and fill orders for all of our needs ahead of their other non-VMI customers. They guarantee response to emergency order requests within 24 hours. With distribution centers nationwide, we are confident with placing our trust in HD Supply for our material needs. After the fifth full year of the VMI, we are still pleased with the results. We are reducing our on-hand inventory levels, which was the main objective. We are also pleased with the weekly deliveries and the computer-based material management software. We continue to "profit" from the ongoing alliance with HD Supply and are excited to see the results in cost savings, lower on-hand material carrying costs and rapid

response to material needs as they arise. We are looking forward to the seventh year of our partnership with HD Supply and the benefits that accompany the partnership.

Another ongoing alliance that we continue to benefit from is the transformer salvage program with our partners at HD Supply and transformer vendors Solomon Electric in Solomon, Kansas. In today's market, many transformer salvage companies charge to destroy used transformers. However, the agreement we reached with Solomon to have them process non-functioning or technologically out-of-date transformers allows us to receive credit based on the salvage values of the recovered materials. Normally, then, we would only be allowed to use this credit with Solomon towards the purchase of transformers from their company. But, by forming this 3-way alliance, the credit is issued to HD Supply and saved on account for to us for use on any equipment, material or services that HD Supply would sell to us outside of the VMI agreement. Here is how this breaks down in dollars and cents. Take as an example a standard aerial service 50 KVA transformer in a typical residential area. Salvage value for that transformer would be roughly \$4.00 to \$5.00 per KVA, or approximately \$200.00 to \$250.00. Last year, we declared 22 small line transformers as salvage and received over \$3,791.00 in usable credit with HD Supply. We were able to use this credit towards invoices for tools, inspection services, and other miscellaneous items.

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. Each year, we are required to test our bucket trucks and line trucks for both structural and dielectric safety compliance. Structural safety is basically defined by condition of the equipment that we own. Equipment must be in good mechanical and physical condition to be considered safe. Dielectric safety is defined by the insulation properties that certain equipment possesses. Proper insulation levels must be met for equipment to be operated safely around energized electric lines. Each year, we contract Altec Industries to perform on-site structural and dielectric tests on all of our bucket trucks and line trucks. Each piece of equipment was inspected to verify its structural and mechanical soundness. Then high voltage tests were conducted to verify that the insulation levels met or exceeded industry standards for safety. Every five years, units are actually x-ray tested to check for structural cracks and stresses that are not detectable with the human eye. Any structural or dielectric deficiencies that are discovered are reported immediately. Upon this type of notification, the non-compliant equipment is removed from service until the necessary repairs or adjustments are made. During the month of January, Altec Industries performed the necessary inspections and tests to maintain and document our compliance with all safety regulations and requirements related to our aerial devices.

Another ongoing safety program that is in place at the Electric Division involves our required personal protection equipment, or PPE. PPE consists of high-voltage rubber gloves and sleeves which all linemen are required to wear when working on or around energized electric equipment, flame-retardant clothing, hard hats, safety glasses and fall arrest harnesses and lanyards for all linemen who work in bucket trucks. Rubber gloves and sleeves are tested and certified twice a year per industry standards. Fall arrest equipment is inspected annually. All other equipment is inspected by the individual employee on a daily basis for wear and damage. Prevention is always the first step towards working safely. Any employee whose job would place him/her in a

situation where an electrical arc flash could occur is issued flame retardant (or FR) outerwear. We continue to partner with BrownDuck, located in Rockville, Indiana, to provide us with the necessary FR outerwear for our employees. Each employee is fitted individually for his garments. These sizes are kept on file with BrownDuck for future orders. FR clothing is BrownDuck's specialty, which is why we chose them as a partner in this endeavor. The average cost to outfit an employee in FR outerwear is \$400.00. This is a small investment when compared to employee safety and peace of mind. By providing this FR outerwear, we are OSHA compliant for this type of PPE.

Item	Dollars Spent		Percent Change
	2013	2014	
Aerial Transformers	\$195,545	\$89,496	-54.2
Padmounted Transformers	\$385,652	\$167,205	-56.6
Transformer Accessories	\$88,428	\$30,268	-65.8
Pipe	\$43,587	\$45,370	4.09
Pipe Accessories	\$2,858	\$6,165	115.7
Meters	\$47,244	\$31,815	-4.66
Meter Accessories	\$21,959	\$17,126	-22.0
Wire	\$406,072	\$294,447	-27.5
Wire Accessories	\$75,124	\$57,303	-23.7
Poles	\$97,756	\$47,202	-51.7
Pole Accessories	\$25,265	\$32,471	28.5
Street Light Poles	\$0.00	\$0	0.0
Lighting Accessories	\$79,103	\$73,413	-7.19
Service Materials	\$75,102	\$83,484	11.2

A major concern in the Electric Division is saving money whenever possible, but demanding and receiving the highest quality products and services from our vendors is extremely important as well. The Operations Department wrote purchase orders for approximately \$2,105,809.00 for goods and services in 2014. This figure includes, but is not limited to; lighting for Mishawaka Avenue, the Capital-Fir Connector, the Church Street Underpass and Riverwalk projects, facilities and substation upgrades and new maintenance, construction and transportation equipment. This is a marked increase from the \$957,123.00 for goods and services purchased in 2013. As noted, purchases of vehicles, street lighting, substation equipment and facilities upgrades led to this increase. Purchases of \$84,657.00 for inventory materials from non-VMI vendors and \$256,701.00 for distribution transformers helped us to reach these figures (see breakdown chart that follows). Again, these figures do not include goods and services from blanket purchase orders or inventory material and distribution transformers purchased from HD Supply through the VMI system (HD Supply VMI material and transformers amounted to a cost of \$975,765.00 for 2014).

Overall spending through the Operations Department did increase in 2014. But there were major endeavors which increased spending in some categories. These expenditures have been outlined. However, another area in which increases in spending can be attributed would be the continued

fluctuation in fuel costs during 2014, which is ultimately passed on to us as end users. Rising costs of raw materials and higher overall demand for the goods that our industry uses nationwide were responsible for higher costs for some types of materials and consumables as well. Increased purchase costs related to wire and street lighting are due to continued special projects and an aggressive street light maintenance and installation program.

The Operations Department continues to use blanket purchase orders, whenever practical, to assist the Accounting Department in streamlining their paperwork process. We also electronically process and forward as many reports as possible to further reduce the amount of actual "paperwork" being transferred between offices.

Operations assists in generating additional revenue for the Electric Division by processing billings for traffic accidents, damage to facilities by contractors and construction costs outside the normal scope of service. Billings generated in 2014 totaled over \$104,389.00. This figure includes a billing to Cancer Care on Douglas Rd. for replacing their transformer and attached facilities after an internal problem in their building caused the failure of our equipment. It also includes a billing to the City of Bremen for mutual aid during an emergency outage they experienced in February.

On the personnel side of the Operations Department, we are staffed by Chuck Brunner, the senior member and crew leader, in the Dispatch Office. Chuck is in his seventeenth year as a Clerk Dispatcher "A". He continues to be a strong, capable employee that I rely on daily. Victoria Achterberg, our second Clerk Dispatcher "A", decided to retire from the Electric Division. Vicky left us on September 19th and we appreciate her ten years of service to the company. Jeffrey Erickson bid into Operations from the Metering Department to fill the open dispatcher position. This was a sort of homecoming to Operations for Jeff. On October 30, 2000, Jeff was hired as General Maintenance and worked for me in that position until January of 2010. At that time, he was reassigned to the City's Central Services Department. After serving 8 months in that capacity, Jeff returned to the Electric Department on August 26th to fill a Meter Reader vacancy. I am happy to welcome Jeff back to the Operations Department and look forward to working closely with him once more. Chuck and Jeff provide critical support to the rest of the Electric Division. As I enter my 30th year with the Mishawaka Utilities, I rely on these very capable people each and every day to keep the Operations Department running smoothly. I am confident that they will be up to the task again this year.

The Operations Department strives for efficiency in the administration of procurement and accounting, the management of materials and services, and the maintenance of the fleet and facilities. We serve as an integral support department for the Electric Division. We are also here to aid other divisions within Mishawaka Utilities and Departments in the City of Mishawaka with any tasks that we can. As the Operations Department looks ahead to meeting the new challenges of 2015, we welcome the opportunity to build upon our accomplishments and to develop our future successes.

Sewer Maintenance Department

Tom Dolly, Manager

The Sewer Department is responsible for the infrastructure 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 who are both versatile and enthusiastic. Responsibilities of the Department include televising, cleaning, repairing minor defects in the sanitary and storm sewer systems, and cleaning leaves or snow off of storm inlets.

The Department also responds to residential calls for sewer concerns, inspects new construction sewer taps and locates sewer lines for contractors. Working with the City GIS and Engineering Departments, televising sewer laterals from homes to determine if problems are covered by sewer insurance, is also a function of the Department.



The 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.

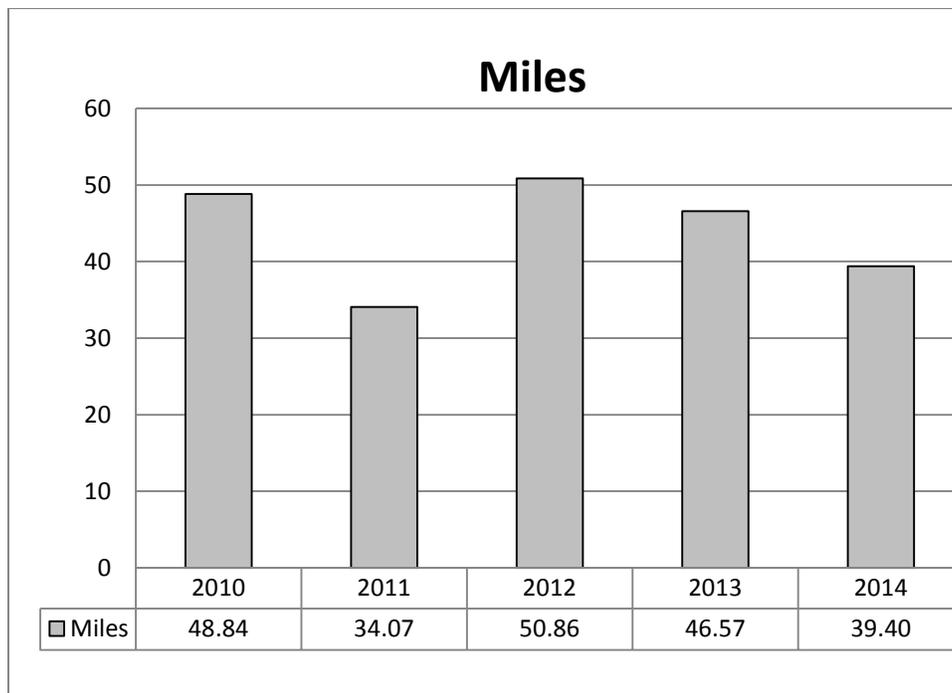
At the end of 2014 the Department purchased a new Vactor 2100 Plus combination truck which will replace a 10 year old combination truck. The old Vactor unit will be used by the Water Division for hydro-excavating during water main repairs. The 2014 model has the newest in wireless technology which has a computer on board that collects and transmits comprehensive operational intelligence from the Vactor 2100 Plus to a secure, hosted website where the utility managers are able to access information 24/7 from any internet connected device, such as a smartphone, tablet or laptop. Reports can be made with accurate information such as water usage, footage cleaned, and location of lines that have been cleaned.



The Department has a planned video surveillance program with precise documentation on sewers that may need maintenance. The video inspection crew checks the integrity of the pipe, the condition of sanitary sewer laterals and validates repairs or lining.

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

On the two video inspection trucks there are two robotic cameras that can drive down any sewer pipe from 8” to 60” in diameter, and up to 1,200 feet in length. The cameras have articulating heads with zoom, as well as pan and tilt capabilities. The computers that drive these cameras can record all visual data and all manually documented information entered by our camera technicians. This information is uploaded to the City GIS Department and Engineering for further study and updating of the City GIS Map. Inspections of new sewer system extensions through sewer televising are conducted to insure that the construction meets our City specifications.



The video inspection trucks are also equipped with 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 2014, over 6,381 feet of residential laterals were televised with the push cam system.

In 2014, over 6,381 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 issues. These employees performed 87 sewer excavation inspections in 2014.



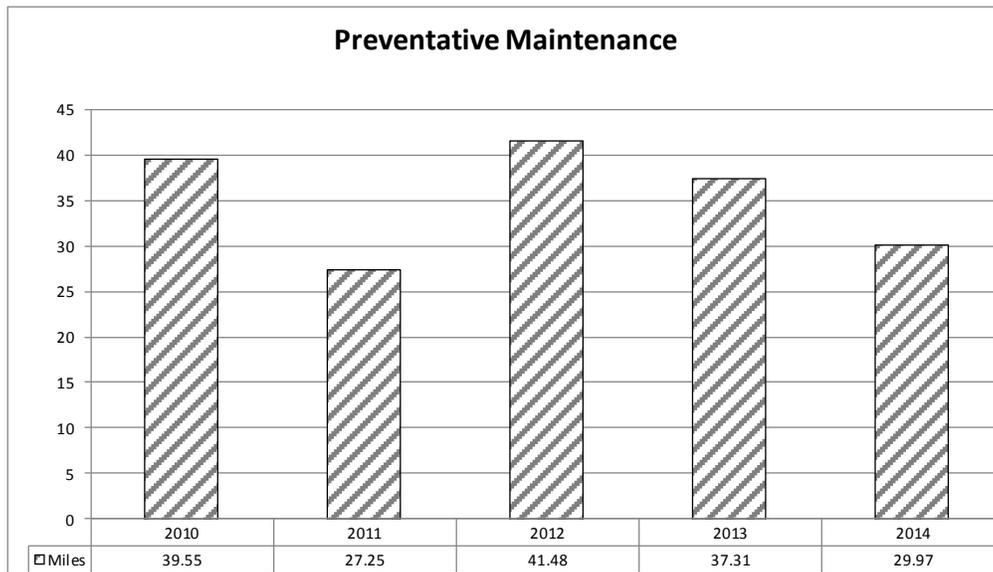
The Department performs scheduled preventative maintenance cleaning on a daily basis. Between two combination trucks, 155,690 feet of sewer lines were cleaned during the year. One of these trucks will assist the video inspection crew cleaning lines before televising them, while the other cleans inlets, and catch basins.

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

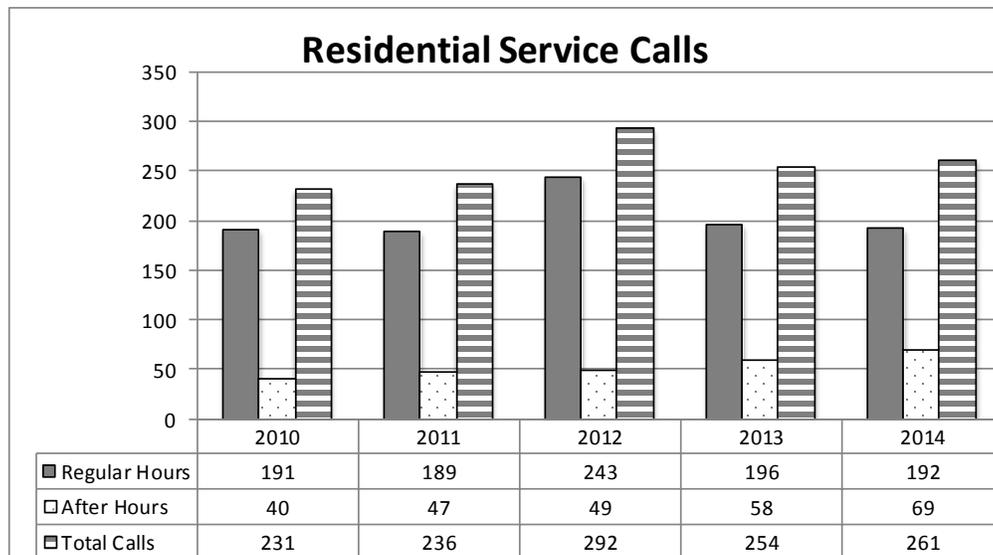
Through this preventative maintenance program the Sewer Department was able to identify the Christyann Trunk Sewer System that was in need of rehabilitation. As the first phase in the rehabilitation of the Christyann Trunk Sewer north of Borley, all the structures were rehabilitated. During routine inspections, the Sewer Department identified the structures as well as the main line pipe to be in need of rehabilitation. The structures were rehabilitated utilizing a structural polyurethane coating. The total investment was \$119,350.00 paid by Sewer Department Funding. The main line pipe will be rehabilitated at a future date.



Over the past year, 192 calls were received from residents during normal working hours and 69 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 261 calls, 43 residents qualified for the sewer insurance program. These 43 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 1 year guarantee against tree roots, to a more in-depth project such as an excavation and lateral repair. This program has proven to be very successful in assisting Mishawaka's residents with the high cost of sewer lateral repairs. More of the specifics regarding the sewer insurance program can be found on our 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 2014.