

# STATE OF THE CITY



DAVID A. WOOD  
MAYOR  
MARCH 7, 2016

2015

*City of Mishawaka, Indiana  
Administrative Officials  
For the Year Ending  
December 31, 2015*

*David A. Wood  
Mayor*



*Geoffrey D. Spiess  
Corporation Counsel*

*Deborah S. Block  
City Clerk*

*Rebecca S. Miller  
City Controller*

*Mishawaka Common Council  
Ron Banicki (6<sup>th</sup> District)  
President*

*Dale Emmons (1<sup>st</sup> District)  
Mike Bellovich (2<sup>nd</sup> District)  
Ross Deal (3<sup>rd</sup> District)  
Kate Voelker (4<sup>th</sup> District)*

*S. Michael Compton (5<sup>th</sup> District)  
Joe Canarecci (At-Large)  
Matt Mammolenti (At-Large)  
Bryan Tanner (At-Large)*



City of Mishawaka

**State of the City Address**

March 7, 2016

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**City of Mishawaka**  
**2016 State of the City Address**

***“Mishawaka Transformations”***

*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 each 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. As I have said in the past though, we are not here to mark time; we are here to make a difference. This past year we collectively continued to make a difference.

The theme I have chosen for this year’s State of the City Address is **“Mishawaka Transformations”**. Every year I try to pick a title that is representative of what is happening in the City. In my review, what clearly stood out about the projects completed in 2015, and those coming forward in 2016 is the transformative qualities they have on our City and the impact that they will have on future generations.

Prior to discussing these projects, an important component of every State of the City is discussing the past years business of the City and highlighting the challenges and opportunities we are facing in the coming year.

**The State of Our City**

We continue to strive to be the most livable, competitive city in Northern Indiana. We are continuing to grow Mishawaka with an emphasis on creating opportunities for all.

In retrospect, from a City government perspective, 2015 was a 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 putting our great City first. Most importantly our workforce continues to be dedicated, engaged, and with a pride of ownership in what they do.

I am pleased to report that for another year Mishawaka continued 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.

## **Municipal Elections**

It is hard to believe that four years have gone by since the last municipal election and this year was an election that was very different from most. During this election there were several uncontested races which made for a quiet election in the City of Mishawaka. In the 2015 election I was unopposed as Mayor having served in this capacity since originally being appointed in 2010. In addition, Clerk Deborah S. Block, who has served as City Clerk since 1992, was also unopposed.

The following are the elected and appointed Mishawaka Common Council Members who won their respective elections and will be serving over the next four years:

**1<sup>st</sup> District Councilman** - Dale “Woody” Emmons elected to his 4<sup>th</sup> term.

**2<sup>nd</sup> District Councilman** - Mike Bellovich elected to his 2<sup>nd</sup> full, four-year term.

**3<sup>rd</sup> District Councilman** - Ross Deal elected to his 2<sup>nd</sup> term (he also previously served from 2008 - 2011).

**4<sup>th</sup> District Councilwoman** - Kate Voelker elected to her 1<sup>st</sup> full, four-year term after being appointed to finish the term of Marcia McClure.

**5<sup>th</sup> District Councilman** - Mike Compton elected to his 3<sup>rd</sup> term.

**6<sup>th</sup> District Councilman** - Ron Banicki elected to his 3<sup>rd</sup> term.

**Councilman At Large** - Matt Mammolenti elected to his 2<sup>nd</sup> term.

**Councilman At Large** - John Roggeman elected to his 4<sup>th</sup> term.

**Councilman At Large** - Joe Canarecci elected to his 1<sup>st</sup> term (newly elected).

I would like to publically thank Councilman At-Large, Dan Bilancio and 3<sup>rd</sup> District Councilman John Reisdorf for their exemplary service to the City of Mishawaka over the last four years. Both of these gentlemen ably served the best interests of the City while being responsive to their constituent’s needs. Both placed a strong emphasis on improving the quality of life for our citizens. Mishawaka is a better place because of their service. Following the election, City Attorney, Larry Meteiver, left the City to return home to his native City of Elkhart where he accepted a position in the new Mayor Neese administration. While Larry will be missed, Councilman John Roggeman accepted my offer to become Mishawaka City Attorney. John resigned from the Council to work for the Princess City fulltime. I would also like to congratulate Ross Deal and Joe Canarecci on their election and look forward to working with all of the Council and Clerk Block over the next four years.

I would like to publicly acknowledge the dedicated public service of John Roggeman to the City as a Councilman over the past 12 years. Having served with John both as a Councilman and now as Mayor, I can tell you firsthand of his exemplary service. Fortunately for the City and my administration, John accepted the position of City Attorney in January of 2016 following his election to a fourth term to the Mishawaka City Council. I look forward to serving the City with John in this new role and am honored that he considered and accepted the position.

On February 10, 2016, the Democrat Party held a caucus election to fill the vacancy left by John Roggeman's resignation. Bryan Tanner, being the only candidate to file for the open seat, was unanimously selected by the Democrat Precinct Committee persons to fill the seat and serve out the remainder of John's term. We congratulate him and know that he will be an effective representative.

As I have said on many occasions but I think bears repeating here; I believe that one of the reasons that Mishawaka stands apart from most other communities (or levels of government for that matter) is the quality of our elected officials. Mishawaka elected officials by and large place the best interests of the City above their own motivations or party politics. In fact, over the past four years, I can't recall one vote out of the hundreds made by our Council that fell down party lines. That is extraordinary, and I think a direct reflection of the community we represent and the wisdom of the voters that put us in office.

### **The People of Mishawaka**

Every year I like to highlight a few notable achievements by current or former citizens. 2015 was interesting because I don't think many cities in the world can say that they had constituents star in the mega-blockbuster movie the "The Force Awakens" and have another be on the cover of GQ Magazine in the same year. Those honors went to Adam Driver and Clint Morrow in 2015 respectively. Insert your own "*come to the dark side*" joke here. That being said we are very proud of them both and look forward to following their careers.

Mishawaka is home to many state champions, championship teams, and world-class athletes such as this year's State Championship High School Men's Soccer team, the Mishawaka Marian Knights, Anna Rohrer and Demetrius Jackson. Nonetheless, I continue to believe that academic accomplishments are as important, if not more important, than athletic accomplishments. There too, Mishawaka is richly blessed with citizens who achieve at the highest levels.

Just as important as those with talent who leave to show those abilities off to the world, are those who chose to stay and use those talents to make Mishawaka a better place to live, work, and raise a family. Pete DeKeever is one of those individuals. A long-time Penn High School educator and noted Mishawaka historian and author, Pete coached and brought home a State Spell Bowl championship for Penn High School in 2015. We recognize and honor his commitment to both his students and our city.

## **FINANCES**

### **Budget**

Working with the Common Council in 2015, Mishawaka passed another honestly balanced budget for 2016 that provides investment in public safety, streets, and parks, while including a modest 1% 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.

As indicated last year, with further revenue tax cap 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 will leave no stone unturned in our efforts to become more efficient and optimize our services.

In 2019, state law stipulates that all of St. Joseph County's caps be reduced to 1, 2, & 3%. Good news for property owners' wallets, but a burden to schools and municipalities who must find a replacement for this funding. H.J. Umbaugh & Associates prepared a long-term analysis of future revenue and the effects of these new caps in 2015 for the City. As we continue to update the forecasted numbers we stay proactive instead of reactive in analyzing how best to increase revenue and reduce expenses and weather this fiscal cliff.

The cash balance in the General Fund increased \$802,412 from \$2,075,521 to \$2,877,933. Lower fuel costs, the dispatchers changing to county employees, and conservative spending contributed to this increase. Unfortunately, a 14% increase in health insurance costs eroded what would have been an even better outcome.

### **Assessed Valuation**

As I reported last year, 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 up to 2015. In comparison, South Bend's assessed valuation dropped 28.3% and St. Joseph County's dropped 26.0% during that same time. In 2015, the City's assessed valuation increased 5.28% from \$1.303 billion to \$1.372 billion.

Now, starting 2016, the City's assessed valuation dropped again by 30.4 million dollars. This decrease is significant considering the full impact of the tax caps that will reduce funding again in 2019. On top of that, based on changes from the state, multiple big box stores are in the process of appealing current assessments. This could reduce current funding levels by millions of dollars. The City will be very proactive in dealing with these big box reassessments (known as "dark store" reassessments). We have joined forces with St. Joseph County and the City of South Bend to form a Dark Store Task Force to aggressively fight reassessment attempts. This is also why the City needs to be so vigilant regarding our budget, and better manage costs wherever possible. Although we had been hopeful for a continued increase, we have for the moment anyway, taken a step back.

### **Health Care Costs - City Health Clinic**

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. In 2015, we weren't so lucky and had a 14% increase, bringing the cost to the City back up to pre-2014 levels. Rising insurance costs and employee wellness are two factors that significantly impact the City's financial health.

As I stated last year, one of the ways we aim to control costs was the launch of an employee health and wellness clinic which opened in late summer of 2015. Since that time, employees have been able to schedule appointments conveniently during clinic hours, even when coinciding with the employee's work shift. Appointments require no co-pay and the clinic is also able to prescribe and dispense some basic medications directly to patients at no charge. This benefit to our employees is intended to pay off over the long-term by creating a healthier workforce which

ultimately is a benefit to our taxpayers. With the costs of advanced care, one prevented heart attack or other serious illness caught early could cover a significant portion of the costs associated with the clinic in any given year. Although the financial benefit will take years to determine, the new clinic has been well received and we have seen some early successes.

### **Extension of Tax Increment Financing**

Tax Incremental Financing is very important to the City as we use it to fund major projects and to reduce wastewater user fees. Due to changes in state legislation, TIF areas were scheduled to expire in 2025 unless there was debt backed by TIF funds. As a result of state action, the City had to create debt to preserve TIF as a viable revenue source for years to come. In 2015 we borrowed \$1 million from our own Mishawaka Bond Bank for the Battell Center Improvement project with a payback term of 25 years. This bond insures that we will have this very valuable source of funding until 2040.

### **Excellence in Financial Reporting**

For the 29th consecutive year the City of Mishawaka has been recognized with the Certificate of Achievement for Excellence in Financial Reporting (2014). The Certificate of Achievement is “the highest form of recognition in government accounting and financial reporting, and its attainment represents a significant accomplishment by a government and its management.” This wouldn’t be possible without the ongoing efforts of our Controller, Rebecca Miller and her staff!

## **PUBLIC SAFETY**

### **Overall Crime Rate Down By 2%**

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 again, in 2015. Although there are many factors that can contribute to this, the most important 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. Mishawaka is strong because the men and women of the Mishawaka Police Department keep her safe.

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 increases in certain categories, the overall the number of crimes per year dropped by 55 instances. This represents a 2% decrease in crime from the previous year. It is unrealistic to think that we can eliminate crime, but being proactive in our enforcement clearly provides for long-term reductions. There is no stopping the actions of individuals who are intent on doing bad things, and to that end, sadly we had two murders occur in 2015. They were unrelated to each other, and as far as we can tell, they weren’t a result of other underlying problems that could have been prevented. In the prior two years, there were no murders in the City.

## Uniform Crime Report

Offenses	2014 Year End	2015 Year End	Increase or Decrease	Increase or Decrease %
Homicide	0	2	+2	200%
Rape	24	21	-3	-14%
Robbery	40	45	+5	11%
Assault	898	872	-26	-3%
Burglary	244	302	+58	19%
Larceny-Theft	1,983	1,878	-105	-6%
Auto Theft	125	132	+7	5%
Arson	5	12	+7	58%
<b>TOTALS:</b>	<b>3,319</b>	<b>3,264</b>	<b>-55</b>	<b>-2%</b>

### High Profile Arrest

One of the highlights for 2015 was the successful apprehension of six suspects involved in a robbery of the Jared's Galleria of Jewelry located at University Park Mall. The total value of the recovered jewelry from the robbery was more than \$249,000. The individuals arrested in the robbery were also allegedly responsible for several similar Jared store robberies throughout the Midwest. The FBI issued a federal indictment for all six suspects involved. The two officers responsible for the apprehension were recognized for their efforts at the Board of Public Works and Safety meeting and honored as "Officers of the Second Quarter."

### Fire Services

The Mishawaka Fire Department responded to a record 6,715 calls for service. Of that number, only 177 were for calls involving some type of fire, either commercial, residential, apartment, trash or other type of fire. Once again the largest number of calls for service were medically-related, comprising 5,191 runs.

Call volume for emergency medical services increased by 7% from the previous year. In addition, collections were up for ambulance billing. 2015 was our largest year in terms of revenue collecting \$1,242,518 dollars. Having a third ambulance staffed has contributed greatly to this collection total.

The Department has also modified operations by using portable scanners for data collection, as well as patient records being captured and relayed to the admitting hospitals electronically in the field. Both of these practices have decrease turnaround times for ambulances, potentially making them available for additional calls.

One of our challenges moving forward will be how to move staffing resources from the suppression side of the department to emergency medical as the medical demand increases over time. The addition of new personnel is unlikely given that the overall City budget is facing long-term reductions with the full implementation of the property tax caps.

We have been upgrading our equipment and purchasing new heavy-duty ambulances at an aggressive pace to meet this demand. This year, we will begin planning and discussions to get a 4<sup>th</sup> ambulance in service on a full-time basis.

Bids were received in 2015 for one new Pumper/Engine combination truck, and one new Medium Duty Ambulance to upgrade our fleet. With the increase in call volume it is critical we replace the trucks on a regularly planned schedule. Delivery for both units is expected late spring of 2016. We have also budgeted for another Pumper/Engine in the 2016 budget.

## UTILITIES

### Long-Term Control Improvements

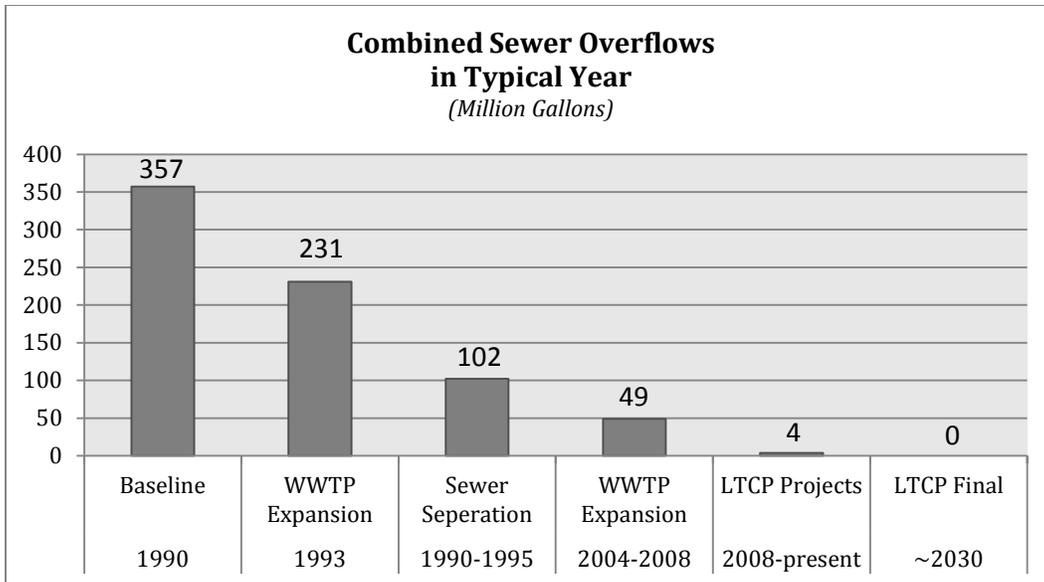
As mentioned last year, after almost 10 years of negotiation the City finalized a Consent Decree with US EPA in May of 2014 requiring the City to construct improvements to our sewer system. As a result, the City continues to implement a Combined Sewer Overflow Long-Term Control Plan (CSO LTCP) to reduce the amount of combined sewage that is discharged to the Saint Joseph River during excessive rain events and snow melts. This has been an ongoing process, even well before the completion of the Consent Decree.

From 1990 through 2005, sewer separation projects in formerly combined sewer areas in the older, central part of Mishawaka have significantly reduced CSO volume. Of the City's 11,400 acres, only 3,000 or so acres remain served by combined sewers. Over 100 million gallons of CSO were eliminated by these early sewer separation projects.

The 1992 Wastewater Plant expansion reduced annual CSO by another 100 million gallons. The 2008 Wastewater Plant expansion and upgrade, along with increasing capacity of sewers discharging to the treatment plant, reduced the annual volume of CSO discharge to well below 50 million gallons per year.

Continued sewer separation, and other Long-Term Control Plan projects from 2005 through today have reduced CSO volume model to less than 5 million gallons per year. Although this has been a monumental reduction, our LTCP requires that Mishawaka have zero combined sewer overflows in years with average rainfall. Our future efforts will be directed at eliminating the remaining combined sewer overflow.

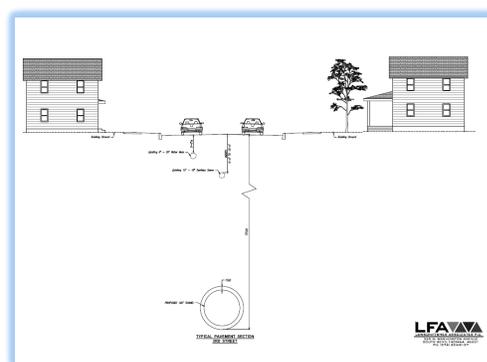
In 2015 Mishawaka marked a quarter century of efforts to reduce combined sewer overflows into the Saint Joseph River. Our achievements are impressive! The actual combined sewer overflow volume discharged to the river in 2015 was just over 2 million gallons. This is very significant considering that our base line combined sewer overflow discharge was over 350 million gallons per year in 1990. Eliminating the remaining CSO discharges, although small relative to where we have come from, represent the most expensive portion of the City's federally mandated Combined Sewer Overflow Long-Term Control Plan (LTCP). Our ongoing challenge is to balance being a steward of both the environment and the ratepayers of the City of Mishawaka.



### **Combined Storage Tunnel - Largest Public Works Project Ever Undertaken by the City**

Following completion of the Consent Decree, late in 2014 the City began planning for the major element of the Long-Term Control Plan, a 7,000 foot long, 10-foot diameter storage and conveyance tunnel to be located under either Third Street or Fourth Street approximately 30 feet deep extending from the wastewater treatment plant (WWTP) to Merrifield Avenue. Following a review of subsurface soils investigations along both proposed alignments, engineers suggested lowering the depth of the tunnel from 30 feet to an average of 70 feet to provide clearance from underground utilities, glacial boulders, and to overall be less invasive at the surface.

In addition to the tunnel being lowered to 70 feet deep, engineers recommended the Third Street alignment instead of Fourth Street and that the tunnel be completed in one phase instead of two. All of these recommendations result in a reduction in construction costs, but the overall project costs continue to grow. Due to the lowering of the tunnel, it is necessary to add a lift station at the WWTP as a control structure to convey flows into the treatment plant. Although an additional expense, this also provides additional control which is a significant benefit to the ongoing operations of the plant.



*The left picture is what the “drill bit” and shaft excavation will look like. The picture on the right shows conceptually how the tunnel will be located well below existing utilities and homes.*

In the fall of 2015, the City selected two design engineering teams to develop construction documents for the Tunnel and Lift Station/Control Structure Construction; these plans are expected to be completed in spring of 2017. Our plan right now is to bid the projects in June of 2017 with actual tunnel construction anticipated to start in fall of 2017. The project has an estimated two-year construction schedule. Construction of the Control Structure is anticipated to be bid as a separate project and that it will begin mid-2018 with both contracts estimated to be completed late in 2020.

Tunnel designers are also evaluating the next element of the LTCP, which is the micro-tunneling of a large diameter north interceptor sewer within Merrifield Avenue from the Third Street tunnel to Merrifield Park. They are analyzing options to minimize costs and disruption from construction of a 40-foot diameter exit shaft, 70 feet deep, at the intersection of Third Street and Merrifield Avenue. This connection, approximately 30 to 40 feet deep, is being coordinated with the tunnel construction to eliminate the need to excavate into Third Street at a later date. The north interceptor is high on the list of LTCP projects as it will convey major storm flows into the tunnel minimizing the flooding of the south end of Crawford Park. Construction is likely to start for the micro-tunnel prior to the Storage and Conveyance Tunnel completion in 2020.



*These three projects together: the Third Street tunnel, the lift station/control structure at the wastewater treatment plant, and the micro-tunnel connection to Merrifield Park have a current estimated construction cost of over 80 million dollars and represent just under half the total construction costs committed as part of the consent decree.*

Funding these improvements will be challenging and will require rate increases which we knew were a necessity as part of the consent decree mandated by the federal government. In addition, the plan is to use a significant amount of tax increment finance district dollars to help offset the size and timing of the rate increases.

### **Water Needs Assessment - Planning For Future Growth**

As Mishawaka Utilities Water Division's system grows, we have needed to assess the current infrastructure along with needs for the future. As mentioned last year, in 2014 we began conducting a needs assessment with our consulting engineer DLZ. This assessment was completed in 2015 and represents a comprehensive look at our needs over the next 20 years. This assessment included 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 was 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 for construction of recommended improvements for our planning period to the year 2035. This plan will define the capital resources needed to fund the recommendations to keep our water system strong as we direct our resources where they are needed.

In accordance with the plan and performing the needs assessment, we have simultaneously done extensive searching, testing, and researching the hydrology to find a location for a new wellfield and treatment plant to serve the City's long-term water needs.

At this time, I am pleased to announce that an acceptable site has been found and that we have started the process to acquire the necessary properties. The site of a new wellfield and treatment plant will be a large portion of the existing Juday Creek Golf Course, and part of the adjoining Penn family farm property. The new site can be designed to support an 11.5 million gallon a day wellfield and treatment plant that will not only support the University Park Pressure District, but it will also give another redundant feed to the rest of our distribution system.

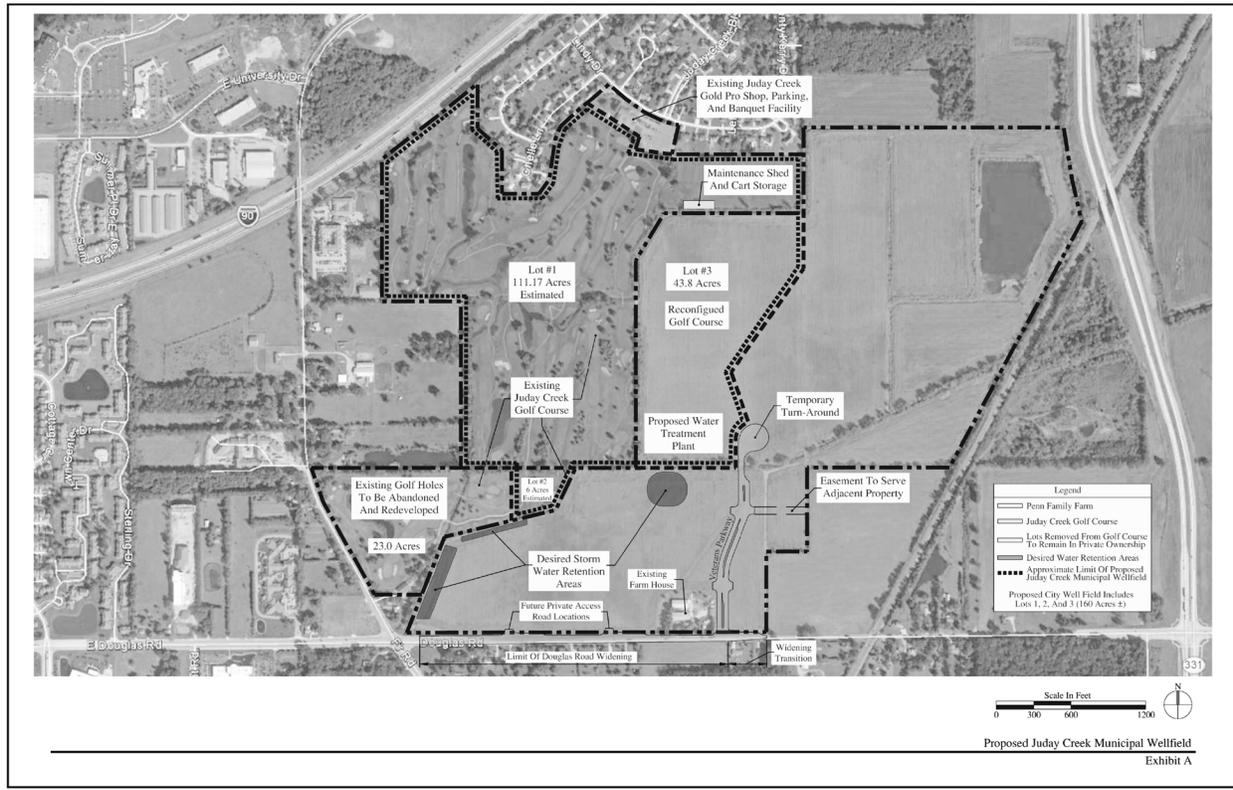
At this point in time, the City has no plans to manage another golf course. The proposed plan would be for the City to purchase then lease back the course to the current owners and they will continue to run the golf course under terms of a long-term lease. In order to best protect the asset, the City will own the bulk of the current course. As you can imagine, between appraisals, testing and working with multiple property owners, the process has been a challenge. To complete the plan as currently envisioned, three holes on the current course will have to be relocated and infrastructure improvements will have to be made along Douglas Road and on the Penn Farm property to provide an access road to the proposed wellfield.

These modifications and improvements are required to insure that the highest value property is reserved for future development, and that the City's investment is appropriately placed into the water resource and infrastructure, rather than buying what is very expensive land in our current real estate market. Land frontage on major roadways like Fir and Douglas Roads with commercial potential can appraise for close to \$200,000 an acre at this time. At this price, acquiring the amount of land needed for a wellfield would be cost prohibitive. As currently envisioned, the City is assembling approximately 160 acres of property for the wellfield and

water treatment facility. The land acquisition costs are estimated to be approximately 3 million dollars. The pending sale of a small portion of the Gumwood wellfield will help pay for acquisition of the new wellfield.

Integral to this expense is also the widening of Douglas Road, providing a north-south collector Road, to be called Veterans Parkway, on the Penn Farm, and installing the associated utilities at a cost of approximately 7 million dollars. The City plans to use tax increment financing funds, any proceeds from the potential sale of the existing Gumwood wellfield, and some Water Division utility funds for these immediate costs which will be incurred over the next four years for this long-term project. The actual construction of the replacement wellfield and water treatment facility as currently planned will not happen until after 2020 when the existing water utility debt for the Division Street wellfield is retired. Our consulting engineer estimates that the total cost of a new municipal wellfield and connecting distribution improvements could be as high as 45 million dollars. Given this significant cost, it is very important that long-term and strategic decisions be made relative to both value and long-term sustainability.

As we work to enter into this development and purchase agreement over the next few months, the City of Mishawaka and Mishawaka Utilities would like to personally thank the Rogers Family and Penn Family for working with the City to make this possible. As with our wellfield at Eberhart Golf Course, this proposed acquisition represents a good productive use of land that will allow for the protection of the aquifer while providing the citizens of Mishawaka another reliable source of high quality drinking water.



## **Breaking Records**

Over the past few years the City has increased the amount of resources provided for evaluating and maintaining sewer and storm lines in the City. In 2015, the Mishawaka Sewer Department smashed the cleaning and televising records of 2014 and now has high aspirations for 2016 to investigate the sewer lines and determine what needs replaced or repaired during the course of the year. In 2015 The Mishawaka Sewer Department, operating with two camera systems and two combination jetter trucks, cleaned 199,150 feet (37.7 miles) of sewer lines and televised a total of 233,195 feet (44.2 miles).

## **Electric Division Personnel**

In 2015, the Electric Division underwent an extensive change in management. With the retirement of Division Manager Tim Erickson, Gordon Allen and Tim Cobb, the entire upper management structure had to be rebuilt. The promotion of Rick Springman to Division Manager, Kevin McGann to Superintendent and Kevin Wasmer to System Reliability Supervisor put in place a seasoned team dedicated to a proactive approach in providing the safest most reliable electric service in Indiana.

2015 also gave us the first apprentice class in over four years. This new class appears to be one of the best and brightest we have ever had. Their enthusiasm and commitment to learning promises a very bright future for the line department.

# **INFRASTRUCTURE**

## **Church/Union Street Improvements Phase II**

This project started construction in 2014, was shut down for winter, and resumed construction in March of 2015. The contractor began the site work associated with the new Watson Central Services Facility, which included a new stormwater retention basin, sanitary sewer, storm sewer and asphalt pavement. Construction along the west side of the underpass included two new modular block walls, refacing the existing retaining wall, sidewalk, and decorative fencing. After construction along the underpass was completed, new landscape plantings, pavement markings, and street lighting were installed throughout the project. A ribbon cutting for the project was held on June 24, and the roadway was opened to unrestricted traffic. Site work at the new Watson Central Services Facility continued after the ribbon cutting, and was not completed until November of 2015. The project was substantially complete in November with an estimated investment of \$5.1 million.

As a follow up to these improvements, in 2016 we plan on implementing wayfinding signs and branding the *Bremen Highway / Union Street / Church Street / Main Street / Gumwood Road* corridor as “Princess City Parkway”. As we continue to expand and develop as a destination and regional center for commerce, the need for branding and wayfinding signs is increasing. Communicating how to get around is increasingly important. The specifications for these wayfinding projects are complete. We will bid the project this winter for installation when the weather breaks in the spring of 2016.

### **Beacon Parkway (Fir-Capital Connector)**

Construction of Beacon Parkway (Fir-Capital Connector) was substantially completed in spring 2015 with final installation of the landscape features in the center islands, as well as the trees and plantings along both sides of the road. The new signal at Fir Road and Beacon Parkway was operational just prior to the ribbon cutting ceremony on April 16, 2015. Final project completion occurred in early June 2015 with a final City investment of almost \$3.6 million.

### **Mishawaka Avenue, Phase I (Main St. to Division St.) & Phase II (Cedar St. to Willow St.)**

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 overhead electric and communication lines carried by power poles to underground conduit with transformers, the widening of the Central Park entrance off Mishawaka Avenue, converting the ornamental street lighting to LED lights, and replacing concrete with brick pavers adjacent to the curbs in the commercial blocks. Phase I was completed in 2015 with a total investment of approximately \$4.2 million. Phase II of this project was bid in Spring of 2015 and continues the elements of Phase I further east on Mishawaka Avenue from Cedar Street to the St. Joseph River bridge and Cedar Street from Mishawaka Avenue to Grove Street. This phase also included replacement of the traffic signal and equipment at the Cedar Street and Mishawaka Avenue intersection. This work was completed in fall of 2015 with an investment of approximately \$1.4 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.

### **Grove-Elizabeth-Mishawaka Avenue Improvements**

This project consisted of sewer separation and full road reconstruction on Grove Street from Ann Street to Main Street as well as Elizabeth Street from Grove Street to Mishawaka Avenue. Also included was the milling and repaving of Mishawaka Avenue from Main Street to Liberty Drive. Additionally the project included construction of a new municipal parking lot, sewer lateral replacements, water service replacements, cured-in-place-pipe sewer main rehabilitation, manhole rehabilitation, new signage, street lighting, and overall beautification of the adjacent areas including landscaping and trees. The project began in summer of 2015 and is anticipated to conclude in 2016. The estimated project investment is \$1.6 million.

### **Fir Road and University Drive Intersection Expansion**

University Drive and Fir Road Intersection improvements were completed in the fall of 2015. Additional turn lanes were added the eastbound University Drive approach onto Fir Road. Improvements included new concrete curb and gutter, full depth asphalt pavement, and a resurface course from the Costco store to the east. Traffic signal conduit, handholes, and fiber were installed to the Beacon Parkway signal system. Metronet communication conduit and handholes were installed and connected to the existing Metronet line on Fir Road south of

Cleveland Road. Other construction consisted of storm sewer, new guardrail, traffic signal upgrades, pavement markings, and traffic signs. The total investment was approximately \$1.4 million.

## **DOWNTOWN MISHAWAKA**

### **Transformational Development**

Since imploding the remnants of the Uniroyal complex in the year 2000, the City has been actively seeking developments to rebuild the heart of our historic downtown. We now have three projects that will go a long way toward completing this vision which started more than a decade ago.

#### *River Rock*

Although we thought the project was going to start earlier, at the end of 2014, a significant project began named "River Rock" conceived by the Barak Group for the west  $\frac{3}{4}$  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. Recent reports from the developer indicate that units could be ready for occupancy as soon as June of 2016. Significant construction occurred in 2015, and the shell of the building has already dramatically changed the downtown architectural landscape. More good news from the developer is that they already have some of the most expensive units leased and are looking for other similar development opportunities in the City.



*Barak River Rock Construction progress as of November 2015*

#### *Barak Iron Rock/River Forge*

When the River Rock development agreement was approved through the Redevelopment Commission, the Barak Group was given an option to develop a number of the remaining former Uniroyal properties on the south side of the river. Within the development agreement, a specific amount of time was given for the Barak group to bring forward a proposal for the properties. In June of 2015, the Barak Group brought forward proposals for the properties they had requested

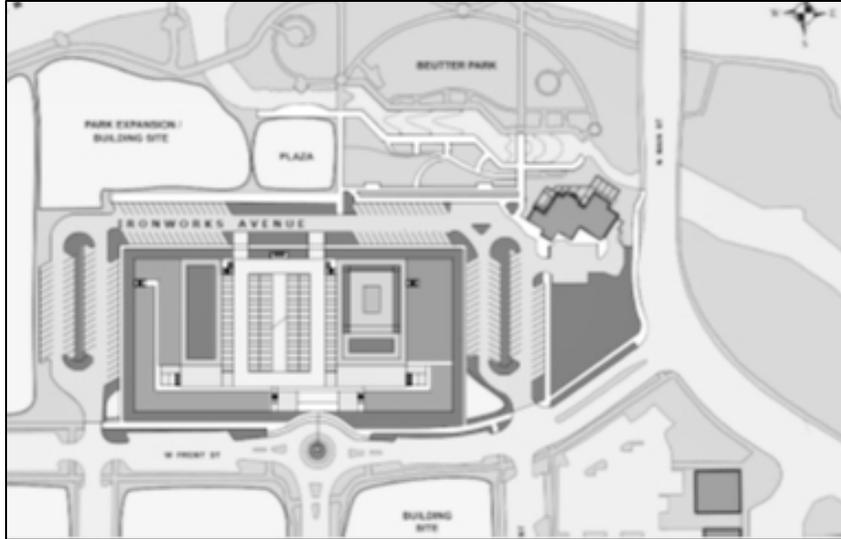
options on. The proposals include two residential condominium towers, a small stand-alone café, a mixed use apartment building with lower level commercial, and a boutique hotel/conference center. The proposed first phase of the development includes one residential condominium tower and the small café immediately adjacent to Beutter Park to the west. The developer hopes to break ground on the project in the summer of 2016.



*Barak Iron Rock/River Forge Concept Rendering, from June 2015*

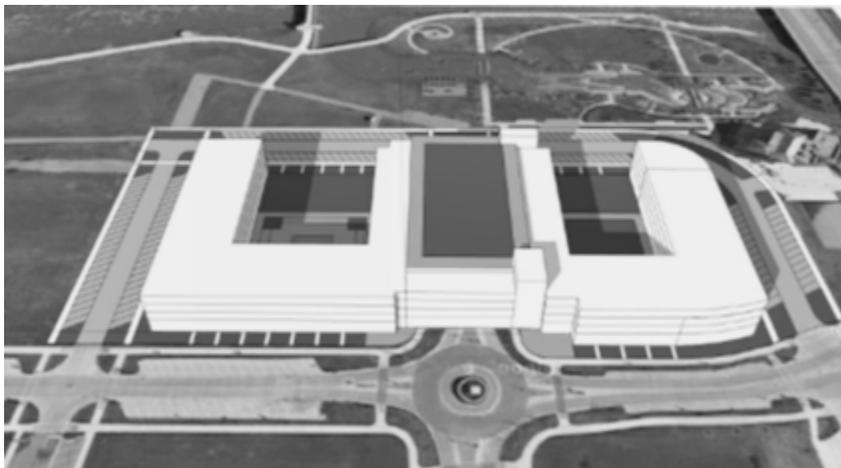
### *Regional Cities Initiative / Flaherty and Collins*

In 2015, the State of Indiana, led by Governor Pence, proposed an initiative to help thwart the ongoing brain drain occurring in the State of Indiana. Specifically, the trend has been that a disproportionate number of Indiana's college graduates end up leaving the state to find work or pursue a career in cities such as Chicago and other large metropolitan areas. They are leaving not just to find work matching their education; they are also leaving seeking a specific quality of life. In the Regional Cities Initiative, the state program formed a competition for regions of the state to develop plans to fund projects that will help combat this trend. Ultimately, the North Central Region, which includes the City of Mishawaka, was selected to receive one of the three \$42 million awards.



*Flaherty and Collins proposed mixed use building concept - site plan.  
Project filed as part of the North Central Indiana Regional Cities application*

The City of Mishawaka submitted only one project rather than several; the thought being that we would put forward a project with a high probability of receiving funding rather than multiple projects for the initiative, working with Indianapolis developer Flaherty and Collins. We began working with Flaherty and Collins in January of 2015. As we refined the project, we felt this would be an ideal fit with the Regional Cities initiative. Part of the formula for funding projects in the Regional Cities Initiative required that a minimum of 60% of the funds come from private investment, 20% from local government, to receive up to a 20% match in state funding. Flaherty and Collins proposed building a new, 233-unit high amenity mixed use apartment building on the site of the former Uniroyal Complex south of Beutter Park. The development would include 150 public parking spaces in a garage located in the building.



*Flaherty and Collins proposed mixed use building concept - block rendering.  
Project filed as part of the North Central Indiana Regional Cities application*

Since the project is entirely dependent on Regional Cities funding to make it happen, the City is working diligently with Flaherty and Collins to finalize plans and funding options in the spring of 2016 in order to then make an application for Regional Cities funds before the Regional Development Authority. To fund the City-match portion of the project, we are considering creating a separate tax increment finance district that would allow the tax dollars generated from the project to be invested back into the project. The City of Mishawaka has not done this type of financing before, but with the state money included in Regional Cities, this project warrants the consideration, particularly if it helps the City maintain funding for other needed infrastructure projects.

Overall, these three development proposals represent over a half million square feet of new construction in the historic downtown. Over 330 residential units are expected to be built in the next few years, with another few hundred planned as the market permits. When complete, the redevelopment effort may bring over 550 new residential units and over one hundred million dollars in new construction.

## **QUALITY OF LIFE**

### **R. Mike Watson Central Services Facility**

There is no more tangible measurement of a city's impact on the quality of life on its citizens as how the roads are maintained, how snow is plowed, how the parks are maintained, as well as how all vehicles owned and operated by the City are cared for. 2015 was a good year for the future of the City because the work on this facility was completed.

The renovations were originally started in 2012 following the purchase of the former Scott Brass Building on Union Street. The final construction phase was bid out in March of 2015. This final phase included the interior cleaning, painting, and ventilation system along with a new car wash and fueling site. The timetable for completion was aggressive and finally, after many common construction pitfalls, on December 2, 2015 a ribbon cutting ceremony was held to introduce the public to the facility. After 52 years of residing at our former Cedar Street site, the new facility is intended to meet the needs of the City for the foreseeable future.

### **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.

Code addressed a total of 398 substandard structures in 2015. The continued implementation of our Top 100 program is a reason why you won't see many substandard buildings in Mishawaka. This yearly initiative begins in the winter months of the previous year where code officers drive their areas in search of the houses, garages, or commercial buildings that need the most attention. In the following spring when the weather begins to warm up Code begins contacting the respective property owners to point out the issues to them. In 2015 we were able to bring 73% of

these structures into compliance. The Top 100 program has played a huge roll in the great overall appearance of Mishawaka.

### **Camp LaSalle at Merrifield Park**

In May of 2015, the City opened a new playground in Merrifield Park called Camp LaSalle.

This \$300,000 construction project was completed by HRP Construction of South Bend and managed by the Planning Department. The project included a large fort play structure that was designed to accommodate more than 100 children at a time, swings, poured rubber surfacing, benches, fencing, and plantings. For a whimsical touch, the City contracted with South Bend wood sculptor Victor Riley to carve three ash tree trunks into animals.

The playground was named after Robert de LaSalle, the French explorer who is credited as the first white man to explore the northern Indiana territory.



*View of completed Camp LaSalle at Merrifield Park, May 2015*

### **Central Park Renovation**

The single largest quality of life project completed in my tenure as Mayor was the renovation of Central Park, which was opened in July of 2015. Ziolkowski Construction was the general contractor and through major effort was able to substantially complete the project by the intended July 4<sup>th</sup> opening date. The park includes a 28-foot tall rope climbing tower and a variety of standard play equipment including swings, slides, and climbers that overall can accommodate over 100 kids at a time. The centerpiece of the park is a programmable fountain that provides relief from the summer heat.

The project includes five rentable pavilions. Four smaller pavilions are intended to accommodate a typical birthday party or family picnic for up to 30 people. The larger shelter can accommodate 70, and includes a decorative fireplace. The park includes a new restroom building and an open event lawn surrounded by a multipurpose walk.



Central Park playground



Central Park bridge lights

What impressed me the most about this improvement is how successful it has been. Being the proud Mayor that I am, I have counted license plates from 25 different states during my many visits to the Park. Although undoubtedly this number was helped by the visits to Notre Dame, it also underscores how our citizens and the public in general are looking for quality things to do with their families. We estimate that the park has had over 100,000 visits since reopening. The usage has been so high that it has been a challenge to keep up with simple needs such as keeping toilet paper in the bathroom and emptying trash following the many birthday parties that occur there over the course of a day. Our Central Services and Park Department staffs have really stepped up their efforts to keep pace, and we are looking forward to a great first full year in 2016.

### **First Annual Mishawaka Heritage Festival**

Today our city is more ethnically diverse than ever and is still welcoming immigrant populations that have brought their unique heritage to the Princess City. Over Labor Day in 2015, the City, in partnership with a committee of citizens held the first annual Mishawaka Heritage Festival at the newly renovated Central Park. This new festival, made *by* the people of Mishawaka *for* the people of Mishawaka, celebrated the ethnic, religious, and industrial heritage of the Mishawaka community. It included music, dance, food, drink and history focusing on where our city has been and the core of what makes our city unique today.

Dot Wiekamp, local centenarian and philanthropist, was the Honorary Chair for the Mishawaka Heritage Festival. The festival was put together by the volunteer-based Mishawaka Heritage Festival Committee in conjunction with the Mishawaka Department of Parks and Recreation. As with any event, the hope is that the first annual event is successful enough to bring about a second. I'm happy to report that the Heritage Festival Committee is planning the second annual Mishawaka Heritage Festival for Sunday, September 4, 2016.

### **Building and Development Activity**

In 2015, the construction industry continued to gain momentum over the previous few years. In 2015, there were 47 new housing starts, a modest increase of 4 homes over 2014. Although this is a modest increase in number, it is still roughly a 10% increase over the previous year. This is still significantly lower than the number of starts that occurred prior to 2007. The current limited

population growth combined with a greater demand for apartments continue to be the largest influences on new single family residential construction.

New commercial building activity remained strong. In 2015, commercial permits were issued with an estimated construction cost of \$57.0 million. This is \$0.9 million more than the \$56.1 million reported in 2014. By the numbers, 12 new commercial building permits were pulled for new freestanding buildings in 2015 compared to 9 in 2014. The single largest permit was for the Beacon Health System's Health and Wellness facility being constructed on the southwest corner of Capital Avenue and Beacon Parkway with a \$13.4 million estimated construction cost.

The City of Mishawaka continued to grow and in 2015 the City issued permits with a total estimated construction cost of \$85.2 million. By comparison, in 2014 the City issued permits with an estimated construction value of \$67.8 million. This represents a 20% increase in estimated value from 2014 to 2015. Between 2013 and 2014 the City experienced a \$14.4 million increase in estimated construction value which represented a 27% increase. Since 2013, the City has had back-to-back growth in estimated new construction values of greater than 20%. The City continues to show significant improvement over the years that followed the great recession. 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 long-term forecast in construction is difficult to project given the continued soft single family housing market and the limited population growth in the region. Fortunately for the City, a few significant projects have already been announced for 2016 construction starts.

### **New VA Clinic - Trinity Place Realignment**

The first and most significant development is the new 38-million dollar Veterans Clinic to be constructed off of Trinity place, just east of the St. Joseph Regional Medical Center. In the summer of 2015, the US Department of Veterans Affairs chose a 14-acre site on Trinity Place for the location of a new 60,000 square foot VA Clinic. After many years of investigating sites in the region, the independent board appointed by the US Department of Veteran Affairs made a decision that this location would be the best place to serve the veterans of the greater Michiana region. As part of the project, the City is relocating a portion of Trinity Place to allow for the extensive building footprint.

The site was appealing due to its proximity to the St. Joseph Regional Medical Center and the many amenities the City of Mishawaka has to offer guests. In order to provide sufficient space for an optimal site layout, the Ambrose Development Group and City of Mishawaka agreed to relocate a 1,400 foot section of Trinity Place to the south. Doing this will not only accommodate the new VA Clinic, but will also provide developable land for future projects. The relocation was completed in several phases in order to expedite the process due to winter limitations and work within the VA schedule.

### **Grandview Mixed Use Planned Unit Development**

Another significant development that moved forward in 2015 that has promise for additional activity in 2016 is the Grandview Planned Unit Development. The project was conceived and is being built by local developer, Great Lakes Capital. The first phase of apartments began in 2015

on the north end of the site which is located at the northwest corner of Gumwood Road and State Road 23. The overall plans could include a combination of denser apartments and senior living, combined with a lifestyle commercial center. The developer has also contacted the City regarding a potential purchase of a portion of the City's Gumwood wellfield. The City began the legal process of potentially selling 5.75 acres of the wellfield in early 2016. We expect that there will be a public auction of the property in the spring that would provide the developer an opportunity to bid on the public property.

### **Bayer Healthcare**

In 2015 the City approved plans for and made financial commitments including 10-year tax abatement for Bayer Healthcare to headquarter their North American Distribution Logistics Center in Mishawaka. The proposed site is located off of the recently completed Beacon Parkway. Construction is anticipated to occur in 2016. The project retained hundreds of white-collar jobs while allowing room for expansion of the operations over time.

### **Beacon Health and Wellness**

In 2015, Beacon Health Systems began construction on a new 67,000 square foot health and fitness facility on Beacon Parkway just southwest of the entrance to the Indiana Toll Road off of Capital Avenue/SR 331. The facility will house typical fitness classes, activities and programs. It will also be cutting edge for the area offering onsite physical therapy, sports medicine and an agility training area with a field turf surface and indoor running track.

### **Mishawaka Manufacturing**

Another important characteristic that makes me optimistic moving through 2016 and beyond is how our local manufacturers continue to grow and evolve. AM General continues to thrive making new Mercedes Benz to ship to China as well as receiving sizable military contracts in the last few years. Medium-sized manufacturers continue to thrive. Locally, Janco Products moved from their Logan Street facility to the former Power Gear site by the 5<sup>th</sup> Street Recycling Facility. Lastly, early in 2016 the City approved a tax abatement for Patrick Industries to assist in their proposed occupation of the former Affinia manufacturing sites on 12<sup>th</sup> Street. The new woodworking and counter-making facility will be new for Patrick Industries and will bring approximately 85 new jobs to the City that will pay an above average \$16 per hour.

## **CONCLUSION**

### **Summary**

Although my summary highlights a handful of items and ongoing 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.

## **2016 is a special year - Indiana Bicentennial**

In December 2011, former Governor Mitch Daniels appointed a fifteen-member commission, chaired by Lt. Governor Becky Skillman and former Congressman Lee Hamilton, to oversee the planning and execution of a statewide celebration for Indiana's 200th birthday which will occur in 2016.

In Mishawaka, I would encourage you to view the state's website for signature projects and activities that are planned. Although no huge projects are proposed in Mishawaka, you only turn 200 once, and there will be pomp and circumstance aplenty. If we can afford it and gather enough contributions, we may even purchase an official fiberglass "Bison" to paint and display at signature City events such as the Memorial Day parade. The Bicentennial torch will also be traveling through Mishawaka, keep an eye out for these special once in a lifetime activities.

### **Thank you**

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 2015





## **Mayor's Office**

*Lou Ann Hazen, Administrative Assistant*

The Mayor's Office represents the entire City; therefore, one of the most important principles in our office is to treat others with respect and courtesy. Transparency and public service are two of the top priorities that govern our office.

In 2015, we continued overseeing and giving support to many City of Mishawaka and community projects: Mayor's Youth Advisory Council, Ribbon Cuttings, Proclamations, Employee Luncheons, Relay for Life, Memorial Day Parade, Mishawaka Police Department Neighborhood National Night Out and others.

Many of the things we do in our office are in reaction to what is going on in our City and what is needed from us. We give support to other Departments as needed and provide the world-class service our citizens have come to expect from all City Departments.



*Mayor and Mrs. Wood*

Due to the Mayor's secretary retiring in 2014, the addition of Debra Gregg as the new secretary has continued to increase our efficiency and productivity. Following are just a few highlights of significant happenings in 2015.



*Central Park Ribbon Cutting*

### **Largest Ribbon Cutting in Mishawaka History**

On Friday, July 3rd, over a thousand members from the community gathered to take part in the "largest ribbon cutting" in Mishawaka history. Central Park closed in September of 2014 for a \$4.8 million renovation and the citizens of Mishawaka were excited to see what their newly renovated park had to offer.

This was not your typical ribbon cutting event. The ribbon cutting was to take place at 9:15pm. Sunset was chosen as the time to show off some of the new lighting, especially the changing LED lights on the pedestrian bridge by the dam and the new programmable fountain in the park. A 1,000-foot ribbon was stretched around the lawn event area, down the adjoining sidewalks and was cut on the count of three by over one thousand participants.



*Central Park*

Following is a list of some of the key elements of this newly designed park:

- For older kids, a 28-foot tall rope climbing tower has been installed. This tower is the tallest “play” climber in the United States east of the Mississippi.
- For younger kids, a concrete storm pipe was installed set into a mound to provide a realistic tunnel crawl experience without the dangers associated with actual storm pipes.
- A variety of standard play equipment was installed including swings, slides and climbers that overall can accommodate hundreds of kids at a time.
- A programmable fountain provides relief from the heat in summer.
- Five rentable pavilions that include four smaller shelters that accommodate a typical birthday or family picnic of 24-30 persons. Each of these shelters has been named after a former large Mishawaka manufacturer as homage to the history of the site as a former company ballfield and picnic area. The larger pavilion can accommodate 70 and includes a distinctive masonry fireplace.
- A new restroom building with 5 family-sized restrooms for occupancy by one individual or family at a time. The building is situated between the main play area of the park and the Riverwalk to serve both amenities.
- An open event lawn surrounded by a multipurpose walk has been created on the west end of the park. This replaced the former softball field and will be an ideal place to fly a kite, watch fireworks, or even sled in the winter.
- The existing tennis courts were redone to provide one fenced tennis court and one fenced full court basketball court.

## Mayor's Youth Council

The 2015 Mayor's Youth Council began the year by sending applications to over 30 students who were nominated by parents, teachers, counselors and coaches. The applications were reviewed by the Adult Coordinators of the Youth Council and 24 students were chosen to participate in the 2015 Mayor's Youth Council.

Eight students were chosen from Mishawaka High School, five from Penn High School and eleven from Marian High School. The group took their Oath of Office at the September 21<sup>st</sup> Mishawaka Common Council Meeting, held their first meeting and elected the Officers for the 2015 year. Elected Officers were:

Michael Portolese	President
Grace Gebo	Vice-President
Mallory Spiess	Treasurer
Maria Tordi	Secretary

The largest community service that the Youth Council contributes to the City of Mishawaka is their Thanksgiving Food Drive. This year they wanted to provide 60 traditional Thanksgiving dinners to Mishawaka families and they knew they would need to work extra hard and do some extra fundraising. In September, they were given the opportunity to hold a fundraising breakfast at the IMEA Lineman Rodeo in downtown Mishawaka. They started serving breakfast at 7:00 am for the participants, families and spectators and were able to raise \$377.75. This gave them the extra boost they needed to pay for the portion of the 60 turkeys that were not donated.

Due to the generous donations from City of Mishawaka employees, John White from the Meijer Store on Grape Road, and the hard work from our Youth Council members, the Mayor's Youth Council was able to collect enough food to pack 60 boxes and reach their goal of 60 dinners. They not only collected and packed the boxes; they met on a cold November evening along with parent chaperones and delivered 35 of the boxes to Mishawaka families. The additional 25 boxes were taken to HealthLinc of Mishawaka where members of the Youth Council met with the Mishawaka families who were to be the recipients of these Thanksgiving dinners. The students felt proud to be able to provide a service to Mishawaka families who were truly in need.



Youth Council Thanksgiving Food Drive

This group of students continued to be involved in their community, extra-curricular school activities and family. They were given tours of different City of Mishawaka businesses and facilities and were given presentations by City of Mishawaka Department Managers. Andrew Berlin, owner of the South Bend Cubs, was gracious enough to come to City Hall and talk to the students about his business and life experiences. As Mr. Berlin is such a dynamic speaker, past

Youth Council Members were invited and encouraged to attend. He gave some great advice on jobs, college and life.



*Mayor's Youth Council 2015*

One of their favorite tours this year was a field trip to the Mishawaka Police Department. Lt. Tim Williams invited the students to get up close with PFC Anthony Stachowiak and his K-9, Max. St. Joseph County Corporal Jozaties and his K-9, Vito, also came to show the group just how effective these K-9 dogs really are. They went through some attack drills and the students got to see the dogs' skills and value. They thought that was going to be the highlight of the evening until Lt. Williams introduce his Taser gun and its capabilities. Under Lt. Williams' guidance, Youth Council Member, Anna Rohrer, was allowed to shoot the Taser gun at a target which enabled them to see how Tasers are deployed.



*Youth Council with South Bend Cubs owner, Andrew Berlin*

The final group event of the year was a Mock Council Meeting. Law students from the University of Notre Dame visited with the Youth Council and gave advice on how to support or

oppose the variance that was going to come before the Mock Council Meeting. All students were assigned roles in this Mock Council Meeting and had to learn what their specific role would be during a Council Meeting. They met with the Mayor, Council Members and the Law students and on June 22, 2015 the Mock Council Meeting was held in the Council Chambers. The students did a tremendous job of understanding what was allowable by law in voting on this variance. It was a difficult task but they made the best decision possible and actually tabled the vote for the next Council Meeting. The decision was right in line with what our Mishawaka Common Council would have done!

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

The Drum Major for Community Service awards are 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. Mayor Dave Wood presented awards to following City of Mishawaka recipients:

**Gary O'Dell:** Mr. Gary O'Dell has been married to his wife Sheila for 47 years. He moved into his Mishawaka home on the corner of Lincolnway and Gernhart in 1988 and opened his barber shop at this location in May of 1989. He has two grown children, Amy and Aaron who both graduated from Mishawaka High School. Gary has provided community service for many years in many different ways providing not only haircuts but also "counseling" for his clients over the years. He has been an active volunteer in St. Bavo's Church, is a member of the Indiana State Barber Board (which is basically a volunteer job), and has been a volunteer at the Albright Church Food Pantry for over 18 years.

Gary has served on the Mishawaka Redevelopment Commission for eleven years, and has been a member of the Mishawaka Optimists Club since 1989, serving twice as their President. Gary takes a lead role in the Optimist's annual Thanksgiving dinner served to the Boys & Girls Club members and their families at Battell School. Optimists provide service in their communities while living by the tenets of the Optimist Creed. Gary O'Dell is a true "Optimist" who lives by this creed each and every day.

**Janet Whitfield-Hyduk:** Janet Whitfield-Hyduk recently served the community as Penn Township Trustee. She has worked diligently as a Trustee to help update the office and procedures so that it is more efficient and cost effective.

She graduated from Mishawaka High School and received a B.A. from Indiana University South Bend in Political Science with a minor in Business Administration. Much of Janet's career has been centered around work on the Governor's Commission for a Drug Free Indiana. This focus is also reflected in her community involvement, particularly her participation on relevant boards, committees and taskforces.

She has also volunteered raising funds and awareness for the Mishawaka Food Pantry. Her involvement with the DeAmici's Auxiliary is extensive, coordinating fundraising to adopt families during the holidays and providing them with meals as well as gifts. All of this has

prepared her for walking the extra mile in her role as Penn Township Trustee to help families in need.

**Virginia Chism:** Virginia Chism was born and raised in South Bend, Indiana. Most of her adult life she has worked with Human Resources in the healthcare field. Virginia recently retired as Director of Human Resources for Saint Joseph Regional Medical Center in Mishawaka. Prior to this, she held many prestigious positions within her field in Springfield, Massachusetts; Costa Mesa, California; Phoenix, Arizona; Detroit, Michigan and at Memorial Hospital in South Bend.

Throughout her career she worked with people on the job, but she still found time to reach out to her community as a member of a number of national, regional, state and local boards. Virginia has held many leadership roles within The Links, Incorporated, a large volunteer service organization serving people in our community. Close to her heart is her volunteer work within her church.

### **Visitors from Santa Rita, Honduras**

In October of 2014, our office was contacted by Mr. Garry Beckett, Co-Founder/President of Hope For One Child, Inc. Through this organization, Mr. Beckett had been working with Santa Rita Mayor Mario Caballero and his Assistant, Daniel Ochoa. They were looking to visit the City of Mishawaka to learn more about the governing/management principles of our City, the City services we provide, an overview of City Departments and the infrastructure of the City. The City of Santa Rita is located along a river much like the St. Joseph River and Mayor Caballero wanted to learn about water issues. Clean water is a commodity that is very lacking in their community and they wanted to learn more from our City Managers.



*Governor Pence, Mayor Caballero, Mayor Wood*

Mayor Mario Caballero and Daniel Ochoa arrived promptly at 10:00am on Tuesday, January 27<sup>th</sup> and attended the Board of Public Works & Safety Meeting. After this meeting, they attended a meeting with all Department Managers to learn what each department's responsibility is in our City. Mayor Caballero was very limited in his English but showed a PowerPoint presentation highlighting his City and communicated through Daniel and Mr. Beckett learning more about the City of Mishawaka. He was extremely interested in our wastewater, water and sewer departments and spent many hours talking with these Department Managers trying to see if any of our services could be duplicated in his country. They spent a total of two days in our City and were very fortunate to attend an event at St. Joseph Regional Medical Center where they were given a tour by President, Al Gutierrez and actually were able to meet Indiana Governor Mike Pence.

The Water Division of Mishawaka Utilities Manager, Dave Majewski, was especially helpful with the visitors. His division is involved with the international non-profit Water for People, a

group working across nine countries to bring safe water and sanitation to 4 million people. Water for People is currently involved in Honduras and hopefully this meeting will help Mayor Caballero fulfill his dream of bringing clean water and sanitary sewer improvements to his city.

### **Christmas 2015**

The annual tradition of the arrival of Santa in downtown Mishawaka along with the lighting of the Mishawaka Christmas Tree was held on Friday, December 4th, on the northwest lawn of the Mishawaka Police Station.

Santa and the Mayor arrived on a decorated fire truck along with VIP guest, Zion Ward, the winner of the 2015 Summerfest Talent Show Contest and representatives from the Marian High School Boys Soccer State Championship Team, Coach Ben Householter, and Captains Augie Hartnagel and Richie Ontiveros. Karen Baldini of Mishawaka led Christmas carols while the Mayor’s Youth Advisory Council served hot chocolate and cookies donated by Martin’s Supermarkets. Donations of hats, scarves and mittens were collected for the local HealthLinc of Mishawaka and the Mishawaka Food Pantry. This year’s tree was graciously donated from Precision Door of Mishawaka and Zion, Augie, Richie and Coach Householter were given the honor to “flip the switch” for the lighting of the tree.

The Mishawaka Business Association sponsored the Christmas Coloring Contest for all kindergarten through sixth-graders in Mishawaka Schools. The winner in each grade received a \$50.00 gift certificate to Build-A-Bear, located in University Park Mall. This year’s winners were:

<b>Kindergarten</b>	Jersee Ruiz-Milby	Emmons School
<b>1st Grade</b>	Emily Botham	Liberty School
<b>2nd Grade</b>	Aris Koehler	Beiger School
<b>3rd Grade</b>	Olivia Orians	Mishawaka Catholic
<b>4th Grade</b>	Natalia McCool	Mishawaka Catholic
<b>5th Grade</b>	Ava Raker	Hums School
<b>6th Grade</b>	Katie Hartley	Twin Branch School

### **Mishawaka Business Association Annual Meeting & Dinner**

The Mishawaka Business Association is a non-profit corporation which was formed in 1961 and revitalized in 2006. They believe that a vibrant business community is healthy for the community at large. They are committed to enhancing and developing the commercial environment in Mishawaka. The Central Business District remains their primary focus, but they are committed to assisting the business community in the entire City.

At the Mishawaka Business Association annual meeting and dinner, Gary Sieber of WNDU acted as emcee, and Andrew Berlin, owner of the South Bend Cubs and Chairman and CEO of Berlin Packaging was the keynote speaker for the sold-out event. Volunteers from the Mayor’s Youth Council were in attendance to help with guest check-in and silent auction. This was a great opportunity for them to meet and network with area businessmen and women.

This year's Business Person of the Year award was given to Bill Pemberton. Bill was a four-term City councilman and is a successful businessman. He has always been focused on the work that needs to be done, whether as a member of the City of Mishawaka Park Board or as president of his company, Direct Line Communications, Inc. A certified public accountant, Bill is also the director of Pemberton-Davis Electric, Inc., a Mishawaka-based electrical contracting company. Bill has a BBA from Western Michigan University and a MSBA and MBA from Indiana University, South Bend. Bill and his wife Laura, have two children, both of whom attended Mishawaka Schools. He is a member of St. Joseph Parish, Mishawaka, a member of the MBA and the SJC Chamber and is also a member of the National Eagle Scout Association. Bill is a well-deserving recipient of the MBA Person of the Year award.

This year's Business of the Year, Gurley Leep, was honored for commitment to the community. Gurley Leep strives to give back to the community and serve those in need through The Driven to Give campaign. Gurley Leep Automotive is well-known in the Mishawaka community as one of the top dealers in the area, building a reputation on trust, quality and value. Chairman Mike Leep Sr. and President Mike Leep Jr. lead a team of dedicated employees who reward customer loyalty with respect and quality service. With more than 40 years in the automotive industry and more than 1,200 employees, Gurley Leep Automotive is proud to be a leader in the community.

The MBA added a new award this year, The Community Recognition Award. This award was given to two outstanding members of the community:

**Anna Rohrer:** At the time of this award, Anna Rohrer was a 17-year-old senior at Mishawaka High School. She has been an outstanding representative of the City of Mishawaka. Anna is an inspiration to everyone and proves that hard work carries you far in life. She is not only an elite athlete but is also an outstanding student. She was in the National Honor Society with a GPA of 4.43, earning her the title of salutatorian, was a member of the Mishawaka marching band, pep band and concert/symphonic band. She was the Editor-In-Chief of the Alltold high school newspaper. Anna's many athletic awards are too numerous to list and she also has an impressive list of extra-curricular activities. Here is a short list of Anna's accomplishments:

- 4-year Varsity letter in Cross Country and Track
- Team USA Cross Country representative
- Two-time winner of the National Foot Locker Cross Country Championships
- 2014 Flotrack.com and Milesplit.com #1 ranked female cross country runner in the United States
- 2014 Gatorade Indiana Cross Country Female Runner of the Year
- 2014-2015 Gatorade National Girls Cross Country Runner of the Year
- Instrumentalist in her church choir—St. Monica Catholic Church, Mishawaka
- D.A.R.E. Student Ambassador
- 2012-13 South Bend Youth Leadership Council
- 2013-2015 Mishawaka Mayor's Youth Advisory Council

**Lt. Tim Williams:** Officer, husband and father of three. Lt. Williams is a 26-year veteran of the Mishawaka Police Department, and a life-long resident of Mishawaka attending LaSalle Elementary, Emmons Junior High, Mishawaka High School and Bethel College. After graduating from the Indiana Law Enforcement Academy in 1988, Tim was assigned to the Uniform division. In 1996, he was reassigned to the Neighborhood Enforcement Team. He

attending the Illinois State Police D.A.R.E. Academy in 2002 and filled a vacant position in the Police Department's D.A.R.E. unit which he still is in command of today. In 2002, the Indiana Criminal Justice Institute chose Williams as lead coordinator for the DUI Taskforce. He was also chosen to be a scene technician diagrammer for the St. Joseph County Fatal Alcohol Crash Team. In 2012, Lt. Williams was selected to serve as the Police Department's lead Public Information Officer. His numerous awards include Office of the Year 2002, Child Safety Award, D.A.R.E. Keenum Award and many Traffic Safety awards from 1998 to the present. Lt. Williams is a recognized leader in the Mishawaka community.

### **Local Students Honored by Optimists Club**

On April 29, 2015, the Mishawaka Optimist Club honored two students from each of the Mishawaka High Schools with the Youth Appreciation Award. Mayor Wood attended the breakfast and had the honor of presenting Youth Appreciation Awards to the following students:

<b>Marian High School</b>	Emily Cseh and Jackson Powell
<b>Mishawaka High School</b>	Cheyenne DeLeon and Andrew Collins
<b>Penn High School</b>	Austin Leazenby and Shannon Marie Antio

### **2015 Mayoral Proclamations**

Many times when people retire from the City of Mishawaka, they have made working for the City a career. Most people retire with 20 or more years of service which shows the quality of people we hire and the dedication these employees have to their job, the City, and the citizens of Mishawaka. This is why we are able to provide world-class service to our citizens; we have world-class employees. Many times the Mayor's Office is called upon to provide a Proclamation for noteworthy events, dedications, citizens and retirements. Following is a list of Mayoral Proclamations in 2015:

#### Retirements:

- Marge Pieters, City of Mishawaka Wastewater, 23 years – 1/28/2015
- Tim Erickson, City of Mishawaka Electric , 37 years – 1/30/15
- Pam Shafer, Mishawaka Utilities Business Office, 32 years – 2/12/2015
- Jody Chidister, Executive Asst. Mishawaka Fire Dept., 38 years – 6/30/2015
- Jeffery Dome, Mishawaka Fire Department, 35 years – 8/13/2015

#### Other Notable Mayoral Proclamations:

- City of Mishawaka Debt-Free Day – 1/9/2015
- Registered Dietitian Nutritionist Day – 3/11/2015
- Penn Kingsmen Wrestling State Champions Day – 3/18/2015
- Parkinson's Awareness Month – 4/1/2015
- Worker's Memorial Day – 4/28/2015
- National Day of Prayer – 5/7/2015
- Motorcycle Safety & Awareness Month – 5/9/2015
- Relay for Life Cancer Survivor Joshua Comeau Day – 5/16/2015

- Walt Disney Principal Randy Williams Day – 5/28/2015
- Magrane Pet Medical Center Day – 5/30/2015
- Princess City Parkway Day – 6/24/2015
- Pasquale & Mary Lou Rulli Day – 7/30/2015
- Duane E. Cable Day “100th Birthday” – 8/1/2015
- St. Monica Catholic Church Day “100th Anniversary” – 8/30/2015
- Marian Knights Boys Soccer State Champions Day – 11/9/2015
- Penn High School Spell Bowl Team State Champions Day – 12/2/20

**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. We are also an official voter registration site.

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; we continue to work with the Police Department regarding this matter.

***“...Council meetings taped and the meetings are shown on the WNIT Public Access Channel...”***

In 2015 Clerk Block worked with Nicholas Ramirez, Jr., Coordinator for Michiana Access TV, to have Council meetings taped and the meetings are shown on the WNIT Public Access Channel at various times following a Council meeting.

**Conducting the Legislative Business of the City**

During 2015 the City Clerk’s Office and Council handled the legislative business of the City which included:

**COUNCIL BUSINESS 2015 REPORT**

<b>Resolutions</b>	
<b>Resolutions passed</b>	43
<b>Carryovers</b>	0
<b>Withdrawn</b>	0
<b>Failed</b>	1
<b>Honoring Individuals or Schools</b>	12

<b>Proposed Ordinances</b>	
<b>Ordinances Passed</b>	43
<b>Carry over from 2013</b>	0
<b>Proposed Ordinance Failed</b>	0
<b>Annexations</b>	4
<b>Alley Vacations</b>	5 (1 carried over to 2016)

## **Ordinance Violations Bureau**

The Ordinance Violation Department collected \$9,047.50 in fines during 2015, \$3,700.00 from City code violation citations, and \$3,850.00 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. \$1,497.50 was collected by Krisor and turned over to the City in 2015.

We continue to have our part-time employee scan and categorize old documents as well as keeping new documents updated.

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.

## **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 2015 we received our normal biannual property tax distributions from the county with collections coming in at 96.7%. This is down just slightly from the 97.8% we received the prior year. Due to the property tax caps (circuit breaker) the City was left short \$4.5 million dollars. We must continue to plan and budget conservatively to deliver the exceptional services our citizens have become accustomed to receiving.

***“Making sure that funds are deposited and accounted for on a daily basis, results in considerable savings to Mishawaka citizens”***

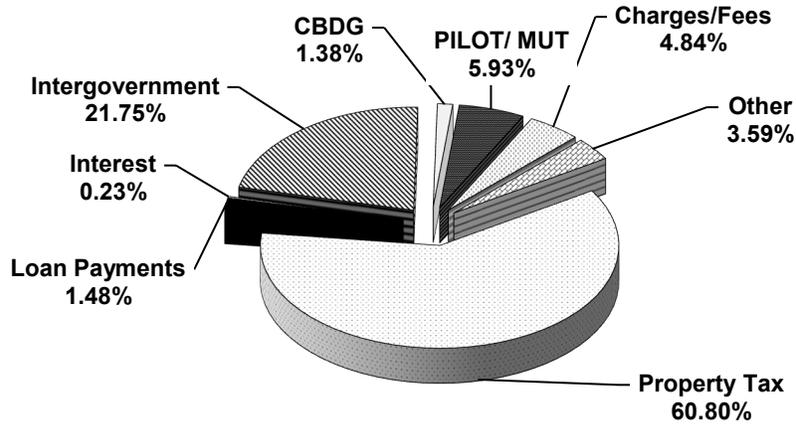
Making sure that funds are deposited and accounted for on a daily basis results in considerable savings to Mishawaka citizens. This cash handling procedure assures that the City's funds are available for any interest earnings in a timely manner. The Controller's Office prides itself on being good stewards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

The cash balance in the General Fund increased \$802,412 from \$2,075,521 to \$2,877,933. Lower fuel costs, the dispatchers changing to county employees, and conservative spending attributed to this increase. Unfortunately, a 14% increase in insurance costs eroded an even better outcome.

The total civil city budget for 2015 was \$49,964,351 which was a decrease of 5.98% (-\$3,179,993) from 2014 (\$53,144,344). The General Fund budget decreased -6.6%, MVH -19.3%, and Parks and Recreation -8.4%. In 2015 the wage increase for all employees was 1.0%.

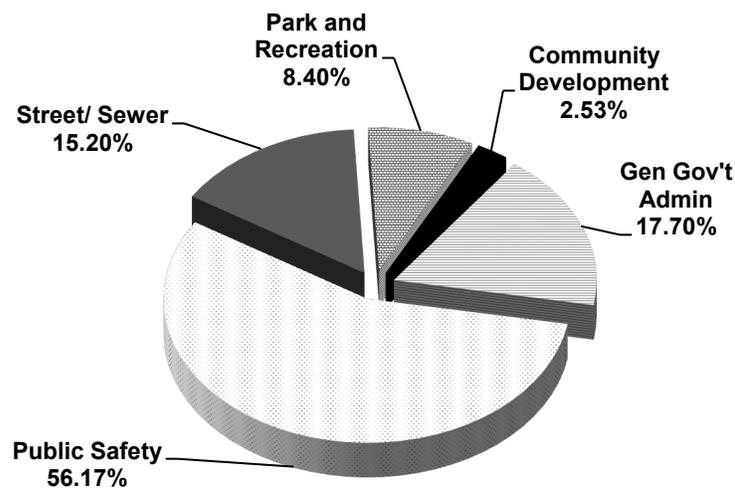
In 2015, approximately 61% of our revenue came from property tax. Another 22% came from other taxes and inter-governmental revenue. A few examples of other taxes and inter-governmental revenue are: COIT, CEDIT, Auto Excise, Cigarette, and ABC Excise. Finding new revenue sources and replacing lost revenue due to property tax caps will continue to challenge the administration in the future.

City of Mishawaka 2015  
Revenue by Source  
Excluding Tax Incremental Financing (TIF)

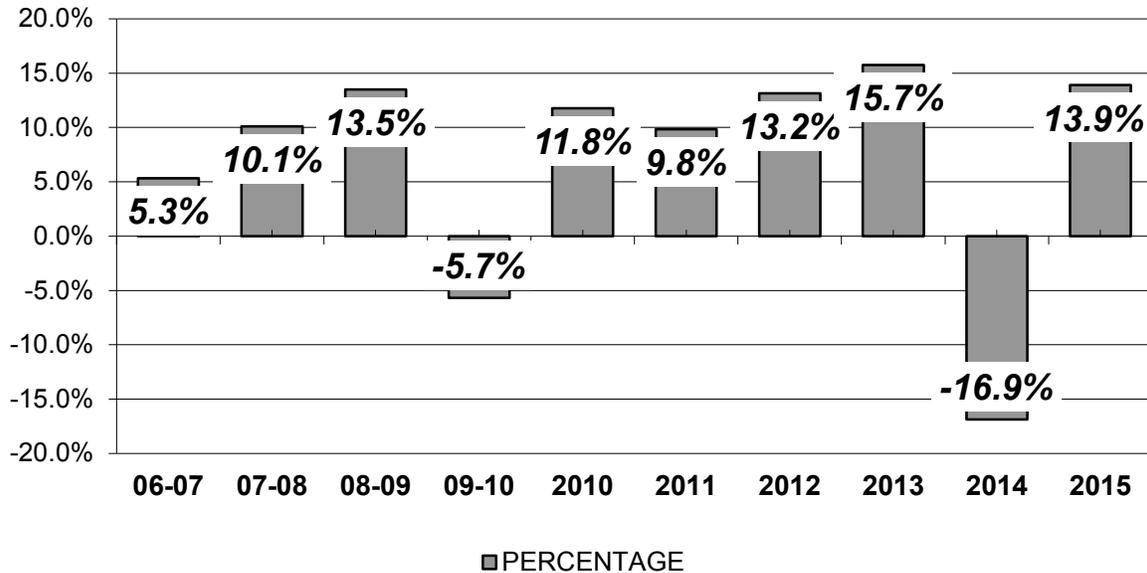


Over 56% of the City's expenditures were related to public safety. The next largest percentages were 18% for general government, and 15% for streets/sewers. An analysis of these expenditures shows 68% was spent on salaries and benefits, 19% on operating expenses, and 13% on capital in 2015.

City of Mishawaka 2015  
Expenditures by Function  
Excluding Tax Incremental Financing (TIF)



### City of Mishawaka Health Insurance Costs 10-Year Trend



Rising health insurance costs and employee wellness are two factors that impact the City’s financial health. The City continues to provide affordable health care for our employees and opened its first employee and dependents only clinic in August. Additionally, in 2016 a new third-party prescription benefit will be available. Together with the Human Resources Department our office works to provide the best possible benefits at the lowest costs.

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.

2012	2013	2014	2015
<b>General Fund Balance</b>			
\$8,067,200	\$4,393,024	\$2,075,521	\$2,877,933
<b>Tax Rate History</b>			
\$1.8186 +4.75%	\$1.9086 +4.95%	\$2.0062 +5.11%	\$1.8795 -6.32%
<b>Assessed Value History</b>			
\$1,395,330,853 -2.5%	\$1,329,478,738 -4.7%	\$1,303,292,258 -1.97%	\$1,372,100,311 +5.28%

2013	2014	2015	2016
<b>Budget Book Totals</b>			
\$52,312,050 +9.63%	\$53,144,344 +1.59%	\$49,964,351 -5.98%	\$52,926,916 +5.93%
<b>Wage Increases</b>			
2.0%	1.5%	1.0%	1.0%

As the charts above show, circuit breaker losses have eroded our General Fund balance. Losses for the past three years are: 2015(\$3.8 million), 2014 (\$3.4 million), and 2013 (\$2.8 million). We continue to work responsibly to manage expenses and find other sources of revenue, without cutting back on City services to our citizens.

All full-time employees use internal systems to access paperless paystubs and their W-2s. 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.

The Controller's Office will continue to look to streamline processes for further cost savings and efficiencies in 2016 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*

*John Roggeman, 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 2015, the Law Department worked with the Common Council on wage negotiations for Mishawaka Police and Fire Departments and led negotiations for all other collectively-bargained work groups. City attorneys continue to provide legal assistance on resolutions and ordinances brought before the Mishawaka Common Council.

***“The Law Department provides legal assistance and counsel to 22 City departments ...”***

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 four 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.

In August, 2015 the City of Mishawaka's Activate Health Clinic opened at 333 East Mishawaka Avenue. The former EMS Building was renovated to provide primary care medical services and prescription drugs at no charge to City employees and family members who participate in the City's employee health insurance coverage. Dr. Michelle Migliore joined the clinic in December and is assisted by two full-time Nurse Practitioners and three Medical Assistants. Through the end of December, 301 employees and 133 employee spouses had visited the clinic for a total of 1,825 appointments. Continued use of the clinic and participation in the associated wellness programs is expected to foster a healthier workforce and help maintain the City's health insurance costs at reasonable levels.

***“In August, 2015 the City of Mishawaka Activate Health Clinic opened...”***

In 2016, the City will partner with Rx Help to significantly reduce prescription drug costs for both employees and the City. Participation in the program is at no cost to employees.

## **Workforce**

In 2015, Human Resources received 497 applications for employment and hired 31, including 5 police officers and a firefighter, bringing the total workforce to 502. Seasonal employment increased the total by 120 in our Parks and Central Services departments. The workforce was reduced by 28 separations, including 16 retirees (who averaged 27 years of service). Several key positions were filled through promotions and new hires.

## **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. In 2015, we had 16 fewer OSHA recordable injuries and illnesses than the previous year. We have experienced a steady downward injury frequency trend 6 out of the last 7 years. It has been over 7 years since anyone at the Wastewater Department or City Hall has missed time due to a work-related injury. Additionally, no one at the Electric, Water or Parks Departments missed any work last year due to a work-related injury. The City's Safety Committee, consisting of departmental representatives, will begin its tenth consecutive year of meeting to discuss safety enhancement. The increasingly proactive approach to safety by our employees has been evident, and we will continue to be innovative when it comes to the overall safety of the City of Mishawaka employees.

## **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, 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 a multitude of miscellaneous technical issues and problems. 2015 saw the System Administrator leave his position with the IT department after two years to pursue a career in the private sector. After a brief period, we were able to fill the System Administrator position and return our department to fully staffed operation.

The past year was extremely busy for our department. Our onsite email server crashed causing us to move to Office 365 earlier than we had planned. A project of this scale required multiple steps to achieve the end result. This migration took a large amount of our time for the second half of the year. In addition to the migration to Office 365, another extremely large project was the wiring and preparation of the Scott Brass building which became our new Central Services facility. The Scott Brass project saw us install five network cabinets, 15,000 feet of copper wire and 2,700 feet of fiber optic cable making it the most modern wired City facility.

Last year we installed a new building access system in City Hall. This year we brought a second site in-house under the same system. The Eberhart Golf Course pro shop and maintenance barn were converted from an aging security system to a new security and building access system. The transition went smoothly and employees are enjoying carrying fewer keys. We plan to continue to bring one to two sites a year under the in-house system until eventually all our City sites will be covered by this system.

The IT Department is continuing to upgrade the City's computers, servers, printers and networks. We are striving to follow industry best practices by rotating computers at our sites on a five-year schedule. This past year we installed new or upgraded 50 computers throughout the City. Industry best practices suggest replacing servers on a three-year rotation to ensure they can handle the load of our virtual environment. We currently host on-site roughly 60 virtual servers across four physical boxes.

***“...striving to follow industry best practices by rotating computers at our sites on a five-year schedule”***

All of our users are on Windows 7 and Office 2010, the IT Department is trying Windows 10 in-house to ensure it will comply with the requirements of our environment before the next upgrade. The industry standard for network cabling is to upgrade roughly every 10 years. A majority of our sites are older or have older wiring in them. Starting next year we will begin a process of upgrading one site per year to current wiring standards along with upgrading their switches to latest standards. The end goal of these upgrades will be to have our sites meet current standards and be capable of supporting the latest in network, VoIP or camera requirements. This will facilitate our other long term goal of upgrading the links between all of our sites from 1GB to 10GB links.

## **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.

2015 was a good year for The Central Services Division as we continued to provide “World Class Services” such as snow removal, grounds maintenance, vehicle repairs and leaf pick up. The highlight of the year was the completion and moving into the new Mike Watson Central Services Facility.



*Mike Watson Central Services Ribbon Cutting*

The renovations of the Mike Watson Central Services Facility, formerly Scott Brass, were started in 2012. The final construction phase was bid out in March of 2015. This final phase included the interior cleaning, painting, and ventilation system along with a new car wash and fueling facility. The timetable for completion was aggressive and finally, after many pitfalls, on December 2, 2015 a ribbon cutting ceremony was held to introduce the public to our facility. After 52 years of residing at our former Cedar Street site, our new home was ready.

***“...the highlight of the year was the completion and moving into the new Mike Watson Central Services Facility”***

Also in 2015 we made several purchases to help us continue to provide the services the residents of Mishawaka have come to expect. Listed below are our major purchases for 2015.

- Single axle snow plow with wing blade
- One-Ton mini dump with snow plow
- Trommel Screen to produce a viable dirt product from our compost pile
- Free standing vehicle hoist to accommodate our larger fleet vehicles

As we move into 2016, The Central Services Division looks forward to increasing our efficiency and service level to the residents of Mishawaka.

## Fleet Maintenance

We are all very excited to be working out of our new Motor Pool. The six Fleet Mechanics have significantly more work space and new state of the art equipment to help maintain the City's full fleet of vehicles and equipment. There is always the normal servicing of the police cars, and the service and repair work for almost all City-owned vehicles. One of the new additions has been the six portable lifts. They make it possible for us to put our fire trucks and large salt trucks up in the air to perform service work and maintenance. This alone makes it faster and easier for the mechanics to accomplish repairs, while also providing a safer work environment for everyone. Another new addition is the two new wash bays that will accommodate our largest vehicles. In 2015, we completed more than 967 repair work orders. We hope to have an even more productive year in 2016.

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

Department	Unleaded Gasoline (gal)	Diesel Fuel (gal)
Building	940.1	
Code Enforcement	992.8	
Controller	138.8	
Electric	16,352.4	8,807.7
Engineering	919.0	
Fire	6,165.6	25,782.9
Mayor	847.0	
Motor Pool	672.0	
Motor Vehicle	6,797.8	23,424.7
Parks	12,499.7	12,049.6
Police	88,991.8	116.6
School City	9,728.3	6,474.7
Sewer	9,925.2	5,018.0
Wastewater	2,266.8	234.5
Water	13,698.9	4,057.6
Cost/Gal	\$1.64	\$1.78
<b>Total City Fuel Cost</b>	<b>\$285,512.23</b>	<b>\$163,489.44</b>

## Building/Facilities Maintenance

It is the responsibility of the Central Services Facilities Maintenance Dept. 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 Dept. addresses plumbing, electrical issues, lighting issues, and general environmental issues in and around these facilities. In addition, we maintain an extensive amount 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 expansion of the City and its facilities, we hope to continue to address each issue as it comes effectively and efficiently. We feel confident that we will be able to continue our level of 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 8 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.

During the winter months, we remove nearly 8 miles of snow on all City-owned sidewalks. These areas include the Riverwalk, all City lots, business office, City Hall, sidewalks on all bridges and all other walk ways adjacent to City-owned property. We also repair and paint all picnic tables for City parks and pavilions.

Some of this year's purchases were a John Deere 1600 turbo 2 diesel mower which has 57-hp turbo charged liquid-cooled diesel engine which will mow up to 14 acres per hour cutting at over 11ft per pass. The City also purchased 2 diesel 7000 series with 72-inch decks which will mow 8.7 acres and hour. Other purchases were 2 cub cadet edgers for edging sidewalks. A new pull behind roller for City ball diamonds and parks and a new John Deere Gator TX club cart for working on the Riverwalk or at City events. A few accomplishments performed by Central Services this year were:

- Central park wall project
- Start of park removal list
- Diesel Batwing mower purchase
- 2 diesel mowers purchase
- Battell Rock Garden Project
- Castle Manor update project
- George Wilson disc golf renovations

Next year some of our goals include the following items.

- Completion of park removal project
- 4-day park mowing list
- GIS snow blowing and mowing routes
- Completion of CPM classes
- Approval of new trash cans for downtown area for 2017
- Leaf rake for parks approval for 2017
- 1 diesel mower/1 bagger mower approval for 2017

## **Motor Vehicle Highway**

Motor Vehicle Highway, more commonly known as Street Department, is an essential part of the Central Service 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, street sweeping and resurfacing the roads that didn't fare well over the winter.

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 2015 season, we removed 12,775 cubic yards of leaves.

Once leaf pick-up is completed, we gear up for the winter months. With 164.5 miles of roadway, snow removal is one of the most important tasks we perform. 2015 was a fairly normal year for snow removal. However a few large snowfalls called us to task.

Major Purchases in 2015:

- Single Axle Plow Truck with Wing Blade
- Trommel Screen
- One-Ton Dump with Plow
- Brine Making System
- Portable Post Lifts

## **Traffic Department**

The Mishawaka Traffic Department recorded 1,140 tasks in 2015. These entries 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 2015, we used 1705 gallons of yellow paint, 770 gallons of white paint, 24,000 pounds of glass beads and 6,000 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. In 2015 we purchased a large format graphic printer which has allowed us to make custom graphics for the City. This has reduced the cost of outsourcing projects to private businesses, saving money and turnaround time.

## **Engineering Department**

*Gary E. West, Director*

The Engineering Department is responsible for planning, designing, bidding, funding, and managing construction for all Public Works Projects within the City of Mishawaka and review of all private development and utility company 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 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 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 911 emergency system, and troubleshoots citizen complaints. The Project Manager also shares responsibility with the Project Coordinator for the Department's purchase orders and processing of claims for consulting services and construction projects. The Project Manager also 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 eighteen 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 emails, updating the locate database, and gathering historic sewer as-built information to distribute to the Sewer 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 utility 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 2015 over 7,000 locate tickets were processed, resulting in over 1,100 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 2016, \$6,312.94 was collected for damaged public property at six locations.

### **Excavation and Sanitary Sewer Connections for 2015**

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 2015 Engineering issued 598 Excavation Permits with fees totaling \$10,710.00 for all categories of excavation, such as telephone, cable, gas, electric, fiber optic, boring, street, sewer, water, and irrigation. This is a decrease from 2014 when \$18,680.00 was collected from 612 Excavation Permits. In addition, there were 133 Sanitary Sewer Connection and Inspection Permits obtained in 2015 that totaled \$178,139.23 compared to \$165,234.98 collected from 89 permits in 2014. This increase in Sewer Connection and Inspection Permits 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 2015 totaled \$229,206.60 with expenses of \$289,763.14. In 2015, the Sewer Department received 232 complaints of sewer lateral issues where 62 residents signed up for the Sewer Insurance Program. Of the 62 residents, there were 34 residential contractor repairs performed with an ending balance in the fund of \$161,799.23.

A summary of the 2015 Sewer Insurance Program is provided below:

<b>Summary of 2015 Sewer Insurance Program</b>					
<b>Date Initiated</b>	<b>Job Number</b>	<b>Address</b>	<b>Action Taken</b>	<b>Total Cost</b>	<b>Work Completed</b>
01/02/15	1334	611 Somerset	Contractor repaired	\$5,370.00	04/29/15
01/02/15	1335	309 Omer	Contractor repaired	\$4,075.00	05/15/15
01/05/15	1336	3627 Vistula Rd	Contractor repaired	\$6,650.00	01/20/15
01/15/15	1337	627 N. Mason St	Contractor repaired	\$5,095.00	01/27/15
01/22/15	1338	133 W LaSalle Ave	Line opened, no guarantee	\$245.00	01/22/15
01/26/15	1339	2810 Schumaker	Line opened, no guarantee	\$245.00	01/27/15
01/26/15	1340	514 N. Pine St	Line opened, no guarantee	\$245.00	01/26/15
01/28/15	1341	921 W Grove St	Contractor repaired	\$6,490.00	10/09/15
02/06/15	1342	726 Queensboro Ave	Line opened, no guarantee	\$3,679.20	04/09/15
02/09/15	1343	1312 E. Third St	Contractor repaired	\$5,130.00	05/22/15
02/25/15	1344	445 Ballard Ave	Line opened, no guarantee	\$438.00	02/27/15
03/13/15	1345	618 N Wenger Ave	Contractor repaired	\$3,820.00	04/06/15
03/20/15	1346	1442 Tremont Dr	Line opened, no guarantee	\$405.00	03/20/15
03/20/15	1347	1204 Arbor Lane	Line opened, no guarantee	\$965.00	03/25/15
03/20/15	1348	208 Wells St	Contractor repaired	\$6,043.26	08/10/15
03/23/15	1349	1708 Maplehurst Ave	Line opened, no guarantee	\$585.00	03/23/15
03/23/15	1350	1201 Lincolnway E	Contractor repaired	\$7,470.00	08/06/15
03/30/15	1351	1140 E 3 <sup>rd</sup> St	Line opened, no guarantee	\$4,615.00	05/05/15
03/24/15	1352	424 E LaSalle	Line opened, no guarantee	\$450.00	03/25/15
04/08/15	1353	1114 Charlotte	Contractor repaired	\$6,580.00	05/15/15
04/16/15	1354	622 W 7 <sup>th</sup> St	Contractor repaired	\$4,680.71	04/27/15
04/16/15	1355	356 S Hodson St	Line opened, no guarantee	\$632.25	04/27/15
04/21/15	1356	921 Willow St	Line opened, no guarantee	\$542.25	04/24/15

Summary of 2015 Sewer Insurance Program (cont.)					
Date Initiated	Job Number	Address	Action Taken	Total Cost	Work Completed
05/04/15	1357	2711 Normandy Dr	Line opened, no guarantee	\$945.00	11/30/15
05/06/15	1358	1019 W Battell St	Contractor repaired	\$6,805.00	10/15/15
05/08/15	1359	204 Wells St	Contractor repaired	\$8,965.38	07/28/15
05/26/15	1360	307 E LaSalle	Line opened, no guarantee	\$225.00	05/27/15
05/28/15	1361	220 Downey Ave	Line opened, no guarantee	\$360.00	05/29/15
06/02/15	1362	1539 E 4 <sup>th</sup> St	Contractor repaired	\$10,580.73	06/26/15
06/03/15	1363	911 W Mishawaka Ave	Contractor repaired	\$7,375.00	06/09/15
06/26/15	1364	128 E Donaldson	Contractor repaired	\$6,076.06	08/17/15
07/01/15	1365	418 Park Ave	Contractor repaired	\$18,346.73	07/28/15
07/06/15	1366	813 W Borley	Pending		
07/06/15	1367	1109 Calhoun	Line opened, no guarantee	\$561.00	07/06/15
07/15/15	1368	705 W Broadway	Contractor repaired	\$12,900.00	09/24/15
07/20/15	1369	303 W LaSalle	Contractor repaired	\$6,080.00	09/10/15
07/21/15	1370	228 N Charles St	Contractor repaired	\$2,850.00	08/21/15
07/24/15	1371	210 Stanley St	Contractor repaired	\$3,963.18	08/17/15
07/27/15	1372	623 W Battell	Line opened, no guarantee	\$731.00	07/30/15
09/09/15	1373	309 E Lawrence	Line opened, no guarantee	\$450.00	09/09/15
09/16/15	1374	1238 E 4 <sup>th</sup> St	Line opened, no guarantee	\$540.00	09/17/15
09/18/15	1375	111 W 6 <sup>th</sup> St	Contractor repaired	\$7,925.00	12/04/15
09/21/15	1376	233 Stanley	Contractor repaired	\$5,860.51	10/13/15
09/25/15	1377	321 N Cedar St	Contractor repaired	\$3,695.58	11/20/15
09/29/15	1378	130 Ray St	Contractor repaired	\$7,835.00	12/09/15
09/29/15	1379	635 Gernhart Ave	Line opened, no guarantee	\$360.00	10/01/15
10/01/15	1380	224 W Battell	Contractor repair	\$7,660.00	10/30/15
10/12/15	1381	2526 N Grape Rd	Contractor repair	\$7,300.00	11/24/15
10/28/15	1382	2622 Lenson Dr	Contractor repair	\$2,866.33	11/11/15
10/30/15	1383	208 E Leyte Ave	Line opened, no guarantee	\$765.00	11/12/15
10/30/15	1384	710 N Indiana Ave	Contractor repaired	\$2,450.00	11/30/15
10/30/15	1385	507 Alabama	Contractor repaired	\$6,153.88	11/11/15
11/03/15	1386	116 W 6 <sup>th</sup>	Line opened, no guarantee	\$315.00	11/03/15
11/04/15	1387	319 W Lawrence	Contractor repaired	\$3,120.00	11/15/15
11/06/15	1388	334 Hodson Ave	Contractor repaired	\$4,713.21	12/07/15
11/10/15	1389	1615 Kings Ct	Contractor repaired	\$3,325.31	12/09/15
11/10/15	1390	1002 W Jefferson Blvd	Line opened, no guarantee	\$393.00	11/10/15
11/16/15	1391	218 Niles	Pending		
11/16/15	1392	541 W 9 <sup>th</sup> St	Contractor repaired	\$12,079.86	12/15/15
11/20/15	1393	1605 Sarah St	Line opened, no guarantee	\$540.00	11/02/15
11/23/15	1394	516 E Grove St	Line opened, no guarantee	\$675.00	11/21/15
11/24/15	1395	135 W Colfax Ave	Contractor repaired	\$2,745.00	12/18/15

## **Review of Industrial, Commercial, and Residential Developments in 2015**

2015 experienced a steady increase in proposed larger commercial property developments that range from multi-family/multi-story developments to many health care developments. The City experienced a more balanced combination than in recent years between rehabilitation of existing sites and new construction. Examples of some new development projects approved in 2015 were the Veterans Administration (VA) Clinic (1540 Trinity Place), Beacon Health System Headquarters and Wellness Center (3221 Beacon Parkway), Browning/Bayer Health Care Headquarters (2904 Beacon Parkway), Barak River Rock Apartments (614 Elizabeth Street), and GMX Midland Retail (5111 N. Main Street). Fresh Thyme (5520 Grape Road), SkyZone (5604 Grape Road), and Twin City Baptist Church (420 E. Jefferson Boulevard) are all examples of reconstruction of an existing property.

## **Municipal Separate Storm Sewer System (MS4)**

During 2015, the MS4 finalized preparations for an IDEM audit of the City's Good Housekeeping practices at municipal facilities. In preparation for the audit, the MS4 Coordinator, in conjunction with Department Heads, reviewed municipal housekeeping operations to ensure compliance with local and State regulations. In June 2015, Reggie Korthals of IDEM performed the Good Housekeeping audit and an associated inspection of the City's Central Services building. The results of the audit were highly favorable, and there were no corrective actions necessary. Because the City has invested in the new Watson Central Services building, which has been designed with up-to-date storm water pollution controls, IDEM would like to tour the new building in 2016.

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. In addition, the Sewer Department has been enhancing the GIS to target maintenance of the City's sanitary and storm sewers. These activities are above and beyond the requirements of our MS4 permit, and IDEM was impressed with the breadth of our sewer maintenance program and the City's integration of GIS with maintenance activities.

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 2015, the MSP partnered with the Greater Elkhart County Stormwater Partnership for a regional contractor education effort entitled "The Green of Erosion Control", 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 2016 and in locations that were inaccessible 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 to keep them clean and free of pollutants.



This year was the first year of our third NPDES permit term (5-years per 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. Program efforts throughout 2016 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 2015 January restaurant license renewal. Additionally, permit applications and letters detailing program requirements were updated and provided to the Controller’s office for distribution throughout 2015.

### **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 2015, these requests were investigated and resulted in the issuance of 38 work orders for the installation of new or modified signage and pavement markings.

#### *Traffic Signal and Flasher Maintenance*

In 2015 one hundred four (104) 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.

### 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.

### 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 2015 the Board of Public Works and Safety approved the designation of 14 new disabled parking spaces and the removal of 2 spaces that were no longer required.

## **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. Twenty six (26) dumpster permits were issued in 2015. The Engineering Department also received requests for additional signage from the Street Department and the Mishawaka Police Department in various neighborhoods. There were 3 speed limit signs added and 4 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 reconstruction (Church/Union Street improvements) during 2015, excessive truck traffic occurred on non-truck route streets. Police enforcement assisted in curbing these truck problems in residential areas. Additional “No Truck” signs were added on Main Street between Lincolnway West and Thirteenth Street, at the request of the Mishawaka City Police.

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 be used to justify upgrades in infrastructure.

## **Railroad Pavement Markings Grant**

The City of Mishawaka received a grant from the Railroad Grade Crossing Fund supported by the Rail Office of the Indiana Department of Transportation. The grant received was for applying new thermoplastic pavement markings at 21 railroad crossings throughout the City. Prior to the pavement markings being applied, the City resurfaced the approaches of 9 crossings as part of the Summer Street Paving Program to provide a good surface for the markings. The grant received was for \$29,400.00.

## **Construction Projects**

Engineering is responsible for plan development and construction management of Public Works Projects. These construction projects are funded from several sources. In 2015 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 Funds. Construction completion in 2015 totaled approximately \$17.7 million. Specific details of the 2015 construction projects are highlighted in the following sections. In addition, projects that were in the design and land/easement acquisition phase during 2015 are also discussed with intent of 2016 construction.

### **TIF Projects**

#### **Church/Union Street Improvements Phase 2**

This project started construction in 2014, was shut down for winter, and resumed construction in March of 2015. The contractor began the site work associated with the new Watson Central Services Facility, which included a new storm water retention basin, sanitary sewer, storm sewer and asphalt pavement.



*Church/Union Street Improvements*

Construction along the west side of the underpass included two new modular block walls, refacing the existing retaining wall, sidewalk, and decorative fencing. After construction along the underpass was completed, new landscaping plantings, pavement markings, and street lighting were installed throughout the project.

A ribbon cutting for the project was held on June 24, and the roadway was opened to unrestricted traffic. Site work at the new Watson Central Services Facility continued after the ribbon cutting, and was not completed until November of 2015. The project was substantially complete in November with an estimated investment of \$5.1 million.

### **Beacon Parkway (Fir-Capital Connector)**

Construction of Beacon Parkway (Fir-Capital Connector) was substantially completed in spring 2015 with final installation of the landscaping features in the center islands, as well as the trees and plantings along both sides of the road. The new signal at Fir Road and Beacon Parkway was operational just prior to the ribbon cutting ceremony on April 16, 2015. Final project completion occurred in early June 2015 with a final City investment of almost \$3.6 million.



*Beacon Parkway*

### **Mishawaka Avenue, Phase I (Main St. to Division St.) & Phase II (Cedar St. to Willow St.)**

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 overhead electric and communication lines carried by power poles to underground conduit with transformers, the widening of the Central Park entrance off Mishawaka Avenue, converting the ornamental street lighting to LED lights, and replacing concrete with brick pavers adjacent to the



*Mishawaka Avenue Area rehabilitation*

curbs in the commercial blocks. Phase I was completed in 2015 with a total investment of approximately \$4.2 million.

Phase II of this project was bid in spring of 2015 and continues the elements of Phase I further east on Mishawaka Avenue from Cedar Street to the St. Joseph River bridge and Cedar Street from Mishawaka Avenue to Grove Street. This phase also included replacement of the traffic signal and equipment at the Cedar Street and Mishawaka Avenue intersection. This work was completed in fall of 2015 with an investment of approximately \$1.4 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.

## **Grove-Elizabeth-Mishawaka Avenue Improvements**

This project consisted of sewer separation and full road reconstruction on Grove Street from Ann Street to Main Street as well as Elizabeth Street from Grove Street to Mishawaka Avenue. Also included was the milling and repaving of Mishawaka Avenue from Main Street to Liberty Drive. Additionally the project included construction of a new municipal parking lot, sewer lateral replacements, water service replacements, Cured-In-Place-Pipe (CIPP) sewer main rehabilitation, manhole rehabilitation, new signage, street lighting, and overall beautification of the adjacent areas including landscaping and trees. The project began in summer of 2015 and is anticipated to conclude in 2016. The estimated project investment is \$1.6 million.



*Grove-Elizabeth-Mishawaka Ave. Improvements*

## **Brick Road and Fir Road Water Main**

Construction on the Brick Road and Fir Road Water Main project started in late July of 2015. In order to install a new 16 inch water main, Fir Road between State Road 23 and Brick Road was closed to traffic from July 27 to August 13. New 16 inch water main was also installed along the north side of Brick Road between Fir Road and Gumwood Road and was connected to the existing 12 inch water main at Gumwood Road. As part of the project, 16 inch water main inside a 30-inch steel casing was bored underneath State Road 23 along the west side of Fir Road.



*Brick Road and Fir Road Water Main*

After completing the bore across State Road 23, a 16-inch water main was also bored underneath Fir Road and connected to the

existing 12 inch water main on the east side of Fir Road. The new 16 inch water main, extending approximately 7,600 linear feet, was completed by late September meeting the required milestones in the contract. Subsequently, the contractor began to work on the proposed pressure monitoring station located on the south side of Brick Road, just east of Prairie Vista Elementary School. The precast building was delivered and set in place on October 29. Due to issues with AEP, power to the building was not provided until late December. As a result, the proposed pressure monitoring station will not be completed until January 2016. Final completion is anticipated in early 2016 with an estimated investment of \$1.5 million.

## Front Street Roundabout Reconstruction

With the unusually harsh past few winters, in spring of 2015, pavement cracks and failing joints were discovered in the concrete pavement of the roundabout located at the intersection of Front Street and Spring Street. Reconstruction of the roundabout started on August 20. The existing pavement was removed and replaced, and the roundabout was re-opened to traffic on September 4. The final project investment was \$106,000.



*Front Street Roundabout*

## Trinity Place Realignment

In summer of 2015, the US Department of Veteran's Affairs chose a 14 acre site on Trinity Place for the location of a new 60,000 square foot VA Clinic. The site was appealing due to its proximity to the St. Joseph Regional Medical Center and the many amenities the City of Mishawaka has to offer guests. In order to provide sufficient space for an optimal site layout, the Ambrose Development Group and City of Mishawaka agreed to relocate a 1,400 foot section of Trinity Place to the south. Doing this will not only accommodate the new VA Clinic, but will also provide developable land for future projects.

The relocation was completed in several phases in order to expedite the process due to winter limitations and work within the VA schedule. October of 2015, Phase I was quoted and included clearing the land for the new road alignment, installing sanitary sewer and conduit for electric. Phase I was being constructed while plans were being prepared for Phase II. Phase II included removal of the concrete pavement along the existing route and terminating all existing utilities. This sewer had to be relocated in order to provide continued service to the existing DaVita Dialysis office adjacent to the VA Clinic site. Mishawaka Electric removed the light poles and was also able to install new electric service in the new conduit in order to maintain the electric feed to



*Trinity Place Realignment*

DaVita and a loop for the hospital. Phase III included a new water main also along the new roadway corridor to again maintain service to DaVita and provide a loop for the hospital.

The project was quoted in these phases in order to allow time to complete plans for the next phase and work within the developer's schedule. By removing the roadway and vacating the right-of-way, the developer could provide the VA with one contiguous parcel for the building. The re-aligned Trinity Plans have been completed and includes construction of new concrete pavement, curb, storm sewer, and pathway. Bids will be received in early spring of 2016 for the final phase. Adding all phases together, the estimated total investment will be \$1.2 million.

### **Fir Road and University Drive Intersection Expansion**

University Drive and Fir Road Intersection improvements were completed in the fall of 2015. Additional turn lanes were added for the eastbound University Drive approach onto Fir Road. Improvements included new concrete curb and gutter, full depth asphalt pavement, and a resurface course from the Costco store to the east. Traffic signal conduit, handholes, and fiber were installed to the Beacon Parkway signal system. Metronet communication conduit and handholes were installed and connected to the existing Metronet line on Fir Road south of Cleveland Road. Other construction consisted of storm sewer, new guardrail, traffic signal upgrades, pavement markings, and traffic signs. Total investment is approximately \$1.4 million.



*Fir Road and University Drive*

### **Reconstruction of Cedar Street and Elimination of CSO 012B**

Construction commenced in August 2015 for Cedar Street between Fourth Street and Lincolnway East and was substantially complete in November 2015. Construction operations included the installation of new storm sewers, asphalt pavement, concrete curb and gutter, concrete sidewalk, concrete approaches, decorative street lighting, pavement markings, and nursery sodding. A project alternate also included the installation of a 20" water valve on the existing 20" water main on Fourth Street. The Combined Sewer Overflow (CSO) diversion structure (STR 12A) was modified, and structure 12B was eliminated. The existing 18" sanitary sewer on Cedar Street received a new interior lining via Cured-in-Place-Pipe (CIPP) sewer main rehabilitation. The estimated City investment is \$850,000.



*Reconstruction of Cedar Street*

### **Merrifield Park Sewer Improvements**

This project was completed in the summer of 2015 and included the installation of new manholes, 6" and 8" sanitary sewers, and service laterals for the restroom facilities in Merrifield Park and Castle Manor. Other improvements included nursery sod and pavement markings. The final City investment is approximately \$48,000.

### **Lowell Avenue and Edgar Avenue Improvements**

Primary construction initiated in early summer of 2015 and consisted of the reconstruction of Lowell Avenue and Edgar Avenue from N. Main Street east to Sarah Street. Work included new concrete curb, asphalt pavement, concrete approaches, concrete sidewalk, sanitary sewer laterals, water services, pavement markings, and nursery sod. Construction operations were complete in the fall of 2015 with a City investment of approximately \$226,000.



*Lowell Avenue and Edgar Avenue*

### **Third Street Municipal Parking Lot**

In the fall of 2015, a 30 stall concrete municipal parking lot was constructed at the northwest corner of Third Street and Mill Street, the former location of Notre Dame Credit Union which was demolished in 2014. Construction was completed in December 2015. Work also included the installation of four drywells and connecting pipe for drainage. In addition, concrete curbing, drive approaches, pavement markings, and nursery sodding were installed. The final City investment is approximately \$147,000.

## **2015 TIF Design Projects**

### **Byrkit Street Path (Twelfth Street to Dragoon Trail)**

In order to plan for future growth and improvements, a schematic design is being prepared for a future multi-use path along Fir Road from Twelfth Street to Dragoon Trail. Potential development has been proposed on the east side of Fir Road and a master plan for the corridor is required in order to make sure sufficient room is provided for potential improvements before additional developments are completed and obstructions are in place. This project studied the current traffic patterns and likely future traffic patterns of the vehicles using Fir Road and recommended a 10 foot multi-use path be planned for the east side of Fir Road. Based on traffic projections, it is likely that within 20 years, a 3 lane roadway will be required for this corridor. This analysis identified the amount of



*Byrkit Street Path*

right of way that would be required to accommodate a 3 lane road and a 10 foot path. This will allow the proposed adjacent development to install landscape buffering up to this point without risk of removal during a future road reconstruction project.

### **Beacon Parkway Pathway**

Since the opening of Beacon Parkway, which was designed as a new gateway into the City from Capital Avenue at the Toll Road interchange, new development is beginning to occur in the area. During the planning of the new road project, a 15 foot wide utility easement was requested from the property owners along both sides of the road. The new utilities were accommodated within the new right of way and utility easement. In response to the new development occurring along the roadway, the City has committed to providing a roadside pathway. The permanent pathway will be accommodated within the right of way and utility easement. The pathway is currently under design for the south side of Beacon Parkway. It is anticipated to be bid in April 2016 with construction starting in May 2016. The pathway is expected to be complete by July 2016 with a total City investment of approximately \$400,000.

### **State Road 23/Cleveland Road Widening (Grape Road to Main Street)**

This project, which is currently being designed, started with a Traffic Impact Study (TIS) in the spring of 2014 in response to the proposed new development at the northwest corner of intersection State Road 23/Cleveland Road and Main Street/Gumwood Road. After approval and concurrence of the TIS by INDOT, 10% conceptual plans were developed. The conceptual plans included an extension of left turn from the intersection of State Road 23 and Grape Road east to State Road 23/Cleveland and Main Street/Gumwood Road intersection. This accommodated two through lanes for each direction and a center left turn lane between Grape Road and Main Street/Gumwood Road. Also, at the intersection of Main Street/Gumwood Road exclusive right turn lanes were added for westbound and eastbound traffic.

INDOT is letting a mill and resurface project along State Road 23 which includes the section between Grape Road and Main Street. It is the intent of the project to have the asphalt pavement to be milled and overlaid with the INDOT project. The new pavement is anticipated to be full depth asphalt with new curb and gutter and extension of storm sewers. Utility relocation is part of the project with AEP relocating their power line to the new right of way line. Additional utility relocations are also anticipated and will likely be completed before the construction of the project begins. The traffic signal at the intersection of Main Street/Gumwood Road will be modified to accommodate the proposed improvements. The project is anticipated for bidding in March 2016 with construction starting in April 2016 and completion by August 2016. The total City investment is anticipated to be \$1.8 million.

## **Public Works Projects**

### **Summer Street Paving Program**

The Engineering Department assisted the Street Department in prioritizing and overseeing 30,445 linear feet of street milling, sealing and resurfacing projects. The summary of the Summer Street material bid prices are detailed in the table below:

**2015 Summer Street Unit Prices**  
**Materials: Rieth Riley Construction Company**

Description	Qty	Unit	Unit Price	Extension
<b>BITUMINOUS MATERIALS:</b>				
Hot Mix Asphalt Pavement, Surface 9.5MM Type "A"	4,000	TON	\$53.00	\$212,000.00
Hot Mix Asphalt Pavement, Surface 9.5MM PG, Type "B"	4,000	TON	\$53.00	\$212,000.00
Hot Mix Asphalt Pavement, Surface 9.5MM - PG, Type "C" Polymer Additive	1,500	TON	\$70.00	\$105,000.00
Hot Mix Asphalt Pavement, Surface 905MM, Type "A" Limestone FOB	200	TON	\$42.00	\$8,400.00
HMA Surface - Alley Paving (2")	400	TON	\$80.00	\$32,000.00
HMA Surface - Alley Paving (2") Resurfacing	400	TON	\$80.00	\$32,000.00
HMA Surface Patching -Type "A" Local Street	500	TON	\$100.00	\$50,000.00
HMA Surface Patching -Type "B" High Volume	1,000	TON	\$100.00	\$100,000.00
HMA Pavement, Surface - Type "A" B.F. Slag	250	TON	\$30.00	\$7,500.00
HMA Pavement, Type "A" Intermediate 19MM	100	TON	\$70.00	\$7,000.00
HMA Pavement, Intermediate 19MM FOB	100	TON	\$35.00	\$3,500.00
HMA Pavement, Type "A" Base 25MM	200	TON	\$35.00	\$7,000.00
HMA Pavement, Base 25MM FOB	100	TON	\$30.00	\$3,000.00
Bituminous Material Tack	20	TON	\$1.00	\$20.00
Bituminous Material Crack Pouring FOB	2,000	GAL		\$0.00
Bituminous Material Dust Pallative FOB	2,000	GAL		\$0.00
Bituminous Patch Material FOB	500	TON	\$85.00	\$42,500.00
Emulsified Asphalt FOB	20,000	GAL		\$0.00
<b>AGGREGATE:</b>				
Course Aggregate #73 stone or slag	150	TON	\$16.80	\$2,520.00
Course Aggregate #73 stone or slag FOB	150	TON	\$0.00	\$0.00
Course Aggregate #73 or #53 Gravel	150	TON	\$15.60	\$2,340.00
Course Aggregate #73 or #53 Gravel FOB	150	TON	\$9.50	\$1,425.00
Course Aggregate #11 or #12 LS or Slag Chips	150	TON	\$21.80	\$3,270.00
Course Aggregate #11 or #12 LS or Slag FOB	150	TON	\$18.25	\$2,737.50
Fine Aggregate #23 or #24	150	TON	\$10.40	\$1,560.00
Fine Aggregate #23 or #24 FOB	150	TON	\$5.25	\$787.50
<b>ROTO-MILLING:</b>				
Contractor Retain Materials 0"-2"	85,000	SYD	\$1.90	\$161,500.00
Contractor Retain Materials 2"-4"	500	SYD	\$2.30	\$1,150.00
Contractor Retain Materials 4"-6"	500	SYD	\$2.35	\$1,175.00
City Retain Materials 0"-2"	15,000	SYD	\$1.90	\$28,500.00
City Retain Materials 2"-4"	500	SYD	\$2.30	\$1,150.00
City Retain Materials 4"-6"	500	SYD	\$2.35	\$1,175.00
<b>MISCELLANEOUS ITEMS:</b>				
Street Excavation	300	TON	\$10.00	\$3,000.00
Bituminous Curbs	500	LF	\$10.00	\$5,000.00

**TOTAL AMOUNT OF BID:**

**\$1,039,210.00**

The following table summarizes the streets that were resurfaced in 2015. All streets were either edge milled 6 feet along the curb line or the entire surface removed 1” to 1.5” to retain as much curb exposure as possible.

<b>2015 Street Resurfacing Summary</b>	
<b>Street Name / Section</b>	<b>Length (Feet)</b>
Bandelier Drive – Gauley River Drive to Tall Grass Prairie Drive	650
Beiger Street – Fourth Street south 700 feet	700
Byrkit Avenue – Fourth Street to Fifth Street	700
Blackberry Road – Harrison Road south to City limits	3000
Blair Hills Drive – Dragoon Trail to Bowdoin Drive	3100
Bluesmoke Trail – Blair Hills Drive to dead end	1200
Cedar Street – Jefferson Blvd north 500 feet	500
Edgar Street – Division Street to dead end	1250
Edison Road – Hickory Road to Grape Road	2200
Elder Road – RR Tracks south to City limits	1500
Fifth Street – Smith Street to Wells Street	825
Fifth Street – 650 feet east of Laurel Street to Laurel Street	650
Gauley River Drive – Fir Road east 350	350
Huntington Place – Yeardley to Bowdoin Drive	1400
Kennesaw Mountain Drive – Bandelier east 340	340
Kline Street – Lincolnway East to RR	650
Laurel Street – Fourth Street to Sixth Street	475
Liberty Drive – Colfax Avenue to McKinley Avenue	900
Lowell Avenue – Sarah Street to Chestnut Street	1325
Main Street – Douglas Road north 850 feet	850
Main Street – Sixth Street north 250 feet	250
Merrifield Avenue – RR to Fifth Street	190
Oakside Avenue – RR to York Road	180
Park Place – Filbert Road east 400 feet	400
Park Place – Day Road south 250 feet	250
Spring Street – Fourth Street to Sixth Street	750
Stanley Street – Sarah Street to Division Street	700
Tall Grass Prairie Drive – Bandelier Drive east 365 feet	365
Tenth Street – Union Street to Dodge Avenue	350
Third Street – Bain Street west 180 feet	180
Thirteenth Street – Main Street to Spring Street	720
Twelfth Street – Spring Street to Taylor Street	2100
West Street – Twelfth Street to Thirteenth Street	300
Yeardley Lane – Blair Hills Drive to Huntington Place	500
<b>SEALING</b>	
Miami Club Drive – Lincolnway East to Club Drive	1200
Victoria Street – Lincolnway East to Club Drive	1150
<b>Total Linear Feet</b>	<b>32,150</b>
<b>Total Cost of Resurfacing</b>	<b>\$506,094.76</b>
<b>Total Cost of Milling</b>	<b>\$169,660.50</b>
<b>Total Cost of Sealing</b>	<b><u>\$48,991.40</u></b>
<b>Grand Total for Summer Street Paving Program</b>	<b>\$757,051.46</b>

## **Alley Paving Program**

The Alley Paving Program evenly splits the costs 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 this program partnering with property owners. In 2015 nine alleys were surfaced.

## **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 101,143 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 \$173,072.50 was invested in neighborhoods on curb and sidewalk improvements.



*Curb and Sidewalk Program*

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 replace about 6,700 feet of curb and sidewalk to meet the current ADA standards, installing new handicap ramps at 4 intersections. The improvements were made along Liberty Drive from Grove Street to Broadway and the 300 block of West Battell and Lawrence Streets. The total cost of these improvements was approximately \$375,000.

## **Long Term Control Plan Projects**

The City's Long Term Control Plan was endorsed by the Common Council in January 2014, and the United States District Court's Final Judgment filed on May 23, 2014. The 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.

Late in 2014, planning began for the major element of the Long Term Control Plan, a 7,000-foot long, 10-foot diameter storage and conveyance tunnel to be located under Third Street or Fourth Street approximately 30 feet deep beginning at the wastewater treatment plant to Merrifield Avenue. Subsurface soils investigations along the proposed alignments suggested lowering the depth from proposed 30 feet to an average of 70 feet to provide clearance from all underground utilities, boulders and overall be less invasive at the surface along the proposed corridor. In addition to the tunnel being lowered to 70 feet, it was recommended to select the Third Street right-of-way alignment instead of Fourth Street and that the tunnel be completed in one contract instead of two, all of which would result in a reduction of costs. Due to the lowering of the tunnel, a lift station was added to the Control Structure that is proposed for the WWTP site.

In the fall of 2014, the City retained the services of two design engineering teams to develop the construction documents for the Tunnel and Lift Station/Control Structure construction which are expected to be completed in spring of 2017. Bids are to be opened in June with actual tunnel construction anticipated to start in fall of 2017. The Control Structure is scheduled to begin towards the middle of 2018 with both contracts estimated for completion late in 2020.

The next LTCP phase is the micro-tunneling within Merrifield Avenue, which extends north from Third Street to Merrifield Park and will be coordinated with the tunnel construction due to its anticipated depth of 30 to 40 feet. Currently, we are analyzing options for construction to minimize costs and disruption to the intersection of Merrifield Avenue and Third Street from the 40 foot diameter, 70 foot deep, exit shaft from the tunneling process. Therefore, it is likely construction will start for the micro-tunnel prior to the storage and conveyance tunnel completion in 2020. Please see Exhibit A.

A summary of the LTCP Elements is included in the following table:

Long Term Control Plan - Recommendation and Implementation Plan						
Location	Project	Description	Capital Cost Estimate <sup>1</sup> (\$Millions)	Size <sup>2</sup>	Start Date <sup>3</sup>	End Date <sup>4</sup>
<b>Milburn Boulevard Area</b>	Divisions A thru H	Sewer separation and rehabilitation of the area south of the St. Joseph River, bounded by Ironwood, Dragoon Trail, Panama and Logan Street	19.4	N/A	2007	Dec 2026
<b>Wilson Boulevard Area</b>	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
<b>River Center CSO 009</b>	Storage/Conveyance Tunnel	Storage/Conveyance Sewer from WWTP to Merrifield Avenue	59.2*	120"	Feb 2012	Dec 2020
	Lift Station/Control Structure	LS and Control Structure to transmit flows from Tunnel to WWTP	17.3*		Dec 2015	Dec 2020
	Storage/Conveyance Tunnel (Phase III)	Micro-tunnel for Storage/Conveyance Sewer from Third Street to Merrifield Park (Linden Ave)	5.7	60"-84"	Dec 2015	Dec 2023
<b>East Area</b>	Linden Area Sewer Separation (Phase I)	Sewer separation of approximately 152 acres north of Lincolnway East between Merrifield Park and Roosevelt	8.6*	N/A	Dec 2014	Dec 2028
	Linden Area Sewer Separation (Phase II)		8.6*	N/A	Dec 2016	Dec 2028
	Linden Area Sewer Separation (Phase III)		8.6*	N/A	Dec 2018	Dec 2028
	Linden Area Sewer Separation (Phase IV)		8.6*	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 Third Street	5.8	30"-48"	Dec 2015	Dec 2028
<b>Central Park Area</b>	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
	Daisy Road Lift Station, Forcemain, and RC-5 (Phase I)	Lift Station and FM with 2.9 MGD capacity.	7	18"-24"	2011	Dec 2031

<sup>1</sup> Capital cost includes 20% contingency and 20% engineering, admin, and legal costs. ENR 8000. Costs from Consent Decree Appendix A, unless updated by current information. Updated costs noted with \*.

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

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

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

Efforts also progressed on the Linden Area Sewer Separation, an element of the Long Term Control Plan (LTCP) which falls under the “East Area”, by completing a study further defining the sewer separation with individual project’s scope, phasing, and associated estimated costs.

Specifically, the study evaluated the existing sewer system within the area south of the St. Joseph River roughly bounded by Merrifield Avenue, Roosevelt Avenue, and East Fourth Street. It provided a recommended plan to address any deficiencies while defining the sewer separation that in part requires separation of 152 acres of existing combined sewers in the Linden Area. These improvements are part of a larger plan to minimize combined sewer overflows to less than one during the typical year within the City's sewer system.

The recommended Plan consists of three main components: rehabilitating the existing combined sewer system to act as a separated sanitary sewer system; construction of new separate storm sewer systems including a new storm outfall to the St. Joseph River; and converting the existing combined sewers in Byrkit Avenue (from Sixth Street to Linden Avenue), Indiana Avenue (from Linden Avenue to Joseph Street), and Joseph Street (from Indiana Avenue to CSO 015) to storm sewers. The proposed improvements can be divided into four major geographic elements: the Eberhart Stormwater Outfall and Storm Sewer Improvements, the Roosevelt Storm Sewer Improvements, the CSO 015 Storm Sewer Improvements in the Crawford Park area, and the Byrkit Combined Sewer Conversion.

The Eberhart Stormwater Improvements include a new stormwater outfall to the St. Joseph River, approximately 106 acres of sewer separation and existing sewer rehabilitation generally located along Linden and Homewood Avenues from Mason Street to Roosevelt Avenue, and along the Byrkit Avenue corridor from Linden Avenue to Fourth Street. This project will relieve overflows at CSOs 014, 015, and 021. These improvements, combined with the Byrkit Combined Sewer Conversion project described below will provide a storm sewer discharge for areas south of the Norfolk Southern Railroad along the Byrkit Avenue corridor.

The Roosevelt Storm Sewer Improvements include approximately 11 acres of sewer separation and existing sewer rehabilitation generally east of Roosevelt Avenue along Homewood, Third Street, and Fourth Street, discharging to the existing Roosevelt Avenue storm sewer. This separation will reduce wet weather overflows at CSO 018.

The CSO 015 Storm Sewer Improvements include approximately 43 acres of sewer separation and existing rehabilitation in an area generally bound by Mishawaka Avenue, Niles Avenue, Lincolnway East, and North Mason Street. The existing CSO 015 Outfall will be utilized as a discharge point for separated storm flows. Wet weather overflows at CSO 015 will be reduced by this project.

The Byrkit Combined Sewer Conversion consists of converting the existing 60"-66" combined sewer in Byrkit from Linden to Sixth Street into a separate storm sewer. The proposed Eberhart storm outfall will be utilized as a discharge point. The conversion includes construction of smaller diameter sanitary sewers along Byrkit Avenue from Linden Avenue to Fourth Street, and a combined conveyance sewer from Sixth Street and Linden Avenue to Mason Street and Fourth Street.

The project will provide a discharge location for storm flows along the Byrkit Corridor to Twelfth Street, including separation of the industrial area (approximately 12 acres) along McIntee Court and further reduce wet weather overflows to CSO 015.

Recommended Capital Improvements are summarized in the table below and map Exhibit B:

<b>Linden Area Sewer Improvement Study</b>			
<b>Pre-Design Project Cost (2015 Dollars) and Tentative Construction Schedule</b>			
<b>Project</b>	<b>Tentative Construction Schedule</b>	<b>Required Completion Schedule per LTCP</b>	<b>Estimated Project Cost<sup>1</sup> (\$Million)</b>
<b>Division A - Club Boulevard to St. Joseph River (Storm)</b>	2016	2028	3.25
<b>Division B - Victoria and Miami Club Drive (Storm)</b>	2017	2028	2.24
<b>Byrkit Avenue (8th to 12th Street) (Storm)</b>	2018	N/A	Part of 12 <sup>th</sup> Street LPA Project
<b>Division C - Byrkit Avenue (6th to 8th Street) (Storm)</b>	2017	N/A	0.82
<b>Division D - Linden Avenue Storm (Home Street to Victoria Street)</b>	2019	2028	3.48
<b>Division E - Homewood Avenue Storm (Roosevelt to Virgil)</b>	2020	2028	3.66
<b>Division F - Linden Avenue Storm (Gernhart to Byrkit)</b>	2021	2028	2.99
<b>Division G - Mishawaka Avenue Storm</b>	2022	2028	2.48
<b>Division H - Linden Avenue to Joseph Street Storm and Sanitary</b>	2023	2028	3.11
<b>Division J - Lincolnway East to Linden Avenue Storm</b>	2024	2028	4.56
<b>Division K - Homewood, Third Street, Fourth Street Storm</b>	2025	2028	2.19
<b>Division L - STAG Industries Storm</b>	2025	2028	0.61
<b>Division M - STAG to LTCP Alley Conveyance Combined Sewer (Byrkit Sewer Conversion)</b>	2026	2028	2.41
<b>Division N - Conversion of Byrkit Avenue Sewer to Storm (Railroad to Lincolnway East)</b>	2027	2028	1.25
<b>Division P – Conversion of Byrkit Avenue Sewer to Storm (Lincolnway East to Linden Avenue)</b>	2028	2028	1.38
<b>Long Term Control Plan Northeast Crossing (including Storm Separation)</b>	2029	2029	3.48

**Notes:**

1. Includes project construction, construction contingency, engineering design, field survey, construction inspection, legal and administrative fees, and land acquisition.

### **Combined Sewer Overflow Consolidation Phase II, Mishawaka Avenue**

Combined Sewer Overflow (CSO) consolidation construction along Wilson Boulevard began in 2013. The goal of the CSO consolidation is to help eliminate sanitary sewer flow into the river. Phase I of this project completed in 2014 included a 24” sanitary sewer within Wilson Boulevard from Clay to Forest Avenue. Phase II extended the newly installed 24” sanitary sewer main within Mishawaka Avenue from Forest Avenue to Liberty Drive. Rehabilitation was completed for the remaining CSO outfall pipes and Battell Park. In addition, the project included Riverwalk upgrades, as well as beautification of the overall area. This project was primarily completed in 2015 with a small portion remaining for completion in 2016. The total investment is estimated at \$1.8 million. The above photo shows the Battell Park Rock Garden outfall improvements.



*CSO Consolidation*

## **LPA Construction Projects (20% Local Match)**

### **Twelfth Street/Harrison Road, Phase I (Blackberry to Lexington)**

This project was mostly complete in November 2014. Work resumed on April 15, 2015 to finish grading and seeding three locations within the project. This work was completed on April 24. On June 4, at a pre-final inspection meeting, it was determined that the work was substantially complete. Final pavement markings were completed. Following the final inspection, the road reopened to unrestricted traffic on June 24. The total investment was approximately \$3.9 million.

## **2015 LPA Design Project**

### **Twelfth Street, Phase II (Downey to Campbell)**

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.

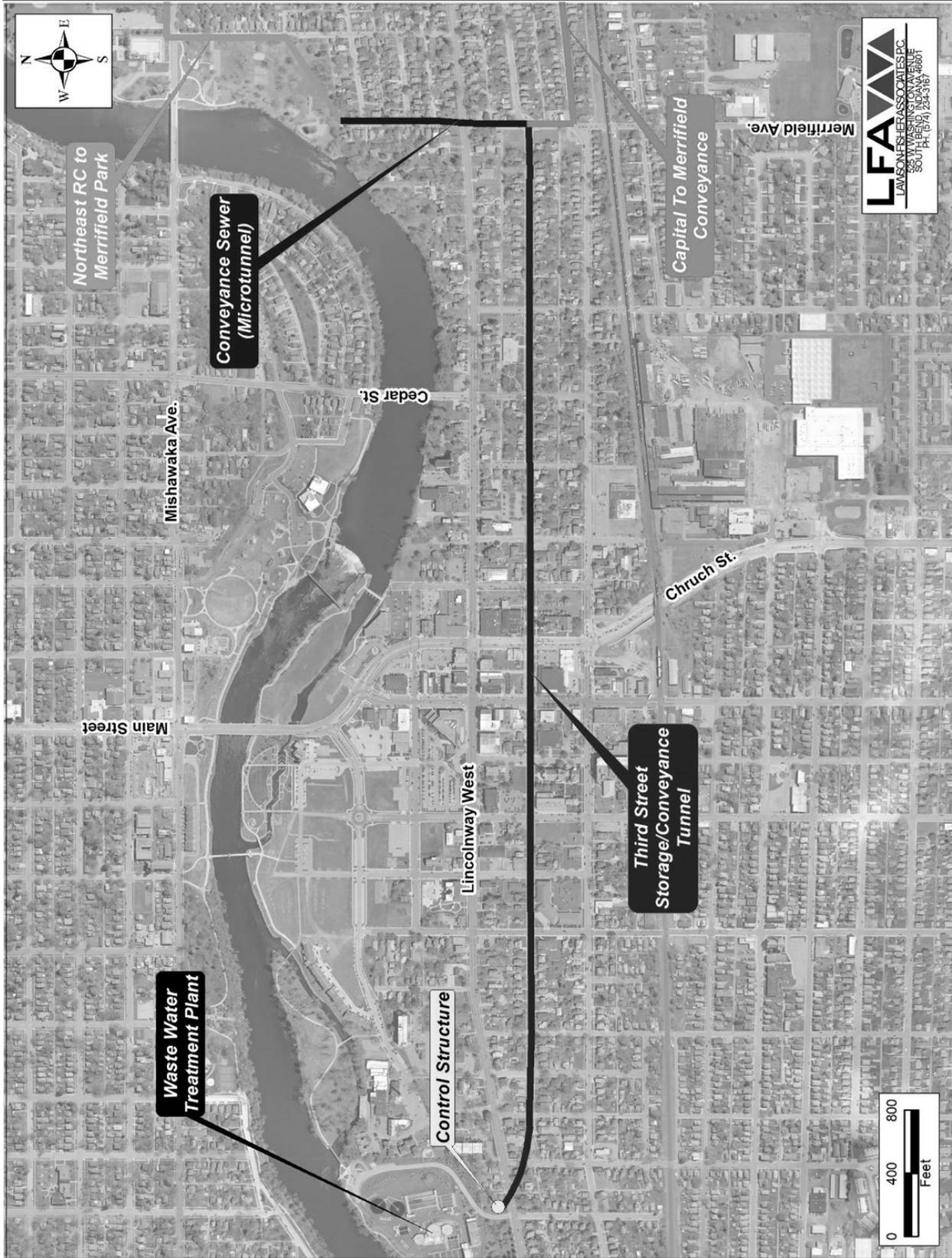
The project is presently in the design phase with the preliminary field check completed in February 2015. A public hearing will be scheduled to present this project to the citizens of Mishawaka and gain their input on the project. The design may be modified as a result of that public hearing. Due to the federal procedures for design and right of way acquisition, it is anticipated that this project will begin construction in late summer of 2018.



*Twelfth Street area rehabilitation*

## Future Projects

<u>Project</u>	<u>Completion Date</u>	<u>Est. Cost</u>
<b><u>TIF Area</u></b>		
Logan St. Corridor Study (Dragoon to Lincolnway)	Nov 2016	\$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.)	Aug 2016	\$4,600,000
Fourth Street, Phase I (LTCP), (Merrifield Ave. to Pine St)	Nov 2016	\$1,200,000
Trinity Place Realignment, Phase 4	July 2016	\$800,000
Linden Area, Phase AI (LTCP), (River to Club/Victoria)	Nov 2016	\$1,250,000
Linden Area, Phase AII (LTCP), (Club, Byrkit, Victoria)	Nov 2017	\$2,000,000
Linden Area, Phase B, (LTCP), (Victoria, Miami Club, Linden)	Nov 2017	\$2,240,000
Linden Area, Phase C, (LTCP), (Byrkit Avenue)	Nov 2017	\$1,25,000
Ironworks Extension (Spring St. to Hill St.)	Nov 2017	1,300,000
Hill Street Extension (Front St. to Ironworks Ave.)	Nov 2017	1,250,000
Douglas Road Widening (3000LF east of Fir Road)	Nov 2017	\$3,200,000
LTCP – Lift Station/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
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
<b><u>LPA Project, (City pays full cost for this portion)</u></b>		
Twelfth St. Ph II (Downey Ave. to Campbell St.) – Design & R/W Acquisition	Jan 2018	\$2,150,000
<b><u>LPA Project (FHWA w/ 20% Local Share)</u></b>		
Twelfth St. Ph II (Downey Ave. to Campbell St.) – Construction (80% Federal funds)	Nov 2019	\$6,300,000



**LFAW**  
 LAWSON FISHER ASSOCIATES P.C.  
 505 WASHINGTON AVENUE  
 SUITE 1000  
 SOUTH BEND, IN 46601  
 PH: (219) 282-9161

**Exhibit A**

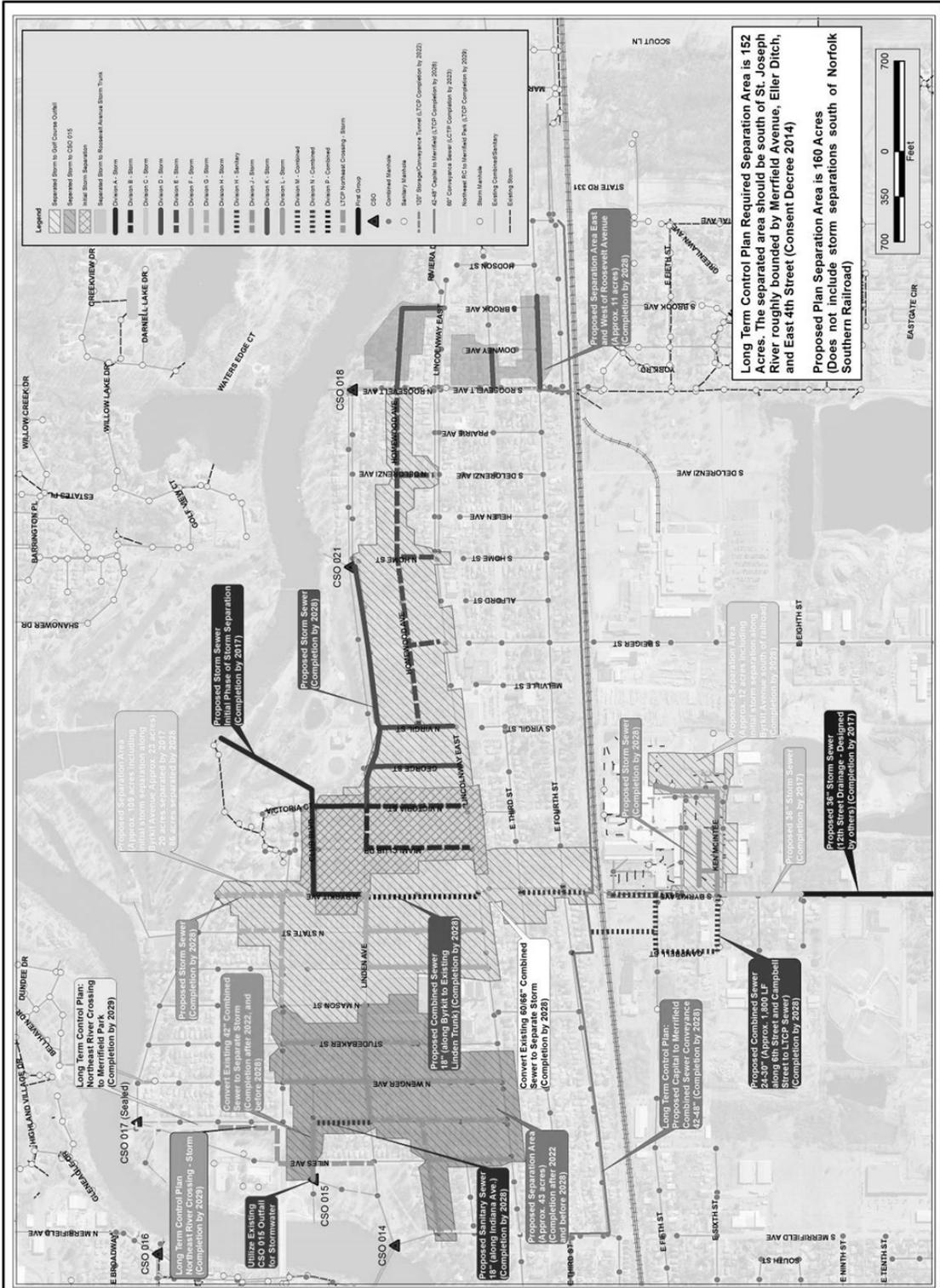


Exhibit B

## **Parks and Recreation Department**

*Terry Zeller, Superintendent*

Two major capital improvements, plus groundbreaking on a third, highlighted 2015 as a year of major change with the results being highly elevated public facilities for all our residents. Central Park's \$5 million renovation was re-dedicated to the City on July 3<sup>rd</sup> with over a thousand in attendance. Battell Park's street frontage was redesigned and its Rock Garden got a much needed restoration. The Battell Community Center was closed for a major renovation to both its interior and a new entrance to the North.

Amidst this multitude of changes, 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. We pride ourselves on the level of customer service we



*Central Park Ribbon Cutting*

provide to each and every patron whether from a call, visit or participation in a program.

The Administration Office continued to offer high levels of services, increasing the overall rental receipts for the year through simplified fees and a more streamlined process. Through better communication and budget analysis, the Administration was able to remain cost efficient even in the midst of large increases in insurance and utility costs, and ended the year within its operational budget through thoughtful fund transfers. 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 with a shrinking budget and an uncertain financial future.

Despite the temporary closure of the Battell Community Center, park programs continued mostly uninterrupted due to hard work on the part of our administration staff in finding alternate locations for classes and events. We are looking forward to the re-opening of the Battell Center in May of 2016, and expect a series of new and improved program offerings to go with our greatly improved building.

### **Recreation and Special Events Division**

Due to the Division having two management staffs, many programs and events were more coordinated and better attended this year. Youth Tackle Football grew once again, Senior Softball remained strong, and our Summer Day Camp was filled to capacity. We had a return of our Park Outreach Camps at seven local parks, and are looking to continue to expand this historic program. Our Festivals continued to be amazingly popular in 2015, with total of 16 special events hosted or directly put on by our department. Our Summer Concert Series has continued to be well-attended and a welcome addition to the list of great things to do in Mishawaka.

## **Athletics**

The Mishawaka Football League, funded and coordinated by the Mishawaka Parks Department, teaches beginning players the basic fundamentals of football as well as the importance of sportsmanship and teamwork. The league is open to children in grades 3 through 6. New for the 2015 season, registration was opened to all surrounding communities. 36 boys and girls ages 6 through 15 participated in the NFL Punt, Pass and Kick competition on September 5<sup>th</sup> at Lucas Oil Stadium in Indianapolis. January 2015 featured a youth baseball winter workout camp. Our Challenger British Soccer Camp, and our always well-attended Senior Softball League continued in 2015.

## **Recreation**

The George Wilson tubing hill may be the most appreciated winter activity. Tubing is a great winter activity at a low cost for civic groups, school field trips, and church groups. Warm temperatures, rain and a lack of snow during the season cut down on the number of days the park was open for tubing during 2015. George Wilson Park also hosts an 18-hole disc golf course.

***Disc Golf continues to grow...with 5 tournaments held in the park in 2015.***

The 2015 season started early with warm April weather welcoming many local disc golfers to get out and throw. Disc golf continues to grow with new local clubs and groups looking to promote the sport. Five tournaments were held in the park in 2015.

## **Special Events**

With everything from our Daddy-Daughter Dance, to the Summer Concert Series in two parks, to our annual Summerfest, events were strong and improved over last year. There is always something for everyone with Movie Nights in the Parks, our Harvest Dance, Fall Fest and Winter Fest. This year was our inaugural Mishawaka Heritage Fest in our newest space, Central Park. With great weather, food and entertainment, it was a big success and will be back in 2016.

## **Aquatics/Ice Rink Division**

2015 saw our numbers hold steady for open swim, teams, and lap swim. Learn To Swim continued its growth and additional instructors were brought in to handle the increase. We had our third annual swim invitational at Merrifield Pool, hosting eight teams from around the Midwest with over 300 in attendance. The Ice Rink was down for two weeks but was able to host Practice on the Pond and our first New Year's Eve Party. Fifteen youth skate aids were purchased and are in constant demand; new skates were purchased as well. Revenues rose slightly from previous years, and service to the community increased.



*Merrifield Pool*

## **Battell Center**

The Battell Center was closed for the fall, and most of our classes and programs were moved to other venues, both public and private. We are looking forward to a much improved facility in the late spring of 2016. With a complete remodel including HVAC, windows, gymnasium, fitness room and auditorium improvements, the building will open ready for another century of service to the residents of Mishawaka.



*Battell Center*

## **Golf Course Operations and Maintenance**

We were voted #2 favorite Golf Course by the South Bend Tribune readers, and we generated over 24,000 rounds in 2015 matching our 2014 total despite bad summer weather. Our Pro continued to expand youth programs, as well as lessons and classes while keeping our revenue consistent year over year. We rolled out an online tee time website, and continued to offer our golfers value. Strong use has shown the course is a vital part of Mishawaka's recreational lifestyle, generating over \$442,000 in 2015. Our maintenance continues to be second to none in the community, and despite the removal many dead ash trees, our course quality was not compromised.



*Eberhardt GC*

## **Landscape Division**

Our division has a new Manager, and we are focusing efforts on expanding the operations to provide more beautiful parks for our residents. Many areas of the parks were improved with perennials and shrubs, and hundreds of tulip bulbs were planted throughout the parks. New classes on horticulture and the beginnings of a community garden are on the horizon for the Landscape Division in the upcoming year. Even though our crews worked for over a month helping to move out of the Battell Center, they stayed ahead of schedule for winter closeout due to dedicated staff.

## **Capital Improvement Projects**

Central Park was completed in July, re-opening with 5 shelters, a new restroom, an interactive fountain and the largest playground of its type in the Midwest. Battell Park also was renovated along Mishawaka Avenue and got a much needed restoration of its WPA rock garden. The Battell Center will expand its ability to host performances, civic groups, recreation programs and art groups starting around the middle of 2016.

## **Park Board**

The City's Park and Recreation Board continued its dedication and devotion to the City patrons as well as our agency. The Board's 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. Members of the Mishawaka Park Board for 2015 were:

Reg Wagle	President
John Coppens, Jr.	Vice President
Carolyn Teeter	Secretary
Ellen West	Member
Tony Violi	Member
Michael Faulkner	Member

## **Department of Community Development**

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

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

### **Staff**

The Department of Community Development is currently staffed by three full-time employees. Roger Shields has been serving as the Construction Manager for the department since 1997 and has played a vital role in the department's programs such as spot-blight demolition, Summer of Service and Student Weekend. Roger also assists Code Enforcement with Weight and Measures activities as needed.

Marilyn Nelums, Program Coordinator, has been in her position since August of 2011, and handles coordination of the Summer of Service and Self Sufficiency programs, serves as a clerk to the Redevelopment Commission, and performs many other filing and bookkeeping tasks throughout the department.

Laura Raygoza, has been in her position since May of 2012 as Grant Manager. She 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.

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 2015:

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

For 2016, the following Commissioners have been appointed to serve:

Jim Pingel	President
Gary O'Dell	Vice-President
Kris Ermeti	Secretary
William Pemberton	Member
M. Gilbert Eberhart	Member
Bryan Tanner	Member

Officers were elected at the January 4th, 2016 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/18<sup>th</sup> Street, Ironwood Drive and Union Street.

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

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

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.

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 2015 we were granted \$472,520 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 2016.

A portion of CDBG funding was utilized for Public Infrastructure to assist with curb, sidewalk, drive approaches, and ADA ramp replacement within the area bound by Grove St. on the south, Broadway on the North, Main St. on the east and Liberty on the west. Three homeowners were assisted with the owner-occupied repair program. The City continues to support and provide funding for public service organizations to help sustain a suitable living environment for Mishawaka residents. New Opportunities for low to moderate cost housing construction continue through our partnership with Habitat for Humanity.

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 2015:

- |  |          |
|--|----------|
| • 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 |

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

HUD provides Home Investment Partnership (HOME) grants to local governments specifically to create affordable housing. The City of Mishawaka utilizes HOME funds to partner with Habitat for Humanity to assist qualified families acquire homes through the First-Time Homebuyer Program. In 2015 one (1) property was complete and sold to an income eligible homebuyer and construction of seven additional properties will continue into 2016. 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.

### **Summer of Service Program**

The 2015 Summer of Service project was a huge success. The City of Mishawaka Redevelopment Department partnered with volunteers from Epic Church to perform scraping, painting and light repair of one home and scraping, painting, light repair and the installation of siding to two garages in the City of Mishawaka. We might also add that because of this project, the lives of three senior homeowners changed incredibly.



*2213 Milburn Boulevard*



*606 West Broadway*



*1024 Locust*

### **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. On June 19 & 20, 2015, students and supervisors gathered at Bethel College. From there, they spread out to rake and re-mulch Shiojori, Merrifield, and Beutter Parks, and cleaned the storage facility and football

equipment at Merrifield. The Department of Redevelopment provided 500 lanyards/identification badges for students.



*Summer of Service*



*Public Infrastructure Project Pictures*

## **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 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 they see.



*Code Enforcement Staff*

Code is staffed by its director George Obren, office manager Carrie Lytle and four code officers, Joe Van Nevel, Cris Campbell, Randy Redman, and Mike Carpenter with a total of 119 years of service to the City of Mishawaka.

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 from them

without taking enforcement action such as writing citations or going to a hearing.

### ***Public Nuisance Violations***

Code officers investigated more violations in 2015 than any other year on record. Code was kept extremely busy during the months of January and February as our region experienced a tremendous amount of snowfall. Code officers investigated a total of 6,237 public nuisance cases in 2015 with 5,442 of those cases having been closed with the violations remedied. Those violations include, but are 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 9,400 times.



*1,065 Snow Cases*



*Trash Violations*

Totals for the types of public nuisance violations Code enforced in 2015 are:

<b>Tall Grass</b>	2,479
<b>Snow Removal</b>	1065
<b>Abandoned Autos</b>	102
<b>Animal Issues</b>	39
<b>Noise</b>	12



*Broken Siding & Trim*

### ***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 2015 Code was able to bring 73% of these structures into compliance. Code is now in the 10th year of the Top 100 Program which means 1,000 of the worst cases have been addressed.



*New Siding & Paint*



*Tall Grass & Clean-up*



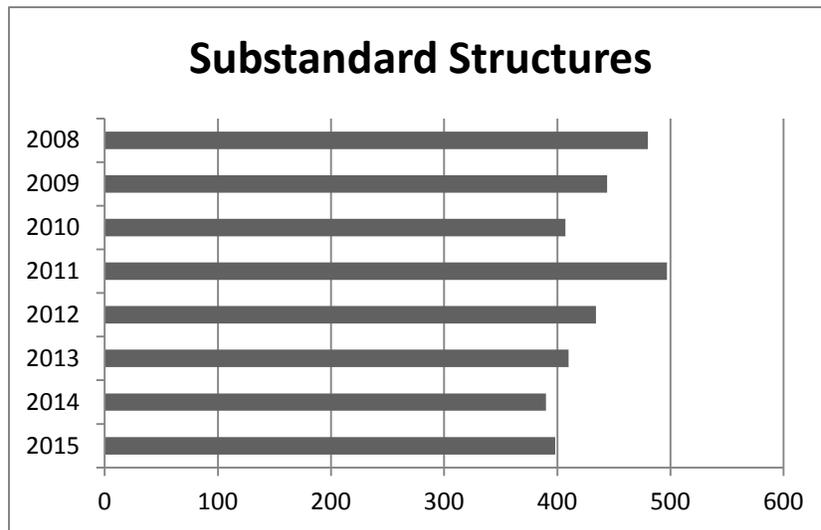
*Vacant Property Rehab*



*Faded Paint*

Including the Top 100, Code addressed 398 substandard cases in 2015. Code conducted over 3,941 follow-up inspections to substandard structures in 2015 while closing 392. Some of those closed cases were from previous years. The number of cases opened in 2015 was not as high as in past years which is a very positive indication that the total number of substandard structures is decreasing in Mishawaka.

The following table summarizes the number of substandard cases since 2008.



***Hearing Cases***

In 2015, Code summoned a total of six properties and their respective owners before our hearing officer. Currently only two of those six cases will remain on the docket from 2015, with many more planned for 2016. 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.

***Weights and Measures***

Roger Shields is the City’s weights & measures inspector and 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 859 devices in 2015.



Roger Shields

***Stewardship***

A total of \$16,215.95 was spent in 2015. Most of this was for mowing by our contractor. The Code Department has recouped a total of \$3,545.75 for 2015 in weed/trash/lien monies.

## **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. These departments also serve 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 to our City.

Responsibilities and duties include:

- 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 users. Building codes provide safeguards to help reduce those risks. Although no code can completely eliminate all risk, reducing risk 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 2015, the Building Department conducted 2,033 inspections, or approximately 4 to 7 inspections per work day; per inspector. In comparison, in 2014 the Building Department conducted 2,012 inspections. 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 utmost 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 2015, the construction industry continued to gain momentum over the previous few years. There were 47 new housing starts, a modest increase of 4 homes over 2014. Although small in number, it is still roughly a 10% increase over the previous year. This is still significantly lower than the number of starts that occurred prior to 2007. The current limited population growth combined with a greater demand for apartments continue to be the largest influences on new single family residential construction.



*Architectural rendering prepared by Panzica Building Corporation of the Beacon Health System Health and Wellness Facility, currently under construction.*

New commercial building activity remained strong in 2015. In 2015, commercial permits were issued with an estimated construction cost of \$57.0 million. This is \$0.9 million more than the \$56.1 million reported in 2014. By the numbers, 12 new commercial building permits were pulled for new free standing buildings in 2015 compared to 9 in 2014. The single largest permit was for the Beacon Health System's Health and Wellness facility being constructed on the southwest corner of Capital Avenue and Beacon Parkway with a \$13.4 million estimated construction cost.

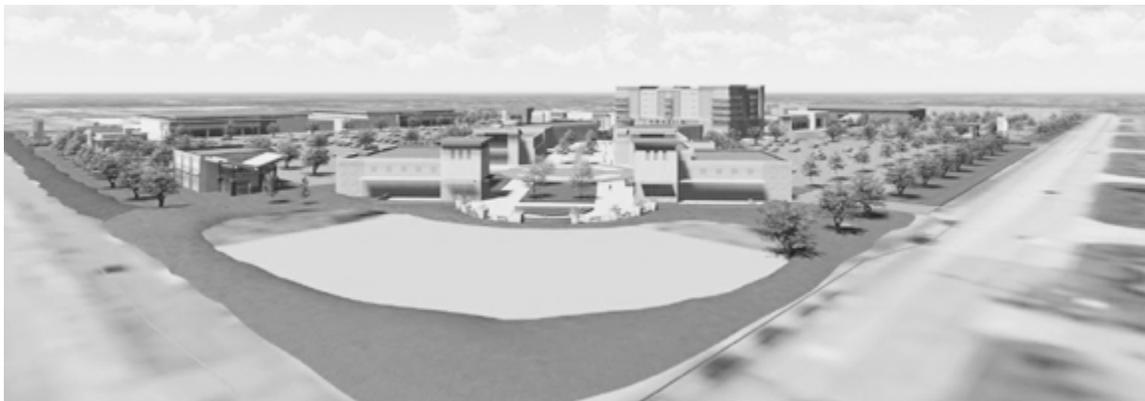
The City of Mishawaka continued to grow and in 2015 the City issued permits with a total estimated construction cost of \$85.2 million. For comparison, in 2014 the City issued permits with an estimated construction value of \$67.8 million. This represents a 20% increase in estimated value from 2014 to 2015. Between 2013 and 2014 the City experienced a \$14.4 million increase in estimated construction value which represented a 27% increase. Since 2013, the City has had back-to-back growth in estimated new construction values of greater than 20%. The City continues to show significant improvement over the years that followed the great recession. 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 long-term forecast in construction is difficult to project given the continued soft single family housing market and the limited population growth in the region.



*Architectural rendering of the proposed VA Clinic to be constructed off of Trinity Place*

Fortunately for the City, a few significant projects have already been announced for 2016 construction starts. The first and most significant is the new 38 million dollar Veteran's Clinic to be constructed off of Trinity place, just east of the St. Joseph Regional Medical Center. After many years of investigating sites in the region, the independent board appointed by the US Department of Veteran Affairs made a decision that this location would be the best place to serve the veterans of the greater Michiana region. As part of the project, the City is relocating a portion of Trinity Place to allow for the extensive building footprint.



*Architectural rendering of the Grandview mixed use Planned Unit Development, northwest of the intersection of State Road 23 and Gumwood Road*

Another significant development that moved forward in 2015 that has promise for additional activity in 2016 is the Grandview Planned Unit Development. The project was conceived by and is being built by local developer, Great Lakes Capital. The first phase of apartments began in 2015 on the north end of the site which is located at the northwest corner of Gumwood Road and State Road 23. The overall plans could include a combination of denser apartments and senior living, combined with a lifestyle commercial center.



*Architectural rendering of Bayer Healthcare Office  
to be constructed off of Beacon Parkway*

In 2015 the City approved plans for and made financial commitments including a 10-year tax abatement for Bayer Healthcare to headquarter their North American Distribution logistics center in Mishawaka. Construction is anticipated to occur in 2016. The project retained hundreds of white collar positions, while allowing room for expansion of the operations over time.

### **2015 Planning and Building Permits**

A summary of the 2015 permit activity is as follows:

#### *Residential*

\$14.8 million in estimated construction costs (\$3.9 million increase from 2014)

- 47- new single family homes
- 539- residential alterations/additions

#### *Multi-Family*

\$13.4 million in estimated construction costs (\$0.75 million in 2014)

- 11 new buildings/units (1 in 2014)

#### *Commercial/industrial*

\$57.0 million in estimated construction costs (\$0.9 million more than 2014)

- 12- new commercial buildings
- 156- alterations/additions

**New Single Family Home Construction by year:**

<b>Year</b>	<b>Homes</b>
2015	47
<b>2014</b>	43
<b>2013</b>	39
<b>2012</b>	28
<b>2011</b>	22
<b>2010</b>	22
<b>2009</b>	32
<b>2008</b>	46
<b>2007</b>	112
<b>2006</b>	95
<b>2005</b>	147
<b>2004</b>	163
<b>2003</b>	121

**Annexations**

The City continues to grow in a steady and orderly fashion. There were 4 voluntary annexations, adding 29.85 acres in area to the City in 2015. This represents an increase of .047 square miles. In comparison, the City grew by 48.64 acres or 0.076 square miles in 2014. The existing area within the City limits, according to our Geographic Information System, is now 17.94 square miles. 2015 Annexations included:

**1. Property adjacent to 226 Elder Road**

Marc V. Campbell, annexed property adjacent to a current industrial site into the City of Mishawaka. The property annexed into the City was approximately 1.05 acres located just south and adjacent to 226 Elder Road, which currently consists of Pro-Form Lining.

**2. Gumwood Well Field Annexation**

Mishawaka Utilities annexed 23.52 acres of land located approximately 800 feet northwest of the intersection of State Road 23 (Cleveland Road) and Gumwood Road. The property is currently being used as a municipal well field and was developed in unincorporated St. Joseph County because of the lack of previous contiguity to the City. Contiguity was obtained when the Grandview PUD property was brought into the City.

**3. 15002 East Douglas Road**

SEC Investments annexed approximately 0.58 acres located at 15002 East Douglas Road into the City of Mishawaka with a zoning of C-1 General Commercial. This property is adjacent to a larger parcel owned by SEC Investments located at the southeast corner of Douglas and Fir Roads.

#### 4. Fir Trail Annexation

Property owners jointly petitioned to annex 4.7 acres of land adjacent to Fir Trail between Cleveland Road and Fir Road to C-6 Linear Office Commercial. Fir Trail was constructed as part of the City's realignment of University Drive/Cass Road about a decade ago. The small cul-de-sac was constructed to serve two homes that will be razed, along with the vacation of Fir Trail as part of a proposed medical office development.

### Downtown Activity

#### *Barak River Rock*

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 is intended to be ready for occupancy in 2016. Significant construction occurred in 2015, and the shell of the building has already dramatically changed the downtown architectural landscape.



*Barak River Rock Construction progress as of November 2015*

#### *Barak Iron Rock/River Forge*

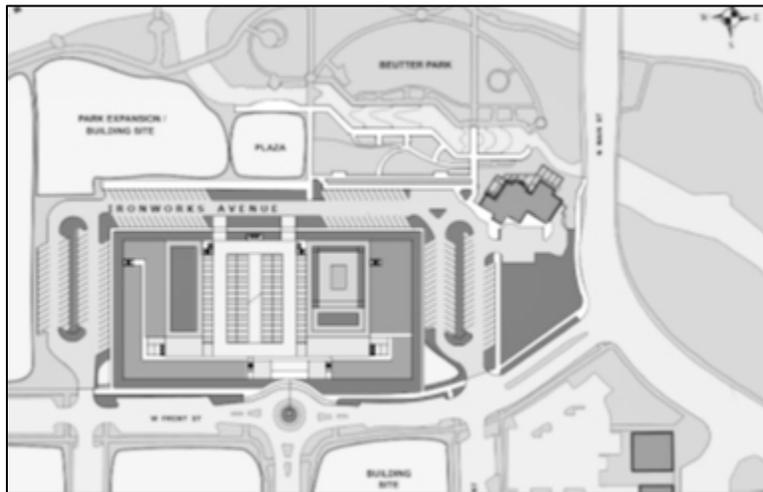
When the Barak River Rock development agreement was approved through the Redevelopment Commission, the Barak Group was given an option to develop a number of the remaining former Uniroyal properties on the south side of the river. Within the development agreement, a specific amount of time was given for the Barak group to bring forward a proposal for the properties. In June of 2015, the Barak Group brought forward proposals for the properties they had requested options on. The proposals include two residential condominium towers, a small stand alone café, a mixed use apartment building with lower level commercial, and a boutique hotel. The proposed first phase of the development includes one residential condominium tower and the small café immediately adjacent to Beutter Park to the west. The developer hopes to break ground on the project in the summer of 2016.



*Barak Iron Rock/River Forge Concept Rendering, from June 2015*

*Regional Cities Initiative / Flaherty and Collins*

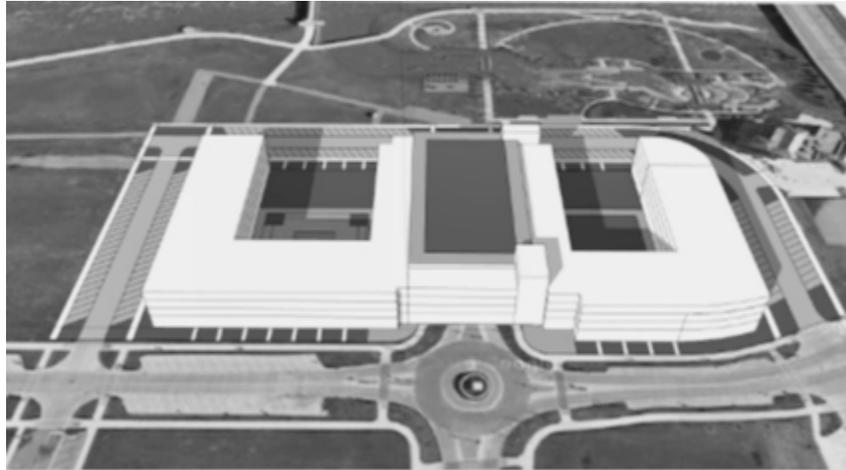
In 2015 the State of Indiana, led by Governor Pence, proposed an initiative to help thwart the ongoing brain drain occurring in the State of Indiana. Specifically, the pattern has been that a disproportionate number of Indiana’s college graduates end up leaving the state to find work or pursue a career in cities such as Chicago and other large metropolitan areas. They are leaving not just to find work matching their education, but they are leaving for a specific quality of life. In the Regional Cities Initiative, the State program formed a competition for regions of the State to develop plans to fund projects that will help combat this trend. Ultimately, the North Central Region, which includes the City of Mishawaka, was awarded one of the \$42 million awards.



*Flaherty and Collins proposed mixed use building concept- site plan. Project filed as part of the North Central Indiana Regional Cities application.*

Mishawaka only submitted one project for the initiative working with Indianapolis Developer Flaherty and Collins. Part of the formula for funding projects in the Regional Cities Initiative required that a minimum of 60% of the funds come from private investment, 20% from local government, to receive up to a 20% match in state funding. Flaherty and Collins is proposing to build a new 233 unit high amenity mixed use apartment building on the site of the former Uniroyal Complex south of Beutter Park.

As part of the partnership envisioned, the development would include 150 public parking spaces in a garage located in the center of the building.



*Flaherty and Collins proposed mixed use building concept-block rendering.  
Project filed as part of the North Central Indiana Regional Cities application.*

Since the project is entirely dependent on Regional Cities funding to make it happen, the City is working diligently with Flaherty and Collins to finalize plans and funding options in the spring of 2016 in order to then make an application for Regional Cities Funds before the Regional Development Authority.

### **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 2015, the Planning Department was responsible for directing private firms and assisting 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 2015 the City continued to plan for the future expansions of the Riverwalk. The City continues to work with MACOG for \$1.1 million in Federal Transportation Enhancement (TE) funds to extend the Riverwalk through Merrifield Park. In 2015, the City continued to work to finalize construction drawings and continue to respond to an appeal submitted by property owners located on the north side of the river who are concerned about the impact proposed park improvements might have on their property. In 2015, the City reached a verbal settlement with the adjacent property owners and hopes to have that agreement fully executed and recorded in

2016. 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.

### **Camp LaSalle at Merrifield Park**

In May of 2015, the City opened a new playground in Merrifield Park called Camp LaSalle.

This \$300,000 construction project was completed by HRP Construction of South Bend and managed by the Planning Department. The project included a large fort play structure that was designed to accommodate more than 100 children at a time, swings, poured rubber surfacing, benches, fencing, and plantings. For a whimsical touch, the City contracted with South Bend wood sculptor Victor Riley to carve three of the former ash tree trunks into animals.

At the request of Mayor Wood, the playground was named after Rene Robert de LaSalle who was the French explorer who is credited as the first white man to the northern Indiana territory.



*View of completed Camp LaSalle at Merrifield Park, May 2015*

### **Riverwalk Security Camera Project**

In 2015, the Planning Department assisted the Information Technology Department 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 2015, the City bid the project and awarded it in January of 2016 to the low bidder Koontz Wagner of South Bend. The project is expected to be completed by the summer of 2016.

## **Park Master Planning**

### *Central Park Renovation*

The Planning Department was responsible for managing the renovation of Central Park, which was opened in July of 2015. Ziolkowski Construction was the general contractor and through major effort was able to substantially complete the project by the intended July 4th opening date. The park includes a 28-foot tall rope climbing tower and a variety of standard play equipment including swings, slides, and climbers that overall can accommodate over 100 kids at a time. The centerpiece is a programmable fountain that provides relief from the summer heat.



*Central Park programmable fountain*

The project included five rentable pavilions. Four smaller pavilions are intended to accommodate a typical birthday party or family picnic up to 30 people. The larger shelter can accommodate 70, and includes a decorative fireplace. The park includes a new restroom building and an open event lawn surrounded by a multipurpose walk.



*Central Park playground*

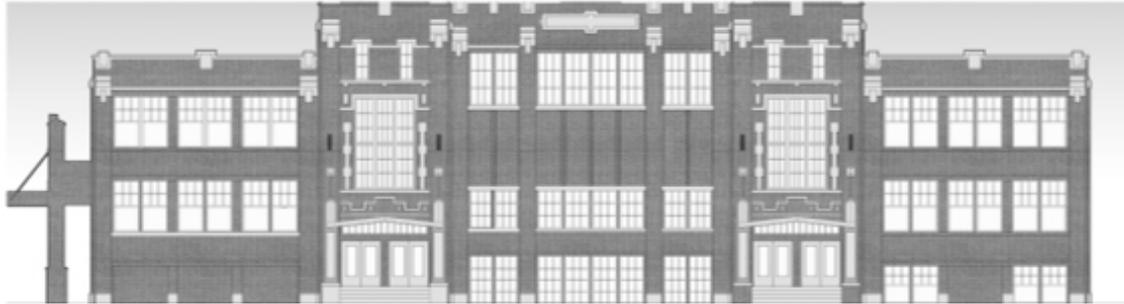


*Central Park bridge lights*

## **Battell Community Center Renovation**

In 2015, the Planning Department managed the completion of plans, specifications, and bidding of the Battell Community Center Renovation. The building had many deficiencies that will be corrected as part of the project, the largest being its existing heating and cooling system. Prior to this project, the building is heated and cooled by electric unit heaters and window air conditioners in every room, leading to annual electric costs upwards of \$60,000. Other improvements include improving accessibility for the disabled, replacing the existing aluminum

windows with more architecturally appropriate and energy efficient ones, creating additional restrooms, upgrading the auditorium balcony, and improving class and meeting rooms.



*Battell Center Rehabilitation (Main St. Elevation)*

One major goal of the renovation, other than those stated above, is the effort to keep and enhance the look and historical feel of the building, much like was done for the Main Junior High Apartments. This includes repairing the maple floors and installing period correct lighting, ceilings and finishing flooring to regain the feel and look of the 1920's version of the building that has been lost over the years.

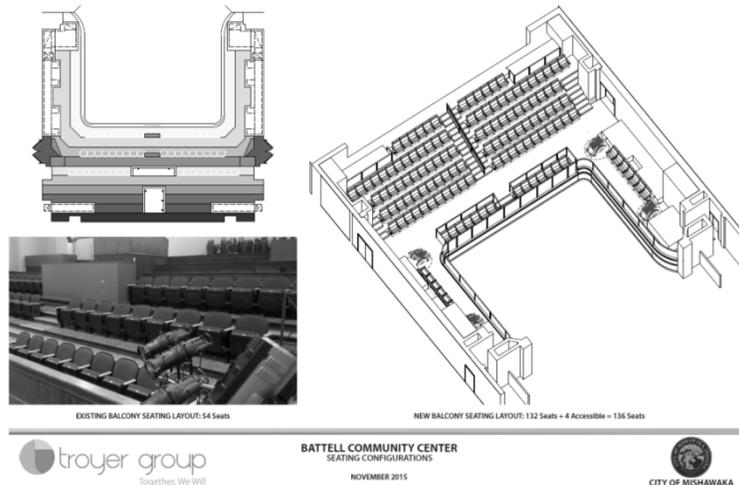


*View of the proposed north side of the building from East Broadway Street*

Other renovations include restoring windows to the gym, creating a vehicular drop off with a covered canopy, making a small building addition for a formal lobby, relocating and improving the fitness room, expanding the park office, and providing an additional dance room.

The heart of the Battell Center is its auditorium, which will also benefit from the renovations. By addressing code issues and reopening the balcony, approximately 100 additional seats will be available in the auditorium. We will also be completing the second phase of sound and lighting upgrades, as well as, providing a retractable screen and projector to transform the space into a movie theater for special events and new programming. Once completed, the auditorium will have a seating capacity of over 400 people and will be ready to provide improved facilities

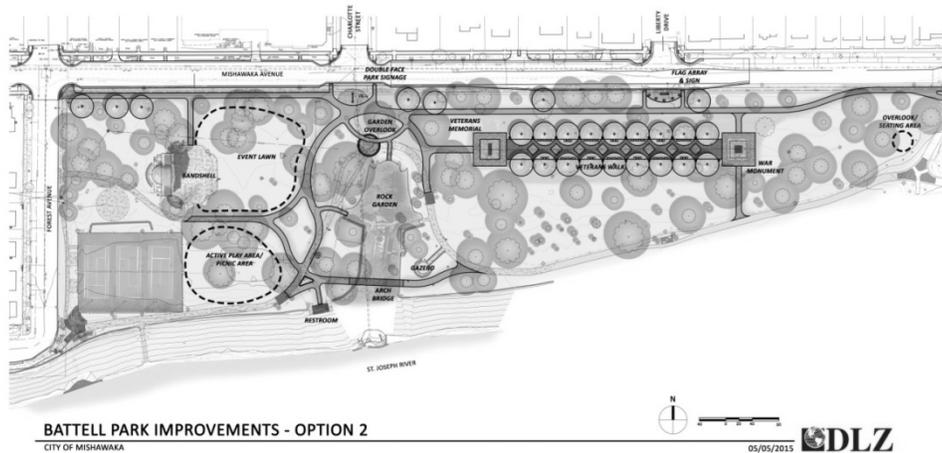
for productions of both our long running performances and for attracting new uses for the auditorium.



*View of the Troyer Groups rendering of the proposed balcony renovation*

The project was awarded to Ziolkowski Construction of South Bend at the end of 2015 with an estimated completion date of May 2016. The total renovation cost will be close to 3 million dollars.

### **Battell Park Master Planning**



*Draft of 2015 Battell Park Master Plan*

In 2015, the Planning Department led the effort to develop an updated master plan for Battell Park. This process was initiated by the need to implement a portion of the City’s Long-Term Control Plan sewer separation led by the Department of Engineering. In 2015, a planned sewer separation project required an extensive amount of work to occur in the park and along Mishawaka Avenue. As such, input was solicited from both the Park Board and Historic

Preservation Commission on walk alignment, tree removal/replacement, and approval of a main identification sign. Because there was extensive damage at the bottom of the historic WPA rock garden, the Planning Department prepared a Certificate of Appropriateness for the approval of the Historic Preservation Commission.

The master plan includes the future construction of an overlook and a new pedestrian bridge that would make the rock garden more prominent and accessible. Another item of note was the desired creation of a Veterans Walk within the park.



*Rendering of proposed Veterans Walk*

The City currently has a number of war monuments, but no official overall dedicated space to honor all Veteran's. Given the prominence of the Memorial Day parade ending in front of the Park, and the Civil War Monument, Battell Park was a logical place to include this greater memorial/tribute.

## **2015 Activity of Commissions and Boards**

### *Plan Commission*

A total of 50 petitions were filed before the Plan Commission in 2015. This is the same number of petitions that were filed before the Commission in 2014. Although the activity is steady, it is still significantly lower than the peak of 104 petitions filed in 2007. Statistically, progress is continuing at a modest pace. One of the significant differences between 2014 and 2015 is that there were fewer petitions initiated by the Commission. In 2014, multiple petitions made by the Commission were to rezone some of the residual parcels associated with the Main Street underpass and widening. By having an identical number of petitions, and noting the other permit activities, the private sector activity was higher in 2015 than 2014. Petitions for 2015 included 26 rezoning/annexation requests, 13 final site plans, and 13 Plats/Re-plats.

The following people served on the 2015 Plan Commission:

<b>Members</b>		
Murray Winn, President	Matthew Lentsch, Vice President	Victor Kasznia, Jr. (BPW&S)
Gary West (City Engineer)	Ross Portolese (Parks & Rec. Bd.)	Nick Troiola
Don McCampbell	Kathy White Gadacz	Dale (Woody) Emmons (Council Rep.)

### *Board of Zoning Appeals*

The Board of Zoning Appeals heard a total of 45 appeals in 2015. This is significantly more than the 31 appeals heard in 2014. Although a large increase in percentage, the activity of the Board has historically varied and is not directly correlative with construction trends. For reference, 49 appeals were heard in 2013. The following people served on the 2015 Board of Zoning Appeals:

<b>Members</b>		
Don McCampbell, Chairman	James Trippel, Vice Chairman	Charles Trippel
Marcia Wells	Charles Krueger	Ross Portolese

### **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. As of January 2016, the Historic Preservation Commission (HPC) consisted of:

<b>Members</b>		
Mike Bultinck	Terry DeMaegd, Chair	David Eisen
Doug Merritt	Nancy Seidler	Faye Sullivan
Judy Gray	Jennifer Johns	Kate Voelker

<b>Advisory Members</b>		
Alan Grzeskowiak	Shirley McAlister	Thomas Morris
Jason Stoller	Bryan Tanner	Dave Vollrath
Cliff Zenor		

An overview of the 2015 activities and accomplishments are as follows:

- Following the recommendation and preservation guidelines prepared by the Commission, Former Fire Station Number 4, located at 2319 Lincolnway East, was officially designated as a local landmark by the Mishawaka Common Council in July of 2015.

- The Commission provided two local landmark plaques for previously designated structures including the Carlton Tavern House, and the Eller Hosford House.
- In May of 2015 the Commission distributed over 100 yard signs to promote awareness of historic properties and the value they bring to the community.
- In July of 2015 the Commission adopted a new logo. In 2016 the Commission will be looking to create more public awareness and will likely incorporate the new logo on documents and potentially new yard signs for historic preservation month.
- Led by Cliff Zenor, the Commission worked with a local Boy Scout who is working on his Eagle project and is finishing and framing portions of the wood floor from Main Junior High Apartment building.
- Please refer to the 2015 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 will be available for review at the Department of Community Development and Planning upon completion.

### **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. 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 2015, the City continued to work 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). In 2015, the Department also actively participated in the process for Regional Cities of Northern Indiana.

### **Tax Abatements**

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. 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.

Since 1986, the City has approved a total of 55 tax abatements for 37 different companies. Currently there are 7 active abatements in the City including the following companies: BD Development LLC (St. Joseph Hospital Medical Office Building), Long Term Care Investments LLC, North American Composites (NAC), WellPet LLC, Dearborn Crane, Barak Ironrock Condominium, and the Barak Ironrock Café.

## **Fire Department**

*Dale Freeman, Chief*

The Mishawaka Fire Department had another record setting year as the Department responded to 6,715 calls for service. Of that number 177 were for calls involving some type of fire, either commercial, residential, apartment, trash or other type of fire. The largest number of calls for service were medically related comprising 5,191 runs. Call volume for EMS responses increased by 7% from the previous year. In addition, collections were up for ambulance billing making 2015 the largest revenue year. We collected \$1,242,518 dollars for services provided. Having a third ambulance has contributed greatly to this as well as other changes in how we operate. Portable scanners for data collection are used, as well as patient records being captured and relayed to the admitting hospitals electronically in the field, both of which decrease turnaround times for the ambulances and make them available for additional calls.

***“...the Department responded to 6,715 calls for service”***

We continue to research and try to increase efficiency in the way we handle EMS responses. As we migrate to the new combined Saint Joseph County Dispatch Center we will be looking at how many EMS and fire vehicles we send to responses. Better caller questioning may dictate how many vehicles respond to a particular call, the need to respond with lights and sirens, or only the first-due companies. We look forward to the day when all the emergency responders in Saint Joseph County, both police and Fire will be dispatched out of the same building. It should allow for greater communication and coordinated responses by the respective agencies.

## **Fire Prevention**

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 2015, the Fire Prevention Bureau along with the Mishawaka Building Department performed over 1,665 fire inspections of buildings in the City. The Fire Prevention Bureau works closely with the Mishawaka Building Department by reviewing all design drawings for new construction, building additions, and remodels within the City to make sure all fire and building codes are met. Final inspections and testing of safety features such as fire alarm systems, fire suppression systems, emergency lighting, etc. are completed before a final Certificate of Occupancy is given.

Fire Investigators from the Bureau were called out 36 times to investigate fires in 2015 compared to 22 times in 2014, a 64% increase. These fires included vehicle fires, house fires, commercial and 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 2015, 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 2015, 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 continues to be those occupancies that contain the elderly and children.

During Fire Prevention Month in October, we brought our “Fire Safety Obstacle Course” to elementary schools, educating approximately 900 students. This program was initiated 14 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 our assistance, we have expanded this program 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 2016.

We continue to partner with businesses in Mishawaka to promote fire safety, prevention, and education. We were very fortunate in 2015 to be the recipient of Lowes Home Improvement



Stores “Lowes Heroes” program and receive a \$1,500 donation of smoke detectors from Lowes of Mishawaka. These detectors will enable us to continue to run our Mishawaka Fire Department free smoke detector program. This program helps us to provide free smoke detectors to the elderly or to those who may not otherwise be able to afford them. We also received a donation from Timken Bearings for \$300 that will enable us to purchase additional safety items for a variety of different programs.

## **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. The overall hours of training last year also increased to a new total high of 26,000.

With the new County Wide Dispatch Center about to open in the spring of 2016 the focus has been on training our personnel new SOG’s and SOP’s. This training is for the whole of St. Joe County firefighters and includes Incident Command, May Day, Accountability and the way we communicate on the fire scene.

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. We are now in our second year. This year we have set up a physical agility course to get a baseline established. We are also evaluating our physical fitness equipment to see how it best fits our needs to keep firefighters in shape.

In an effort to save tax dollars and provide the high quality training needed for our members we have sent several of our firefighters through two NFPA and state courses, Instructor 1 and Officer 1 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, one of our main goals after moving to a three platoon system 3 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.

## **Apparatus/Increasing Efficiency**

We are currently exploring a maintenance program for our fleet which will attempt to maximize longevity of our vehicles and utilize both the resources of the City’s Motor Pool as well as exploring the option of contracting out some of the more specialized fire apparatus maintenance.

We continue to explore software which increases the efficiency of the way we conduct our day to day operations. Two of the major software purchases over the last year have been “Fire Manager” a staffing and scheduling module, and “Call back Staffing” which automates the procurement of overtime for manpower needs or extra alarm fires. Both have increased the time management skills of our Battalion Chiefs allowing them to take on additional responsibility and training for the department.

## Charitable Causes

The Mishawaka Fire Department continued to give back to the community in 2015. As a fire department we go into people's homes on a daily basis and see those in need. We like to give back to the community we serve when we are able. Our Needy Family Fund raised \$5,132.45 this year to distribute to 11 needy families with 15 children. The money comes from donations from firefighters and their families only. We do not solicit funds from outside agencies. We were also able to donate an additional \$1,000 to the Mishawaka Food Pantry to assist those less fortunate.

In 2015, Mishawaka Fire Fighters teamed up with Walmart, Sam's Club and Kroger's on McKinley Avenue to "Fill the Boot for MDA". Over three days, firefighters collected \$7,611 standing in front of these stores collecting donations. The donations collected stay local and help send area children to MDA Camp Potawatomi near Fort Wayne.

## Public Service

The Fire Department also performs additional public services such as fire extinguisher training and demonstrations and car seat inspections and installations. The table below summarizes these fire extinguisher training activities for 2015.

### Fire Extinguisher Demonstrations

Date	Location	Attendance
June 23	Jordan Ford	61 employees
June 24	Jordan Ford	68 employees
June 25	Jordan Toyota	36 employees
July 18	Texas Migrant Council	11 employees
September 9	Tanglewood Trace	32 employees
September 30	Timken Bearings	18 employees
September 30	Waterford Retirement	18 employees
October 7	Allied Physicians	38 employees
October 8	Allied Physicians	47 employees
October 22	Golden Living	27 employees
October 22	West Rock	90 employees
November 4	Bethel College	26 students and employees



## Car Seat Program

The Mishawaka Fire Department has eight car seat technicians that provide installation service. In 2015, the technicians attended three car seat clinics and one technician attended a refresher course. A total of 80 car seats were installed and 12 were given away. The car seat program is funded solely on grants and donations from citizens that have car seats installed. The program was awarded a grant in 2015 for \$900 from the Automotive Safety Council. This grant helped to ensure the continuation of the car seat program. The following table summarizes the Car Seat Program in 2015.

Month	Installs	Seats Given
January	5	
February	7	2
March	5	
April	11	2
May	8	
June	11	4
July	5	1
August	7	
September	8	
October	8	
November	2	1
December	3	2

## **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.

***“...dedicated to the safety of City of Mishawaka residents and visitors ...”***

The Mishawaka Police Department is budgeted for 106 officers. In 2015, the MPD consisted of 105 Police Officers (with one opening) and 8 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 Division is comprised of 71 uniformed officers, working six sections of the City, divided into 3 separate shifts. Each shift is supervised by one captain, one lieutenant, and 3 sergeants.

The overall goal of the Uniform Division is to improve the sense of safety and security within the City. The Uniform Patrol Officers know that they are the face of the Police Department. Through daily interactions with the community, these officers work to promote a positive working relationship with the public. They understand that a strong relationship with the public will help them enforce laws, maintain order, and preserve peace within the community.

<b>Department Personnel</b>	
<b>Position</b>	<b>Number</b>
<b>Chief of Police</b>	1
<b>Division Chief</b>	3
<b>Captains</b>	7
<b>Lieutenants</b>	12
<b>Sergeants</b>	18
<b>Patrol Officer First Class</b>	50
<b>Patrol Officer Second Class</b>	6
<b>Probationary Officers</b>	8

The Uniform Patrol Officer’s job is often tedious and demanding. They are called to fight and prevent crime wherever or whenever it occurs. They must be ready to arrest violent offenders and immediately render aid to helpless victims. They are required to document violent crash scenes, protect and maintain crime scenes, gather evidence, and testify in court. The Uniform Patrol Officer must perform under the worst conditions while maintaining their composure and professionalism. They understand that they must treat each citizen they encounter with courtesy and respect.

The Uniform Division utilizes the Uniform Crime Report (UCR) to report crime statistics. 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.

## Uniform Crime Report Statistics

Offense	2014	2015	Change
Homicide	0	2	+2
Rape	24	21	-3
Robbery	40	45	+5
Assault	898	872	-26
Burglary	244	302	+58
Larceny-Theft	1,983	1,878	-105
Auto Theft	125	132	+7
Arson	5	12	+7

## Promotions

Uniform Division Chief Mark Tavernier retired from the Mishawaka Police Department in May of 2015. Chief Tavernier was a 27-year veteran of the Mishawaka Police Department and spent the last 11 years as Uniform Division Chief. In June, **Jason R. Stefaniak** was promoted to Uniform Division Chief. Chief Stefaniak is a 16-year veteran of the Mishawaka Police Department and spent the last 3 years as the Department's Training Coordinator. Division Chief Stefaniak spent the majority of his career in the Uniform Division and assigned to the midnight shift. He was a team member on the St. Joseph County Metro SWAT Team for 10 years and assisted in training in firearms, emergency driving and physical tactics.

Since Division Chief Stefaniak left as training coordinator, **Sgt. Craig Nowacki** was chosen to take his place. Sgt. Nowacki, a 17-year veteran of law enforcement, brings a new sense of leadership and organization to the Training Division. Sgt. Nowacki successfully completed the Indiana Law Enforcement Academy Instructor Development course in 2015.

The midnight shift received new leadership in 2015 as well. **Bryan Fox** was promoted to Captain of the midnight shift in August of 2015. Captain Fox spent most of his career in the Community Relations / Street Crimes Unit and brings a new perspective to the Uniform Division. His leadership and knowledge has already inspired the midnight shift officers to actively fight crime in new ways.

The midnight shift also saw 2 sergeants promoted in 2015. Officers **Matthew Smith**, a 16-year veteran, and **Richard Freeman**, an 11-year veteran, were promoted to Sergeant in late 2015. Both officers have spent their entire career in the Uniform Division and bring a veteran sense of leadership and responsibility to the shift.

The Uniform Division lost one of its most productive officers, Officer **Brian Costa**, to the Street Crimes Unit (SCU). In September, Officer Costa was promoted to Lieutenant where he leads the highly active unit. SCU's main focus is to disrupt street level narcotics possession and distribution. SCU also aids the Detective Bureau with major criminal investigations and coordinates crime fighting strategies with neighboring jurisdictions.

## New Officers

In 2015, the Mishawaka Police Department hired 8 new officers. Officers Jeff Grzegorek and James Bartlett attended the Indiana Law Enforcement Academy (ILEA) in March of 2015. Officers Keith Holzer and Tyler Heckaman attended ILEA in July of 2015. Officers Andrew Sark, Kendy Majors, Chad Winger and Joshua Biggs attended ILEA in September of 2015. All of the new officers successfully completed the Indiana Law Enforcement Academy and are proving that Mishawaka continues to hire the best available people to serve the community.

## Recognition

On April 25, 2015, **Officer Scott Robinson** was named Officer of the Year for 2014. Officer Robinson has been with the Mishawaka Police Department for 4 years and is presently assigned to the Uniform Division on the midnight shift. In his short career with the MPD he has proven to be a very accomplished young officer.

His supervisor, Capt. Robert Wilson, describes Officer Robinson as a self-driven, hard-working and extremely knowledgeable officer. The scope of his knowledge rivals that of a veteran officer. When dealing with the community, Officer Robinson consistently conducts himself in a professional manner, whether the contact is with victims of crimes or an arrestee.

In 2014, Officer Robinson was very proactive. He responded to 993 calls for service and completed 220 case/arrest reports. Much of his case load was a result of self-initiated activity. As a result of his hard work during 2014, he was sent to the Indiana Law Enforcement Academy (ILEA) to complete four weeks of highly comprehensive training to become an ILEA certified crime scene technician. Upon his successful completion of this training Capt. Wilson placed him “in-charge” of the midnight shift’s newly-formed riding technician program.

As the midnight shift’s riding technician expert, he has processed several crime scenes during 2014. The most notable one was for an armed robbery / home invasion. As a result of his outstanding crime scene work on this case he received a letter of commendation and Officer of the Third Quarter award. Officer Robinson also received a second letter of commendation and Officer of the Fourth Quarter award for his outstanding crime scene processing in a larceny from auto case.

Since becoming a part of the riding technician program, Officer Robinson has been instrumental in educating and assisting his fellow technicians, and because of his leadership, the program is doing very well.



*Mishawaka Mayor Dave Wood with newly Sworn Officers Winger, Sark, Majors and Biggs*

Lt. Robert Pawlowski was awarded the **Officer of the First Quarter** in 2015. On the afternoon of March 6, 2015, **Lt. Robert Pawlowski's** quick and courageous actions allowed for the apprehension of a dangerous criminal. After hearing and observing gunshots, Lt. Pawlowski coordinated a perimeter that ultimately contained the perpetrator within his own apartment. The arrest resulted in the seizure of 3.5 lbs. of marijuana, 1.1 ounces of cocaine and 2 handguns.

On the afternoon of April 15th, the Mishawaka Police Department made their most impressive arrest of the year. A robbery to the Jared's Galleria of Jewelry had just occurred and a large amount of jewelry was stolen. At the direction of a key witness from the community, **Officers Kyle Miner and Joshua Watts** were able to intercept the suspects as they attempted to transfer vehicles and flee the city. Upon approach, both officers maintained composure and were able to arrest 6 suspects and recover over \$249,000 in stolen merchandise. This arrest led to the successful closure of multiple robbery cases throughout the Midwest. Both officers received recognition as **Officers of the Second Quarter** in 2015.

Officers **Brian Long, Jeremy Tyler, Scott Robinson, and Greg Vandall** were named **Officers of the Third Quarter** in 2015. On September 17, 2015, Officer Long responded to an aggravated battery scene where a victim had been stabbed multiple times. Officer Long had recently received training as a Crime Scene Technician and was able to photograph, collect, and document key pieces of evidence that led to the arrest of the suspect. On September 25, 2015, Officers Tyler and Vandall responded to an alarm to the First Source Bank on Grape Road. Using proper tactics and investigative techniques, the officers were able to arrest the suspect who remained inside the bank. As a result of the arrest, Officer Scott Robinson, the Department's most highly trained crime scene tech was able to collect key pieces of evidence that led to the successful prosecution of the suspect.

Members of the MPD **Street Crimes Unit** were awarded **Officers of the Fourth Quarter** in 2015. Since September, **Lt. Brian Costa, Sgt. Eric Beckham, and Pfc. Ryan Corbett** teamed up to successfully dismantle 7 active meth labs, arrest 21 people on felony charges and recover narcotics including: marijuana, heroin, and methamphetamines. As they continue to work with neighboring agencies, their goal in 2016 will continue to fight crimes wherever they may occur.

### **K-9 Unit**

The K-9 Unit's mission is to support the Uniform Division, Street Crimes Unit, and the Investigative Division. They aid in the search for fugitive felony suspects, armed suspects, lost and missing persons and the recovery of illegal narcotics and evidence.

K-9 Unit Officers, before all else, are law enforcement officers. 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.

In 2015, the K-9 Officers, **Sgt. Chad Thomas** and his partner **Rex** and **PFC. Anthony Stachowiak** and his partner **Max**, continued to assist local agencies such as the South Bend Police Department, the St. Joseph County Sheriff's Department, the Indiana State Police, and the US Marshalls. Both K-9 Officers also participate in the local schools with random searches of school grounds and lockers as well as providing demonstrations for students.



*Sgt. Thomas and K-9 Rex*

Officer Anthony Stachowiak and his partner Max were active in 2015. In April, they responded to a burglary scene where the suspect was still present. After fighting with first responding officers and a failed TASER attempt, K-9 Max took control of the situation. After crawling through a hole in a fence, Max took control of the suspect and immediately ended the confrontation. The suspect was taken into custody and charged with burglary and resisting law enforcement.

In September, Officer Stachowiak and Max were called to assist the Indiana State Police on a traffic stop. When officers developed a suspicion that there were illegal narcotics inside the vehicle, Max was brought in to find them. Once inside the vehicle, Max was able to locate a hidden bottle that contained heroin. The narcotics were recovered and the suspects arrested.

In December, while on routine patrol, Officer Stachowiak and Max entered a vehicle pursuit that was initiated by the Mishawaka Street Crimes unit. The long pursuit that led officers into South Bend eventually ended with the deployment of stop sticks. Once stopped, the suspect refused to exit the vehicle and Max was brought into assist. After taking control of the suspect's lower leg, Max pulled the driver out of the vehicle and continued control until the suspect was taken into custody. The suspect was later charged with numerous felonies.



*Cpl. Stachowiak and K-9 Max*

## **Traffic Division**

Capt. Tim Spencer and Sgt. Scott Parker are assigned to this Division and are responsible for the collection, review, correction and transmission of all crash reports. The Division also investigates any traffic related case reports generated by the Department. This includes the review of case reports, and all follow-up investigations, the majority of which involve serious injury, fatalities, or are hit and run crashes.

The Division also supplements case and crash reports and refers appropriate cases to the Prosecutor's Office. Additionally, the Traffic Division conducts traffic studies and makes recommendations to the City's Traffic Commission.

As Reconstructionists, both officers assigned to the Traffic Investigations Bureau serve as lead investigators for serious crashes as well as any other traffic related issues that arise, in an on-call

capacity 24 hours per day. Additionally, Sgt. Parker serves as a squad leader for the countywide 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 serving on F.A.C.T. are: Captains Mike Armev and Bryan Fox, Lieutenant Tim Williams, Sgt. Mark Flemming and PFC Bob Ashburn. Captain Tim Spencer serves as the F.A.C.T. Commander.

There were 1,620 criminal cases assigned to and investigated by the Traffic Bureau in 2015 (a 28% increase over 2014). There were 2,413 crashes reported (a 12% increase over 2014): 2,025 property damage crashes (an increase of 15%), 387 injury crashes, and 1 fatal crash.

### 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 \$143,778 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	131
D.U.I. Arrests	71
Seat Belt Violations	1,204
Driving While Suspended	493
Child Restraint Violations	102
Criminal Felony	32
Speeding	3,205
Warnings	2,801
Other Traffic	2,005
<b>Total Traffic Stops</b>	<b>10,044</b>

Indiana D.U.I. Taskforce	
Criminal Misdemeanor	193
Misdemeanor D.U.I. Arrests	178
Felony D.U.I. Arrests	31
Driving While Suspended	245
Underage Alcohol	74
Other Alcohol	25
Criminal Felony	25
Speeding	735
Warnings	1,049
Other Traffic	1,421
<b>Total Traffic Stops</b>	<b>3,976</b>

### Indiana D.U.I. Taskforce

The Division also received a 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.

### Investigative Division

The Investigative Division is composed of 16 Detectives that are tasked with the investigation of crimes that occur within the City of Mishawaka and St. Joseph County. The Investigative Division has six sub-divisions: Street Crimes Unit, Community Relations Unit, School Resource Officers, Special Victim’s Unit, Narcotics Unit, and County Metro Homicide Unit. The Department has an officer assigned to the County Metro Homicide Unit. In addition, two officers are assigned to the Special Victim’s Unit.

All cases, with the exception of homicides, 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.

In 2015, the Detective Bureau handled and solved numerous high profile and serious criminal cases, along with misdemeanor crimes. Through interviewing suspects and witnesses, collecting and combing through the evidence found at crime scenes, and reviewing case reports, cases were solved. Without the hard work by the detectives and the assistance of other outside agencies these crimes would have gone unsolved or not convicted.

In 2015, City of Mishawaka saw an increase in meth lab cases. These cases give investigators a challenge during the investigation due to volatility and dangers that persist in the active labs. Mishawaka Police rely on the Indiana State Police to assist with the cleanup and the disposal of toxic chemicals. On October 29, 2015, Mishawaka Police responded to a fire in the 100 block of S. Merrifield Ave. The cause of the fire was determined to be caused by occupants who were manufacturing meth and during the cooking process there was a chemical reaction that caused an explosion. The two suspects inside the residence received several burns, due to the explosion and fire.

In 2015, the Detective Bureau achieved many of its goals set at the beginning of the year. Some major achievements were getting the interview room recording system upgraded and organizing and training all evidence technicians on the department.

<b>Investigative Division Statistics</b>	
<b>Total cases Direct Referred to Prosecutor, JJC, FVU, etc.</b>	2,647
<b>Total cases assigned to Detectives</b>	1,325
<b>Total cases referred to Community Relations</b>	205
<b>Total cases referred to Traffic Division</b>	534
<b>Total cases - No Investigation</b>	2,123
<b>Total warrant arrests (not referred)</b>	209
<b>Total property only cases</b>	203
<b>Total cases w/ information. only (not referred)</b>	23
<b>Total # of cases reviewed by Investigative Division in 2014</b>	<b>7,269</b>

### **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 one ton of medication in the TRIAD Pill Drop campaigns.

The Unit also assists Code Enforcement, Park Patrol, the Uniform and Traffic Divisions, Drug Unit and the Investigative Division in identifying vacant houses to deter scrapping, and assisting outside agencies at the local, state and federal levels 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. SCU also identifies areas that generate repeat calls for service so problem solving efforts can be initiated.

Together the Community Relations/SCU 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". 2015 was the seventh 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. Grayden Artusi from Mishawaka Catholic and Grace Surber from Covenant Christian were named City champions for having the best essays. Grace Surber's essay was chosen as the D.A.R.E. Indiana State Champion Essay. Grace is the third State Champion from the Mishawaka D.A.R.E. program since 2004.

### **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**

PFC. Steve Madison is assigned full-time to John Young Middle and Pfc Ken Kahlenbeck is the School Resource Officer assigned full-time to Mishawaka High School. Pfc. Nathan DeVreese is assigned full-time to rotate between all School City of Mishawaka elementary schools. Lt. Tim Williams, a part-time School Resource Officer, serves as a liaison between the school community and the Mishawaka Police Department. These officers conduct 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.

In 2014, Gov. Mike Pence announced more than \$9 million in grant funding to more than 250 local schools and school corporations across Indiana through the Secured School Safety Grant Program. From that amount, School City of Mishawaka was awarded \$25,000 to employ an SRO for all elementary schools. PFC. Nathan DeVreese filled that role beginning with the fall semester of 2015.

### **CAP Program**

The Civilians in Alliance with Police program (CAP) partners with the Mishawaka Police, Mishawaka Parks Department and community volunteers to help report acts of vandalism in the parks and along the Riverwalk. The volunteers are given basic training in first aid and on 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 6 Civilian Support Staff and one officer, 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 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. Sgt. Russ Haimbaugh oversees the technological functions of the MPD such as the records management system, computer-aided dispatch, radio system, and in-car video system.

Evidence and property is also a part of the Services Division. The Property Manager handles all the evidence and found property brought into the Department. The Property Manager is also responsible for the release and disposal of property.

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.

In 2014, the State of Indiana mandated that each county consolidate their dispatch centers. With consolidation comes change. Assistant Chief Steve Ravotto and Lt. Russ Haimbaugh have continued their work on this project with the new director of the dispatch center. The New World computer-aided dispatch (CAD) system was purchased and is being developed by the MPD, SBPD, and the SJCPD. This system will affect the way the MPD will receive information on their in-car computers from the dispatch center. There have also been changes made to dispatch protocol with the incorporation of priority dispatch software. These changes will ultimately be beneficial to police dispatching, but there is still a lot of work to be done to ensure the department's needs are met.

With the new dispatch center comes new computer technology and additional training. The Services Division will be responsible, through Lt. Haimbaugh and Training Coordinator, Sgt. Craig Nowacki, to train the MPD staff with the new procedures that will be implemented through the new dispatch software system.

The MPD contracted with the City's IT Department to install a new security monitoring system. Cameras were upgraded along with a new software system. After-hours access to the main lobby has been limited with the installation of a door security system along and new lobby phone.

Another function of the Services Division is securing grants for equipment and personnel. In 2015 the Services Division received the annual JAG grant in the amount of \$13,840. This grant was used to purchase equipment for officers to use in the field such as Tasers, portable breath test, radar units and radios. In 2015, we hired a new officer through the COPS hiring grant that was received in 2014. This position was used to add a 3rd officer to the School Resource Officer program. This SRO position is being used in the 7 elementary schools within the Mishawaka School Corporations system. This three-year grant, worth \$125,000, will go towards the officer's salary and benefits for three years. After three years, the City will become responsible for the new officer's entire salary and benefit package.

The largest equipment purchase made by the Services Division was Department vehicles. In 2015, the Department spent the budgeted amount of \$270,000 for 10 squad cars totally equipped with cages, light bars, and computer and radio equipment. The goal for 2016 will again be to purchase 10 fully-equipped vehicles from the budget. We will also transition the squad cars over to a new in-car computer system so the in-car computers can receive and transmit data back and forth with the dispatch center and the New World CAD system. There are a total of 112 vehicles for the Department that the Services Division is responsible to maintain. With the help of the Central Motor Pool our fleet receives the best service and our vehicles are always ready for the road.

As we move into 2016 there are a few goals the Services Division will look to achieve. One goal is to switch the Department's handguns over to the Sig Sauer P320 9mm from the Sig 40 caliber P226 we presently use. Through an agreement with Sig we will trade our P226's in for the P320's at minimal cost. Moving forward, we will see a savings of approximately \$275 per gun on new purchases. By using 9mm ammunition we will see a savings of approximately \$100 per case of ammunition we purchase. Long term these changes will show a dramatic savings for the MPD in the purchases of handguns and ammo.

A second goal is to transition the Department's electro-muscular disruption devices to the "PHAZZER". The Phazzer is a newer product that has been proven in the field to be very effective. The Phazzer's price will also be a savings for the department. At one-third the cost per unit from what we currently use, we will see a significant savings in our equipment line.

As always, the Services Division will continue to offer great customer service to the community, look for new grant opportunities, and provide the officers of the Mishawaka Police Department the tools they need to do their job.

<b>Services Division Statistics</b>	
<b>Custodial Arrest Reports</b>	1,114
<b>Proxy/Citation Arrests</b>	3,048
<b>Code 1's (Information only)</b>	25,314
<b>Code 2 Reports</b>	5,595
<b>Crime Reports</b>	4,851
<b>Citations: UTT</b>	3,198
<b>Parking Citations</b>	949
<b>Warning Citations</b>	209
<b>Ordinance Citations</b>	100
<b>Red Tags</b>	559

## **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), surviving ground assaults for patrol officers, crime scene processing and investigations and drug recognition.

In 2015, the Mishawaka Police Department continued to exceed Indiana State training standards by surpassing the state mandated minimum of 24 hours per officer. Mishawaka Police officers

received 5,360 hours of training in 2015, averaging approximately 55.25 hours per officer. During the year, 181 training classes were held. This was only possible by offering more "in-house" training than ever before.

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. Chief Witkowski holds a seat on the Indiana Law Enforcement Training Board which meets six times a year at the Indiana Law Enforcement Academy in Indianapolis.



*Department Training*

All training begins with the exceptional work of the 21 officers who serve on the MPD Instructor Staff. In 2015, the Department added 4 new instructors. Many veteran instructors were also able to obtain specialty certifications in 2015. From firearms and emergency vehicle operator instructors to background investigators and PR-24 instructors, the diversity of the instructing staff was ready to offer the latest training to the Department. Each officer received the mandated 2 hours of Physical Tactics training. From ground fighting and close quarters combat, to live sparring and striking techniques, officers had opportunities throughout the year to learn new and effective techniques. Officers Richard Freeman, Ron Hantz and David Ruiz will continue to teach physical tactics in 2016.

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.

The Police Department once again utilized the Tire Rack training facility in South Bend to complete the mandated 2 hours of Emergency Vehicle Operation. This year's training focused on low speed parking techniques, backing techniques, and skid control. Officers Ryan Corbett, Jason Barthel, Jeff Price and new EVO instructor Randy Wisler will continue keeping officers safe behind the wheel.

The firearms training program offered by the Police Department is one of the finest in the state. Officers had opportunities to shoot and train with their duty pistol, their department-issued shotgun, and their department-issued or personally-owned patrol rifle. Officer Michael Dube will serve as the Department's Range Master in 2016 and will be joined by Officers Richard Freeman, David Ruiz, and new instructors Franklin Ennis and Scott Robinson.

The Department sent 2 officers to the Reid Interview School and 2 officers to the Bow Mac Interview School. The four officers who serve in investigative capacities have used their interview skills to interview and interrogate suspects & witnesses throughout the year.

In 2015, Officer Randy Wisler began training officers in the use of the PR-24 side handle baton. This tool has regained popularity within the law enforcement community and still serves as an effective and intimidating weapon.

Supervisors in the Department began training in 2015 for the Pursuit Intervention Technique (P.I.T.) which was recently added to the Emergency Vehicle Operation Policy. Utilizing the South Bend Regional Airport, and joining the St. Joseph County Police, several officers had the opportunity to be P.I.T. certified in 2015. Thanks to the work of Officer Steve Madison, the donation from Nav Steel and the use of dedicated training cars, instructors Ryan Corbett, Jeff Price, Jason Barthel and Jason Stefaniak will continue to offer P.I.T. training in 2016.

In 2015, the Department once again participated in the South Bend Police Department Regional Police Academy. Training offered in this program ranged from legal updates, to crime scene photography and crime scene technician training. By offering the latest training in crime scene management, the technicians were able to have hands-on training in evidence collection, arson investigation and courtroom testimony. The Crime Scene Techs continue to be an effective asset to many investigations. The Department will continue their training partnership with the South Bend Police Department and SJCPD in 2016.

The St. Joseph County Metro SWAT Team was able to further their training in 2015 by attending the nationally recognized NTOA Advanced Tactics class in Ashtabula, OH. This top-notch training will enhance the SWAT Team's performance moving forward into 2016. All 10 MPD officers who serve on the SWAT Team benefited greatly from the training.

Sgt. Craig Nowacki will serve as the Mishawaka Police Department Training Coordinator in 2016. Sgt. Nowacki comes from the afternoon shift of the Uniform Division and brings great leadership and organization to the position. With Sgt. Nowacki leading the way, the MPD instructing staff will continue to offer the latest and more importantly, most relevant training to the Mishawaka Police Department.



**Memorial Service**

*Mishawaka Police Department Memorial Service - 2015*

Every year in May the MPD holds a Memorial Service for those officers that have passed. It takes place at the Police Memorial in front the MPD. This service coincides with the annual National Police Week held in May. In attendance are Mishawaka's Mayor and Dignitaries, the Chief of Police, MPD officers and honor guard, retirees, support staff, surrounding police agencies and citizens of Mishawaka.

## **Special 2015 Accomplishments**

### **COPS Grant Award**

This grant was used to add a third officer to the School Resource Officer Program. This SRO position is being used in the 7 elementary schools within the Mishawaka School Corporation's system. This three-year grant, worth \$125,000, will go towards the officer's salary and benefits for three years. After three years, the City will become responsible for the new officer's entire salary and benefit package.

### **Awarded JAG Grant**

Received the annual JAG grant in the amount of \$13,840. This grant was used to purchase equipment for officers to use in the field such as TASERs, portable breath test, radar units and radios.

### **New patrol vehicles**

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

### **Goals for 2016**

- Switch the Department's handguns to the Sig Sauer P320 9mm from the Sig 40 caliber P226 that are presently used.
- Purchase 10 fully equipped police vehicles.
- Transition our squad cars over to a new in-car-computer system enabling capability to receive and transmit data back and forth with the Public Safety Dispatch Center and the New World CAD system.
- Transition the Department's electro-muscular disruption devices from the "TASER" to the "PHAZZER."
- Purchase a software program to track our "in-house" employee attendance.

## **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 drinking 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. Utilities 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.

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

The Utility Business Office provides customer service as well as support services to the three operating divisions. The Utilities are under the direction of General Manager Jim Schrader.

Hometown services provided by Mishawaka Utilities mean that residents and businesses can count on reliable, efficient and affordable water, electric and wastewater treatment.

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

The Business Office has continued to work hard this past year in order to convert our new Customer Information & Billing System Software. 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, lowering maintenance and integration costs.

We began e-mail statements five years ago and are pleased with the continuous increase in the number of users. E-mail statements enable Mishawaka Utilities to reduce billing costs, while maintaining customer service and efficiency. Electronic invoice payment provides the following 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 dispute resolution and collections are reduced
- Customer satisfaction is improved by saving time and money by eliminating the 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

As we've advanced with new technology and options for making utility payments, we have made a cost-saving decision to close our Mishawaka Utilities drive-thru effective January 1, 2016. Many factors were considered in making this decision. First, there are numerous options for customers to make their payments and secondly, the volume of payments that were made at the drive-thru were mostly check payments, some needing a receipt, and some just dropping off their payment to the cashier with no receipt needed. Although we no longer have a person operating our drive-thru window, we will continue to provide a day/night deposit box located in the drive-thru area on the south side of our building for easy access to drop off payments. Payments dropped off in our deposit box during business hours are posted that same day.

***“...there are numerous options for customers to make their payments...”***

Other options to make payments include the following:

- In person at our Business Office
- Send payment by mail
- Through our website
- By calling our toll-free number
- Online bill pay through your bank or online service, or
- Enroll in EZ-Pay, an electronic funds transfer process through the Mishawaka Utilities

The Mishawaka Utilities Business Office welcomes a New Year and thanks their customers for giving us the opportunity to serve you. 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.

## **Electric Division**

*Sedrick Springman, Division Manager*

The Electric Division is the second largest municipally-owned electric utility in Indiana, providing service to 27,435 customers. We have 11 substations located throughout the City. Our



*Mishawaka Utilities Electric Department*

47-person staff, located at 1646 E. 12th Street, engineer, construct and maintain the distribution system, consisting of nearly 127 miles of overhead, 176 miles of underground distribution lines, and 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. Mishawaka's electric rates are slightly below average for cities our size in Indiana which is one of the nation's lowest-cost energy states.

Consumers enjoy electric bills that are lower than those of neighboring utilities. While owned by the City of Mishawaka, we are not supported by tax dollars. We are a division of Mishawaka Utilities; our operation is totally financed by the customers we serve.

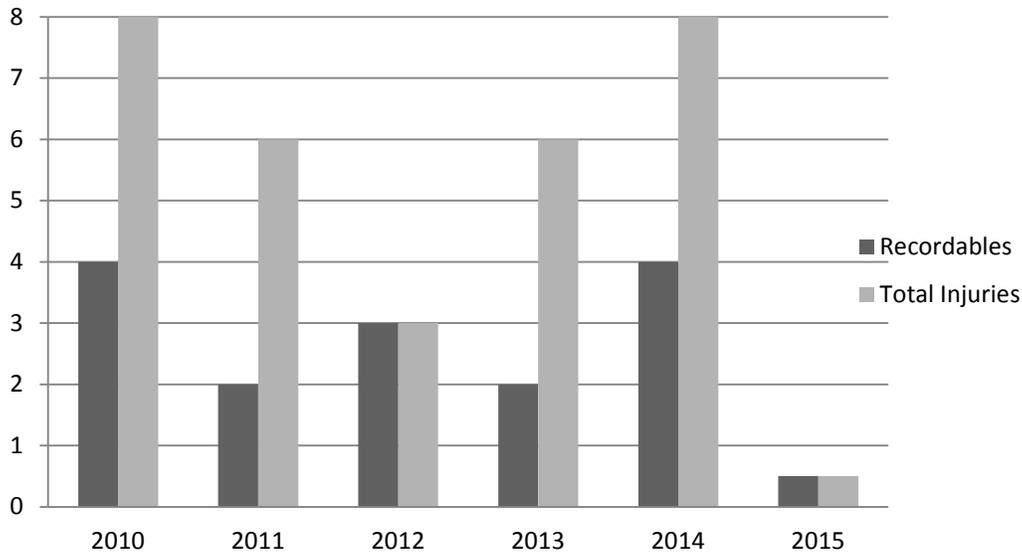
***“...electric bills that are lower than those of neighboring utilities”***

### **Electric Division Process Measures**

<b>Process Measure</b>	<b>2014</b>	<b>2015</b>	<b>Percent Change</b>
<b>Peak Demand Month (kW)</b>	August 129,444	September 128,001	-1.11
<b>Total Energy Purchased (kWh)</b>	614,024,446	608,730,253	-0.86
<b>Total Energy Sold (kWh)</b>	590,129,178	571,855,392	-3.1
<b>Total Number of Customers Billed</b>	27,331	27,435	0.38
<b>Engineering Projects Completed</b>	162	158	-2.47
<b>Number of Transformers Set</b>	68	62	-8.82
<b>Metering Department Work Orders Completed</b>	29,895	28,558	-4.4

### **Personal Safety**

All Construction personnel participated in bucket rescue and pole top rescue training administered by the IMEA at our Logan Street Training Facility. This is a recurring annual training item. Safety has been, and will continue to be, our main focus at the Electric Division.



### System Energy Consumption

In September, we reached our peak demand of 128 [MW] which was 13.1 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. Our energy consumption (total energy purchased) for the year was 608,730,253 (kWh), down .86 percent from the previous year.

### Reliability/Performance Enhancements

- Installed new radiator fins on University T1 substation transformer, and replaced old radiators that were leaking due to rust.
- Fixed Leaking Substation Transformers Borley T1 & Virgil T1
- Continued implementation of the Trip Coil Monitoring Panel (TCMP) by completing the design change at Logan substation. To date this design change has been implemented at 9 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

Our apprenticeship program is in its 27th year. In February of 1988, we started our JATC program which is a cooperative effort between Local Union IBEW 1392 and the Mishawaka Utilities Electric Division and is recognized and registered with the Department of Labor Bureau of Apprenticeship and Training.

Lineworker rodeo competitions showcase the talents of the lineworkers and are judged on national APPA safety regulations at international levels. Our employee teams have enjoyed much success in these competitions. Construction Department personnel participated in the 2015

APPA national rodeo held in Sacramento, California. The Journeyman team consisted of Captain Chuck Bailey, Jak Kudlacz, Shawn Bolinger and Matt Stull.

The next rodeo was the Fallen Lineman Rodeo in Pennsylvania. Our team consisted of Captain Chuck Bailey, Jak Kudlacz, Shawn Bolinger and Matt Stull. The team placed 3<sup>rd</sup> overall in the Hurtman Rescue.

The Department also had 4 Journeyman attend the IMEA rodeo in Scottsburg IN. Captain Chuck Bailey, Shawn Bolinger, Jak Kudlacz and Nate Prenkert participated along with five apprentices, Seth Anglemyer, Ryan Francis, Sean Guzzy, Mitch Miliken, and Robert Verhostra. The following awards were won at this rodeo:

- Journeyman team won first place in the Hurtman Rescue and first place in the 69 KV Armor Rod
- Chuck Bailey won first place, Hurtman Rescue and first overall Hurtman Rescue
- Nate Prenkert won third place 69 KV Armor Rod, third overall Indiana Journeyman, and third place transformer bank.
- Jak Kudlacz won first place 69 KV Armor rod, second place Hurtman Rescue, second place transformer and first place overall Indiana Journeyman, and
- Apprentices: Sean Guzzy won first place Dampener Change and Ryan Francis won third place Hurtman Rescue.

The final Rodeo International was held in Bonner Springs, Kansas. We sent 4 Journeymen Chuck Bailey, Shawn Bolinger, Jak Kudlacz and Nate Prenkert.

Kevin McGann continues to serve on the Indiana State Lineman's Rodeo committee as well as the National Joint Apprenticeship and Training Committee.

Also, the following training was attended during the year:

- Adam Severns attended training on transformers in Talmadge Ohio
- Don Beck and Chuck Bailey attended National Training Institute (NJATC) training
- Jeff Persyn, Joe Schrader and Gary Kull attended *GLEM School* in Grand Rapids, Michigan

## **Organizational Changes**

Organizational changes this past year were as follows:

### Engineering Department

- Steve Whitfield was transferred from Project Coordinator to fill the position of Project Manager.
- Justin Overholser was promoted to Engineering Assistant from Service Representative in the Metering Department

### Construction Department

- Dennis Starrett was transferred from Journeyman to fill the position of Construction foreman

### Metering Department

- Jeff Persyn was promoted to Metering Manager from Service Representative

### Management

- Sedrick Springman was promoted to Division Manager from Metering Manager
- Kevin McGann was promoted to Superintendent from Construction Foreman
- Kevin Wasmer was promoted to System Reliability Supervisor from Project Manager

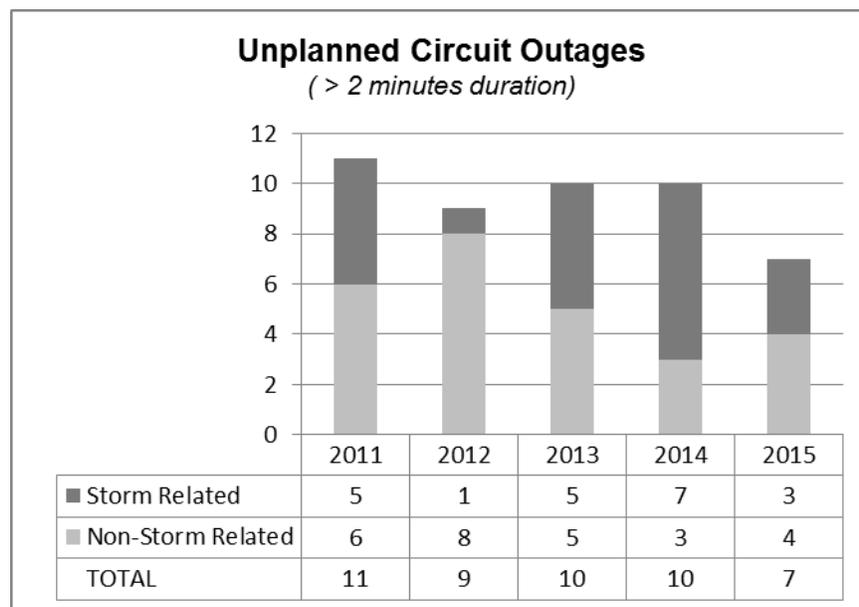
## **Engineering and Construction**

### Unplanned Outages

There were 7 unplanned circuit outages in 2015, with a cumulative unplanned outage time of 9 hours. The number of unplanned outages was down 30% from the previous year (10 in 2014).

The system as a whole continues to provide reliable power. This is due to multiple reasons including ongoing review 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 5 years.



## **Support Services**

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

## **Preventive Maintenance (PM)**

We are continuing with our substation PM program to help prevent and mitigate failures, and prolong equipment life.

## **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 determine in extent of the outage. The MUE GIS implementation expanded further throughout 2015 with daily application of the data collected and maintained in the GIS system. For example:

- Maintained construction and street light work flow
- Maintained the street light database, and created reports for monthly billing for Business Office
- Attended monthly online software training with Futura to help maintain correct GIS data and Futura databases
- Maintained circuit maps updates, Futura updates (GPS included), and the transformer database
- Maintained all laptop computers and iPad's for Engineering and Construction crews. Continued training crews on Futura software to help construction workflow to be more efficient
- Trained new Engineering staff on Futura editing and staking
- Supported Construction with detailed maps for underground facility inspections
- Assisted Alden in the citywide pole attachment audit
- Implemented new 'Notify' software to help maintain up-to-date correct pole attachment data.

## **Project Engineering Activities**

The biggest project of 2015 was the new Central Park development. We installed just over 4000 feet of wire and set 40 new LED lights in the park. Mishawaka Avenue was rebuilt from Main Street to Willow Street which required the wood poles and overhead wires to be replaced with new underground wires which made a big difference. New LED lights were also installed the length of the project to match the lights in Central Park.

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

- **Electric distribution improvements (line maintenance projects)**
  - Field pole attachment audit
  - Borley Sub 52-2 Primary rebuild
  - Lakeshore Trailer Park Underground Single Phase rebuild
  - Russ Sub 52-3 Circuit tie to Grape 52-5
  
- **Substation Support**
  - Scheduled projects to support
    - Switching
    - Circuit Load Balance
    - Recloser upgrades and change outs
  
- **Major City Jobs**
  - Central Park rebuild
  - River Rock Apartments
  - Mishawaka Ave Phases 2 & 3
  - Battell Center Renovation
  - PSAP 911 Call Center
  - Trinity Road Re-alignment for new V.A. Clinic
  - The new City Motor Pool
  - Grandview Apartments on Gumwood Road
  
- **System PM**
  - Vault Hazard Testing
  - SF6 gas inspection and servicing of all puffers in service
  - Pedestal verification and inspections

## **Metering**

The number of electric customers increased from 27,331 to 27,435 or 38%. The Metering Department's service trucks completed 18,862 install/removal work orders this year with electric and water. The Meter Technicians completed 1,242 work orders and several power quality test and recording procedures. The Meter Technicians are also responsible for obtaining readings from the Automated Meter Reading (AMR) until the system is operational. These readings prevent estimating customers who have meters that are not accessible. The Metering Department has been able to keep the monthly reading schedule at or near 30 days in addition to completing over 3,686 re-read work orders.

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

<b>Work Orders</b>	<b>2014</b>	<b>2015</b>	<b>Percent Change</b>
<b>Removals</b>	11,818	11,879	0.51
<b>Installs</b>	11,706	11,665	-0.35
<b>Sets</b>	81	112	38.2
<b>Re-Reads</b>	4,707	3,686	-21.6
<b>Change Meters</b>	831	1,071	28.8
<b>Miscellaneous</b>	752	145	-80.7
<b>Totals</b>	<b>29,895</b>	<b>28,558</b>	<b>-1.12</b>

The disconnect truck completed shut-off lists on 141 days this year which included 2,736 customers and they completed 1,752 reconnects during working hours. The disconnect truck does follow-up visits to disconnected accounts to check for tampering and theft. The disconnect truck also fills in on service trucks and reading meters when necessary. The truck completed 293 removals and install work orders, generating \$68,400 in reconnect and tampering fees. They also completed 135 after-hours reconnects.

The Electric Department is making great strides in changing meters from three-phase mechanical thermal demand metering to electronic solid state metering along with single phase A-type base adaptor upgrades. The Metering Department continues to move toward an AMR system by using the new Itron handhelds when reading routes in Village Green and Reverewood. The number of re-reads has decreased ensuring that accurate readings are obtained. With Itron's assistance, the hardware and software has been tested and found to be compatible with the Customer Information System (CIS) that the Business Office plans to upgrade to in the future.

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

<b>Shut-offs</b>	<b>2014</b>	<b>2015</b>	<b>Percent Change</b>
<b>Past-Due Amount</b>	\$373,496	\$271,707	-27.3
<b>Total Amount Due</b>	\$743,093	\$539,191	-27.4
<b>Shut-Offs</b>	2,861	2,179	-28.8
<b>Bad Checks</b>	26	19	-26.9
<b>Payment Plans &amp; Extensions</b>	121	68	-43.8
<b>Payment Plans Deposits</b>	226	169	-25.2
<b>Shut-Off Totals</b>	<b>3,326</b>	<b>2,435</b>	<b>-26.7</b>

Over the past year the Metering Department sent Joe Schrader and Gary Kull to the Great Lakes Electric Metering School in Grand Rapids. This was Joe's second year at the school where he qualified and received his three-phase certification. The Metering Department hosted their first annual metering school in October. The Metering Department attends bi-monthly IMEA safety training and several in-house training sessions throughout the year. The Metering Department

continues to move forward with the AMR program to ensure the best quality service for Mishawaka.

## **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 over the telephone and two-way radio
- 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

2015 proved to be a little less financially active in terms of new acquisitions, changes and additions than the previous year. On the transportation equipment front, we replaced 2 aged vehicles in the fleet with two new Ford F150 4-wheel drive pickup trucks going to management personnel. In 2014, 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 was built on an International 4-wheel drive chassis by Altec Industries in their Creedmoor, North Carolina plant. The new truck was completed and delivered in May of 2015, and will find primary function as our street light maintenance rig. However, it can be pressed into service as a fully-equipped line unit if necessary. We traded an aged bucket truck that was no longer safe to use on the purchase of the new Altec unit.

We continue our partnership with Anixter Power Solutions (formerly 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 Anixter acting as our primary vendor for line construction and maintenance material.

The following chart breaks down our inventory spending, comparing 2015 to 2014.

Item	Dollars Spent		Change
	2014	2015	
<b>Aerial Transformers</b>	\$89,496	\$200,454	+110,958
<b>Padmounted Transformers</b>	\$167,205	\$172,348	+5,143
<b>Transformer Accessories</b>	\$30,268	\$159,318	+129,050
<b>Pipe</b>	\$45,370	\$67,999	+22,629
<b>Pipe Accessories</b>	\$6,165	\$3,568	-2,597
<b>Meters</b>	\$31,815	\$104,333	+72,518
<b>Meter Accessories</b>	\$17,126	\$22,916	+5,790
<b>Wire</b>	\$294,447	\$507,197	+212,750
<b>Wire Accessories</b>	\$57,303	\$49,078	-8,225
<b>Poles</b>	\$47,202	\$29,163	-18,039
<b>Pole Accessories</b>	\$32,471	\$14,289	-18,182
<b>Street Light Poles</b>	\$0	\$87,348	+87,348
<b>Lighting Accessories</b>	\$73,413	\$284,825	+211,412
<b>Service Materials</b>	\$83,484	\$146,759	+63,275

Another ongoing alliance that we continue to benefit from is the transformer salvage program with our partners at Anixter and transformer vendors Solomon Electric in Solomon, Kansas. In today's market, many transformer salvage companies charge to destroy used transformers. However, we reached an agreement with Solomon to have them process non-functioning or technologically out-of-date transformers, allowing us to receive credit based on the salvage values of the recovered materials. Normally, we would only be allowed to use this credit with Solomon toward the purchase of transformers from their company. By forming this 3-way alliance, the credit issued to Anixter is saved on account for to us for use on any equipment, material or services that Anixter would sell to us outside of the VMI agreement.

Last year, we declared 334 line transformers as salvage and received over \$19,665.00 in usable credit with Anixter. We were able to use this credit toward invoices for line materials, tools, inspection services, and other miscellaneous items. Normally, the credit dollars would be higher, but we also had Solomon recycle barrels of reclaimed transformer oil, PCB contaminated transformers and obsolete pad mounted switches. Costs for those items were paid out of the initial salvage dollars before the credits were issued.

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 2015 totaled \$150,296.00. This figure includes billings to install new light fixtures in Blair Hills for the Greenfield Farms Neighborhood Association, to support Kingsford Heights Municipal on mutual aid trouble calls and to assist with two house moves from Bremen Hwy. to Ireland Rd. and from Gumwood Rd. to University Drive Ct.

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 eighteenth year as a Clerk Dispatcher "A". Working with Chuck is Jeff Erickson, who is in his second year as Clerk Dispatcher "A". Both Chuck and Jeff continue to be strong, capable employees who provide critical support to the rest of the Electric Division.

## **Sewer Maintenance Department**

*Tom Dolly, Manager*

The Sewer Department is responsible for the maintenance and rehabilitation of the collection system which includes over 200 miles of sanitary sewers and storm lines. The Department has twelve dedicated and conscientious employees 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.



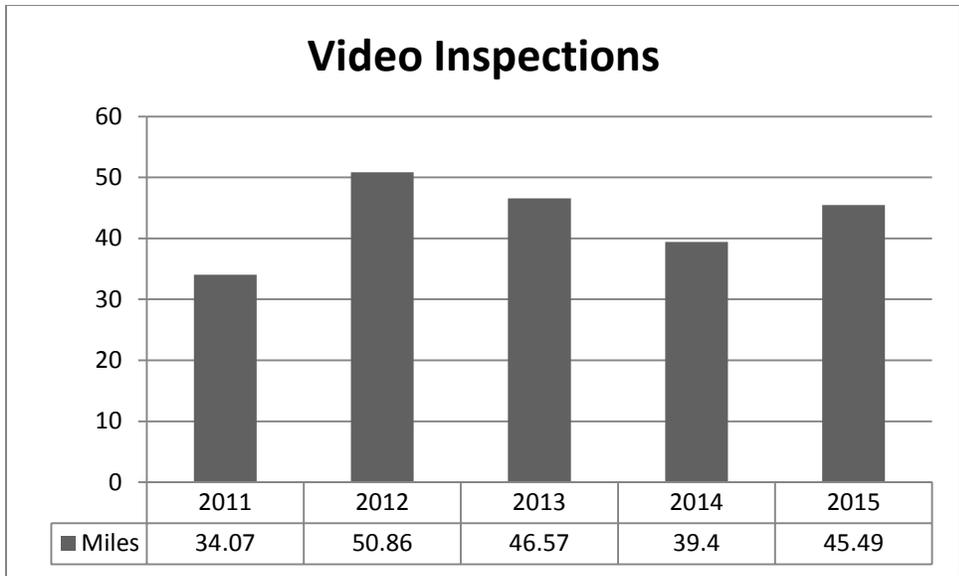
The primary responsibility of the Sewer Department is to maximize the volume of flow transported to the Wastewater Treatment Plant. This is accomplished by preventive maintenance and inspection of the sewers on a well-planned, rigorous schedule. This includes all sanitary manholes, storm sewers, inlets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

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, 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.



*In 2015,  
over 7,019  
feet of  
residential  
laterals  
were  
televised  
with the  
push cam...*

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 detect 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 2015, over 7,019 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 116 sewer excavation inspections in 2015.

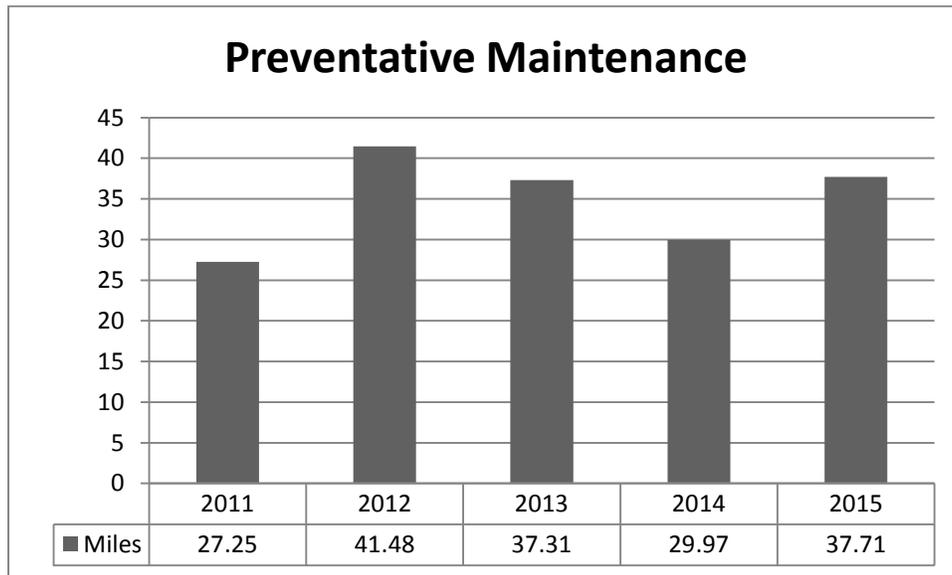
The Department performs scheduled preventative maintenance cleaning on a daily basis. Between two combination trucks, 199,150 feet of sewer lines were cleaned during the year. One of these trucks will assist the video inspection crew by cleaning lines before televising them, while the other cleans inlets, and catch basins.

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

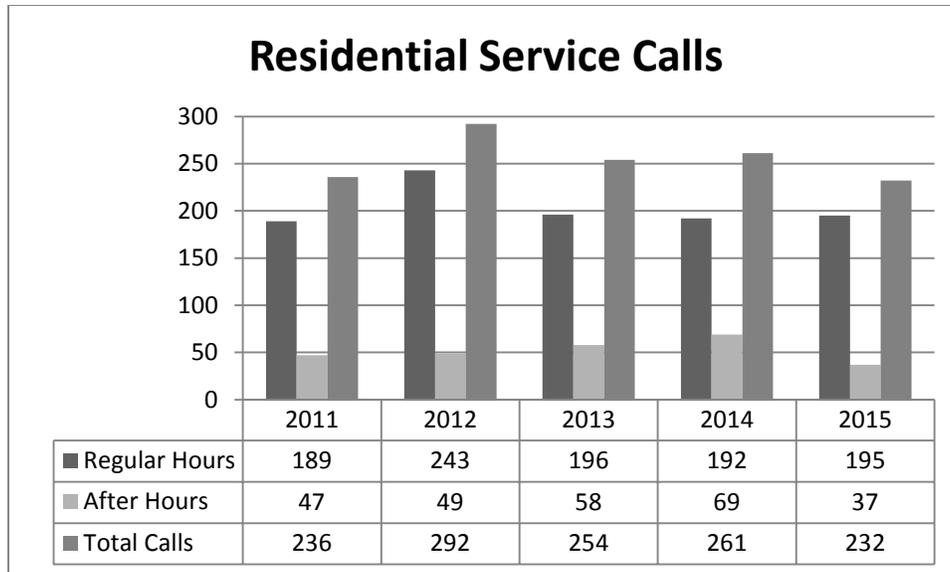




Over the past year, 195 calls were received from residents during normal working hours and 37 after-hours requests for our personnel to check the sewer main. These calls ranged from homes with sewer problems, odors coming from the sewer line, water standing in the street or follow up to contractor cleaned laterals. Of the 232 calls, 62 residents qualified for the sewer insurance program. These 62 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 excavation and lateral repair. This program has proven to be very successful in assisting Mishawaka’s residents offset the high cost of sewer lateral repairs. More of the specifics regarding the sewer insurance program can be found on the City’s website.



### GIS Projects-Mini-cam Mapping Layer

The Sewer database, created and maintained by the Sewer Department Office Coordinator, Melanie Weber, has kept archives on all mini-cam inspections performed by the sewer department. This particular database has records dating back to 1996 and gives us the ability to go back and review a particular inspection work order.

Using this information and the City's GIS software, Sewer GIS coordinator Bill Moody has created a GIS file dataset that will provide a visual and geographical point to be viewed on the Sewer Department's maps.



Each inspection is plotted as a point on the map, as its own unique feature, matching the appropriate address. Each point contains an attribute table, with information like dates of inspections, whether or not the sewer insurance program was utilized, and which contractor performed the work.

To supplement this information we are able to pull up links to the individual inspection sheets, filled out by the operators, as well as links to the video files. All this is done easily with the software just by clicking on the points on the map.

The main purpose of this effort is to promote efficiency by consolidating all pertinent data collected by our operators, management, video equipment, and the sewer database, into one user-friendly location. We will be able to find all the relevant information of a residents lateral by simply locating their address on the map and selecting the icon. This also gives GIS users insights as to which areas of the City have tendencies for sewer lateral backups by visually displaying trends or clusters of points in a particular neighborhood or section of town.

## GPS Collection

The Sewer Department will continue to add features and update changes to both the Sanitary and Storm sewer systems on the City's GIS. This gives us an accurate inventory of structures and pipe laid into the ground. It also provides an essential reference for our development projects, cleaning and televising crews, utility locators, and for sewer backups and emergencies.



## CIPP Sewer Rehabilitation Various Locations 2015

As part of ongoing infrastructure improvements, Cured-in-Place-Pipe (CIPP) lining is utilized to rehabilitate various key sewer lines and those determined to be subpar in inspections by the Sewer Department. This project included CIPP of pipe from 10" diameter to 20", all associated testing, bypass, coordination with residents and the railroad with a total footage of 6,598. The project also included the structural rehabilitation of 39 manholes with polyurethane lining. The total CIPP project investment was \$678,930.

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 2015.

## PREVENTATIVE MAINTENANCE SUMMARY

	Number	Feet	Miles
Sanitary Sewer Jetted and Vactored		119,399	22.61
Sanitary Sewer Root Cut		247	.05
Sanitary Sewer Dragged		0	0
Combined Sewer Jetted/Vactored		79,229	15.00
Combined Sewer Root Cut		275	.05
Combined Sewer Dragged		0	0
Storm Sewer Jetted and Vactored		0	0
Storm Sewer Root Cut		0	0
Storm Sewer Dragged		0	0
Inlets Cleaned	307		
Catch Basins Cleaned	1,069		
Drywells Cleaned	0		
Manholes Cleaned	0		
Vactoring Hours	1,887		
Sanitary Sewer Back-Up	0		
Storm Sewer Back-up	0		
<b>MISCELLANEOUS: 37.71 Total Miles of Maintenance</b>			

## VIDEO INSPECTIONS

		Feet	Miles
Sanitary Sewer TV Inspected	Existing	126,055	23.87
	New	9,460	1.79
Storm Sewer TV Inspected	Existing	365	.07
	New	0	0
Combined Sewer TV Inspected	Existing	97,315	18.43
Service Lateral TV Inspected	Existing	7,019	1.33
113	New	0	0
	Total	240,214	45.49
<b>MISCELLANEOUS:</b> 45.49 Total Miles Televised			

## MAINTENANCE REPAIR SUMMARY

Sanitary & Combined Manhole Entry	
Sanitary Main Repairs	
Sanitary Manhole Repairs	
Sanitary Manholes Replaced	
Sanitary Manhole Invert Repairs	
Sanitary Manhole Bench Repairs	
Storm Grate Replaced or Repaired	
Combined Manhole Raised to Grade or Exposed	
Storm Main Repairs	
Storm Manhole Repairs	
Combined Manhole Invert/Bench Repair	
Storm Manhole Invert/Bench Repair	
Storm Inlet Repairs/Replaced	
Storm Catch Basin Repairs/Replaced	
Combined Catch Basin Replaced/Repaired	
Combined Inlets Repaired/Replaced	
Bags of Concrete	
Castings	
Risers	
Pre-Fabs	
Sewer Permit Inspections	116
Water Tap Inspections	44
"As-Built" Inspections	4

## **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 2015 over 3.4 billion gallons of wastewater were treated and over 6.1 million pounds of pollutants were removed prior to discharge into the St. Joseph River. In 2015, there were no exceedances of effluent limits.

***“In 2015 over 3.4 billion gallons of wastewater were treated and over 6.1 million pounds of pollutants were removed ...”***

The treatment facility operates 24 hours per day, 365 days a year. The twenty-six employees of the Wastewater Division have over 433 years of combined wastewater experience. Eight members of the staff hold Indiana's highest level of professional operator certification.

In addition to the daily operation of the treatment plant, the Division is also responsible for; the Biosolids Facility, Industrial Pretreatment Program, lift stations and biofilters, and CSO structures.

## **Biosolids Facility**

The Biosolids Facility is located on South Logan Street. This site is the location for the solids dewatering operation and the storage of biosolids prior to land application. Biosolids, the stabilized solid material resulting from the treatment of wastewater, are land applied on area farm fields. In 2015, almost 900 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.

## **Industrial Pretreatment**

The 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 seven permitted Significant Industrial Users and several non-permitted industries that are routinely monitored and inspected. SIUs 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) management. Through education and monitoring, the FOG management 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.

## **Lift Stations and Biofilters**

There are 29 remote sewage pump lift stations in Mishawaka that 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 remainder have transfer switches and receptacles to allow for portable generator operation. Since newer lift stations tend to be further from the treatment facility, in the outer reaches of the collection system, all new stations are required to have permanent stand-by generators.

There are 5 remote odor control facilities. The Wastewater Division is responsible for the maintenance of these systems. Monitoring and reporting on the activity of the 21 combined sewer overflow (CSO) structures, and the operation of the combined sewer overflow control program is also a Division responsibility.

## **Laboratory**

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.

As part of the NPDES permit requirements, the laboratory collects samples for heavy metals cadmium, chromium, copper, lead, nickel and zinc, bio-monitoring and organic pollutant monitoring. The heavy metals are tested quarterly, and the bio-monitoring and organic pollutants are tested twice per year on the influent and effluent of the wastewater treatment facility.

During the summer, the laboratory performs bacteriological tests for Mishawaka's swimming pools and the splash pad at Central Park. 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 2015, the laboratory correctly identified all ten.

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 submitted is accurate. In 2015, all the parameters were analyzed correctly.

### **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 operates in a 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.

A byproduct of anaerobic digestion is methane gas. This gas is 65% methane and is captured, compressed and is used as a fuel in the treatment plant boilers. Hot water generated by the



*Digester gas booster pumps*

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. Approximately 60 thousand cubic feet per day is generated, replacing purchased natural gas.

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 2015, the wastewater facility treated over 3.42 billion gallons, averaging 285 million gallons monthly and 9.4 million gallons per day. Over 6.1 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 2015 was 65 MGD on July 17th. The maximum total flow treated on a single day was 19.8 million gallons also on July 17th.

Treating flow in excess of the design capacity requires skillful operation and a well maintained facility. Pollutants removed during 2015 included 5.7 million pounds of organic compounds, 64 thousand pounds of phosphorus, and 373 thousand pounds of ammonia nitrogen.

<b>2015 Statistical Summary</b>						
	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
<b>Average Flow (MGD)</b>	10.16	11.43	9.19	9.92	9.69	9.35
<b>Peak Flow (MGD)</b>	58.8	59.7	58.0	60.4	60.9	65.2
<b>BOD Removed (%)</b>	98	98	98	98	98	98
<b>Phosphorus Removed (%)</b>	79	79	80	80	82	85
<b>Ammonia Removed (%)</b>	93	90	95	92	95	96
<b>Solids Removed (%)</b>	98	97	98	97	98	98
<b>Biosolids Produced (dry tons)</b>	1115	1093	1121	1053	915	1059
<b>Electricity Use (MkWH)</b>	4.874	4.922	4.992	5.075	4.934	5.168
<b>Natural Gas Use (Mcf)</b>	7.691	7.055	5.378	6.633	6.398	5.115
<b>Total Precipitation (inches)</b>	33.7	43.33	34.52	38.17	41.44	35.92

## 2015 Accomplishments

### A Quarter Century of Combined Sewer Overflow Reduction Efforts

One of the greatest, and most expensive, accomplishments of the Wastewater Division has been its work on the reduction of Combined Sewer Overflows (CSO). As the City prepares to begin its

largest public works project ever, it is important to look back over the past 25 years of improvements that have occurred.

Although the City recognized and worked on CSO issues much earlier than 1990, that year marks the beginning of intense effort and expense aimed at CSO reduction.

**1990 Baseline**

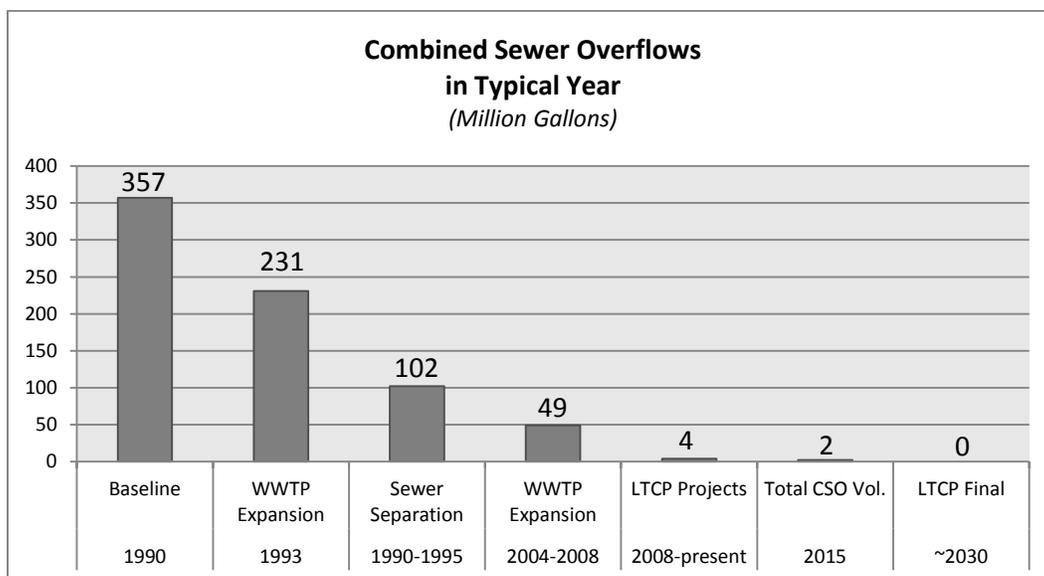
In 1990, the City’s flow model estimated that there was over 314 million gallons of CSOs in a typical year. Some separation had occurred in Mishawaka before 1990 and continues to this date. All new sewers are constructed for sanitary flows only. Storm sewers are run separately and do not go to the wastewater plant.

In 1993, Mishawaka expanded the wastewater treatment plant. Although the expansion was primarily for dry weather capacity, the treatment of wet weather flows increased also. Subsequently CSOs were reduced by over 35%.

In 2008, Mishawaka completed it second major treatment plant expansion. Along with continued separation in the collection system, CSO volume was reduced to approximately 50 million gallons annually.

The year 2014 marked a milestone year as 10 years of negotiating with the EPA, and the U.S. Department of Justice yielded a signed consent decree for Mishawaka’s Long Term Control Plan for CSOs. Implementations of the LTCP elements so far have decreased CSOs to 4 million gallons in a typical year. Mishawaka’s LTCP is designed to eliminate CSOs in a typical year by the end of the 20 year consent decree.

Last year Mishawaka’s collection system flow model estimated that there was only 2 million gallons of combined sewer overflows.



## Potential CSO Ban

The 2016 Federal Budget Bill initially contained a provision that would have prohibited any CSO discharges into tributaries of the Great Lakes by 2035. Discharges after this date would have resulted in fines of \$100,000 per occurrence. This ban of CSOs from the 184 Great Lakes CSO communities would have cost an estimated \$16.5 billion to comply with. Total elimination of CSOs is impossible in many cases when extreme rain events occur. Spending billions to attempt to meet an unattainable standard, with minimal, if any measurable water quality benefit, is a poor use of public funds.

Mishawaka joined forces with many Great Lakes CSO communities as well as several national professional wastewater associations to lobby Congress to remove the provision from the 2016 Budget Bill. Our efforts resulted in the removal of the CSO ban provision, protecting ratepayers from needless and excessive expenditures.

## Bond Refunding

In 2015, five outstanding wastewater revenue bonds were refinanced to take advantage of lower bond interest rates. The refinancing resulted in an annual debt service savings of \$250,000 and a total net savings of \$3,000,000 over the life of the bonds.

## 2015 Projects

During the year, a primary clarifier was completely rebuilt with new flights, chains, shafts and sprockets. The drive unit for the clarifier was also replaced. This clarifier was one of the plant's original units from 1952.

Number three aeration tank was taken down for service during the summer. The tank was cleaned and had diffuser membranes replaced and then returned to service.

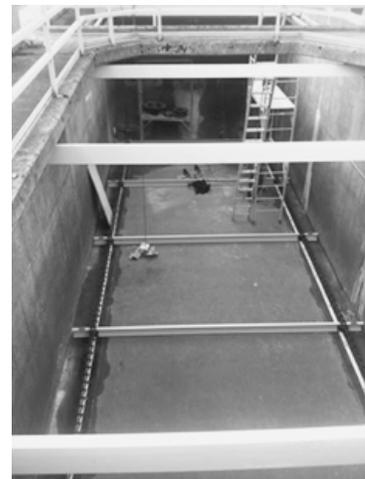
Also, during the summer, the Central Park biofilter had the carbon from air scrubber removed and replaced.

## Staff Changes

In 2015, two long-time employees retired from the Wastewater Division. Chief Chemist Ken Botka retired after 30 years. Ken was replaced by Jill Norton who was promoted from a Chemist. Lindsey Grossman was hired to fill the vacant Chemist position. Marge Pieters, Project Coordinator, retired after 23 years. Marge was the “glue” that held the Division together. Her dedication and professionalism were outstanding. Marge was replaced by Maureen Hunt, a new hire from outside the Utility. As sad as we were to see Marge and Ken leave, we are excited by the energy and enthusiasm of their replacements.

## Award Winning

The Mishawaka Wastewater Division was recognized at the Indiana Water Environment Association Annual Conference, held in Indianapolis November 18–20. The Mishawaka Wastewater Laboratory received the Laboratory Excellence Award for the 14th consecutive year.



*Primary Tank 3 Rebuild*

Chief Chemist Jill Norton served as President of the Indiana Water Environment Association (IWEA) in 2015. IWEA is one of 75 affiliated member organizations of the Water Environment Federation (WEF) that represents water quality professionals around the world. Jill brings distinction to Mishawaka as she has been on the IWEA board of directors for the past four years and is a leader in the State's water quality association.



*IWEA President Jill Norton*

The operation of the treatment facility is accomplished by a team of dedicated operators who 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.

### **Safety Milestone**

By the end of 2015 the Wastewater Division reached 2,563 days without a lost time injury. This amounts to over 362,000 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.

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 the Best Hometown in America.

## **Water Division**

*Dave Majewski, Manager*

In 2015 Mishawaka Water looked to the future with our “Needs Assessment Update” that was finished in June. This plan updates the capital projects that need to be completed over the next 5 to 10 years by factoring in growth projections and evaluating existing distribution systems and treatment facilities. Infrastructure recommendations are then made that anticipate the needs of the Mishawaka Utilities Water Division. The plan also updated and recalibrated our water model to provide more accurate analysis of our system.

The assessment recommends that a new treatment plant and well field is needed to replace the Gumwood well field. The Gumwood field is antiquated and cannot sustain the growth projections of future development. Most of the water in the University Park Pressure District is pumped north by booster stations. A new well field would alleviate this process which is costly and lacks redundancy. Currently, the Gumwood wellfield can produce roughly 4.5 million gallons a day. The new treatment plant would be capable of 11.5 million gallons a day and be able to supply not only the University Park Pressure District, but also our entire system and provide needed redundancy.

A development and purchase agreement has been reached with the Rogers Family, owners of Juday Creek Golf Course, and the Penn Family, property owners to the east of Juday Creek, to purchase land that will be developed into a new well field and water treatment facility. This process started almost 3 years ago with an extensive search to identify acceptable locations, and once identified, testing the water and researching the hydrology to see if the site would be sustainable and able to support an 11.5 million gallon a day well field. As with our well field at Eberhart Golf Course, Juday Creek will provide an ideal location for a well field as it will be protected from development.

The City of Mishawaka has no intention of running another golf course. The property will be leased back to the former owners and continue to be Juday Creek Golf Course. The City will, however, own the land. Three holes on the golf course will be relocated as this development occurs, and roadway and infrastructure improvements will have to be made along Douglas Road to support this project.

Mishawaka Utilities Water strives 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

***“Our three water treatment facilities can put out a maximum of 31.5 million gallons a day...”***

plus service connections. Our three water treatment facilities can put out a maximum of 31.5 million gallons a day of water into our distribution system if needed which encompasses 314 miles of water distribution main.

Last year was again a wetter, cooler summer and our pumping total reflected this. We treated 2.26 billion gallons of water in 2015 for a daily average of 6.18 million gallons per day. Our employees worked 1,131 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.

## Water Quality

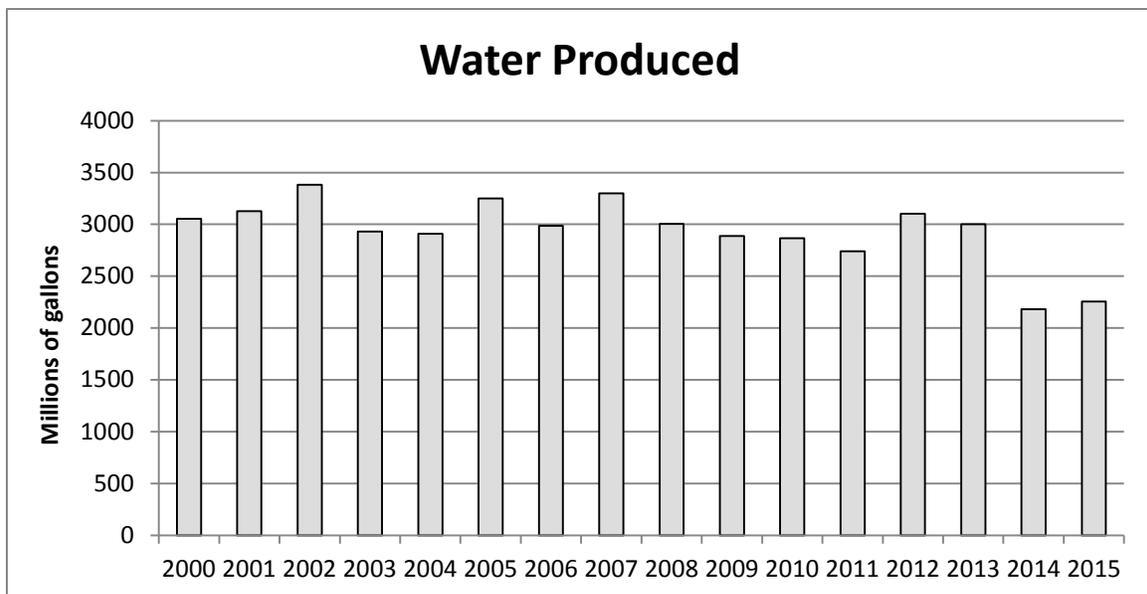
Water Quality staff tests the water to be sure it meets and exceeds the standards set by the Environmental Protection Agency, and Indiana Department of Environmental Management. Supervised by Tony Galassi, this dedicated group performed over 20,000 tests to ensure Mishawaka has a safe supply of water. This testing also helps us monitor our treatment facilities and make adjustments to treatment as necessary.

For the 13<sup>th</sup> year in a row our lab received the state Fluoridation Award for maintaining proper residuals of fluoride to help promote dental health. This past year the Department of Health and Human Services modified their recommendation for optimal fluoride levels. The new recommendation is 0.7 parts per million, replacing the old range of 0.7 to 1.2 parts per million. Now that Americans have more access to fluoride from sources such as toothpaste and mouthwash, our dosage guidelines have been reduced. This is also a cost savings to us of approximately \$8000.00 per year on chemicals.

Along with testing, this group is responsible for all state reporting requirements. The Water Quality team was busy this past year preparing a sampling plan for the revised Total Coliform rule, renewing our National Pollution Discharge permit and new requirements for electronically filing documents.

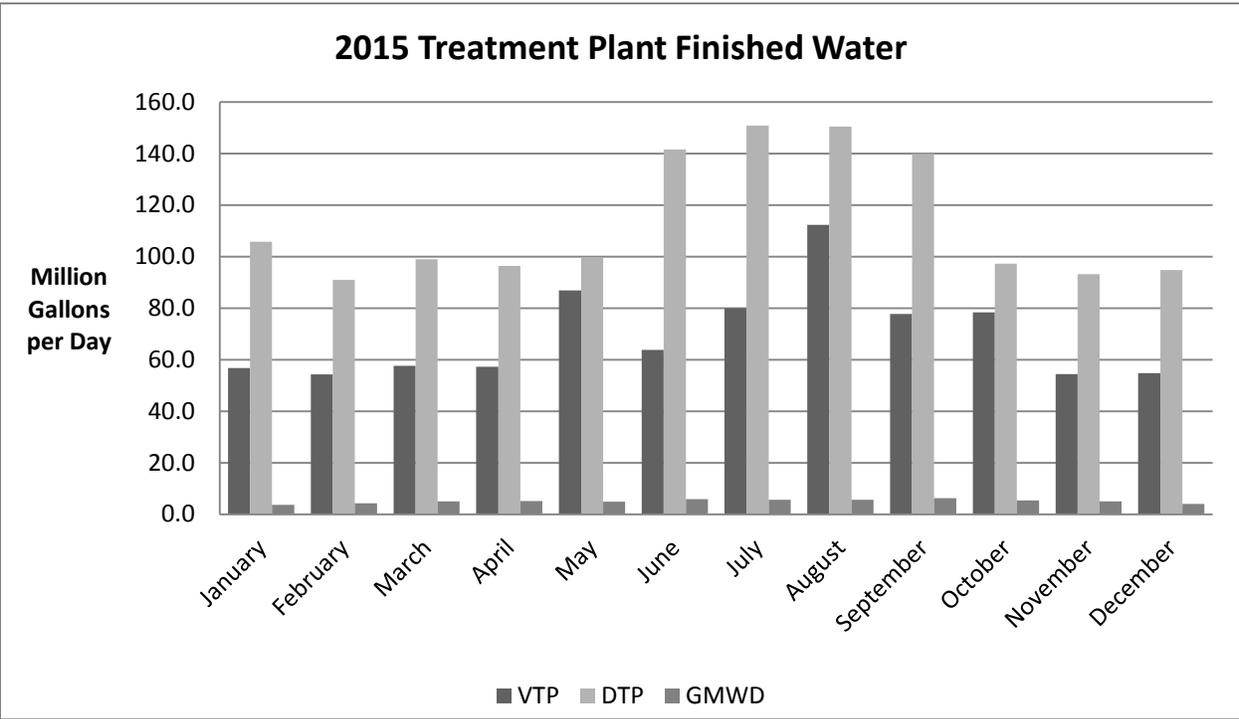
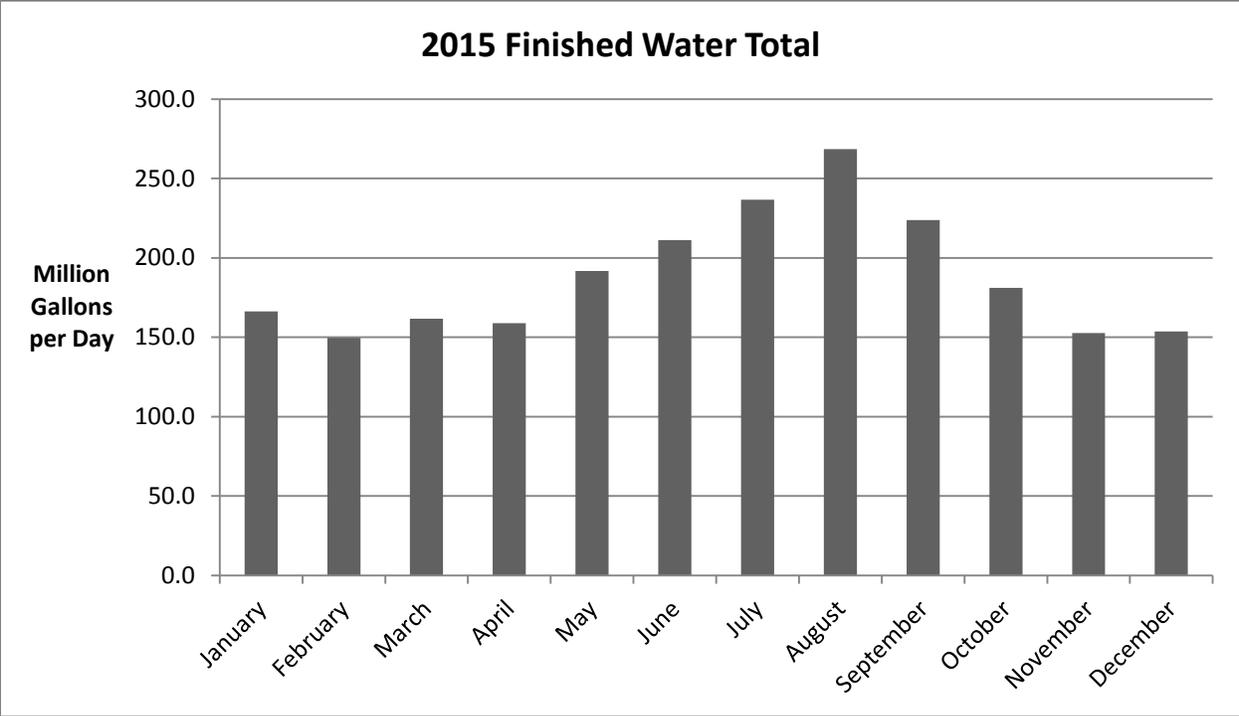
Water Quality also played a large role in helping our consulting engineer put together our Needs Assessment Plan. The Water Quality group also supervised a contingent of summer help this past summer that painted approximately 1,000 of the City's 3,000 hydrants.

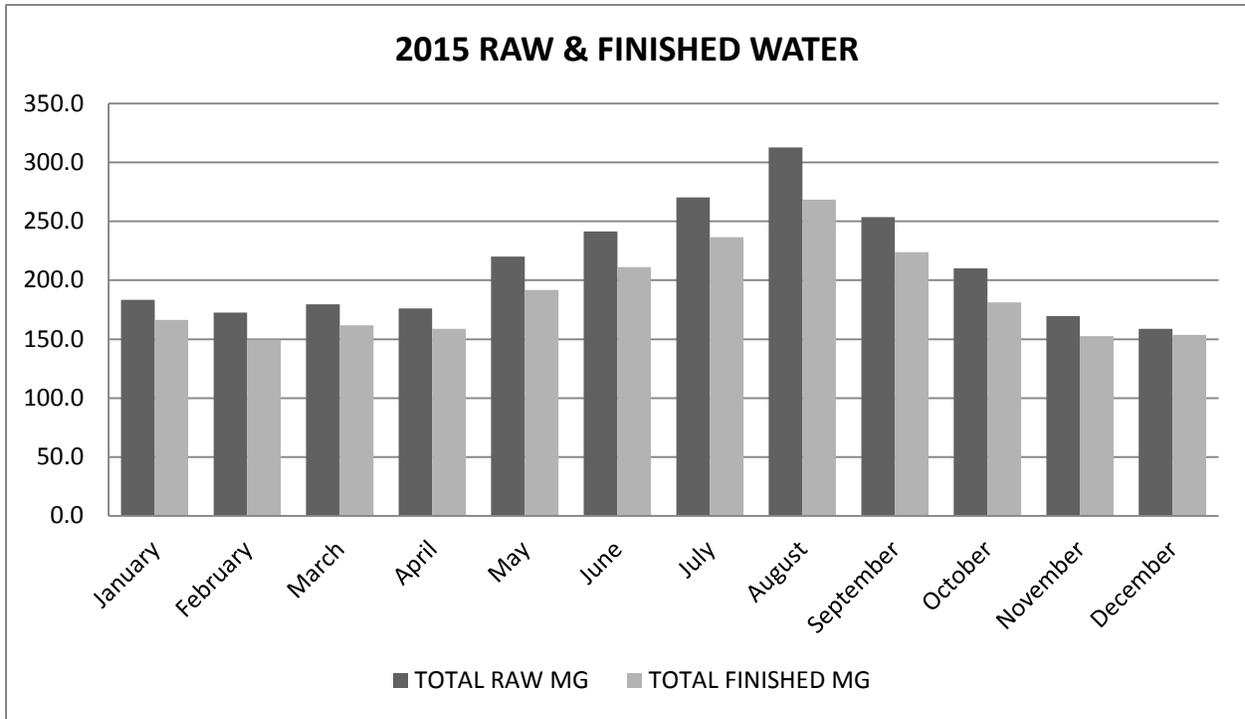
Over 2.26 billion gallons of water was treated in 2015 for a daily average of 6.18 million gallons per day. Over the last 16 years we have averaged 8 million gallons a day.



**Mishawaka Utilities Water Division  
Total Water Quality Laboratory Tests 2015**

Test / Month	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
<b>Conductivity</b>	132	120	154	132	126	154	138	126	154	154	126	138	<b>1,654</b>
<b>Manganese</b>	132	120	154	132	126	154	138	126	154	154	126	138	<b>1,654</b>
<b>Iron</b>	132	120	154	132	126	154	138	126	154	154	126	138	<b>1,654</b>
<b>Hardness-Calcium</b>	132	120	154	132	126	154	138	126	154	154	126	138	<b>1,654</b>
<b>Alkalinity</b>	132	120	154	132	126	154	138	126	154	154	126	138	<b>1,654</b>
<b>Total Hardness</b>	132	120	154	132	126	154	138	126	154	154	126	138	<b>1,654</b>
<b>Fluoride</b>	124	112	146	120	124	142	124	124	142	146	120	124	<b>1,548</b>
<b>Phosphate</b>	88	80	88	88	80	88	92	84	88	88	84	92	<b>1,040</b>
<b>Free Chlorine</b>	174	170	178	170	174	170	177	174	174	182	175	176	<b>2,094</b>
<b>Total Chlorine</b>	174	170	178	170	174	170	177	174	174	182	175	176	<b>2,094</b>
<b>pH</b>	132	120	154	132	126	154	138	126	154	154	126	138	<b>1,654</b>
<b>Temperature</b>	132	120	154	132	126	154	138	126	154	154	126	138	<b>1,654</b>
<b>Routine Bacti</b>	50	50	50	50	50	50	50	50	50	50	50	50	<b>600</b>
<b>Other Bacti</b>	0	0	4	0	0	0	3	0	4	8	5	2	<b>26</b>
<b>Raw Bacti</b>	0	0	22	0	0	22	0	0	22	22	0	0	<b>88</b>
<b>TSS</b>	2	2	2	2	2	2	2	2	2	2	2	2	<b>24</b>
<b>Lead &amp; Copper</b>	0	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>VOC</b>	0	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>SOC</b>	0	0	0	39	0	0	0	39	0	0	0	0	<b>78</b>
<b>IOC</b>	0	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>Radionuclides</b>	0	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>Nitrate</b>	0	0	0	3	0	0	0	0	0	0	0	0	<b>3</b>
<b>TTHM/HAA5</b>	0	24	0	0	24	0	0	24	0	0	24	0	<b>96</b>
<b>Monthly Totals</b>	<b>1,668</b>	<b>1,568</b>	<b>1,900</b>	<b>1,698</b>	<b>1,636</b>	<b>1,876</b>	<b>1,729</b>	<b>1,679</b>	<b>1,888</b>	<b>1,912</b>	<b>1,643</b>	<b>1,726</b>	<b>20,923</b>
<b>Total Tests completed for 2015 - 20,923</b>													





### Well Head Protection

The protection of our aquifer is the responsibility of our Well Head Protection Coordinator. In 2015, Janice Winn identified and confirmed potential sources of contamination. These activities include locating and abandoning wells, septic tanks, and catch basins. Commercial and industrial activities that have the potential to contaminate the ground water must also be identified. Jan was instrumental in compiling the information for our 2015 Needs Assessment update. She also coordinates the compilation of our Consumer Confidence Report, and keeps track of new and emerging water security measures that can help us protect our aquifer and gain insight on what is happening throughout the water industry.



*Well Cleaning Virgil Street*

### Maintenance

Our Maintenance Staff under the oversight of Chief Mechanic Patrick Deka helps keep our treatment plants and well fields running smoothly and efficiently. With 3 treatment plants, 22 wells, 4 elevated tanks, 2 in-ground storage reservoirs, 6 booster stations, and a new pressure monitoring station along with our operations center and numerous sample stations, this small but dedicated group is responsible for over 30 buildings.

Some of the projects completed this past year included putting a new pump in the Schmucker booster station, a new roof on the East Tank booster station, cleaning and rehabilitation of 2 wells, and continuing our multi-year project of painting and mortar work at our Jefferson Street operations center.

This past year a major undertaking at our Virgil plant was the rehabilitation of our control valves. A serious corrosion problem was fixed and all valves have been repaired or replaced. We also did a compressive study of our SCADA system that controls the Distribution system. Our SCADA and Electrical Technicians Kent Osborn and Dave Smith, with the help a consulting engineer, looked to see where we can upgrade and make improvements.

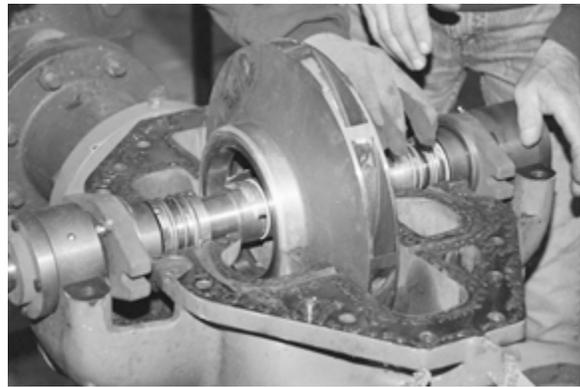


*Valve Maintenance at Virgil Treatment Plant*

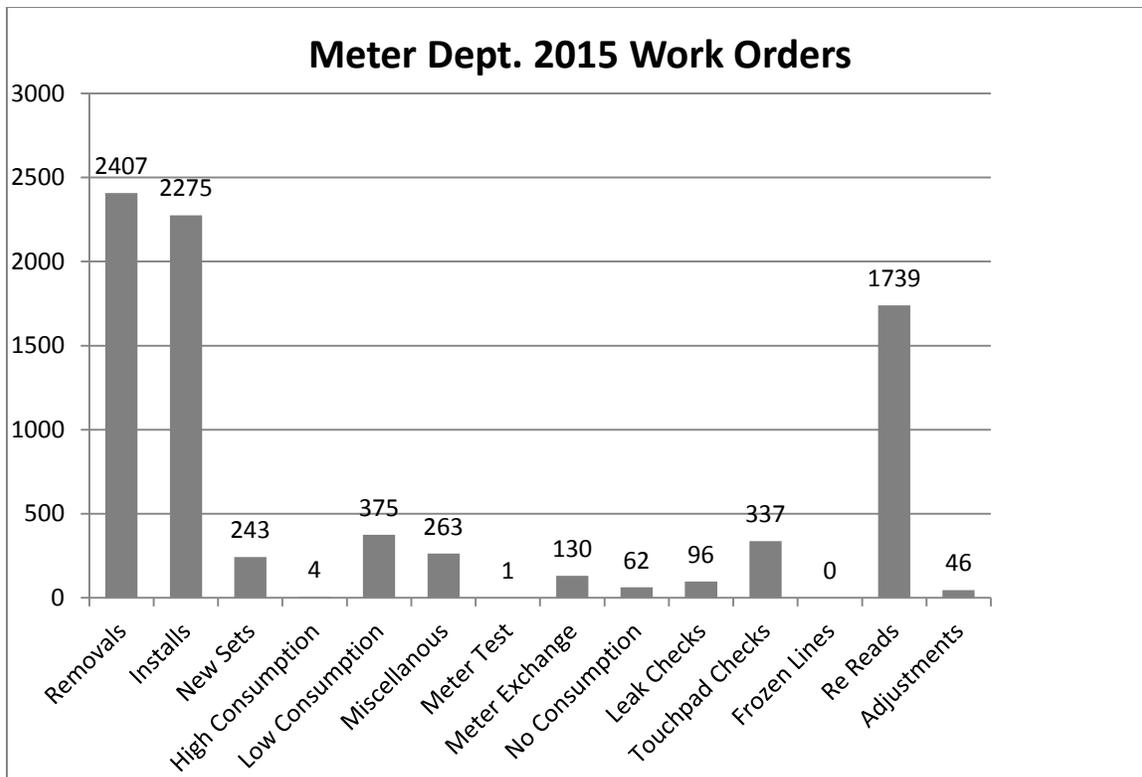
### **Meter & Backflow**

The Water Metering / Backflow / Cross Connection Group works to install, remove and test our water meters. Frank Unruh leads this group that has the task of taking care of all scheduled meter and backflow work, and also takes care of emergency shut-offs for leaks, low pressure calls, and many other customer questions that may present themselves during the day. This group managed 7,978 work orders in 2015. That's an average of 22 per day.

In addition to those work orders we also tested 3,704 backflow devices. 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.



*New Pump Schmucker Booster Station*



## Distribution

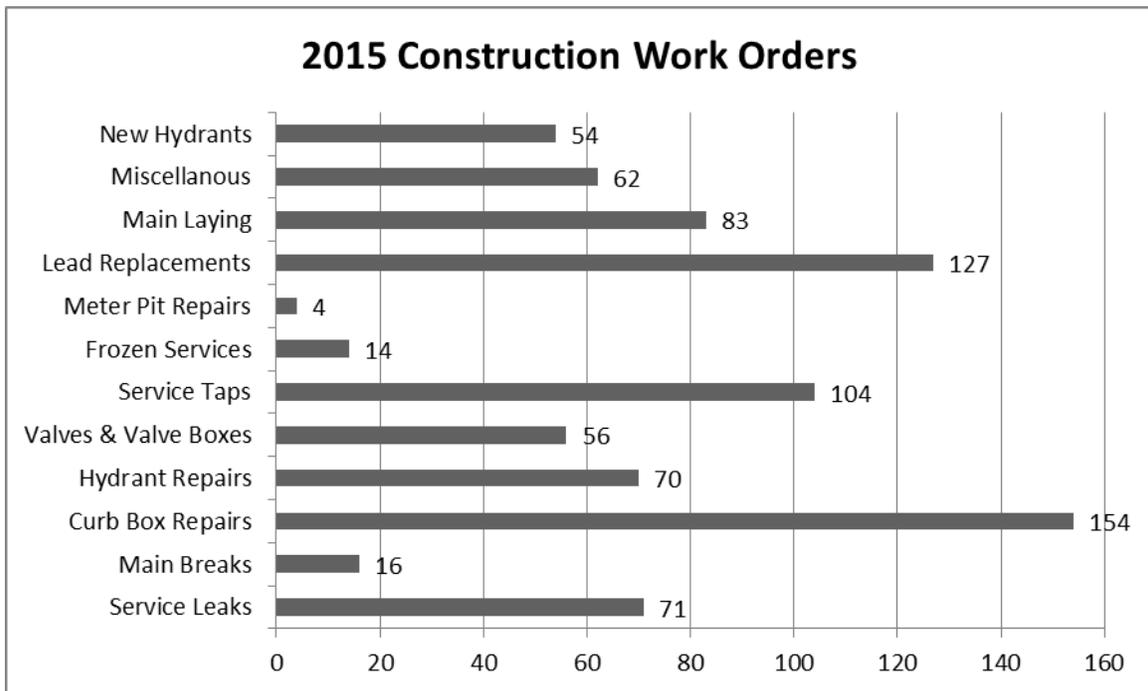
The Water Distribution System Maintenance and Construction group is led by Fabian Chavez. Although not as severe as 2014, the winter of 2015 started off with 2 major water main breaks on the same day on opposite sides of town with temperatures well below zero. Our crews worked around the clock in these adverse conditions to fix the problem. After winter subsided our crews installed new water main at Bell Tower Health and Rehab, Gumwood Outlet Center, Grandview apartments, and replaced an aging 2-inch water main on O'Connor Street with a 6-inch line that added fire protection to this street.

Our crews are also responsible for assisting contractors on other projects associated with our water main. On these jobs we may replace old valves, lead services, hydrants, and relocate water main, along with inspecting and testing any water main installed by a contractor. In 2015, the Water Division added 17,665 feet of water main to our distribution system, over 3 miles, bringing our total distribution system to 314 miles. The water main installed on Brick and Fir Road was 7,540 feet alone. This loop provides redundancy and increased fire protection as water is now fed from two directions. Fifty-four new fire hydrants were installed this year bringing the total to almost 3000 in the City. The construction crew is also responsible for flushing and maintenance on all of our public hydrants.



*Insertion Valve Cedar and 4th Street*

During the year we also replaced a 103-year-old valve using a relatively new installation method. Advanced Valve Technology put a new valve in-line on an active 20-inch water main without having to shut down any other valves and avoiding a system shut-down. With our Engineering Department's assistance, and in conjunction with their sewer and road project on Cedar Street, they helped us introduce this technology. Keeping track of these projects, inventory, and purchasing, is a daunting task. Keith Cooper does an exceptional job organizing our operations and making sure our crews have the equipment and supplies they need.



*Grandview*



*Hydrants for Grandview Apartments*

## CONSTRUCTION PROJECTS

Installed by MU Water	Assisted by MU Water
<ul style="list-style-type: none"> <li>• Bell Tower Assisted Living</li> <li>• Gumwood Outlet</li> <li>• Grandview Apartments</li> <li>• O'Connor Street Water Main Replacement</li> </ul>	<ul style="list-style-type: none"> <li>• Brick and Fir Road Water Main Installation</li> <li>• Pine St./Ell St. Water Main Installation</li> <li>• Trinity Water Main Relocation</li> <li>• Elizabeth Street</li> </ul>

## LEAD REPLACEMENTS

<ul style="list-style-type: none"> <li>• E. Mishawaka Avenue- 61 Lead Replacements</li> <li>• W. Mishawaka Avenue -10 Lead Replacements</li> <li>• W. Grove Street -19 Lead Replacements</li> </ul>
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*Fixing Water Main Break on LWE*



*New Pressure Monitoring Station Brick Road*

Service to the community and the world is very important to our employees. The Mishawaka Utilities Water for People program raises money to help fund clean drinking water and adequate sanitation for people throughout the world. This past year with the proceeds from our 16th annual pie sale Mishawaka employees presented a check for \$1,000.00 to the National Water for People organization.

There are almost 170,000 public drinking water systems in the United States, and maintaining and extending the life expectancy of this infrastructure is a top priority. The American Society of Civil Engineers estimates that it will take nearly one trillion dollars in capital investment over the next 20 years to keep America's drinking water infrastructure up to date.

We are working diligently in Mishawaka to maintain and replace our infrastructure to keep our system strong for years to come. We look forward to 2016 as The Mishawaka Utilities Water Division continues to strive for excellence in providing World Class Service to our customers and to forge a plan that will bring a new wellfield to Mishawaka in the not so distant future.



*Seasonal help Painting Fire Hydrants*



*Making 6" tap at Battell Center*



# Mishawaka Heritage Anthem

Joe Higginbotham, OFS

D G A Em A D G Bm Em D/A A

1. How we love you Mish - a - wa - ka, Prin - cess Cit - y, strong and true.  
 2. How we love you, our fair cit - y, Pil - grims found a home in you.  
 3. Im - mi-grants from man - y na - tions Came to work and make a home.  
 4. Fer - tile soil gives life and feeds us, Riv - er flow - ing to the sea.  
 5. Cit - i - zens of Mish - a - wa - ka, Raise your voice in song to - day.

D Em A Em Bm G A A/G

You, our home, our light, our guide, by Work and sac - ri - fice you grew.  
 Cel - e - brat - ing their tra - di - tions, Still we seek the good and new.  
 Bet - ter fu - ture for their chil - dren, Peace - ful land for them to roam.  
 Fruit - ful trees and gar - dens ten - der, Show God's gen - er - os - i - ty.  
 Join us as we work and la - bor, Share our lives and dai - ly pray.

D/F# A/E G D G D G/D D E A Bm E A

Neigh - bor reach - ing out to neigh - bor, Strong in work, and joy in rest.  
 We re - mem - ber our great his - t'ry; On its shoul - ders we now stand.  
 Fac - tor - ies and farms and schools brought Some - thing good for all who came.  
 Thanks to those who strive to keep us Safe from harm and fire and sword.  
 Come and join the cel - e - bra - tion! Raise your voice in har - mo - ny!

D A/E Bm F#m G D A Bm G Bm A/C# A<sup>(sus4)</sup>/E D/A A D

We have built a firm foun - da - tion. We give thanks for we are blest.  
 We cre - ate as we re - mem - ber, Du - ty, hon - or built this land.  
 Mish - a - wa - ka ev - er grow - ing May its val - ues stay the same.  
 For the safe - ty of our cit - y We give thanks to our great Lord.  
 Thank - ing God for our fair cit - y, No - ble, friend - ly and debt free.