

2019

STATE OF THE CITY



DAVID A. WOOD
MAYOR

MARCH 25, 2019

*City of Mishawaka, Indiana
Administrative Officials
For the Year Ending
December 31, 2018*

*David A. Wood
Mayor*



*Geoffrey D. Spiess
Corporation Counsel*

*Deborah S. Block
City Clerk*

*Rebecca S. Miller
City Controller*

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

*Mike Bellovich (2nd District)
Stacy Petko Reisdorf (3rd District)
Kate Voelker (4th District)
S. Michael Compton (5th District)*

*Ron Banicki (6th District)
Gregg Hixenbaugh (At-Large)
Matt Mammolenti (At-Large)
Bryan Tanner (At-Large)*

City of Mishawaka

State of the City Address

March 25, 2019

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City of Mishawaka
2019 State of the City Address

“Building a Better Community”

Mayor David A. Wood

Introduction

This is the time every year when we pause, look back over the previous year and take measure of the progress we have made and the issues we continue to face. Like most years, currently we are just trying to keep up with both the positive development and routine activities of City government. Like everything good that happens in the Princess City, the State of the City wouldn't happen without a team effort. Once again, I would like to thank Karl Kopec, Tim Brill, Brent Chupp, Ken Prince and our department managers for their help in compiling all this valuable information.

As Mayor, I get to share with you the best of Mishawaka, what is working well and what we need to work on. I will also share with you some of our future plans and opportunities. I continue to believe that we are at a great moment in time in the history of Mishawaka! We have challenges to be sure, but we will continue to meet those challenges head on to continue to ensure that we thrive as a city.

So, what is the current state of our City? **Mishawaka continues to be fundamentally STRONG, GROWING, FINANCIALLY STABLE, and SAFE.** We continue to strive to be the most livable city in Northern Indiana. We are focused on growing Mishawaka in an orderly fashion and having each and every resident and neighborhood sharing in our prosperity and growth. I am pleased to report that for another year Mishawaka continues to build a community that our future generations can be proud of; one that is not only an attractive place in which to live, work, raise a family, and retire; but also to visit, shop, seek healthcare, and do business in.

From a City perspective, 2018 was not just another productive year for building and construction, it was our best year since the start of the great recession in 2008, exceeding the record growth we had in 2017, and was one of our best years ever. We had more development announcements and construction activity from local, regional, national, and international companies looking to build or expand in Mishawaka. The City continues to have a steady growth in population with new housing options. Our neighborhoods continue to remain safe and stable.

Every year I choose a theme for the State of the City, the theme I have chosen for this year is **“Building a Better Community”**. In this case, I was inspired by the Habitat for Humanity Carter Work build that occurred in 2018. Being Mayor has its challenges, like any job. That being said, all of your challenges seem to fade when you are able to be part of something truly special. As I am sure that all who had the chance to participate feel, the 2018 Habitat for Humanity Carter Work Project was the epitome of that type of special event. In August of 2018, the City of Mishawaka was blessed with hosting the Habitat for Humanity Jimmy & Rosalyn Carter Work Project at the Fields at Highland subdivision near the corner of Byrkit and Jefferson in Mishawaka. President and Mrs. Carter, along with Garth Brooks, Trisha Yearwood, and David Letterman worked tirelessly beside volunteers from all over the world to build 23 homes in one week. Mishawaka

was in the forefront bringing attention to the issue of affordable housing and in the process, help to build a better community right here in the Princess City!



President Jimmy Carter



First Lady Rosalynn Carter

Carter Work Project - By the Numbers			
23	New homes in Mishawaka	6	New homes in South Bend
1	Major rehab in South Bend	11	Owner occupied repairs
40,856	Volunteer hours toward the CWP	1,127	Local volunteers
584	Out of town volunteers	15	International volunteers



Mayor Dave and Councilman Banicki



Trisha, Garth, and Jeff



Mishawaka Habitat Work Crew

Using this theme of “Building a Better Community”, as part of this year’s address I am going to provide examples of what our City Departments accomplished in 2018 to build a better Mishawaka.

Mayor’s Youth Advisory Council

To me, building a better Mishawaka community starts with our youth. One of my initiatives continues to be to educate our youth about our City and show them the value of their “hometown”. I want them to see what is available for their future in our City and hope that they will return after college and continue to make Mishawaka their home. The Mayor’s Youth Advisory Council is a way that my wife, Jaimi, and I give back to our City; by empowering the youth of Mishawaka to have a voice and to address issues and concerns that affect them directly, not only today, but for tomorrow as well.

In 2018, the Youth Advisory Council had a large number of interested students nominated by their peers, school counselors, teachers, community members and parents. This year 33 students were invited to be part of the Advisory Council; 13 from Mishawaka High School, 8 from Marian High School, and 12 from Penn High School. In 2018, the Mayor’s Youth Advisory Council had many opportunities to connect with City of Mishawaka Department Managers, local businesses and citizens of Mishawaka. The Youth Council’s Thanksgiving Food Drive raised over \$2,000 and they collected over 1,000 lbs. of food which enabled them to deliver 70 Thanksgiving dinners to

Mishawaka families in need, and to also make a sizable food donation to the Mishawaka Food Pantry.

Mishawaka Police Department

If we do not have law and order, there is no way to in fact build a better community. There is no service provided by local government more vital than public safety. I continue to be thankful for the outstanding work performed by the Mishawaka Police Department.

Crime rate has remained relatively constant

Although I would much rather be reporting a decrease in crime, I am content for this year to report that crime in the City has remained relatively constant. According to Uniform Crime Statistics reporting, we in had 3,455 crimes reported in 2018 compared to 3,402 reported in 2017. Although this is a slight increase, it is consistent with the continued growth of the City that added hundreds of new residential units and many businesses, and points to a stable crime rate for the City rather than one that is increasing. As part of these statistics, I am pleased to report that burglaries were down by almost 13% when compared to 2017. In 2018, the City of Mishawaka also showed a 25% decrease in robberies from 2017. Relative to the Mishawaka Police Department and their abilities, the detectives who were assigned robbery cases solved 45% of these cases! In comparison, the national average for robbery clearance rates is only 25 to 30 percent.

Uniform Crime Report Statistics (2017 vs. 2018)			
Offense	2017	2018	Change
Homicide	3	5	+2
Rape	8	16	+8
Robbery	54	48	-6
Assault	809	829	+20
Burglary	285	248	-37
Larceny-Theft	2,034	2,032	-2
Auto Theft	204	252	+48
Arson	5	15	+10

With great sadness

In December 2018, the City of Mishawaka experienced an unfathomable and horrific crime. Officers investigated and discovered that Breana Rouhselang (17), who was pregnant, was murdered by her boyfriend behind her house. Her boyfriend, Aaron Trejo was charged and is awaiting trial in the St. Joseph County Jail. This tragedy has had a profound impact on the affected families, the first responders who handled the investigation, Mishawaka Schools, and the entire Mishawaka community. Strong communities unite in events like this, expressing sympathy and support. The outpouring of tears and love was overwhelming. Breanna had a police escort to the cemetery. Passing the fire station, our firemen were outside standing and saluting as the funeral procession passed. This is what community does when it is grieving.



Breana Rouhselang

Police in the Community

In reporting on crime rather than police activity as a whole, we can get too caught up in the negative. There is an incredible amount of community support given by the Mishawaka Police Department every year. The City's DARE program continues to be one of the best in the State of Indiana. Our officers specifically work to engage and be an active part of the community. In 2018 the Police Department participated in events including Coffee with a Cop, Chill with a Cop, National Night Out, Trunk or Treat, and our annual Christmas Tree Lighting.



Officers Bo Ennis and Don Siders

In addition, each year I try to highlight a special story that illustrates this community support. On November 14, 2018, a woman in labor, her boyfriend and mother, pulled into the parking lot of the police department after business hours. The mother ran into the lobby where she informed dispatch that her daughter was in labor outside. Officers Bo Ennis and Don Siders were first on scene. Six minutes later, with the help of the officers, the "mother to be" delivered a healthy baby. Both officers acted without hesitation in a professional manner to assist. They not only helped save a life, but they helped bring one into the world. Days later, both officers met with the mother and her baby to check on them and to meet the rest of family. Building a better community includes having the trust and confidence in your local police department and having a department that is worthy of that trust.

Women's Self-Defense Classes

Providing community policing is also being proactive. In 2018, the City began offering self-defense classes for women at the Battell Community Center. Self-defense includes awareness, assertiveness, verbal confrontation skills, safety strategies, and physical techniques that enable someone to successfully escape, resist, and survive violent attacks. Multiple classes were held in 2018 and were instructed by Division Chief Jason Stefaniak, Sgt. Rich Freeman, Sgt. Brian Long and Pfc. Dave Ruiz. The classes proved to be very popular and filled up quickly. I am pleased to report that these classes will continue throughout 2019.

Moving forward

As we move forward, I am confident in the abilities of the Mishawaka Police Department. The reason we have consistently low and stable crime rates is that 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. Mishawaka's low crime rate is even more impressive when considering our City's continued expansion and the constant influx of daily visitors to the largest retail shopping area in the region.

Mishawaka Fire Department

The Mishawaka Fire Department (MFD) had another record setting year as the Department responded to 8,009 calls for service. This is 577 more calls than were received in 2017 and the highest year to year increase of the last 5 years. In comparison, the Department responded to 7,432 calls for service in 2017 and 7,201 in 2016. Calls have increased by 26% since 2014.

Fire Department Calls for Service		
Year	Calls	Yearly Change
2018	8,009	+577
2017	7,432	+231
2016	7,201	+486
2015	6,715	+362
2014	6,353	-72
2013	6,425	---

The greatest number of calls for service continued to be for emergency medical services (EMS). Our ambulances and fire trucks responded to 5,908 calls that required EMS response in 2018. In comparison, the MFD had only 158 calls that involved a commercial, residential, apartment or other type of fire. The remaining 2,033 calls included any requests by the public involving investigations, gas leaks, citizen assists, and a variety of other types of responses. As a result of the increase in calls, collections were also up slightly for ambulance billing making 2018 the largest revenue year for the department. We collected \$1,571,528 in fees for services provided.

Fire prevention

The Mishawaka Fire Prevention Bureau is responsible for inspecting buildings, new and existing, to ensure the safe occupancy of the people who work in and visit them. In 2018, the Fire Prevention Bureau performed 2,128 fire inspections of buildings in the City. Fire Investigators from the Bureau were called out 53 times to investigate commercial, residential, apartment and vehicle fires in 2018.

New fire equipment

The City took delivery of two new vehicles in 2018. A new Silverado pick-up was purchased for our Fire Marshal Division and a Mule was purchased that carries a cot and other medical equipment for community special events. We also replaced our Water Rescue Response vehicle, Unit 118, which pulls Boat 2 out of Station 4. The City also ordered a new 100ft Sutphen Ladder truck at a cost of \$960,000 that is slated for delivery by early May in 2019. We currently have plans to re-chassis a medium-duty ambulance in 2019.

As dollars get tighter and tighter, we continue to improve the efficiency of the preventative maintenance program for our fleet. Every attempt is made to maximize the longevity of our vehicles and utilize both the resources of the City's Motor Pool as well as contracting out some of the more specialized fire apparatus maintenance.

Part of the community

On the theme of building a better community, the Fire Department does much more than fight fires and serve as our first responders. The Mishawaka Fire Department also has 6 firefighters trained as car seat technicians. Once a year the City hosts a car seat event along with Memorial Hospital's children hospital at Martin's on Bittersweet Road. In 2018, the City held a second event at Fire Station #4. During these events seats are checked for proper installation, as well as proper fit for the child's height and weight. As part of this program, numerous seats have also been given to children who needed them.

Part of building a better community is being actively involved in it. In this regard, the Fire Department also performs, at no extra cost to the citizens, many hours of public service and education. Some of the many examples of additional public services provided are fire extinguisher training and demonstrations, Survive Alive, Little Red, MDA Fill the Boot, and on Veterans Day firefighters place flags on the grave sites of our military veterans. The members of the Mishawaka Fire Department performed over 25,970 person-hours of public service to its community in 2018.



Youth Firefighter Demonstration

For the 6th year, the fire department sold limited edition t-shirts that benefited Honor Flight of Northeast Indiana. This project was the creation of Driver/Operator Eric Hiatt, who is a veteran himself, and still heads up this amazing cause. The shirts were sold to the public and to firefighters to be worn on duty in the month of May. Honor Flight transports veterans of World War II, Korea and Vietnam to Washington DC and back at no charge to the veteran. While in D.C. the veterans get a chance to visit their memorials and connect with other veterans. The Mishawaka Fire Department has raised over \$10,000 to date, and many local veterans have benefited from the Honor Flight program.

In addition, the department works hard throughout the year sponsoring multiple local charities. Our firefighters take on cancer every year with their Breast Cancer, Guardians of the Ribbon, Awareness campaign. Our Needy Family Fund is spearheaded by Firefighter Nicola DeCicco and raised \$5,326 in 2018 to distribute to citizens in their time of need. Lastly, our firefighters through other functions, such as their annual golf outing, continue to fund and distribute two \$1000 scholarships for local students from the City.

Local hero

Being part of a community is sometimes found in those that go above and beyond. In 2018 Driver/Operator Mark Regina was awarded the Heroic Rescue Award for the State of Indiana by the Indiana Fire Chiefs Association. In April of 2018, Mark was off duty, smelled something burning and noticed a residence on fire. Firefighter Regina then discovered the home was occupied and helped a mother and her three children escape through a window. Because of firefighter Regina's quick thinking and actions there were no injuries from a circumstance that could have otherwise been tragic.



*Driver/Operator
Mark Regina*

City Finances

Building a better community requires that we have adequate funding and that the money is managed wisely. Working with the Common Council in 2018, Mishawaka passed another honestly balanced budget for 2019 that provides investment in public safety, streets, and parks, while including a modest 1.5% plus \$500 cost of living increase 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.

General Fund

Even with losing \$5.4 million to property tax caps in 2018, the General Fund's balance increased by \$3.4 million. Much of this increase is due to conservative budgeting and spending. Growing the General Fund balance, the equivalent of having cash in a checking account, continues to be a priority in 2019 and beyond, given the on-going uncertainties associated with the full implementation of the tax caps.

Use of the City of Mishawaka Bond Bank

Our local Bond Bank, which utilizes funds received from a past legal settlement, was used to finance a new records management system for the police department. In addition, a new fire truck and turn-out gear for the firefighters were ordered in 2018 for delivery in 2019. These large ticket items will be paid with loans from our own local Bond Bank. Borrowing from our local Bond Bank saves our taxpayers money with lower interest rates and lessens the burden on our cash reserves by spreading the payments over time. Interest paid goes back into the bond bank to grow the funds available for future City financing.

Property Tax Caps

Currently, property tax caps are at 1, 2, and 3% of net assessed value for residential, rental, and business owners respectively, with caps of 1 ½, 2 ½, and 3 ½% on any taxes tied to debt. Though the City of Mishawaka does not have general obligation debt, our citizens pay taxes on debt for the schools, townships, and libraries that are in their taxing districts.

State law stipulates in 2020 that ALL of St. Joseph County’s caps be reduced to 1, 2, and 3%. Good news for property owner’s wallets, but a burden to schools and municipalities who must find a replacement for this funding. H.B. Umbaugh & Associates has prepared a long-term analysis of future revenue and the effects of these new caps. These losses, called Circuit Breaker Credits, are \$5.4 million in 2018. This is up approximately \$500,000 from 2017. In comparison, there was a \$600,000 increase in this loss between 2016 and 2017. Over two years, this loss has increased an additional 1.1 million dollars despite the on-going growth of the City. As costs and debt grows for all taxing entities who are sharing out of the same capped percentage of revenue, and assessed valuation doesn’t keep pace, these losses will be ever increasing even without the pending fiscal cliff. The current financial model for funding local government in St. Joseph County continues to be in need of serious repair.

Fiscal Cliff

Based on our 2023 projections, the loss with the full implementation of the tax caps is estimated to be **approximately 10 million dollars**. Finding revenue and/or cutting millions and millions of dollars from our budget is truly a challenge. Shifting expenses to non-property tax funds and conservative budgeting are just a couple strategies we are employing to prepare to mitigate the losses. Another option that may need to be considered in the future is an income tax increase. While not desirable on many levels, the State, in adopting property tax caps and increasing the ability to provide additional income taxes, has purposefully directed a shift in the burden of taxes from property owners to wage earners. As we continue to update the forecasted numbers, we stay proactive instead of reactive in analyzing how best to increase revenue and reduce expenses to weather this fiscal cliff.

Assessed Valuation

As I reported in past years, in 2007 the assessed valuation of the City reached a peak of \$1.75 billion. Since then, following the Great Recession, the Princess City has weathered an overall lower assessed valuation. In fact, as of 2018 the City assessed valuation remains 24% lower than our peak in 2007 despite **over a billion dollars** in construction activity since that time.

Assessed Value History			
2015	2016	2017	2018
\$1,372,100,311	\$1,341,719,802	\$1,391,035,674	\$1,409,003,003
+5.28%	-2.21%	+3.68%	+1.30%

The City continues to work with the Penn Township Assessor and enFocus to analyze and make recommendations on realistic updates to processes that we believe will help provide more accurate, fair, and consistent valuations. I am pleased to report that the assessed valuation increased again in 2018 but only from \$1,391 billion to \$1,409 billion. This small 18-million-dollar rise is concerning since there is both significant construction activity and a robust housing market where home market values are significantly higher than what they had been even a few years ago.

Dark Stores

One of our issues is that Dark Store legislation has allowed large box stores to appeal their assessed value based on like stores that are empty (dark). Particularly in Mishawaka where we continue to be a retail hub with some of the highest property values in the County, we believe the system is not fair, essentially allowing large retailers to not pay taxes based on the actual property value which is what everyone else has to pay. County and township assessor offices have neither the staff nor budgets to fight the high-profile law firms reaching out to the corporate stores. Together, Mishawaka, along with South Bend and the County, continue to meet to discuss appeals and strategies to combat this growing trend. The state legislature also continues to try to address this situation through legislation but to date has not been able to pass anything that provides a “fix”.

Excellence in Financial Reporting

Expected this quarter is our 32nd consecutive Certificate of Achievement for Excellence in Financial Reporting (CAFR) for the 2017 fiscal year. Alas, all good things must come to an end. While we will no longer be preparing a CAFR for submission that qualifies us for this achievement, we will still be preparing a report based on Generally Accepted Accounting Principles (GAAP) that will satisfy all requirements for a city our size for the State Board of Accounts and our bondholders. This decision was made after careful consideration due to the cost and time needed to produce this voluntary report. This 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.” Although the award will not continue, the excellence in financial accounting will. This wouldn’t be possible without the ongoing efforts of our Controller, Rebecca Miller and her staff!

City Clerk and Common Council – The Legislative Business of the City

Building a better community involves all aspects of City government. Beyond their legislative duties, the City Clerk and Common Council are vitally important to the business of the City and routinely are the point of contact with our citizens, serving as both advocates and sources of knowledge.

Legislative business

During 2017 the City Clerk Block’s Office and Mishawaka Common Council handled the legislative business of the City which included 28 resolutions, 40 ordinances, 3 annexations, 1 alley vacation, and 5 resolutions honoring schools or individuals.

Public Access

Building a better community includes reaching out to our citizens in many different ways. In Mishawaka we make every effort to keep our citizens informed. Since 2015 Clerk Block has worked with Nicholas Ramirez, Jr. the Coordinator for Michiana Access TV to have Council meetings recorded and shown on the WNIT Public Access Channel at 9:00AM the Wednesday following the meetings.

Government is here to serve

As I have said on many occasions, but bears repeating here, I believe that one of the reasons that Mishawaka stands apart from most other communities (or other levels of government for that matter) is the quality of our elected officials. Mishawaka elected officials place the best interests of the City above their own interests or party politics. I think this cooperation is a direct reflection of the community we represent and the wisdom of the voters that put us in office. I would like to thank the Common Council and Clerk Block for their continued dedicated service to the City.



*Mayor Dave Wood, City Clerk Debbie Block
and the Mishawaka Common Council*

Council Changes

2018 was an eventful year with changes in Council Membership. Councilman at large Joe Canarecci, after three years of service, decided to run for St. Joseph County Council. Joe won the election and we wish him well in serving Mishawaka and greater St. Joseph County in this new capacity!

Following the fall 2018 election, State Representative Joe Taylor decided to take a new position of employment that required him to give up his elected position. Our own third district City Councilman, Ross Deal was appointed to replace him. Ross took his oath of office in December of 2018 and has already made meaningful contributions representing the greater Mishawaka community in Indianapolis!

Joe was replaced by former Mishawaka Councilman Gregg Hixenbaugh. Ross was replaced by first time Councilwoman Stacy Petko-Reisdorf. We look forward to working with Gregg, Stacy, and all of the Council to continue to improve our Mishawaka community!

Central Services

One of the ways to assess the health of a community is to review how it cares for streets and other public property. When I am traveling throughout the state, I always make a point to review the condition and appearance of other cities. Like all cities, Mishawaka is limited by a very fixed amount of resources, and unlike the new edge cities around Indianapolis, our City infrastructure dates back to 1833. In my travels I always believe that Mishawaka compares favorably to every other city that I visit. This is due to the dedicated employees of our Central Services Department.

It is the responsibility of the Central Services Department to maintain all green areas of city-owned properties, consisting of nearly 700 acres. They also maintain 330 lane miles of roadway. During the winter months, in addition to the streets, they remove nearly 19 miles of snow on all city-owned sidewalks. These areas include the Riverwalk, all City owned lots, utility business office, City Hall, sidewalks on all bridges and all other walkways adjacent to city-owned property. It is also the responsibility of the Central Services Facilities Maintenance Department to service and maintain over 300,000 square feet of city-owned buildings.

Doing more year after year

During the 2018 season, Central Services removed 20,387 cubic yards of leaves from residential homes. This is significantly more than the 12,088 cubic yards of leaves picked up in 2017. The Mishawaka Traffic Department completed 1,139 tasks in 2018. This is 244 more tasks than were completed in 2017. These tasks consisted of sign repairs, new installations, inspections, field data collection and manufacturing of signs.

Fleet Maintenance

Building a better community requires a fleet of vehicles and equipment that needs to be maintained. The Fleet Maintenance Division is responsible for the maintenance, repairs and fueling of all City of Mishawaka and Mishawaka Utilities vehicles. These services range from oil changes to engine rebuilds. In 2018, Fleet Maintenance recorded 1,333 repairs. Mishawaka also used 184,036 gallons of unleaded gas and 92,334 gallons of diesel fuel at total cost of \$546,943 in 2018.

Building Projects

In addition to their normal duties, we also ask Central Services to perform some smaller construction projects to help our tax dollars go even further.

Some accomplishments performed by Central Services in 2018:

- Installation of the playground equipment at Mary Gibbard Park
- Installation of Fitness Court at Central Park
- Water wheel at Battell Park Rock Garden



Central Services Building Projects

Household hazardous waste collection site stays in Mishawaka

In late 2017, the City of Mishawaka was notified by the St. Joseph County Solid Waste District that, after 20 plus years of operation in Mishawaka, they would be relocating to South Bend, thus shutting down their collection site located at 1105 E. Fifth Street in Mishawaka. This was a shock and a disappointment. We then proceeded to set up negotiations to keep a satellite site open in Mishawaka. After several months of meetings with The St. Joseph County Solid Waste District Board, an agreement was reached to reopen the Mishawaka site on a seasonal basis. Mishawaka is required to provide the employees and training to manage the site and keep it in operation, while the County pays for the disposal of the materials. On June 26, 2018, the site was reopened and became a huge success servicing over 5,000 customers from June to December. Based on the costs paid by Mishawaka to operate the facility, the City was excluded from a Recycling Tax that was imposed on County and South Bend residents.

Building and New Construction

The bottom line is that to build a better community, you need to have construction. Construction needs to be not just in the form of new buildings and uses, but to be truly successful, we also need to have continued reinvestment in older areas and buildings. I am pleased to report that Mishawaka continues to have this combination of investment and remains in its entirety a thriving community. What is remarkable, in 2018 construction activity in Mishawaka continued to grow when compared to our previous two great years.

In 2018 the City issued building permits with a **total estimated construction cost of \$158 million** - an impressive 16% increase over the total estimated construction cost of 2017 which was \$136.4 million.

Booming Construction!

Since 2013 the City has now had five straight years of double-digit percentage growth from year-to-year. Every year since 2013 the City has had a minimum year-to-year growth in estimated new construction values of greater than 13% and \$13 million per year.

Year	Estimated Construction Value	Dollar Change	Percentage Change
2009	53.0 Million	-	-
2010	43.0 Million	-10.0 Million	-23.3%
2011	45.0 Million	+2.0 Million	+4.4%
2012	52.0 Million	+7.0 Million	+13.5%
2013	53.4 Million	+1.4 Million	+2.6%
2014	67.8 Million	+14.4 Million	+21.2%
2015	85.2 Million	+17.4 Million	+20.4%
2016	98.4 Million	+13.2 Million	+13.4%
2017	136.4 Million	+38.0 Million	+27.9%
2018	158.0 Million	+21.6 Million	+13.7%
Ten Year Total	792.2 Million		
Ten Year Average	79.2 Million	+10.5 million/year	+13.3%/year

Mishawaka continues to reap the benefits of our geographic location being centered in the South Bend-Elkhart region. The City has promoted our development with long-term strategic decision making such as the continued investments being made downtown, the extension of infrastructure to the Exit 83 interchange of the Indiana Toll Road, the creation of a medical hub with the relocation of the St. Joseph Regional Medical Center, the construction of the VA Clinic, and now the Beacon Health System expansion on Beacon Parkway. The long-term forecast for new construction remains promising! The recent announced loss of Bayer’s North American Logistics operations and Liberty Mutual’s call center downsizing, although painful for our community, represent only speed bumps relative to our continued growth and prosperity. Clearly, although there are corporate, national, and world economic influences that the City cannot control, development interest is still high and we have a very positive outlook for 2019 and beyond.

New commercial building activity increased again!

In 2018, commercial permits were issued with an estimated construction cost of 110.5 million dollars, a significant \$13.6 million increase over the \$96.9 million issued in 2017. By the numbers, 15 new commercial building permits were pulled for new free-standing buildings in 2018. The single largest permit was once again for the new Mill at Ironworks Plaza project being constructed by Flaherty & Collins on the former Uniroyal properties with a \$24.4 million dollar estimated construction cost. Other large projects that pulled permits in 2018 included the Vibra Hospital on Edison Lakes Parkway with a \$20.4 million estimated construction cost and Beacon Health Systems Granger Hospital located off Beacon Parkway with an estimated \$16.8 million construction cost.

Single-Family Home Construction

Single family homes are a cornerstone of almost every Midwestern community. Mishawaka is no different. I am pleased to report that permits were issued for **56 new single-family homes in 2018.**

This is fewer than the 78 home permits that were issued in 2017, but still better than the 36 new homes constructed in the City in 2016. As indicated in previous reports, this is still significantly lower than the number of single family starts that occurred prior to 2007, but our continued modest growth is still significant.

Diversity of Housing

Our single-family growth combined with the explosive growth of apartments, provides for a healthy and diverse housing market in the City. In 2018, the Reserve, a project by Watermark of Indianapolis substantially finished 300 units of larger apartments with garages. The project is located at the southwest corner of Fir Road where it crosses the Indiana Toll Road. As previously mentioned in last year's address, the City also had two developers propose separate low income senior assisted living projects in 2017. One of those projects started construction in 2017 and was substantially completed and partially occupied at the end of 2018. Silver Birch of Mishawaka was constructed by Chicago based Vermilion Development just south of the southeast corner of Edison Road and Hickory Road. The second project from AHEPA, located directly east of Marian High School at the northeast corner of the intersection of Logan Street and Dragoon Trail closed on their financing at the end of 2018 and began construction on the site in the beginning of 2019.



The Villas on Fir

Another significant new urban development that continues to grow is the Grandview Planned Unit Development. Great Lakes Capital pulled permits for significant additions in 2018 including adding 100 new apartments and lower level commercial space to the existing apartment complex on the site that began construction in 2016. The commercial portion of the development located at the northwest corner of the intersection of State Road 23 and Gumwood Road is expected to follow in the coming years and represents a prime area for the continued development, enhancement, and growth of Mishawaka's consolidated northern retail and business area.

More medical facilities continue to be built in Mishawaka

Quality healthcare is a vital part of any community. In Mishawaka, we are served well by being the ideal service location for the greater region. As mentioned previously, Vibra Hospital and Beacon Health System’s Granger Hospital were two of the larger projects that were permitted in 2018.

Vibra Hospital is an acute long-term care facility that is intended to provide care that traditional hospitals are not designed for. If a patient is in need of continued hospital care, but no longer needs an intervening procedure, Vibra represents a next level of care between a traditional hospital and a nursing facility.



Beacon's Granger Hospital Construction

Beacon’s Granger Hospital being built on the north side of Mishawaka is a small hospital concept. The hospital has only 8-10 beds and is being built to handle the traditional emergency room visit, the vast majority of which do not require an overnight stay in the hospital. Although it is a fully equipped hospital, including operating facilities, it also has an ambulance on site to allow for the transfer of patients who require more specialized treatment available in larger hospitals. Both of these facilities will reduce the demand for rooms at the St. Joseph Regional Medical Center that at times have asked for elective surgeries to be postponed based on the number of available beds.



Center for Hospice Campus Expansion

Also, in 2018, the Center for Hospice Campus continued to grow in downtown by starting construction of an additional administrative building and hospice care facility that began construction in 2018. This is an additional 10-million-dollar investment in the campus. The Center for Hospice Care continues to provide care and services to the greater region while being an integral partner as part of the City’s vision for growing and diversifying the central part of the City.

Reinvestment

Remodels and continued investments in existing facilities were common in 2018. Meijer started major renovations at both their Grape Road and Bremen Highway locations. Big Lots decided to move from its location at Town and County Shopping Center to a portion of the former K-mart building located at Grape Road and McKinley Avenue. Drive and Shine made yet another addition to the car wash facility located at Douglas Road and Main Street. Lippert made a 2.5-million-dollar investment remodeling 4100 Edison Lakes Parkway.

Annexations

Building a better community includes growing. Mishawaka continues to grow in a steady and orderly fashion. There were three voluntary annexations, adding 140 acres in area to the City in 2018. This represents an increase of 0.22 square miles (1.2% in area). In comparison, the City grew by just 8.3 acres in 2017. The existing area within the City limits, according to our Geographic Information System, is now 18.23 square miles. 2018 annexations included property adjacent to Hose Assemblies at 1828 E. McKinley Avenue, Beacon Health System at 14710 State Road 23, and the City itself annexing the Juday Creek Golf Course for the future creation of a City wellfield.

Downtown Development

Building a better community for Mishawaka for the last 20 years has meant reinvesting in our downtown and taking advantage of our greatest natural resource, the St. Joseph River.

Regional Cities Initiative/Flaherty and Collins

The most visible change that occurred downtown in 2018 was the construction associated with the Mill at Ironworks Plaza project being built by Indianapolis based developer Flaherty and Collins. As identified in previous annual reports, in 2016, the Regional Development Authority awarded Flaherty and Collins just over 5 million dollars to assist in building a new 233-unit high amenity mixed-use apartment building on the site of the former Uniroyal Complex south of Beutter Park in downtown Mishawaka.

In 2017, the City issued a Tax Increment Financing Bond that funded the City's nine-million-dollar investment in the redevelopment initiative. The public infrastructure included in the project includes a public parking garage that will provide the public the ability to park for up to three hours for free. In addition, Ironworks Avenue will be extended with on-street angled parking, and Hill Street, north of Front Street, will be converted into a two-aisle parking area similar to Mill Street north of Front Street.

We are excited that after almost 20 years, four acres of the former Uniroyal complex is being made productive again and that it will be generating over a half-million dollars in local property taxes a year at the project's completion. The developer broke ground in late 2017 and the building which is roughly 450,000 square feet encompassing two city blocks was estimated to take approximately two years to complete. Foundations were placed in January of 2018. Over the course of 2018 we heard many disparaging comments regarding the "big ugly concrete box" being constructed as the internal parking garage took shape. By the end of 2018, the concrete parking garage was close to being fully enclosed by the surrounding wood frame construction. The concerns over the big ugly box have now gone away and there is genuine excitement about the evolution taking place. Currently, the building is over half complete and the developer hopes that the project will be occupied late this year.



The Mill at Ironworks Plaza- Pictures taken at the intersection of Front and Mill Streets looking northwest in the summer of 2018 and February of 2019 respectively.

More 2018 Downtown activity

In addition to the Mill at Ironworks Plaza, the City continued to see development interest and reinvestment in other parts of the downtown as well. George and Tammy Pesek, the owners of Corndance Tavern and Evil Czech Brewery purchased and renovated the former Carnegie Library. The space was transformed into the Jesus Latin Grill and Carnegie Event Center and has very quickly become a signature venue in our community.

In 2018, the City also continued a development agreement with the Barak Group concerning their interest to build a boutique hotel on the island property north of the City Police Station that used to house the former Uniroyal Power Plant and coal yard. We are hopeful that the project will move forward in 2019. Also, the principals involved in the Riverwalk Apartment project have met with the staff in 2018 and have indicated that they would still like to proceed with a project in late 2019. As reported in previous addresses, this project is located on a triangular shaped property south of Mishawaka Avenue, just west of where Sarah Street ends on the north side of the river. The principals have been studying the market and have been looking to modify the project to meet what they believe will be the most successful plan relative to changing market demands.

Mishawaka Riverwalk

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

In 2018, the City continued to implement future expansions of the Riverwalk. The City completed the multi-year extension of the Riverwalk through Merrifield Park that included multiple pavilions, restrooms, and bank stabilization.

In 2017, the City acquired the single-family home located at 209 north Cedar Street from the Center for Hospice Care, who in acquiring the property from the previous property owner offered higher than appraised value as an incentive for the owner to sell. The acquisition of this property

allowed the City to connect the Riverwalk to Cedar Street on the north side of the river. Previously, the Riverwalk connected to Madison Street because of the City's inability to acquire this home from the previous property owner. This walkway was substantially completed at the end of 2018.

Parks and Recreation

There is no more relevant associated pairing of phrases than "Building a better Community" and "providing for Parks and Recreation". The City of Mishawaka Parks Department plays a vital role in enhancing the quality of life for the Mishawaka community. The City continues to be committed to engaging through new events, programs, and activities. In the last year the Park Department created over seventeen new special events along with the expansion of our summer camps to provide opportunities for all ages and abilities. Some of the highlights from 2018 included:

Battell Community Center

The Battell Community Center was as busy as ever in 2018: packed with people, special events, youth and adult activities and evening/weekend rentals. Lil' Explorers Adventure Day Camp was the "perfect first camp experience" and proved to be a nurturing introductory program for preschoolers. The Fam-Fam Sale, 2nd Chance Prom, Macaroons with Mom, and the Winter Concert Series were also popular events. Youth Sports leagues have more than doubled in participants this year! The Youth Basketball Program had over 200 three through eight-year-old participants.

Halloween Spooktacular

The 3-day Halloween Spooktacular was a massive hit with the community, featuring a Haunted House, Kids Fun House, Trunk or Treat and the Battell Community Center Graveyard! With close to 6,000 people in attendance, lines wrapped around the building and out through the parking lot each night. The City proudly collected and donated 2,643 pounds of food to the Mishawaka Food Pantry. We are pleased to announce that this event will extend to two weekends in 2019, making this our first ever six-day event.

Merrifield Complex

With our Olympic sized pool and ice rink facility, Merrifield Park continues to be a cornerstone of parks and recreation in Mishawaka. In 2018, the aquatics season started with the 6th Annual Blazin' Buffalo Swim Invitation. Our Neon Glow Swim brought large numbers of families and kids to swim after dark with glow sticks and colorful lights around the pool. The summer season ended with a Dive-In Movie event. On December 8th, Merrifield Ice Rink opened to one of the largest crowds in history at our Winterfest event. Free ice-skating was offered to everyone at the event. Due to increased marketing efforts and mild weather, our December attendance was higher than the entire 2017/2018 season!



Merrifield Swimming and Skating

More activities

In 2018, one of our leading programs nearly doubled in participants from the previous year, with over 220 kids playing T-Ball. Youth Track and Field made its debut and was huge hit. We ended the year by offering eight successful outdoor youth sports leagues and three adult sports leagues. Thanks to an abundance of snowfall throughout the winter months in 2018, George Wilson Park saw record-breaking revenue for the snow tubing season. In spring and summer disc golf became the activity of choice.

Special events

Mishawaka is truly a special place with unique family friendly activities. Our Helicopter Easter Egg Drop drew nearly 4000 attendees. The Memorial Day Kids Dash was a huge success – 250 runners participated. Independence Day Celebration and Heritage Festival had hot temperatures in 2018 but we still had good attendance despite the heat. Our 80's Color Run saw close to 100 people participate and the "Flannel Formal" made its debut with nearly 300 people in attendance. The year ended on a high note with Winterfest where we brought a reindeer to the event for the first time!

Summer concert series

The Summer Concert Series was as popular as ever in 2018, featuring free family friendly music at Central Park, Battell Park Bandshell, Merrifield Park, and the Eberhart Golf Course Clubhouse Deck. This year we are excited to offer our Thursday evening concerts at the new Central Park stage.

Continued investment in Parks - Central Park Stage

Building a better community means that we are constantly reinvesting in our park system! In 2018, the City worked with Arkos Design and Lawson Fisher Associates to design and bid a new permanent stage for Central Park. The close to \$800,000 project is being built by Ziolkowski Construction. The stage is located at the south side of the looped walk surrounding the event lawn on the west side of the park. The roof of the structure and completion of the project will occur in the spring of 2019.



Construction of the stage as of the fall of 2018 and artist's rendering of the completed product

Community Greenhouse

In 2018, our Landscape Manager Jake Crawford organized and raised funds with the students of the Mishawaka High School Landscape & Gardening Club to fund the construction of a 1,200 square foot Educational Greenhouse through Patronicity. The Community Greenhouse, our second Patronicity project of the year, will act as a new meeting location for our program with the High School and allow the Parks Department to offer some new and unique educational programs to the community right across the street from the Battell Community Center. This new space will allow us to expand the scope of programs we offer we will also raise plants to use in our parks.



Community Greenhouse

Neighborhood Parks- Mary Gibbard Park

After awarding this project last spring, and then having multiple contractor delays, this project should finally be fully open in late spring of 2019. The City is currently working with the contractor to fix sub-standard concrete work. Once fully completed, the park will include an updated playground including areas for inclusive play, open play areas for youth sports and new walking paths. The renovations will also feature a new splash pad, a small BMX bike park, a pavilion, and a new restroom. The overall investment to accomplish these improvements was in excess of 1.5

million dollars. In 2019 we will continue to improve our neighborhood parks making additional investments at both Twin Branch and Hums Park.

Community Development

In Mishawaka, our Community Development staff's primary function is to administer grants from the U.S. Department of Housing and Urban Development (HUD). As a Community Development Block Grant (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 2018 we were granted \$483,097 to focus on those directives.

In 2018, a portion of CDBG funding was utilized for public infrastructure including curb, sidewalk, drive approaches, and ADA ramp replacement. New curb and sidewalk were provided on Willow Street and Elizabeth Street to make a better more accessible pedestrian route between the Fields of Highland subdivision (home of the Habitat for Humanity Carter Work Build) and Battell Elementary School.

CDBG funds were also used in 2018 to provide grants to the YWCA Domestic Violence Program, the REAL Services Adult Guardianship Program, the Boys and Girls Club, and the Mishawaka Food Pantry.

Summer of Service and Student Weekend

Building a better community means partnering with local volunteers to make a difference. In 2018, through the use of CDBG funds, materials were provided for both our Summer of Service and Student Weekend projects. In 2018, the City partnered with volunteers from Epic Church to perform scraping, painting, replacement of siding and light repairs to income eligible properties at 713 Berlin Ave. and 209 W. Colfax. Both properties were owned by elderly single women who were unable to perform this work themselves.

The Summer of Service Student Weekend encourages youth volunteers to connect with the community, beautify the city, and touch the lives of Mishawaka residents. From June 28, through July 1, 2018 the students worked on City beautification projects such as placing mulch and weed removal from flower beds at Rose Park, river bank clean-up, small tree and weed removal on the hillside across from Beutter Park, trash pick-up throughout several areas in the City, and cleaning football helmets in preparation for tackle football practices held in August at Merrifield Park.

Interurban Trolley: Yellow line relocation

Public transportation is a critical component of larger communities. Over a decade ago an interurban trolley was established to connect the public transportation systems of St. Joseph County (TRANSPO) and Elkhart County. The connection had been located at the Martin's Plaza on Bittersweet Road on the east side of Mishawaka. Abruptly, the owners of the center asked for this service point to be removed. In order to provide an interim solution, the City allowed this connection point to reside along Lincolnway East at Twin Branch Park. This was not an ideal location because of the traffic on Lincolnway and the lack of facilities which resulted in multiple complaints from both neighbors and people using the park. In 2018, with the strong encouragement of the City, this service connection/transfer point was moved to the existing transfer facility in

downtown Mishawaka. I am pleased to report that as a result of this change, ridership on this connection has actually increased.

Protecting Neighborhoods - Code Enforcement

Part of maintaining our community is staying on top of problem conditions and properties. Mishawaka has always been known for its clean and well-kept neighborhoods and neighborhood stability remains a top priority. It is well known that vacant or blighted structures can become a haven for criminal activity and other undesirable issues. Code Enforcement’s quick and remedial action taken on a daily basis for these types of problem conditions and properties helps prevent the deterioration of neighborhoods.

In 2018 we had an increased focus on alleys. This emphasis resulted in a 79 case increase in abandoned vehicles, and a cleaner City. Overall, our code officers investigated a total of 5,842 public nuisance cases in 2018 compared to 5,803 cases in 2017. It is important to note that code officers also had 10,211 follow-ups on these violations.

Top 100 Program

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 when the code officers scout their areas in search of the houses, garages, or commercial buildings that need the most attention. In the spring the code office will begin contacting the property owners in question and point out the issues to them. In 2018, Code was able to bring 65 of these structures into compliance within the calendar year. Code is now in the 13th year of the Top 100 Program and it continues to make a huge difference in our community.

2018 CODE VIOLATIONS	
Tall grass	1,749
Snow removal	1,168
Abandoned autos	372
Animal issues	40
Noise	20
General public nuisance	2,493

Public Infrastructure Projects

As a city, we have roads, sewer, water, storm water and a lot of other infrastructure. Building a better community means that we are constantly maintaining, improving, and adding on to that infrastructure. Our Engineering Department does a masterful job of organizing our design consultants and contractors to make sure that as we spend money wisely on capital improvements and that they are designed and built with the future in mind. In 2018 projects under construction were funded with Long Term Control, Tax Increment Financing, Cumulative Sewer, Redevelopment CDBG, Local Road and Street, Sewer Maintenance, and INDOT/Federal Highway Funds. Construction completed in 2018 totaled approximately \$16.8 million.

Douglas Road Widening East of Fir Road

One of the larger projects the City continues to work on is the widening of Douglas Road. Douglas Road is a critical east west roadway that connects Mishawaka’s northern shopping, medical, and business conglomerated area to the north side of Notre Dame and South Bend. The City’s recent annexation of the Penn Farm, the subsequent acquisition of the Juday Creek Golf Course, and

plans for the proposed Northeast Well Field, all prioritized the need for improvements to Douglas Road from the previous rural county two-lane configuration.

Due to the magnitude of utility coordination, a phased approach to the project was necessary. Phase I construction was complete in June 2018 and included utility extensions, stormwater management accommodating the sensitive nature of Juday Creek, and subgrade preparation with a total City investment of \$1.3 million. Phase II construction commenced in June 2018. Douglas Road improvements included a five-lane concrete street with two travel lanes in each direction, a center left turn lane, concrete curb and sidewalk, street lighting, and multiple buried utility corridor conduits. At the close of 2018, the Phase II improvements to Douglas Road were substantially complete with a City investment of \$3.7 million.



Douglas Widening at Fir Road

Veterans Parkway

When construction resumes in the spring of 2019, the focus will be on the construction of Veterans Parkway, which will provide access to the proposed Northeast Well Field and water treatment facility and will open up considerable acreage on the Penn Farm for private development. Veterans Parkway will include one lane in each direction and protected left turn lanes incorporated with landscaped islands, a bridge over Juday Creek, water main, stormwater management, street lighting, gravity sanitary sewer main, and associated forcemain for a future lift station. The estimated investment to complete the project is \$2.2 million. As the area develops, in the future the City will need to continue to make investments in public infrastructure, eventually extending Veteran’s Parkway to Cleveland Road and building a sanitary sewer lift station.

North Main Street Median Island Modification

North Main Street continues to serve as a vital corridor for access to the multitude of businesses in northern Mishawaka. In 2018, to facilitate safe ingress/egress for the existing southwest Main Street drive approaches and new multi-lot development at the southeast corner of Main Street and Edison Lakes Parkway, the center island on Main Street was modified to accommodate southbound left turns and a conflicting existing drive approach for Extended Stay hotel was relocated to the south. Main Street was milled, resurfaced, and new traffic pattern pavement markings from the Main Street’s Juday Creek Bridge, north to Edison Lakes Parkway were installed.

Fourth Street Improvements

As part of our continuing effort to reduce combined sewer overflow (CSO), Fourth Street from Laurel Street to Merrifield Avenue was fully reconstructed. In addition to the full depth pavement, storm sewer was installed allowing for the separation of the stormwater flows from the sanitary

sewer lines. All sanitary sewer laterals and water services were replaced within the public right of way. Laurel Street from Third Street to Fourth Street was also reconstructed and a sanitary sewer was constructed to separate the sanitary and storm flows. Both street sections also included new concrete curbs, gutters, and sidewalk. Work is expected to be complete in the spring 2019 with a total estimated City investment of \$1.1 million.

Donaldson Avenue Reconstruction

This project was pushed forward to help complete the remaining legacy of the Main Street underpass construction and the City’s desire to redevelop the resulting remnant land. The Logan Center and Mishawaka Building Trades each obtained parcels for development in this area that required sanitary sewer access. Taking advantage of the work that already needed to be performed, the City expanded the work into the neighborhood. Specifically, the work included the reconstruction of Donaldson Avenue from Main Street to Division Street including full depth pavement, all sanitary sewer laterals, and water service replacement. The project was completed in the fall of 2018 with a total City investment of \$500,000.

Community Crossings Grant

The State of Indiana conceived the Community Crossings Grant program in 2016 to help address maintenance issues with roadways throughout the State. In 2017, the City applied for the second year of Community Crossings Grants and received an award of a \$650,000 matching grant for 2018. These funds allowed the City to work on eighteen projects throughout the City.

Work included resurfacing, patching, milling, and road fabric installation depending on the location. Handicap ramps at the intersections were replaced to meet ADA standards for each block. Various concrete curbs were replaced, and curb inlets and manhole castings located within the pavement were also adjusted to grade where necessary. After paving was completed, new pavement markings were installed. These eighteen projects were completed in 2018 with a total construction cost of \$1.3 million.

Summer Street Paving Program

With the completion of the City’s pavement rating system, every year the Engineering Department and Street Department coordinate activity to address our streets that have the greatest need. In 2018, an additional 9,500 linear feet of street milling, sealing, and resurfacing was accomplished with a City investment of \$530,000. Major projects included:

Street Name	From	To
Broadway	235 feet west of Sarah Street	Cedar Street
Liberty Drive	McKinley Avenue	Jefferson Blvd
McKinley Avenue	Hickory Road /Logan Street	Entrance to Town and Country
Twelfth Street	Dodge Street	Campbell Avenue

Alley Paving Program

Having been in existence since 1833, Mishawaka has many traditional neighborhoods that are served by alleys, many were created as dirt and gravel paths before the automobile even existed.

In 2018, the City's Alley Paving Program surfaced 4,110 linear feet of alleys with a total investment of \$75,000. A field inspection of each alley is conducted to determine the feasibility of paving 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 apply dust palliative to 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. In 2018 eleven blocks of alleys were surfaced with this program.

12th Street Widening (Campbell Street to Downey Avenue)

One of the City's long anticipated projects is the widening of 12th Street. The project will widen Twelfth Street from its present two lanes to three lanes which includes a continuous center left turn lane. The street will be reconstructed along with curb and gutter, storm sewer, traffic signal, sidewalks, and street lighting. Although many utilities have been relocated, construction has been delayed until spring 2019 due to additional utility relocations being required. Due to these utility relocation delays, the project is now anticipated to be complete in early 2020. The projects construction is being funded in large part with federal highway funds and is administered through INDOT.

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 over 22 miles 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, trip hazards, or damages. In 2018 a total of \$264,000 was invested in neighborhoods on curb and sidewalk improvements as part of the program.

Cedar Street Central Motor Pool Clean-Up

In 2018, the City bid and demolished the above ground structures located at the former City Motor Pool site located at 500 North Cedar Street. A conglomeration of ten buildings previously occupied the site, some well beyond any useful life. The City demolition and removal was targeted at the buildings to remove any immediate liability. The City's desire is to eventually clean up the property to a residential standard to allow for the repurposing of the property. Unfortunately, there is significant additional cleanup required on this site because of underground rubble and heavy metal contaminants. To clean this property to a residential standard may cost as much as two million dollars. The high cost of this clean-up requires that the City not just to look at the immediate cost and benefit, but long term, we need to work through the Indiana Department of Environmental Management to see if the clean-up is even feasible relative to the intended repurposing. The City is working with our consultant DLZ of Indiana to develop a plan and estimate costs for cleanup.

Railroad Bridge Signage – Main Street and Church Street underpasses

Establishing a positive visual identity is important to any community, including Mishawaka. In 2018, Mishawaka completed railroad bridge signage projects as part of the overall City branding and wayfinding initiative. The Railroad Bridge Signage project at the Main Street Underpass commenced in May 2018. It included cleaning and painting the branding signs on the north and south facades of the Canadian National Railroad Bridge, as well as attachment of City Seal and Princess City Parkway wayfinding signs. The parapet walls were cleaned and stained to match the concrete walls on both sides of the bridge.



Railroad Bridge Signage

The Railroad Bridge Signage project at the Church Street Underpass commenced in June 2018. Since existing utility crossings were attached to the bridge, the signs were cantilevered 30 inches from the north and south faces of the Norfolk Southern Railroad Bridge. The project also included staining the concrete bridge facade to match the adjacent retaining walls. The interior abutment and center pier walls were stained darker to camouflage the ongoing impacts of the stormwater runoff from the aging steel railroad bridge.

Planning infrastructure takes time

Building a better community doesn't happen by accident. The City continues to constantly plan for future improvements. The following projects are currently under design or are currently being studied by the City:

Twelfth Street, Phase III (Dodge Avenue to Campbell Street)

Just as previous sections of Twelfth Street were selected to receive 80% federal funds matched by the City's 20% funds for construction and construction observation, our next phase between Dodge Avenue and Campbell Street was selected as a viable project in 2018 to receive these future funds. The design commenced in summer 2018 and the project will include a widened Twelfth Street from its present two lanes to three lanes to include a continuous center left turn lane, new storm sewer, concrete curb and gutters, and an 8-foot multi-use pathway. The federal process requires deliberate design, environmental study, and right of way acquisition milestones that will span until 2024/25 when the start of construction has been programmed. The total investment for construction at that time is estimated to be \$7.8 million.

Bremen Highway, Meijer Drive – Elmwood Road Reconfiguration

The City has partnered with the developer of a proposed self-lock storage facility west of Bremen Highway to allow the reconfiguration of the existing Elmwood Road to the Meijer Drive traffic signal. The developer committed to granting the required right of way and to share in the construction costs. Based on this commitment, in 2018 the City commenced with design of the reconfiguration that will include utility extensions, storm sewer, full depth pavement, concrete curb and gutter, and an upgraded traffic signal. Depending upon receiving favorable bids in the coming weeks, construction may begin as early as June 2019.

Bendix Pond / Beiger Street / Byrkit Street storm drainage study

In 2017 growth via private redevelopment was invested in this area through the facility and site improvements by Lippert Components and the facility investment of Siemens Health in both of Byrkit and Beiger campuses. The anticipated construction of Twelfth Street and the performance of Bendix Pond during the flooding in February 2018, facilitated the need to identify potential drainage improvements with the goal of coordinating with future improvements for both industrial partners. Survey and existing utility information was completed in 2018 with recommendations to be finalized in 2019.

Union Street, Dragoon Trail to Eighth Street study

This study was initiated as a planning exercise in 2017 due to the new Family Express development at the northeast corner of Union Street and Dragoon Trail. The City completed the study in spring 2018, which determined appropriate right of way needs including traffic counts that identified all turning movements, accident data, line-of-sight geometry, existing and proposed growth of utilities, and land redevelopment. The City purchased property from Family Express as part of the development agreement that included the demolition of the former Blair Hills Mini Mart. This property was purchased as dedicated right of way for future expansion of the intersection and construction of an 8-foot-wide multi-use pathway. Although this project will likely not be constructed for a considerable amount of time in the future, the construction of the Family express and property purchase required that the City expedite the study.

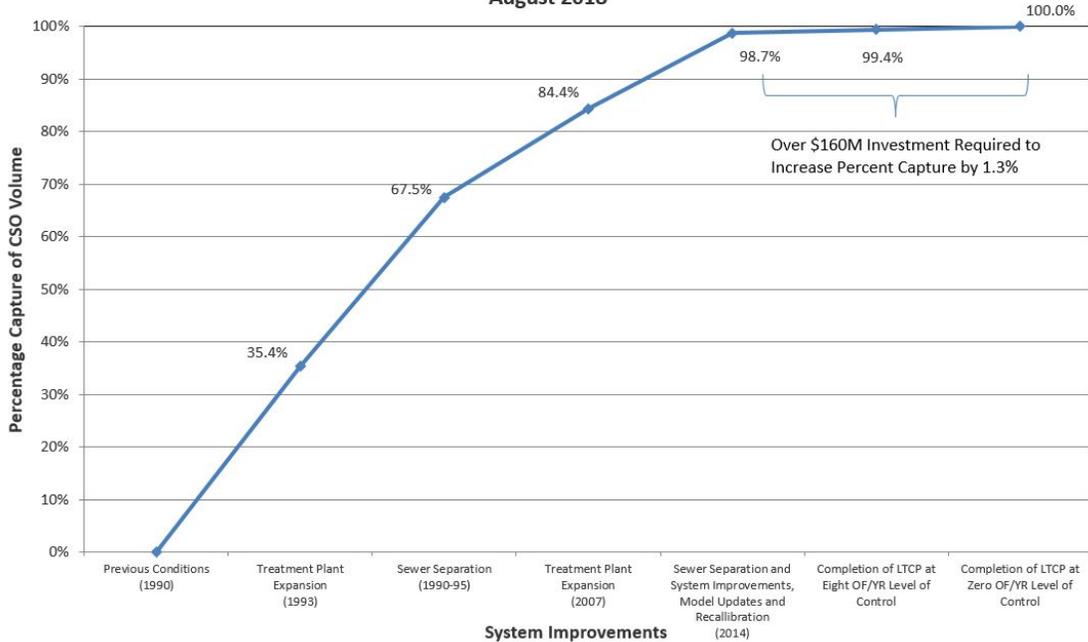
Wastewater Long Term Control Plan (LTCP)

The City of Mishawaka is one of 103 communities in Indiana with combined sewer overflows. The City's Wastewater Treatment plant discharges treated wastewater into the St. Joseph River, an interstate waterway and the third largest tributary to Lake Michigan.

Like other Indiana communities, Mishawaka was developed with a combined sewer system (CSS). During large storms the CSS, which carries both sewage and storm water, can become inundated resulting in discharges of storm water and raw sewage into the St. Joseph River. The Clean Water Act (CWA) requires cities with combined sewer systems to develop long-term control plans to reduce or eliminate discharges of combined sewage. Mishawaka's LTCP was entered into a Federal consent decree in May of 2014.

Over the last 28 years, Mishawaka has reduced its combined sewer overflows from 314 million gallons to 4.1 million gallons in a typical year. This is a 98.7% reduction from the baseline year of 1990. Studies have shown that eliminating the remaining 1.3% of Mishawaka's CSO volume would result in no measurable improvement in river water quality.

City of Mishawaka, Indiana
Percent Capture of CSO Volume Throughout LTCP Implementation
Figure 3-1
August 2018



The Clean Water Act and US EPA require a level of CSO control where the cost of compliance surpasses the point that results in an equivalent environmental benefit. The cost to remove the last 1.3% cannot be justified. The phenomenon of diminishing returns is common when dealing with water pollution controls. The costs often far exceed the incremental benefits to eliminate the last CSOs. The bottom line is that if LTCP improvements are required to be built as currently mandated, the cost to remove the last 1.3% of CSO volume would exceed \$160 million. This is entirely unacceptable to me based on our understanding that the end result would not measurably improve the water quality of the St. Joseph River and would be financially crippling relative to the modest means of most of our citizens.

Mishawaka has begun discussions with EPA, the State of Indiana, and the Department of Justice to renegotiate an affordable, justifiable endpoint that will protect the environment while not financially burdening the citizens of Mishawaka. This continues to be my top priority as your Mayor!

A submittal to the US EPA and Department of Justice was made in August of 2018 specifically outlining our proposed alternatives to the deep tunnel-zero overflow LTCP. As the year ended, we continued to await a response from the agencies. However, in parallel to renegotiation, the City continues in good faith to move forward on projects that do not require the deep storage and conveyance tunnel to be viable. The City’s Long-Term Control Plan (LTCP) continues to evolve with the target to improve wastewater treatment and the sewer collection system to reduce combined sewer overflows. My ultimate goal is to save the City and our ratepayers many millions of dollars and to still improve our wastewater collection system and the environment in practical meaningful ways. We have developed a great negotiation strategy with our team of experts. We

are reasonably optimistic that some good ol' Princess City common sense will prevail. If it does, we will save many millions of our ratepayer's dollars.

Linden Area, Divisions N & P

Linden Area Divisions N & P, constructed in 2018, was one of our more challenging combined sewer projects of the year. The challenges were not only due to utility conflicts, but because of the nearby State/INDOT projects (SR 331 Bridge and SR 933) and unexpected Norfolk Southern Railroad (NSRR) maintenance projects that resulted in sensitive and complex traffic control. In the end, a 30"/36" dedicated sanitary sewer line was constructed to facilitate the separation of the storm flows from the sanitary flows and included a bore and jack under Lincolnway for the new sanitary sewer. Also included was the relocation and replacement of the sewer laterals currently connected to the existing combined sewer. Once all the projects are completed, the existing 60" large diameter sewer, which continues south under the railroad, will become a dedicated storm sewer. The total City investment was \$2.5 million. It is anticipated that Divisions M and L, will be bid for construction in 2019 and 2020.

Crawford Park Conveyance – CSO 14 to Niles Avenue

The Linden Area Study also identified significant deficiencies in the combined sewer conveyance system between CSO 14 and Niles Avenue. In 2018 and now into 2019 the City continues our efforts to improve the system by designing a new parallel 72" sewer conveyance to the existing 48" through Crawford Park between Niles Avenue and CSO 14. It is anticipated that the project design will be complete for bidding in summer 2019 with construction in fall 2019 and completed in spring 2020.

Milburn Boulevard Area improvements

In 2018, areas around Milburn Boulevard that were actually not included in the Consent Decree for the LTCP, but they were added based on the positive results we had achieved for the neighborhood. These projects included Hendricks Street, Queensboro Avenue, Geyer Avenue (Ewing Avenue to Delaware Street), Alabama Street, Jackson Street, and Burdette Street. These projects included sewer separation, sewer lateral replacement, water service replacement, pavement, curb, and sidewalk replacement. These projects were completed in 2018 with a total investment of \$3.6 million.



Milburn Area Improvements

Mishawaka Utilities Wastewater Division

Building a better community sometimes means having highly trained, dedicated, and capable employees putting their skills to the test for the benefit of everyone. In 2018, the wastewater plant staff's efforts in operating and maintaining treatment during the largest storm and flooding we have ever experienced is a perfect example. Eight inches of rain fell over two days, combined with significant snow melt caused some of the worst flooding our area has ever seen. While other cities treatment plants had to actually shut down during this time, Mishawaka's treatment plant remained completely operational while treating daily flows that averaged 40% more than the plant's design capacity. Not only was the treatment plant staff able to maintain operation, no violations of the plant's discharge limits occurred and the plant remained in full compliance.

Mishawaka Utilities Water Division

I like to say that the sign of a thriving community is represented by what our citizens are able to take for granted. Due to the hard work of the Mishawaka Utilities Water Division, a constantly available supply of clean water is on that list. In 2018 Mishawaka Utilities treated 3.012 billion gallons of water for an average of 8.252 million gallons per day. Our employees worked 1280 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. Every day, 365 days a year our Water Quality Staff collects samples, tests the samples and adjusts the treatment plants accordingly to provide water that meets and exceeds the standards set by the Environmental Protection Agency and the Indiana Department of Environmental Management. This group performed over 21,000 tests in 2018 to ensure Mishawaka has a continually safe supply of water.

New Ireland Trail Reservoir (Tank 1 South)

October 29, 2018 was the culmination of years of planning and design as we broke ground for our new 2 million-gallon reservoir located on Ireland Trail south of Dragoon Trail. This tank will be completed by the end of summer 2019. To complement the tank, we will add a new booster station and over 7000 feet of 12-inch water main to provide a redundant feed to the south end of Mishawaka as well as more storage to our distribution system. When the new tank goes online we will remove our 90-year-old, 3-million-gallon reservoir from service for rehabilitation, which will take an additional 8 to 12 months.



Ground breaking for new 2-million-gallon reservoir



Pouring the floor of our 2-million-gallon reservoir

Juday Creek Wellfield

In 2018, design kicked into full gear for our new Well Field and Treatment Plant at Juday Creek. By the end of 2019 we will have a finished design and be ready to bid this project in early 2020. In 2018 we drilled more test wells to further research water quality along with Geotek drilling to help determine building sites for the well houses. As previously mentioned, road and utility improvements occurred along on Douglas Road in 2018, and currently construction is underway on Veteran's Parkway, which will provide access for the proposed new treatment plant. This new Well Field will have a capacity of an additional 12.5 million gallons of water per day and be able to keep up with the new growth in the City, as well as be able to redundantly supply other areas of the City as needed as demand for water continues to increase.

Mishawaka Utilities Electric Division

Similar to water service, Mishawaka Utilities Electric Division works hard to allow our citizens enjoy a constant supply of electricity without thinking about it. The Mishawaka Utilities Electric Division is the second largest municipally owned electric utility in Indiana, providing service to close to 27,000 customers. Our 48 person staff engineers, constructs, and maintains the distribution system, consisting of nearly 127 miles of overhead distribution lines, 176 miles of underground distribution lines, and seven miles of transmission lines. Mishawaka's electric rates are also slightly below average for cities our size in Indiana which is one of the nation's lowest-cost energy states. Our residential consumers also enjoy electric bills that are lower than those with service through American Electric Power which serves portions of the City and all of the area surrounding the City in St. Joseph County.

Unplanned Outages

There were a total of 10 unplanned circuit outages in 2018, with a cumulative outage time of 19 hours for the entire year. On average, that is less than 2 hours per outage, and usually each outage is limited to only a small part of our service area. The number of unplanned outages was just one higher than the previous year (9 in 2017). Since 2014 we have not had more than 11 outages in a year. Our reliability is due to multiple reasons, but the largest one is simply being vigilant on the maintenance.

New Wholesale Purchase Power Agreement

Mishawaka Utilities purchases wholesale power from the grid and distributes it to our customers. We currently buy our power wholesale from Indiana & Michigan Power. As part of our purchase agreement, we were required to provide a four-year notice to terminate our agreement. In May of 2016, the City notified Indiana & Michigan Power of our intent to terminate because of the changing energy market which made our once beneficial agreement have both costly rates and inaccurate forecasting practices. Our investigations found that low natural gas prices and availability were driving energy and capacity prices down. I am pleased to report that in 2018 a new purchase power agreement was signed with Wolverine Power Cooperative. This new 5-year agreement which will start in June of 2020 will allow Mishawaka Utilities to maintain the lowest residential electric rates in the area. The savings to our wholesale power cost could be 25%. The savings from this purchase power expense reduction will be used to offset our costs of a required 60-million-dollar capital investment that is needed to upgrade our system to 12kv. With this

savings, we are hopeful to make this investment without a rate increase. Depending on transmission cost increases and the timing of our capital improvements, this may even allow for a small reduction in our already low rates!

Coming in 2019

Every year one of my privileges as Mayor is to identify the upcoming projects that are coming in the near future. 2019 and beyond does not disappoint!

Front Street Opportunity Fund LLC

In 2018, continuing our progress with redeveloping the former Uniroyal properties, the City Redevelopment Commission approved a development agreement with Front Street Opportunity Fund LLC. This is for the development of a mixed use commercial and residential building located on the block bordered by Front Street, First Street, Hill Street, and Spring Street (between Mill Street and Jesus restaurant). The development team includes J. Patrick Matthews who has had success with many projects including student housing adjacent to Notre Dame, Joe Grabill Sr. who has extensive local commercial real estate and development experience, Stephen Studer with Krieg DeVault LLP is providing legal counsel, and the Architectural design is being performed by Spalding Design Group from Mishawaka. We are excited about the project that will bring approximately 60 new residential units and commercial storefront space to downtown Mishawaka. The project is expected to start later in 2019.



Proposed Front Street Opportunity Building Southwest corner of Front Street and Spring Street

Lincolnway S.R. 933 Restriping

In 2018, the Planning Department led an initiative to develop a partnership with INDOT to restripe Lincolnway to provide for a uniform three lane road section between Capital Avenue and Logan Street. The City held a public meeting on this initiative in July of 2018 where hundreds of letters were sent to every property owner along this corridor informing them of the City's desired change and inviting them to provide comments on the proposed project. Even with hundreds of letters

being sent, only a handful of comments were received. Of the comments the City did receive, almost all were supportive with just a few raising concerns about speed and safety characteristics that are already inherent to the corridor.

This project was envisioned because even though it is a State Road that is maintained by INDOT, Lincolnway is one of the roads the City receives the most complaints about. Lincolnway is truly a Historic Roadway that has evolved over time and in part existed before the automobile. At one point, downtown was serviced with a trolley that was located in the center of the street. The road passes through the historic downtown, past neighborhoods, and the Historic Mishawaka High School. Mishawaka Schools remain a “walk on” school district which results in many of the students being driven or using Lincolnway as a walking corridor.

This historic development and changes in the corridor over time have resulted in various road sections, sometimes the road width changes as frequently as block to block. At points, many drivers use it as a four-lane roadway even though it is designed for only two lanes. The City contracted with the Troyer Group to develop a three-lane section (one travel lane in either direction and a center turn lane. Although the lane widths will vary, the same three lanes will be retained between Capital Avenue and Logan Street. We believe that the proposed striping plan as prepared by the Troyer Group will improve traffic flow and safety through the corridor. Our understanding is that INDOT, as part of their proposed resurfacing of the corridor, will implement the City’s requested restriping plan in 2019 concurrent with the proposed resurfacing. We are very appreciative of this partnership with INDOT and wish to thank them for their willingness to work with the City on this important local issue.

Mill at Ironworks Plaza Opening - Digital Art Sculpture

As a community, we are looking forward to seeing the completion of the Mill at Ironworks Plaza Project. It has been almost 20 years since the last of the Uniroyal complex was imploded and 15 years since the creation of Beutter Park. The size of the Mill project already has had a transformative impact on our downtown and has brought more interest and developers for the remaining parcels of property. With luck, we will be able to park in the garage and eat at newly established restaurant in 2019!

As I indicated in last year’s address, as part of the Mill project, the City reserved a space at the northwest corner of the intersection of Mill Street and Front Street to place public art. We didn’t just want a traditional public sculpture, but something that would fit with the urban contemporary vision we have established for the downtown, and that is still mindful of our past. We have envisioned a digital art display where screens would be used to display a Princess Mishawaka character. The scenes and images of the character are intended to change based on the time of day and potentially the weather. The idea is to have a dynamic changing art piece that is modern and cool, symbolic of the spaces being created in downtown Mishawaka. Our goal is to have this project in place in 2019 concurrent with the occupancy of the Mill project.

Ironworks Plaza/Beutter Park Phase II

In 2018, the City continued with the design of Ironworks Plaza. As identified in last year's report, in August of 2017, the City submitted an application to the Regional Development Authority to fund a second Regional Cities project in Mishawaka. Although over a million dollars was being requested, only \$112,000 was awarded to the City.

Beutter Park is already the City of Mishawaka's signature urban park with the natural beauty of sculpture, 30,000 plants, and cascading waterfalls of the re-established mill race of the factories that once stood here. It is the past home to the summer concert series and is the centerpiece of the City's park system located along the Mishawaka Riverwalk which provides a multi-use path that connects thousands of homes and seven City parks.

For the past 15 years in marketing downtown Mishawaka for redevelopment, one of the concerns that has been routinely brought up has been the apparent minimal activities that are available in winter. This is viewed as a negative, not only for Mishawaka's downtown, but for the region as a whole. We routinely hear that the one thing we can't change is the weather. One thing we can change is our collective attitude toward the weather and its impact on how livable our region can be.

Ironworks Plaza, if completed as envisioned, will be a year-round attraction and will become one of the signature "things" to do in the South Bend/Elkhart region. The design as currently envisioned includes a variety of components including a Signature Café, Gathering Plaza, Skating Path, Picnic Area, Beer Garden, and restrooms.

We are looking at this as a Mishawaka scaled version of Rockefeller Center. The urban setting, the café, the art, the immediately adjacent housing and restaurants all contribute to the activity. The building required a sensitive design which evolved in 2018. Instead of 2 small separate buildings, one building is now proposed that contains three distinct uses: a café, the rink functions, and now an event center. The rink portion of the building will have lockers, warming area, skate rental, and room for maintenance, mechanicals, and Zamboni storage. When constructed, this facility will likely replace the City's current rink in Merrifield Park which is at the end of its life and is in need of replacement.

The event space was added to take advantage of the geographic position of the building and to fulfill a continued need that has been identified by the City Park's Department. Prior to adding this space, the building would have had the mechanical and storage space for the rink operations immediately adjacent to the river. Adding a second story for the event space provides for a more geographically sensitive approach by taking advantage of perhaps the best views of the St. Joseph River and Beutter Park in Mishawaka. This addition was made easier because of the long-identified need of the Parks Department to add rentable gathering and banquet space to the City's inventory.

Cable-stayed Bridge Lighting

Since its erection in 2008, Mishawaka’s cable-stayed bridge has been one of the iconic images reflective of our community. As part of this project, we would like to emphasize the night time image to convey the activity of the space. The way the river lights project brought renewed activity to downtown South Bend, we feel that adding this lighting will have a similar impact in downtown Mishawaka.



Proposed cable stayed bridge lighting illustration

2018 Progress

In 2018, the City entered into design contracts with consulting firms led by Lawson-Fisher Associates of South Bend. Given the high cost of this signature project, the City is currently proposing to phase the construction. Right now, the City envisions four phases for the project. The first phase includes the extension of the Hill Street parking area, underground utilities, and shore improvements adjacent to the cable stayed pedestrian bridge. The second phase will include the proposed beer garden/picnic area. This area will have seating for a few hundred people and contain a public restroom/concession building. The first and second phases will be bid in early 2019 and will be completed over the next year. Depending on the availability of funds, the City will also proceed with lighting the cable stayed bridge cables which is also under contract for design. The last phase includes the café, rink, and event space which by itself is likely to exceed 10 million dollars. Right now, the City’s plan is to limit expenditures and save tax increment financing dollars to minimize or eliminate any need for financing the project. Based on the size and large cost of this project, the number and size of other tax increment financed projects will be reduced in the coming years to make this signature project possible.



Proposed Café, Rink, and Event Facility at Ironworks Plaza

Battell Park – Veterans Plaza

In 2015, the City updated the master plan for Battell Park. In reviewing the park master plan, the next logical phase to complete was determined to be Veterans Plaza. The project includes relocating and restoring the Civil War Monument and creating a gathering place with a flag array honoring each branch of the military. Although long term the plan is to build a memorial walkway, funding limitations narrowed the scope to just the monument restoration and creation of the plaza. The project will start in the spring of 2019. The estimated restoration time of the monument is approximately a year. Although most of the plaza will be built by the summer of 2019, the monument restoration company has a much longer work time. Our hope is to be able to dedicate the newly restored monument and plaza for Memorial Day in 2020. The total project costs are expected to be about \$800,000.



Battell Park: Veterans Plaza
City of Mishawaka

January 2019 **DLZ**
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Proposed Veterans Park

Mobile Stage

In conjunction with the Veteran’s Plaza project, the City is ordering a new mobile stage for use in parks. The cost of the stage is just over \$100,000. Although expensive, the stage will ultimately save more than its cost from not having stage rental fees for a variety of events over many years. Although the primary purpose of this stage will be to enhance the current events held by the City including Memorial Day festivities in Battell Park and events in Merrifield Park, the stage will also provide additional capacity to hold new events in smaller neighborhood parks such as Twin Branch, Hillis Hans, and Normain Parks.



Mobile Stage

Habitat for Humanity - Carter Work Build Phase Two

I began this address being inspired by the Habitat for Humanity Carter Work Build, and the theme of “Building a Better Community”. It seemed fitting that I also end with it. Since the first 23 homes were built, there has been some exciting developments on this Habitat project.

First, the previous owner of the Carter Work Build property saw the impact that the project had on our community and decided to DONATE the remaining residential subdivision property to Habitat that will accommodate about 40 additional homes. The only stipulation was that Habitat install a small, private park somewhere on the property. What a blessing indeed!

It did not stop there. Jim Williams, CEO of Habitat for Humanity of St. Joseph County received an unsolicited message from an anonymous individual congratulating the community on the success of the project and inquiring about future plans. Jim mentioned the recently donated property and indicated that it would take approximately 2.7 million dollars to complete a phase II to add another 40 home sites on the recently donated land, including all infrastructure costs. Fundraising was set to begin immediately. When this individual heard that, the anonymous donor said; “I will tell you what, if you keep my name anonymous, I am more than happy to DONATE the money for one third of this project; a donation of \$900,000.00.”

With this great news, Phase II of this project has been slated for 2020 with another community build to take place in the City of Mishawaka! As a City, we are partnering again. Our challenge and plan is to help build the infrastructure similar to what we did in the first phase in 2019 to prepare for 2020.



Mishawaka Habitat Crew

As I've said before, the Partner Families are the reason we build. Once completed over the next few years, the Fields at Highland subdivision will contain about 80 new, homeowner occupied homes on property that was previously unproductive and underutilized. I can already envision this neighborhood, full of life with scores of kids growing up in a stable environment and calling the Princess City home. I don't think I will ever be prouder of a project in my entire life as I am of this one. Please join us in continuing to build a better Mishawaka with Habitat for Humanity and volunteer for the 2020 community build.

To volunteer visit:



www.hfhsjc.org/volunteer

CONCLUSION

Summary

Although my summary highlighted some of our accomplishments and ongoing efforts, I would encourage everyone interested to read the full reports provided by each City Department for a much more complete perspective. This year, to save paper and printing costs, those reports are only available online at the City's website. Yearly, I am pleasantly surprised by what our Departments are able to accomplish, and I think if you take the time to read them, you will be as well.

Thank you

Personally, I want to thank all of Mishawaka for providing me the opportunity to continue to serve. I am 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 continues to lie ahead of us! 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 2019



Mayor's Office

David A. Wood, Mayor

Lou Ann Hazen, Administrative Assistant

Debra Gregg, Secretary

Under Mayor Wood's leadership, Mishawaka continues to thrive in many areas because of efficient and innovative programs and services. Mayor Wood has a strong and dedicated team of employees and Department Managers that carry on his strong ethic of providing world-class service to the citizens of Mishawaka.

This year was no different than any other. The Mayor's Office continues to answer telephone calls to serve and assist every person who calls our office. If we don't know the answer, we will find it. Following are a few highlights of 2018.

Drum Major Award Recipients

M. Gilbert Eberhart, DDS

Dr. Eberhart spent most of his life providing high quality dental care in the St. Joseph County community. Dr. Eberhart is past President and Member of Mishawaka, St. Joseph County and North Central Dental Societies. From 1960-1977 Dr. Eberhart provided dental care to the Children's Dispensary of St. Joseph County.

Dr. Eberhart served on the Mishawaka Dental Society Fluoridation Committee resulting in the addition of fluoride to the City of Mishawaka's water supply which resulted in a 60% drop in cavities of children. In 1986, he was presented a Sagamore of the Wabash Award for his service to the State of Indiana.

Dr. Eberhart served 8 years as a member of the Mishawaka Housing Authority. He was highly involved in the development of Battell School Apartments and played a significant role in maintaining housing for families in Barbee Creek Apartments and for the elderly and disabled at Riverview 500. He served as the Chairman of the Mayor's Committee for the Merrifield Recreation Complex. Dr. Eberhart was past President and member of the City of Mishawaka Redevelopment Commission for over 34 years from 1983-2017.

Barbara and Reg Wagle

Barbara and Reg Wagle dated through their college years and married in 1964. Barbara became Director of Mishawaka Children's Museum in 1969. In 1981, Mayor Bob Kovach appointed her to chair Mishawaka's 1983 Sesquicentennial celebration. Barbara is a lifelong member of Tri-Kappa Sorority, serving several times as President. In the 1980's Barbara joined St. Joseph Bank & Trust. As a Community Reinvestment Officer, her focus was primarily on disadvantaged areas of the County, partnering with South Bend Heritage, and others who share that common purpose. In that same decade, Reg served as District Director for Representative John Hiler. Barbara eventually left banking to join South Bend Heritage, and then was recruited to the Community Development Office at the University of Notre Dame. She also served several terms on the Mishawaka Housing Authority Board of Commissioners and has just been reappointed for

another term. Eventually, Barbara returned to her lifelong passion for creative stagecraft at the South Bend Civic Theatre.

In 1992, Reg joined Memorial Health System as Vice-President of Memorial Health Foundation. In his two decades there, he brought new resources to Memorial's wide range of outreach initiatives, "Creating Healthier Communities". These created new models for interventions for such things as cancer among African-American women, blood pressure, heart disease, and stroke among African-American men. Reg was also instrumental in the creation of HealthWorks Kids Museum. Since 1984, Reg has served as President of Mishawaka Parks Board of Trustees.

Both Barbara and Reg became CASA volunteers two years ago, continuing to find fulfillment in helping children.

Chuck and Dorothy Wayne

Dorothy and Chuck Wayne were married in 1957 and have two sons, Scott and David.

Dot was employed by the Penn Township Assessor and the St. Joseph County Drainage Board. She then became Office Manager for the St. Joseph County Auditor and retired from that office after 22 years of service. Dot served on many community committees, boards and charitable organizations. She was a member of both Service Guild and Tri Kappa. Dot served as President for the Mishawaka/Penn Library Board, the Mishawaka Parks and Recreation Board, the Healthy Communities Initiative Executive Board of St. Joseph County and the St. Joseph County Redevelopment Board. Dot was elected four times (16 years) to the Mishawaka Common Council where she served as President twice. She was told that she was the first and only woman to have served as President of the Council. She was named the Mishawaka Business Associations Woman of the Year in 1994 and was presented a "Sagamore of the Wabash" award by Governor Frank O'Bannon. Mayor Robert Beutter presented Dot with two "Official Proclamations for a Dorothy Wayne Day."

Chuck was employed by the School City of Mishawaka for almost 40 years. He taught Drafting, Woodshop, Electricity, Home Mechanics and Trade Math. In addition to his teaching duties, Chuck directed the Intramural Program, Adult Evening School Program, managed the Mishawaka High School Bookstore, was head of the Industrial Education Department, served on the MHS Cabinet and was a Student Council Sponsor. Chuck was also heavily involved in the community. He served on the workforce development board of St. Joseph County, served on Connect-the coalition for education success in St. Joseph County, and was a member and president of the Mishawaka Exchange Club. At First United Methodist Church, Chuck has been a Sunday School Teacher, Usher, Reader and a member of the Church Council

Mishawaka Business Association Annual Dinner and Meeting

The Mishawaka Business Association is an organization that strives to be a reflection of its members. The City of Mishawaka and the MBA have worked hand-in-hand for the betterment of our community. At the 2018 Annual Member Celebration, the MBA presented a few new awards: The Founder Award and the Special Recognition Award along with their traditional Person of the Year Award and Business of the Year Award. Following are recipients of the Mishawaka Business Association 2018 Awards:

Founder Award

- *City of Mishawaka*
- *Gary's Barber Shop*
- *Powell The Florist*

Special Recognition Award

- *Tom and Nancy Garman*
- *Mike Compton*

Person of the Year Award

Jerry L. Brandenburg was born June 29, 1945 in Leesburg, Indiana and grew up in Silver Lake, Indiana. After high school, Jerry served his country in the Navy and then attended barber school in Indianapolis. Dr. Mike Jagger was ready to begin his medical career when Jerry was finishing barber school and they looked for a community where they could live and work close by one another. They found Mishawaka, and both decided to lay down roots and make this city their home.

On February 6, 1968, Jerry found employment at the Family Barber Shop and began working for Don Bice. After about a year, Don made Jerry an offer to buy half of the barber shop, but Jerry made a counter and instead bought the entire business from Don. Don went on to work for Jerry for another year and a half. After Don's departure, several barbers came and went until Roger Finney was hired in 1977. In 1978, Jerry and Roger became partners and purchased the building. Don Bice's aunt, Silvia Jones, also operated a beauty shop in the back of the building until her retirement, and this beauty shop is still in existence in the back of the barber shop.

Jerry has been the most popular barber in Mishawaka for 50 years! Jerry has been a constant supporter of the community school and athletic programs including football, basketball, little league, soccer, swimming and many other sports. Getting a haircut at the Family Barber was an experience. Jerry was an excellent story teller and a phenomenal jokester. He would draw you in with what seemed like a true story and then deliver a punch line that would really get you. Jerry was a friend to all and served many generations of Mishawaka families. He remembered thousands of people by name and greeted each with a smile.

Jerry was married to his wife, Susie, for 37 years and were blessed with four boys and many grandchildren. Jerry believed from the beginning and would still regularly say, "Mishawaka is a great place to be in business and raise a family". Jerry Brandenburg will be greatly missed.

Business of the Year Award

Indiana Rug Company & Textile Fabrication, Inc. (InRugCo) was founded in 1983 by Pam Richardes, a textile artist. Pam built the company from the ground up, using her strong work ethic and relentless creative spirit. Custom carved and inlaid area rugs are designed and fabricated using old world and modern techniques. Through the development of the area rugs, her textile ideas eventually evolved into other products including a line of furniture and pieces of wearable art. This paved the route for a larger business venture. InRugCo is a collaborative team

that designs and builds textile products. Indiana Rug Company offers customer area rugs, custom furniture, home accents and wearable textiles. They are textile enthusiasts!

Their newest studio and gift shop is located at 200 E. Mishawaka Avenue; across from Central Park. Pam and her company are involved in all community events and partners with the Mishawaka Parks Department to help Mishawaka be the best that they can be. They are a shining example of a Mishawaka Business!

Optimist Club Student Honorees

The Mishawaka Optimist Club held its annual breakfast to honor the achievements of Mishawaka students graduating from each of the Mishawaka local high schools. This year the Club enjoyed the company of some wonderful kids, their parents and siblings, Mayor Dave Wood, and the Lieutenant Governor of Optimist International of Northern Indiana, Mr. Kidder.

The senior students honored with the Optimist Club award this year were:

- *Marian High School: Nicholas Kloska and Hannah Harry*
- *Mishawaka High School: Brian Braiton and Allie Hazen*
- *Penn High School: Orabelle Semuhungu and Trevor Sierzputowski*

2017-2018 Mayor’s Youth Advisory Council

This year 33 students were invited to be part of the Mayor Dave Wood Youth Advisory Council; 13 from MHS, 8 from Marian and 12 from Penn High School. A new position of Senior Advisor was created this year. This position would allow a student who has already served the maximum two-year commitment to return and serve in an advisory position to the students. Hannah Majewski from Marian High School was elected to serve in this position, and she attended all field trips, took part in all community service projects and served the students as a Senior Advisor and Liaison between the Adult Coordinators and the students. Hannah enjoyed being the senior advisor in her senior year, and the new position will become a permanent part of the Youth Council.

The Mayor’s Youth Advisory Council had many opportunities to connect with City of Mishawaka Department Managers, local businesses and citizens of Mishawaka. Their Thanksgiving Food Drive raised over \$2,000 and they collected over 1,000 lbs. of food which enabled them to deliver 70 Thanksgiving dinners to Mishawaka families in need and also make a sizable food donation to the Mishawaka Food Pantry.

MHS	MARIAN	PENN
Eric Arseneau	Alexis Alvarado	Max Bender
Abraham Cannon	Madeline Dennison	Noah Cocquyt
C.J. Fisher	Joseph Griesinger	Jacob Eshowsky
Alicia Katzelis	Dennis Mammolenti	Samantha Grocock
Skylar Madison	John Tordi	Emily Kehoe
Devyn Miller	Joseph Tordi	Lauren Kramer
Kendall Miller	Libby Voor	Keegan Palonis
Abigail Mueller	Joseph Wood	Evan Pica
Parker Norris		Luke Schuster
Skylar Norris		Celine Wang
Courtney Pelletier		Karen Wang
Alex Shide		Maya Wright
Kaitlin Ward		

At the first meeting of the year in September, the students voted on Officers after they took their Oath of Office in front of the Mishawaka Common Council. Parker Norris was elected as President, Abigail Mueller, Vice-President; Maya Wright, Treasurer and Samantha Grocock,

Secretary. These students would be responsible for leading the MYAC during all business meetings, field trips and events.

New this year was a visit to the Indiana Statehouse where the students networked with other Youth Council members from across the state. They were given a tour of the State Capital Building and had the opportunity to meet their local State Representatives, State Senators and took a tour with State Superintendent of Education, Dr. Jennifer McCormick. They met with the two youngest State Representatives in Indiana, State Reps. David Ober and Ryan Hatfield and learned what prompted these millennials to get involved in politics. They were able to view the legislature in session, had a meet and greet with Lt. Governor Suzanne Crouch, and met with a panel of young professionals to learn about the cool jobs in Government. It was an experience that they will long remember.



Front row: Skylar Norris, Madeline Dennison, Hannah Majewski. Back row: Alex Shide, Maya Wright, Alicia Katzelis, Mayor Dave Wood.

The Youth Council also visited the site of the Jimmy and Rosalyn Carter Habitat for Humanity Work Project and met with key personnel to learn how this project came about, what its impact would be on our community, and how they could be involved. It was a unique opportunity as they could visit the site during the pre-building process, before the August build event when thousands of volunteers would arrive in Mishawaka to build 23 homes in one week. These students often have the opportunity to view projects and give input prior to anyone else. It is an opportunity to have a voice and long-lasting impact in their community.



Front Row: Mayor Wood, Alex Shide, Keegon Palonis, CJ Fisher, Devyn Miller, Kendall Miller, Eric Arseneau, John Tordi.

Back Row: Jim Williams, HFH, Noah Cocquyt, Jacob Eschowsky, Luke Schuster, Skylar Madison, Alicia Katzelis, Abraham Cannon, Joe Tordi.

At the end of the year, the Mayor's Youth Council Leadership Projects were presented to a panel of judges in Council Chambers, City Hall. This year there were six teams and Leadership Topics were:

- 1.) How to keep the Mayor's Youth Council evolving?
- 2.) Communication in a natural disaster or emergency event.
- 3.) What communication efforts can be made or improved to better keep our citizens informed?
- 4.) Find programming for the proposed model of Beutter Park.
- 5.) Public Transportation: Is it adequate in our City?
- 6.) Community Legacy—how to share Mishawaka's story, heritage and history.

Team 4, consisting of Skylar Norris, Noah Cocquyt, Joe Griesinger, Lauren Kramer, Dennis Mammolenti and Devyn Miller presented the winning project. The judges felt this team addressed their project topic well, had unique ideas, had a project that was most implementable, presented programming for all four seasons and each team member presented a programming idea which showed that each member of the team worked on the project and had input.

Marian Knights Service Day 2018

Mayor Dave Wood along with juniors and seniors from Marian High School participated in Knights Service Day on, Wednesday, October 17th. They worked on the Habitat for Humanity Site at the corner of Byrkit and Jefferson Road in Mishawaka and laid the sod on House #5, finished the sod on House #4 and completed sod on house #28. Habitat Representatives were surprised at how much work these students were able to get done in four short hours. They did not expect them to get the sod completed on House #5 let alone complete work on two other yards.



Mayor Dave Wood, Joseph Wood, Dominic Blume, Aaliyah Moore, homeowner Ericka, Catherine Cataldo, Hannah Hopson, Luke Krizman, Matt Sobieralski (teacher), Dylan Anderson

Ericka, the owner of House #5, had heard that the Mayor and students would be doing this project in the morning and stopped by at lunch to see their progress. What a surprise when she pulled up to her new home and the sod and landscaping was complete. She took the students inside for a tour of her home and expressed thanks for their hard work.

Salvation Army Red Kettle Ring-Off

On November 27th, Giving Tuesday, the Red Kettle Ring-Off took place between the City of Mishawaka and City of South Bend. This was the 6th year that City of Mishawaka along with School City of Mishawaka challenged the City of South Bend and School City of South Bend.



School City of Mishawaka Intern, Bruce Quick, Mayor Dave Wood, SCM Director of Athletics, Dean Huppert

The event started at 6:00am and Team Mishawaka was ringing the bell at the Wal-Mart-Indian Ridge Plaza while Team South Bend rang the bell at Wal-Mart-Ireland Road for twelve hours straight, ending at 6:00pm. At 6:00am sharp, Fire Chief Bryon Woodward along with EMS Assistant Chief Brian Thomas started the challenge. Throughout the day, different local celebrities joined City of Mishawaka staff and rang the bell for 12 straight hours; the bell never stopped ringing once!

The City of Mishawaka prevailed and raised \$1,726.43 compared to the City of South Bend's \$1,498.76. It was a close contest, but the difference was the change contributed from school City of Mishawaka students. A grand total of \$3,225.19 was raised and ALL proceeds will stay in St. Joseph County to help about 1,000 families at Christmas.

Santa Claus is Comin' to Town

In support of the Mishawaka Business Association, the City of Mishawaka, once again, welcomed the arrival of Santa into downtown Mishawaka on Small Business Saturday, November 24th. This year's Christmas Tree was donated from the Rosewood Subdivision Mishawaka home of Gloria Rickey. The tree that she enjoyed in her back yard for many years was just too big to keep and she graciously called the Mayor's Office to offer her tree for the annual City of Mishawaka tree lighting. The tree was not the largest the city had ever seen, but it was by far the most beautiful having the perfect shape of a Christmas tree.



James, Santa, "J", Erika, Ky, Mayor Wood, Jayce, Raven, Jayden, LaGlenda, Jaimi Wood

Mayor Dave Wood, Santa and special VIP guests from the Rosalynn and Jimmy Carter Work Project arrived at 6pm on the decorated city firetruck to do the honors of flipping the switch and lighting the tree. Thousands of people gathered to hear the Christmas music from Ignite Brass, a local jazz band, drink hot chocolate served by Mayor Dave Wood's Youth Advisory Council, and enjoy cookies donated by Martin's Supermarkets. Santa took the time to meet with all youngsters in attendance for a picture and to hear what they wanted for Christmas. In the spirit of "community", all monetary donations and food purchased from the Real Services Food Truck on sight went directly to support the Real Services program.

Proclamations

Each year I am called upon to honor notable events and occasions with Proclamations. Following are the 2018 Mayoral Proclamations:

Retirements:

- Cindy Cochran, Mishawaka Utility Business Office, 33 yrs. 1/2/2018
- Reg Wagle, Mishawaka Parks Board, 33 yrs. 1/10/2018
- Patrick Portolese, Mishawaka Fire Department, 31 yrs. 2/9/2018
- Steve Anglemyer, Mishawaka Fire Department, 23 yrs. 4/13/2018
- Janice Winn, Mishawaka Water Department, 33 yrs. 8/2/2018
- John Serge, Mishawaka Fire Department, 35 yrs. 9/25/2018
- Cliff Zenor, Historic Preservation Board, 10 yrs. 11/7/2018
- Ellen West, Mishawaka Parks Board, 16 yrs. 12/31/2018

Other Notable Proclamations:

- Jerry Brandenburg/Family Barber, 50 yrs. 2/22/2018
- JT Thompson, Morning Show Retirement 3/2/2018
- Joe Koloszar, 100th Birthday 3/3/2018
- Arbor Day 2018 4/27/2018
- Worker's Memorial Day 2018 4/27/2018
- National Day of Prayer 2018 5/3/2018
- Hannah's House, 25 yrs. 5/8/2018
- 150th Anniversary of the Poor Handmaids of Jesus Christ 6/13/2018
- Hacienda Mexican Restaurant, 40 yrs. 6/14/2018
- Adult Day Services Week 9/1/2018
- National PACE Month 9/1/2018
- West End Bakery, 90 yrs. 9/4/2018
- Rail Safety Week 9/23/2018
- Mary Lou Wood, 90th Birthday 12/8/201

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 and maintaining the Municipal Code. 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 also register voters.

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.

Since 2015 Clerk Block has worked with Nicholas Ramirez, Jr. the Coordinator for Michiana Access TV to have Council meetings recorded and the meetings are shown on the WNIT Public Access Channel at 9:00AM the Wednesday following the meetings.

Conducting the Legislative Business of the City

During 2018 the City Clerk's Office and Council handled the legislative business of the City which included:

COUNCIL BUSINESS 2018 REPORT

Ordinances	
Proposed Ordinances	40
Carried over from 2017	2
Ordinances withdrawn	2
Ordinances Passed	40
Proposed Ordinance Failed	0
Annexations	3
Alley Vacations	1

Resolutions	
Resolutions	28
Carried over from 2017	0
Resolutions passed	26
Withdrawn	2
Failed	0
Honoring Individuals or Schools	5

Ordinance Violations Bureau

The Ordinance Violation Department collected \$8,575.00 in fines during 2018 comprise of:

- Code Enforcement Citations \$5,825.00
- Animal Citations \$75.00
- Police Citations \$25.00
- Police False Alarms \$1,800.00
- Fire Prevention Citations \$50.00
- Planning Code Violations \$800.00

Once again in 2018 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. The Fire Department enforces fire lane violations and False Alarms.

Beginning in 2017 the Clerk's Office took over the writing and sending of Police False Alarm Citations to ease the burden on the Police Department and to insure the timely processing of citations and enforcement of the code.

Krisor and Associates continues to set hearings and try to collect outstanding fines for the Ordinance Violation Bureau. \$850.00 was collected by Krisor and turned over to the City in 2018.

Clerk Block would like to acknowledge Chief Deputy Clerk Mary Ellen Hazen and Deputy Clerk Raven Boston along with part time support staff member Michael Hixenbaugh for their continued commitment to the Clerk's Office, Council, Departments and Administration. Their efforts to make city records more accessible and transparent help our Citizens to stay informed and engaged.

The Clerk's Office will continue to support the Common Council, City Departments, the Administration, and our citizens. We strive to find ways to increase efficiencies and elevate the level of service we provide. Much of the Princess City 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 seven full-time employees: the Controller, Deputy Controller, Purchasing Agent, Payroll Clerk, Accountant, Financial Analyst, and Bookkeeper.

We are the center of finance and budgeting for the City of Mishawaka and Mishawaka Utilities. The financial position of the City influences everything we do. Managing the resources of the City can be complicated, but we take great pride in managing taxpayer and ratepayer funds responsibly.

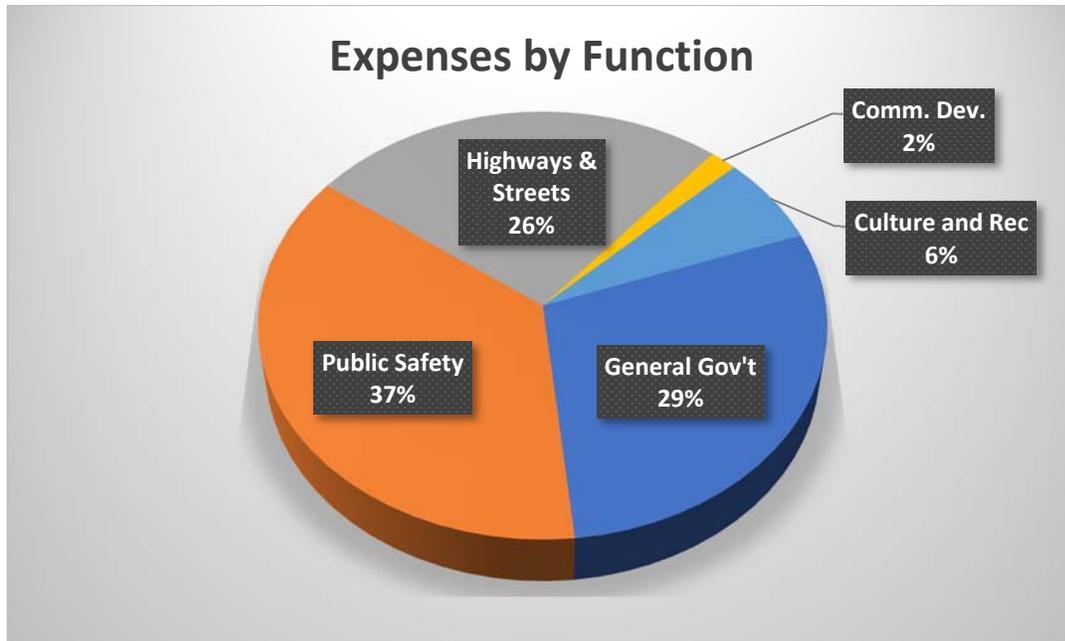
Internal controls are very important to provide oversight and checks and balances. Our office practices segregation of duties, and has adopted cash handling and internal control policies that all City and Utility departments follow.

Other responsibilities include:

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

In 2018, we continued to build cash balances to weather the fiscal cliff in 2020 when property tax caps lower from 1.5% / 2.5% / 3.5% to 1% / 2% / 3%. In 2020 our property tax revenue will be reduced an additional \$2.9 million in the General Fund alone. In 2023, our loss of property tax is estimated at \$10.0 million. For comparison purposes, our loss in 2018 was \$5.4 million. As a whole, the City continues to strive to keep budgets flat and payroll costs reasonable, reviews health insurance plans annually for savings and cost reductions, engages the Common Council in the budget process, and keeps up-to-date on any changes in the fiscal cliff status.

In addition to the fiscal cliff, Dark Store legislation has allowed large box stores to appeal their assessed value based on like stores that are empty (dark). County and township assessor offices have neither the staff nor budgets to fight the high-profile law firms reaching out to the corporate stores. Together the City, along with the City of South Bend and St. Joseph County, meet to discuss appeals and strategies to combat this growing trend.



Due to lost tax revenue, the City has utilized our own Bond Bank to make necessary purchases. The Bond Bank allows us to borrow money and “pay ourselves back” with interest. Purchased in 2018 was a \$1.1 million Records Management System for the police department. In 2019, we have purchased a complete set of turnout gear for our firefighters so they will always have clean, protective gear to wear. Additionally, on order is a \$960,000 aerial fire truck for the fire department. With the hospital and the building of taller apartments, a safe, reliable reaching ladder is necessary.

Expected this quarter is our 32nd consecutive Certificate of Achievement for Excellence in Financial Reporting (CAFR) for the 2017 fiscal year. Alas, all good things must to an end. While we will no longer be preparing a CAFR for submission to the GFOA, we will still be preparing a report based on Generally Accepted Accounting Principles (GAAP) that will satisfy all requirements for a city our size for the State Board of Accounts and our bondholders. This decision was made after careful consideration due to the cost and time needed to produce this voluntary report.

Key data points with history are shown in the following table:

General Fund Balance			
2015	2016	2017	2018
\$2,877,933	\$4,730,384	\$6,392,197	\$9,851,063
Tax Rate History			
2015	2016	2017	2018
\$1.8795 -6.32%	\$1.997 +6.25%	\$1.999 +.07%	\$2.0516 +.026%
Assessed Value History			
2015	2016	2017	2018
\$1,372,100,311 +5.28%	\$1,341,719,802 -2.21%	\$1,391,035,674 +3.68%	\$1,409,003,003 +1.30%
Budget Book Totals			
2015	2016	2017	2018
\$49,964,351 -5.98%	\$52,926,916 +5.93%	\$50,545,983 -4.5%	\$52,847,785 +4.5%
Wage Increases			
2016	2017	2018	2019
1.0%	1.0%	1.0% + \$500	1.5% + \$500

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

Law Department

Geoff Spiess, Corporation Counsel

John Roggeman, City Attorney

David V. Bent, Assistant City Attorney

Robert C. Beutter, 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 2018, 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. Highlights from 2018 included guiding the process of establishing a new Riverfront Development Project Area for liquor licenses and resolving a dispute with the ownership of a commercial entity in Mishawaka which was withholding several hundred thousand dollars in fees owed to Mishawaka Utilities. City attorneys continue to provide legal assistance on resolutions and ordinances brought before the Mishawaka Common Council.

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

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

Human Resources

Geoff Spiess, Director

Susan Kile, Assistant Director

Dawn Krop, Office Manager

Josh Callander, Safety Department Coordinator

The Human Resources Department's staff and Safety Coordinator provide personnel services to all Mishawaka Civil City and Utility departments. Services provided include recruiting and hiring, staff development, benefits management and education, policy development, and safety education and training.

Utilization of the City of Mishawaka Activate Health Clinic by employees and their spouses and dependents increased again in 2018. The clinic continues to provide primary care, prescriptions, and many other services at no cost to employees, improving the health of the workforce and helping maintain the City's health insurance costs at reasonable levels.

Workforce

In 2018, Human Resources received 844 applications for employment and hired 31, including 7 police officers and 11 firefighters, bringing the total workforce to 505. The City employed 122 seasonal employees in our Parks and Central Services departments. The workforce was reduced by 32 separations, including 15 retirements. Several key positions were filled through promotions and new hires.

Safety Department

Employee safety continues to be an important priority for the City of Mishawaka. Through awareness and education, we have implemented improvements leading to a safer working environment free of recognized occupational hazards. Several departments have achieved outstanding milestones with injury-free success. It has been more than ten years since anyone at City Hall has missed any time due to a work-related injury. It has been more than four years since anyone at the Water and Parks Departments has missed any time due to a work-related injury. The Utilities Business Office is also approaching four years. Additionally, Wastewater eclipsed the 800-day mark while Sewer surpassed 500 days. The City Safety Committee, consisting of departmental representatives, begins its 13th 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 employees of the City of Mishawaka.

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, audiovisual systems, VoIP phone system, building access systems, fire monitoring, security monitoring, video surveillance systems and now public safety and departmental radio systems. Some of the specific duties include network administration, website and social media maintenance, computer repairs and upgrades, along with solving a multitude of miscellaneous technical issues and problems.

We are repairing our original Riverwalk camera system that had been damaged by the extreme river flooding. We are also expanding the Riverwalk camera system through Merrifield Park, stopping on the east side of Castle Manor. We are continuing to expand surveillance and call stations into Merrifield Park and Mary Gibbard parks ensure safety of the parks.

This year we plan to continue our expansion of the building access system, security and surveillance into our City Hall location. We plan to expand into other locations as the year progresses. We have been working with consults to develop plans to upgrade our server and storage environment for the city along with upgrading all network equipment throughout all city locations. The current equipment is aging and beginning to show signs of impending failure.

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. Industry best practices suggest replacing servers on a three-year rotation to ensure they can handle the load of our ever-expanding virtual environment. We currently host roughly 75 virtual servers across four physical boxes. We are working to upgrade remote users where there is a mix of older workstations with Windows 7 with Office 2010. New workstations are on Windows 10 and Office 2016.

Like the industry standards above, for workstations and servers, we are working to, when possible, ensure our site's cabling infrastructure and wireless comply with cabling standards. We have installed new wireless AC (802.11ac) access points at all of our staffed facilities. We also have plans to expand our surveillance and building access coverage at several locations throughout the city over the next year.

Central Services

Tim Ryan, Director

The Central Service Division was created in 2010 with the merging of the street maintenance, grounds maintenance, building maintenance, fleet maintenance and the Traffic Division.

Motor Vehicle Highway

Motor Vehicle Highway, more commonly known as Street Department, is an essential part of the Central Services Division. The Street Department is responsible for the maintenance of all the public streets in the City of Mishawaka. The type of street maintenance work depends on the season. In the spring, three street sweepers begin cleaning up the debris left from the winter. Once sweeping begins, it will continue for approximately 9 months out of the year. A complete cycle is made throughout the city every nine to eleven days. Spring street maintenance also includes pothole repair, keeping six to eight employees busy making these repairs.

Warmer weather allows the department 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 in 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 year. During the 2018 season, we removed 20,387 cubic yards of leaves from residential homes.

Once leaf pick-up is completed, we gear up for the winter months. With 330 miles of roadway, snow removal is one of the most important tasks we perform. Utilizing 14 main-line plow trucks, our goal is to have the streets cleared 24-36 hours after the snow has stopped.



Traffic Department

The Mishawaka Traffic Department completed 1,139 tasks in 2018 at a cost of \$61,170. These tasks 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.

As in past years, we continue to support the various departments in the City with their graphic needs, utilizing our high definition printer to create banners, backgrounds and specialized graphics.

Grounds Maintenance

It is the responsibility of the Central Services Department to maintain all green areas of city owned properties consisting 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 bases 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.



Water Feature Improvements at Battell Park

During the winter months, we remove snow on nearly 19 miles of sidewalks. These areas include the Riverwalk, all City lots, business office, City Hall, sidewalks on all bridges and all other walkways adjacent to city-owned property.

Some accomplishments performed by Central Services in 2018:

- Installation of the play ground equipment at Mary Gibbard Park
- Installation of Fitness Court at Central Park
- Reopen and staff Household Hazardous Waste satellite site as a seasonal facility

Building/Facilities Maintenance

It is the responsibility of the Central Services Facilities Maintenance Department to service and maintain over 300,000 square feet of city owned buildings. Some examples are the Fire Stations, Police Department, City Hall and other business offices. The Maintenance Department addresses plumbing, electrical, lighting, and general environmental issues in and around these facilities. In addition, we maintain an extensive amount of irrigation systems surrounding 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 better able to 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 our level of service effectively and efficiently. We feel confident that we will be able to demonstrate continuous improvement in the services we provide.

Fleet Maintenance

The Fleet Maintenance Division is responsible for the maintenance, repairs and fueling of all City of Mishawaka and Mishawaka Utilities vehicles. These services range from oil changes to engine rebuilds. In 2018, Fleet Maintenance recorded 1,333 repairs at a cost of \$342,845.69. The City of Mishawaka also used 184,036 gallons of unleaded gas and 92,334 gallons of diesel fuel at total cost of \$546,943.

Engineering Department

Christine Jamrose, PE, City Engineer/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 stormwater management, sanitary construction and connection, and right of way access and improvements. The office also manages *the* MS4 program, citywide GIS, addressing, 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 City Engineer/Director, the Assistant Director, a Construction Manager, a Project Manager, a Traffic Manager, an MS4 Coordinator, a Project Coordinator, an Office Manager, a Locate/Permit Coordinator, a GIS Coordinator, and a GIS Manager.

The City Engineer/Director of Engineering is responsible for the day-to-day management of the Engineering Department. The Director is a technical advisor to the City's Municipal Utilities and continually assesses the City's changing needs to develop major and minor public works capital improvement projects. The Director matches future projects with available funding sources and submits applications where required, such as Community Crossings Grant Program, INDOT/Federal Aid (MACOG) programs, Municipal Wastewater and Sewer Department funding, and Tax Incremental Financing (TIF) District. The Director also manages development of construction plan and specification preparation for public bidding and construction of public works projects. The Director serves as the City's representative on the following boards and committees:

- Technical Advisor for Board of Public Works and Safety/Utility Board
- Technical Advisor and Member, City of Mishawaka Plan Commission
- Technical Advisor and Member, City of Mishawaka Traffic Commission
- Member of the Transportation Technical Advisory Committee (TTAC), Michiana Area Council of Governments
- INDOT Certified LPA Employee of Record for Federal Highway Funded Projects

The Assistant Director of Engineering continues to be responsible for reviewing proposed private property development, i.e., all site plans, subdivisions, variances, rezonings, and annexations for conformance with current engineering standards and specifications including stormwater management, site access, sanitary sewer connection, erosion and sediment control, and overall plan conformity. Additional responsibilities include:

- Assist engineers, surveyors, planners, developers, landowners, and contractors with determining feasibility of potential projects to help streamline review process.
- Review construction plans and specifications for improvements of public streets, sewers, and drainage.
- Track required project documentation including permits, testing reports, inspections, material tickets, bonds, and as-built drawings for infrastructure to be perpetually maintained by the City.

- Support consultant engineers with design of various public works projects.
- Review sanitary sewer construction applications for sufficiency.
- Manage and oversee GIS personnel day-to-day tasks and responsibilities.
- Participate in the Michiana Stormwater Partnership, which is a local MS4 Educational Committee focused on providing the community with information on the importance of good environmental stewardship.
- Serve as the proxy member for the Mayor on the St. Joseph River Basin Commission, where various topics related to water quality and flood mitigation within the watershed are discussed quarterly.
- Serve as the City of Mishawaka's representative on the Juday Creek Task Force, which is an advisory group, with vested interest, to voice opinions of potential development adjacent to Juday Creek. The task force meets with project representatives on an as needed basis.

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 for overseeing smaller public works projects, the curb and sidewalk program, the summer street paving project, assigns all City addresses in conjunction with the 911 emergency system, and troubleshoots citizen complaints. The Project Manager also shares responsibility with the Project Coordinator for the Department's purchase orders and processing of claims for consulting services and construction projects. The Project Manager also 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, including the emergency vehicle pre-emption system and twenty-one (21) City traffic cameras, and coordinates repairs by the City's maintenance contractor. The Traffic Manager is also responsible for addressing citizen complaints, traffic signal timings, traffic studies, and traffic work orders for sign installation.

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

The Project Coordinator is responsible for coordinating and maintaining land acquisition documentation and project files, processing purchase orders and payment applications, and processing utility excavation permits and sanitary sewer construction and connection applications and permits. The Project Coordinator is back-up for City address assigning and assists the President of the Board of Public Works and Safety.

The Office Manager is responsible for managing phone and front counter inquiries from the public, maintaining sewer insurance records, assisting in 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 tickets, updating the locate database, and gathering historic sewer as-built information for distribution to the Sewer Maintenance Department staff to accurately locate the sewer system in the field. The Locate/Permit Coordinator also issues excavation permits, maintains the City as-built records, and assists with phone and front counter inquiries from the public. As the number of locate tickets continues to increase, the field locating workload could impact the amount of sewer maintenance performed by the Sewer Department; and therefore, monitoring of workload remains a priority to assess the need for potential reconfiguration of responsibilities.

GIS (Geographic Information Systems) Staff

The GIS staff includes the GIS Manager and GIS Coordinator. The GIS staff is responsible for managing the overall citywide GIS technology including:

- Create and maintain all base map layers including aerial photography, building outlines, road edges, hydrology, streets, addresses, business locations, and other data layers
- Manage 11 data servers and administer databases on those servers
- Maintain all aspects of GIS software including installs, upgrades, applications, and technical support for all City employees utilizing GIS
- Assist in interfacing primary GIS software with other software systems including permitting, inspection management, and other department-specific applications
- Provide and maintain online web-based maps available to the public and City internal use only
- Create mobile map applications for field editing on mobile devices
- Coordinate other interagency projects related to GIS

Engineering Services

In addition to engineering public works projects such as curbs, 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 including follow-up final inspections.



The Department also investigates complaints received from residents throughout the City to resolve concerns within their neighborhoods 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 2018 over 10,000 locate tickets were processed, resulting in over 2,600 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.

Excavation Permitting and Sanitary Sewer Connections for 2018

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 protection of the motoring public and the existing infrastructure as well as ensuring proper restoration after all excavations within City rights of way.

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 2018, Engineering issued 568 Excavation Permits generating \$16,450.00 in fees for all categories of excavation, such as telephone, cable, gas, electric, fiber optic, boring, street, sewer, water, and irrigation. This is an increase in fees from 2017 when \$13,970.00 was collected from 573 Excavation Permits. In addition, there were 186 Sanitary Sewer Connection and Inspection Permits issued in 2018 that totaled \$169,377.50 compared to \$286,789.11 collected from 162 permits in 2017. Although a decrease in collected funds it is an increase in the number of Sewer Connection and Inspection Permits and is directly related to the pace of private property development.

Sewer Insurance Program

The Engineering Department maintains all sewer records and provides administrative assistance for the Sewer Lateral Insurance Program. This program, which began in 1986, protects owners of single-family dwellings from paying catastrophic sewer lateral repair costs. The homeowner is responsible for paying all routine sewer lateral cleaning costs, and if the lateral requires repair, they pay a \$250 deductible fee for an owner-occupied home or a \$500 deductible fee for a renter occupied single family home. The Sewer Insurance Fund pays all repair costs in excess of the deductible for the repair of a private sewer lateral connection from the foundation wall of the home to the trunk sewer main. The costs of removal and replacement of public streets, curbs, and sidewalks as a result of the repair are included. The monthly sewer insurance fee for single family residential dwellings 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 2018 totaled \$327,695.68 with expenses of \$319,161.97. In 2018, the Sewer Department received 216 reports of sewer lateral issues where 50 residents signed up for the Sewer Insurance Program. Of the 50 residents, there were 50 residential contractor repairs performed with an ending balance in the fund of \$9,283.71. The costs for the sewer lateral repairs ranged from \$277.50 to \$25,162.00.

Review of Commercial, Industrial, and Residential Developments in 2018

The City continued to experience steady growth of proposed commercial property and residential developments. One of the larger examples of this growth is Beacon Health System with its expansion of a new hospital at the northwest corner of Beacon Parkway and Capital Avenue (3220 Beacon Parkway). This hospital is a 33,000 square foot building with a full emergency department. Beacon Health System also announced a new corporate service building at the southwest corner of Beacon Parkway and Capital Avenue (3245 Beacon Parkway), just south of the current Beacon Health & Fitness building. The corporate service building will be centrally located between its other area facilities and will house all leadership and administrative personnel.

Grandview Planned Unit Development initiated its design and ultimate construction of Phase II, which includes (4) four-story buildings incorporating residential apartments, commercial storefronts, and covered parking. The United Federal Credit Union expanded with two new banks within Mishawaka, one in Toscana Park (7514 Gumwood Road) and the other at the southeast corner of Bremen Highway and Meijer Drive (3630 Bremen Highway). Other major site development and subdivision projects approved in 2018 were Center for Hospice – Phase 2 (519 Comfort Place) and Phase 3 (535 Comfort Place), Classic Seamless Gutters building expansion (1121 N. Merrifield Avenue), Cor-A-Vent building expansion (645 E. Sixth Street), Lippert Components Parking Lot expansion (400 S. Byrkit Avenue), Vibra Rehabilitation Hospital (4807 Edison Lakes Parkway), and Villas at Reverewood, Phases 4 and 5.

MS4 (Municipal Separate Storm Sewer System)

During 2018, staff prepared for potential construction and post-construction audits by IDEM. City staff met with the IDEM inspector for our region for field training on IDEM soil erosion control expectations at private construction sites. IDEM will be choosing a subset of the regulated communities for the in-depth audit in 2019. We are unsure if Mishawaka will be chosen as an audit site for 2019, but we will continue to handle construction and post-construction in accordance with applicable regulations to ensure that the results of a potential audit will be favorable.

The City, through its consultant, created 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 stormwater. 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 at our last good housekeeping audit, 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. During 2018, the MSP began planning for a contractor education event that is being spearheaded by the Soil and Water Conservation District. The event will occur during the first quarter of 2019.

2018 was the City's final year of the third NPDES permit term (5 years per each term). Staff prepared and submitted a permit renewal to IDEM. The City has not received a response, but anticipates receiving the renewal in 2019. IDEM is currently working on changes to the MS4 Permit Program. The revisions will require permit restructuring that may bring changes to the local MS4 programs, including the potential for revised permit requirements. Program efforts throughout 2019 will focus on continuing outreach education, erosion control permitting with construction site monitoring, 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 2010, which established maintenance requirements and provided a regulatory framework for recovering costs incurred by the City in dealing 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 updated and printed an educational pamphlet for distribution with the January 2018 restaurant license renewal. The list of food service establishments that fall under the provisions of the ordinances was reevaluated. As the program has grown and developed, additional food service establishment types have been identified for inclusion in the program. Those newly identified establishments were included in the registration and education in 2018.

Traffic Engineering Services

Maintenance and Operation

Engineering is responsible for maintaining the effective use of the City's streets for the motoring public. This includes ensuring that the traffic signals are operating correctly, traffic signs are clearly and consistently displayed, and the City's rights of way are clear of obstructions. The following bullets detail some of these efforts during 2018.

Traffic Signals

Total of 63 traffic signals: all cabinets received an annual cleaning to protect the cabinet electronics, which includes replacing air filters and evaluating the winter heat source and battery back-up system

- 13 school warning devices
- 2 intersections with four-way red flashers
- 2 intersections with all-way yellow warning flashers
- Completed 150 traffic signal maintenance repairs
- Additional repairs and maintenance of luminaires on traffic signal poles
- Additional repairs of guardrails

Traffic Signage, Pavement Markings, and Dumpster Permits

- 28 work orders issued for signage and pavement markings
- Annual inventory of all traffic control signage near public and private schools including repainting school crosswalks and replacing damaged, faded, or missing signs, which maintains compliance with Federal guidelines as outlined in the Indiana Manual on Uniform Traffic Control Devices for all schools in Mishawaka
- 4 on-street disabled parking spaces were added following recommendation from the Mishawaka Police Traffic Division and approval by the Board of Public Works and Safety
- 5 on-street disabled parking spaces were removed since they were no longer needed
- 58 dumpster permits were issued

Traffic Studies, Modifications, and Traffic Commission

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.

Requests are received for additional four-way stops, time limited parking, and restricted parking which require a recommendation by the Traffic Commission and, in many instances, action by the Mishawaka Common Council before implementation. A thorough investigation and, in some instances, a study is completed to determine the merits of each request. These studies are then presented to the Traffic Commission for review and recommendation to the Common Council. Upon adoption of an Ordinance by the Mishawaka Common Council, the Engineering Department issues a work order to install the modified signage or pavement markings.

In 2018, the City received a formal request to consider adding a traffic signal at the intersection of Russell Avenue and Milburn Boulevard. A study was completed by review of accident reports, traffic counts, and sight distance and configuration verification. The study did not recommend a traffic signal or an all-way stop since the intersection data did not have supporting justification. Ultimately, the findings were presented to the Traffic Commission, the Traffic Commission denied the request, and it did not advance to Common Council.

GIS (Geographic Information Systems)

Geographic Information Systems, or GIS, is a computer technology that uses data in relation to location, smart mapping technology. It is estimated that 80-90 percent of all information kept by local governments has a geographic location associated with it. The GIS staff oversees and coordinates the City's use of the software, databases, and all related information through interaction with most departments; work performed out in the field; relationships with other agencies such as South Bend, St. Joseph County, and MACOG; and provides convenient visually oriented information for City employees, residents, and businesses to utilize.

One of the primary responsibilities of the GIS staff is to maintain all aspects of GIS software and coordinate base mapping data such as aerial photography, building outlines, road edges, hydrology (bodies of water), streets, addresses, business locations, and many other data layers. This includes troubleshooting when problems with GIS and related software are encountered. It also involves the interfacing of the primary GIS software with other software systems for permitting, inspection

management, and other department-specific applications. All web-related GIS applications involve creating and maintaining GIS maps provided for the public as well as for field capabilities by City departments, such as utility locating, entering real-time data in the field, and other uses of mapping data lookup. There are currently 17 online web maps available to the public and an additional 13 online web maps for internal City use only. This involves overseeing the supporting GIS data so the online web maps provide current graphics and data. Many department-specific maps, which are accessed from City employee workstations, have been created and maintained by the GIS staff as well.

The GIS staff also coordinates Mishawaka's interagency projects such as providing streets, addresses, and business locations to the St. Joseph County Public Safety Answering Point (PSAP) and providing updated residential addresses to the U.S. Census Bureau.

GIS Projects

In 2018, the following projects were completed, beyond the normal daily tasks and responsibilities of the GIS staff:

- Completed submission to the U.S. Census Bureau for the Local Update of Census Addresses (LUCA) as part of the 2020 Census to ensure complete and accurate population count
- Completed integration of EnerGov, a new permitting software, with City GIS
- Coordinated with the Police Department to support implementation of the Motorola Premier One Records Management System (RMS)
- Created ability to track and easily identify particular attributes of the Mishawaka street centerline layer including street ownership and high traffic volume roads
- Created a Traffic Alerts online map to help improve communication with the public on upcoming road closures, lane restrictions, and detours
- Created ability for the Water Department to do limited online GIS editing of water layers

Construction Projects

Engineering is responsible for plan development and construction management of public works projects. These construction projects are funded from several sources. In 2018 projects under construction were funded with Long Term Control, Tax Increment Financing, Cumulative Sewer, Redevelopment CDBG, Local Road and Street, Sewer Maintenance, and INDOT/FHWA Funds. Construction completion in 2018 totaled approximately \$16.8 million. Specific details of the 2018 construction projects are highlighted in the following sections. In addition, projects that were in the design and land/easement acquisition phase during 2018 are also discussed with intent of future construction.



TIF Construction Projects

Railroad Bridge Signage – Main Street Underpass

This Project was the first phase of the final portion of the overall City branding and wayfinding initiative. The Railroad Bridge Signage project at the Main Street Underpass commenced in May 2018. It included cleaning and painting the branding signs on the north and south facades of the Canadian National Railroad Bridge, as well as attachment of City Seal and Princess City Parkway wayfinding signs. The parapet walls were cleaned and stained to match the concrete walls on both sides of the bridge. This project was complete in June 2018 with a total City investment of \$129,000.



Railroad Bridge Signage – Main Street Underpass

Railroad Bridge Signage – Church Street Underpass



Railroad Bridge Signage – Church Street Underpass

This Project was the final phase of the overall City branding and wayfinding initiative. This Railroad Bridge Signage project at the Church Street Underpass commenced in June 2018. Since existing utility crossings were attached to the bridge, the signs were cantilevered 30 inches from the north and south faces of the Norfolk Southern Railroad Bridge. The project also included staining the concrete bridge facade to match the adjacent retaining walls. The interior abutment and center pier walls were stained darker to camouflage the ongoing

impacts of the stormwater runoff from the aging steel railroad bridge. This project was complete in July 2018 with a total City investment of \$173,000.

Douglas Road Phase II, including Veterans Parkway and Northeast Well Field utility access

The City's recent annexation, subsequent acquisition of the Juday Creek Golf Course, and plans for the proposed Northeast Well Field emphasized the need for improvements to Douglas Road from the existing County two-lane configuration. Due to the magnitude of utility coordination, a phased approach to the project was necessary. Phase I construction was complete in June 2018 and included utility extensions, stormwater management accommodating the sensitive nature of Juday Creek, and subgrade preparation with a total City investment of \$1.3 million.

Phase II construction commenced in June 2018 for Douglas Road and Veteran’s Parkway. Douglas Road improvements included a five lane concrete street with two travel lanes in each direction, a center left turn lane, concrete curb and sidewalk, street lighting, and multiple buried utility corridor conduits. At the close of 2018, the improvements to Douglas Road were substantially complete with a City investment to date of \$3.7 million.

When construction resumes in the spring of 2019, the focus will be on the construction of Veterans Parkway, which will provide access to the proposed Northeast Well Field and water treatment facility. Veterans Parkway will include one lane in each direction and protected left turn lanes incorporated with landscaped islands, a bridge over Juday Creek, water main, stormwater management, street lighting, gravity sanitary sewer main, and associated forcemain for a future lift station. The estimated investment to complete the project is \$2.2 million. The service area for the future lift station (Phase III) will require design for 1 million gallons per day of capacity upon total build-out.

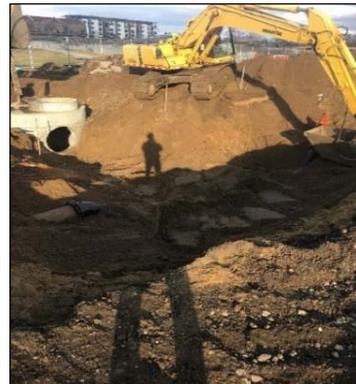


Veterans Parkway and Northeast Well Field utility access

As part of the Douglas Road Phase II project, the Jefferson Boulevard and Liberty Drive intersection was added to the project just prior to bidding. Specifically, in late fall of 2017 the Cemetery Perimeter Fence project provided the opportunity for reconstructing the aging intersection of Jefferson Boulevard and Liberty Drive. Since a traffic signal reconstruction for Douglas Road and Fir Road was included in the Douglas Road Phase II project and was within weeks of bidding, adding the equipment and quantities for hardscape was a much simpler proposition.



Jefferson Boulevard ADA compliant sidewalk



Douglas Road and Fir Road

This was also an economic decision as it could bring better pricing as quantities increase, and that is exactly what happened. Residents along the north side of Jefferson Boulevard just west of

Liberty Drive were approached to dedicate a few feet of right of way to allow the City to install needed sidewalk. The owners of 418, 420, 426, 428, and 430 W. Jefferson Boulevard were very supportive, and the results are a new ADA compliant sidewalk, working walk-waits, and new battery-backup traffic signal serving a main walking corridor for multiple walk-on schools in the area. The City investment for this intersection and surface hardscape was \$175,000. Overall, the Douglas Road Phase II project is scheduled to be complete in December 2019 with a total City investment of \$6.1 million.

Ironworks Development Area – Phase II

The City entered into a developmental agreement regarding The Mill at Ironworks Plaza, a planned unit development bound by Front Street, Mill Street, Ironworks Avenue, and Hill Street, where utility improvements were committed and were split into two phases. In 2017, the City completed Phase I of the sanitary sewer service improvements at Mill Street that accommodates the future retail elements of the development fronting Mill Street, which included a total City investment of \$72,000. Due to coordinating efforts with the private developer’s equipment and materials, construction of Phase II was delayed until September 2018. This phase included the installation of storm sewer, sanitary sewer, electrical and utility conduits, and street lighting foundations. The project is expected to be completed in spring 2019, with an estimated City investment of \$490,000.

Douglas Road and Grape Road Intersection – Eastbound Right Turn Lane

Ultimately, the full build-out of improvements at this intersection will require additional right of way from all quadrants of the intersection. Therefore, these improvements will be completed in phases, beginning with the southwest corner as the City was able to partner with Heritage Financial Group Inc., the new property owner at the southwest corner of the Grape Road and Douglas Road intersection. This partnership allowed the City to obtain additional right of way to accommodate the construction of a right turn lane for eastbound traffic on Douglas Road. Construction commenced in April 2018 and included the concrete eastbound right turn lane, storm sewer, and traffic signal improvements. Nearby locations on Douglas Road required concrete joint reconstruction with similar concrete reconstruction efforts modifying joints throughout the City TIF District. The project also included complete reconstruction of Hill Street between Lincolnway West and Third Street. The onset of early winter weather caused a small portion of work to be delayed until the spring of 2019. The estimated City investment is \$1.4 million.



Douglas Road and Grape Road Intersection

North Main Street Median Island Modification

To facilitate safe ingress/egress for the existing southwest Main Street drive approaches and new multi-lot development at the southeast corner of Main Street and Edison Lakes Parkway, the center island on Main Street was modified to accommodate southbound left turns and a conflicting existing drive approach for Extended Stay hotel was relocated to the south. Main Street was milled, resurfaced, and new traffic pattern pavement markings from the Main Street's Juday Creek Bridge,



North Main Street Median Island

north to Edison Lakes Parkway were installed. Additionally, the northeast curb radius was improved at the intersection of Douglas Road and Main Street to enable stable turning movements for longer vehicles and to better protect the existing traffic signal pole. The intersection of Hickory Road and Edison Road is shared right of way with the City of South Bend. The City's portion of right of way was reconstructed including reconfiguration of three concrete islands. The total City investment was \$700,000.

Fourth Street Improvements – Phase II

As a continuing effort to reduce combined sewer overflow, CSO, Fourth Street from Laurel Street to Merrifield Avenue was fully reconstructed. In addition to the full depth pavement, storm sewer was installed allowing for the separation of the stormwater flows from the sanitary sewer lines. All sanitary sewer laterals and water services were replaced within the public right of way. Laurel Street from Third Street to Fourth Street was also reconstructed and a sanitary sewer was constructed to separate the sanitary and storm flows. Both street sections also included new concrete curbs, gutters, and sidewalk. Work is expected to be complete in spring 2019 with an estimated City investment of \$1.1 million.



Fourth Street Improvements



Donaldson Avenue Reconstruction

Donaldson Avenue Reconstruction

This project resolved the remaining legacy of the Main Street underpass construction and the desire to redevelop the resulting remnant land. The Logan Home and Mishawaka Building Trades each obtained parcels in this corridor that required sanitary sewer access. Specifically, the reconstruction of Donaldson Avenue from Main Street to Division Street included full depth pavement, all sanitary sewer laterals, and water service replacement. The project was completed in the fall of 2018 with a total City investment of \$500,000.

2018 TIF Design and Study Projects

Cedar Street from Mishawaka Avenue to Edgewater Drive (Mishawaka Ave. Phase III)

Cedar Street is Phase III of the Mishawaka Avenue area projects which progressed to 95% complete in 2016. The project is impacted by the adjacent Cedar Street Central Service Facility rehabilitation. The facility was demolished in 2017, and it is anticipated that the brownfield requirements will be complete in 2019. The Cedar Street project may be programmed for construction once the rehabilitation is fully complete. At that time the project will include sewer separation, street reconstruction, concrete curb, and sidewalk with an estimated City investment of \$1.2 million.

Union Street, Dragoon Trail to Eighth Street (study)

The study was initiated as a planning exercise in 2017 due to the new Family Express development at the northeast corner of Union Street and Dragoon Trail. The City completed the study in spring 2018, which determined appropriate right of way needs including traffic counts that identified all turning movements, accident data, line-of-sight geometry, existing and proposed growth of utilities, and land redevelopment. In 2018 Family Express dedicated right of way for future expansion of the intersection and construction of an 8 foot wide multi-use pathway. Since improvements of the ultimate build out to a five-lane section are many years into the future, the short-term improvement of a left turn signal was recommended. In addition, the 2018 construction season routed many State detours into this intersection causing even more congestion. Since traffic counts were determined from the recently completed study and are necessary to generate the program for the signal timing, implementing the interim recommendation in 2018 was the obvious solution. Therefore, the City installed a passive left-turn signal for traffic east and west bound on Dragoon Trail and adjusted signal timings with a total City investment of \$15,000.

Ironworks Plaza – storm sewer relocation/parking lot, café/event center, ice rink, beer garden

As The Mill at Ironworks private development progresses, the City turned its attention to vacant land north of Ironworks Avenue and south of the St. Joseph River Race. Elements identified for development in 2017/18 included the café/event center, new ice ribbon/rink to replace Merrifield's aging facility, and pavilion/beer garden. During the design of these facilities, it became evident that relocating the existing storm outfall from the River Race and upsizing to new 72" storm outfall at the river would be required. Phase I construction is scheduled for late spring 2019 and includes new storm sewer and outfall, a new parking lot with associated utilities installed for the future café/event center, fishing access overlook, and pedestrian walkways. Phase II is scheduled for later in 2019 and will include the beer garden area. Phase III, the café/event center and ice ribbon/rink is tentatively scheduled for construction 2020/21 as funds become available. See Exhibit A.

Bremen Highway, Meijer Drive – Elmwood Road Reconfiguration

The City partnered with the developer of the parcels west of Bremen Highway that will allow the reconfiguration of the existing Elmwood Road to the Meijer Drive traffic signal. The developer committed to granting the required right of way and to share in the construction costs. Therefore, the City commenced with design in 2018 of the reconfiguration that will include utility extensions, storm sewer, full depth pavement, concrete curb and gutter, and an upgraded traffic signal. Upon receiving favorable bids, construction may begin as early as June 2019. The overall estimated project cost is \$600,000.

Twelfth Street, Phase III (Dodge Avenue to Campbell Street)

Just as Twelfth Street Phases I and II were selected by INDOT/FHWA to receive 80% funds matched by the City's 20% funds for construction and construction observation, Phase III was also selected as a viable project in 2018 to receive these future funds. The design commenced in summer 2018 and the project will include a widened Twelfth Street from its present two lanes to three lanes to include a continuous center left turn lane, new storm sewer, concrete curb and gutters, and 8 foot multi-use pathway. This INDOT/FHWA process also requires deliberate design, environmental study, and right of way acquisition milestones that will span until 2024/25 when the start of construction has been programmed into the INDOT/FHWA system. The total investment for construction at that time is estimated to be \$7.8 million.

Bendix Pond / Beiger Street / Byrkit Street Storm Drainage Study

In 2017 growth via private redevelopment was invested in this area through the facility and site improvements by Lippert Components and the facility investment of Siemens Health in both of Byrkit and Beiger campuses. The anticipated construction of Phase II of Twelfth Street and the performance of Bendix Pond during the flooding in February 2018, facilitated the need to identify potential drainage improvements with the goal of coordinating with future improvements for both industrial partners. Survey and existing utility information was completed in 2018 with recommendations to be finalized in 2019.

Public Works Projects

Community Crossings Matching Grant

In August 2017, the City was awarded a \$650,000 matching grant, which the City utilized in the 2018 construction season for eighteen project locations within the City:

Street Name	From	To
Beiger Street	Lincolnway	Third Street
Broadway	Logan Street	Liberty Drive
Edgewater Drive	Cedar Street	John Street
Hampton Road	50 feet W of Tremont Drive	Hampton Court
Hill Street	Third Street	Fourth Street
Homewood Avenue	Home Street	Roosevelt Avenue
Jefferson Blvd	Logan Street	Forest Avenue
East LaSalle Avenue	Sarah Street	Christyann Street
East LaSalle Avenue	Division Street	Chestnut Street
Main Street	Lincolnway	First Street
McKinley Avenue	300 feet west of Chestnut Street	Canadian National Railroad
Meijer Drive	650 feet east of Bremen Highway	1770 feet east of Bremen Hwy
Merrifield Avenue	McKinley Avenue	Cedar Street
Milburn Court	Fourth Street	Dead End
Oak Street	Lawrence Street	Broadway
Schumacher Drive	West McKinley Avenue	Imus Drive
Terry Lane	Land's End Drive	Harding Avenue
Vine Street	Logan Street	Calhoun Street

Each location was reviewed for the condition of the existing pavement to identify deficiencies and, on a case by case basis, a determination was made on the type of treatment application for each location. Treatments included full depth patching, partial depth patching, variable depth milling, wedge and level course, and road fabric installation. Resurfacing varied from 1.5 inches to 4 inches. Handicap ramps at the intersections were replaced to meet ADA standards for each block. Various concrete curbs were replaced, and curb inlets and manhole castings located within the pavement were also adjusted to grade where necessary. After paving was completed, new thermoplastic pavement markings were installed, including crosswalks. These eighteen projects were completed in 2018 with a total construction cost of \$1.3 million. In 2019, the City will apply for a Community Crossings Grant for the 2019 construction season.



Summer Street Paving Program

With the completion of the pavement rating system (PASER), the Engineering Department coordinated an additional 9,500 linear feet of street milling, sealing, and resurfacing. The entire street was milled from curb to curb to remove 1” to 2” to retain as much curb exposure as possible. Milling expenses totaled \$122,000, resurfacing totaled \$360,000, sealing totaled \$45,000, and pavement markings totaled \$3,000, for a total overall summer street paving program City investment of \$530,000.

Street Name	From	To
Broadway	235 feet west of Sarah Street	Cedar Street
Liberty Drive	McKinley Avenue	Jefferson Blvd
McKinley Avenue	Hickory Road /Logan Street	Entrance to Town and Country
Twelfth Street	Dodge Street	Campbell Avenue

Alley Paving Program

The 2018 Alley Paving Program surfaced 4,110 linear feet of alleys totaling an investment of \$75,000. A field inspection of each alley is conducted to determine the feasibility of paving 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 apply dust palliative to 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. In 2018 eleven alleys were surfaced with this program.

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 118,100 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, trip hazards, or damages. In 2018 a total of \$264,000 was invested in neighborhoods on curb and sidewalk improvements.

Curb and Sidewalk – Community Development Block Grant

The Department of Redevelopment received a 2018 Federal Grant for curb and sidewalk improvements within the low to moderate income census tracts. With these funds, a separate project was bid as performance (design/build) to replace 5,280 lineal feet of curb and sidewalk to meet the current ADA standards and install new handicap ramps. The improvements were constructed in the fall of 2018 along Elizabeth Street from Broadway to Battell Street, Battell Street from Main Street to Elizabeth Street, Lawrence Street from Elizabeth Street to Ann Street, and Willow Street from Marion Street to Jefferson Boulevard. The total investment was \$308,000.

Long-Term Control Plan Projects

The City's Long-Term Control Plan (LTCP) continues to evolve with the target to improve wastewater treatment and the sewer collection system to reduce the combined sewer overflows (CSO) from fifty (50) per year in 2008 to less than one (1) per year upon the plan's complete implementation. Improvements were previously completed at the Wastewater Treatment Plant expanding the plant capacity and attention is now directed to the collection system, which originally diverted 350 million gallons of combined sewer overflow (CSO) to the St. Joseph River during the wet weather. Separation of stormwater from the sanitary flows not only helps prevent overflows to the river, it also reduces the amount of stormwater conveyed to the Wastewater Treatment Plant for processing saving the residents the cost of unnecessarily treating the stormwater. It also reduces individual backups during storm events.

The City's Long-Term Control Plan (LTCP) was endorsed by the Common Council in January 2014, and Final Judgment was filed on May 23, 2014 by the United States District Court. However, at the 60% plan completion in November 2016, the estimated project cost significantly exceeded the initial estimates causing the City to step back and reevaluate the LTCP as a whole. Since we are bound by a schedule and specific elements within the 2014 Consent Decree, we continued to progress construction documents of the deep storage and conveyance tunnel and lift station/control structure to 90% in good faith as we progressed the reevaluation of the LTCP.

Technology has changed since the development of the LTCP; options were reevaluated in 2017 and conclusions supported reopening negotiations with the US EPA and Department of Justice in pursuit of relief from the "zero overflow for the typical year". Official written notice was presented in November 2017 resulting in the first meeting on January 31, 2018 and a subsequent submittal dated August 24, 2018 specifically outlining our proposed alternatives to the deep tunnel-zero overflow LTCP. The year ended as we continue to await a response from the agencies. However, in parallel to renegotiation, the City continues in good faith to progress projects that do not require the deep storage and conveyance tunnel to be viable, i.e. portions of the Linden Area.

Linden Area – Long Term Control Plan

The Linden Area Sewer Separation is an element of the Long-Term Control Plan (LTCP), which falls under the "East Area" of the LTCP and includes the area south of the St. Joseph River roughly bounded by Merrifield Avenue, Fourth Street, and Roosevelt Avenue.

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. However, these are further broken down into several phases to complete the entire system over the next several years.

The Linden Area construction projects began in 2016 with Division A – Phase I. Divisions A – Phase II, Division B, and Division C were completed in 2017. Linden Area Divisions A, B, and C were necessary in anticipation of the second phase of Twelfth Street Improvement Project, from Downey Avenue to Campbell Street, which will allow a storm outlet for the improvements on Twelfth Street. The Twelfth Street project is programmed through MACOG where 80% will be funded by INDOT/Federal Highway and the remaining 20% will be funded by a local match from the City.

Linden Area, Divisions N & P

Linden Area Divisions N & P, constructed in 2018, was one of the more challenging portions of the Linden Area projects. The challenges were not only due to utility conflicts, but because of the nearby State/INDOT projects (SR 331 Bridge and SR 933) and unexpected Norfolk Southern Railroad (NSRR) maintenance projects that resulted in sensitive and complex traffic control. With State and City coordination, we collectively toggled closures between the multiple street projects in an effort to keep an open corridor not only for the public safety and walk-on schools, but general traffic, even though these are restrictive corridors on their own.



Specifically, the Linden Area Divisions N & P project spanned Byrkit Avenue from the Norfolk Southern Railroad north to Linden Avenue including the Lincolnway (SR933) intersection. It constructed a 30”/36” dedicated sanitary sewer line to facilitate the separation of the storm flows from the sanitary flows and included a bore and jack under Lincolnway for the new sanitary sewer. An aging water main proved difficult forcing open cut replacement within Lincolnway. Also included was the relocation and replacement of the sewer laterals currently connected to the existing 60”/66” combined sewer in addition to known interconnected residential sanitary lateral separations. Once all the projects are completed, the existing 60” large diameter sewer, which continues south under the NSRR, will become a dedicated storm sewer. The total City investment from Linden Area Division N & P is \$2.5 million. It is anticipated that Divisions M and L, which connect Division C to Division N, will be bid for construction in 2019 and 2020 in multiple phases. Exhibit B more clearly defines the magnitude of area these improvement projects serve.

Crawford Park Conveyance – CSO 14 to Niles Avenue

The Linden Area Study also identified significant deficiencies in the conveyance system between CSO 14 and Niles Avenue. As the efforts expended in 2017 and 2018 to determine alternatives for the LTCP, a solution was determined for the overflows of manhole 19 if we were not held to zero overflow for the typical year. 2018 through spring of 2019 includes efforts in design of a new parallel 72” sewer conveyance to the existing 48” through Crawford Park between Niles Avenue and CSO 14. A new CSO control structure will also be constructed. If we are required to adhere to zero overflows, we may then continue the 72” conveyance, otherwise the plan is to terminate at

the existing CSO and dual-barrel river crossing. It is anticipated that the project design will be complete for bidding in summer 2019 with construction in fall 2019 and completed in spring 2020.

Wastewater Funds

Milburn Boulevard Area Divisions K and M

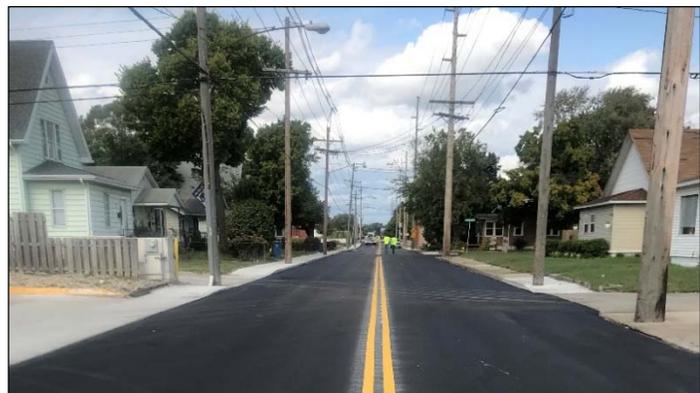


Milburn Boulevard Area Divisions K and M are not included in the Consent Decree for the LTCP, but the City elected to continue the concept due to the positive results for the neighborhood. These Divisions included Hendricks Street, Queensboro Avenue, and Geyer Avenue (Ewing Avenue to Delaware Street). This project

includes sewer separation, sewer lateral replacement, water service replacement, pavement, curb and sidewalk replacement, and continued investigation and lining of remaining laterals on Lincolnway. This project was completed in early 2018 with a City investment of \$2.1 million.

Milburn Boulevard Area – Alabama Street, Jackson Street, and Burdette Street (Milburn East)

Though not part of the Consent Decree for the LTCP, the City elected to continue the redevelopment concept for remainder of Milburn Area streets. Alabama Street, Jackson Street, and Burdette Street improvements included sewer separation, sanitary sewer lateral replacement, water service replacement, full depth asphalt pavement, concrete curb and gutter, and sidewalk replacement. The construction was completed in fall 2018 with a City investment of \$1.5 million.



Milburn Boulevard Area – West Design Project

Design commenced in fall 2018 for the final portions of the Milburn Area not previously improved. Specifically, blocks of Geyer Avenue, Russell Avenue, Somerset Avenue, Dale Avenue, Meridian Street, Sixth Street, and the portion of Logan Street from Panama Street to Dragoon Trail are included. The planned improvements will be storm separation, sanitary sewer lateral replacement, water service replacement, full depth asphalt pavement, concrete curb and gutter, and sidewalk replacement. It is anticipated to be bid in late spring 2019 with an estimated City investment of \$1.9 million.

2018 LPA Construction Project (20% Local Match)

Construction was scheduled to start in August 2018; however, due to utility relocations, construction has been delayed until spring 2019. The project will widen Twelfth Street from its present two lanes to three lanes including a continuous center left turn lane. Byrkit Avenue will also be reconstructed from Twelfth Street to Eighth Street. In addition, new curb and gutter, storm sewer, and street lighting will be installed, and the traffic signal at Brykit Avenue and Twelfth Street will be upgraded. The original contract completion date was October 2019, however, due to the utility relocation delays, the project is anticipated to be complete in early 2020. The estimated City investment is \$6.1 million.



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

Future Projects

Project	Completion Date	Estimated Cost
Wastewater Funded Area		
Linden Area, Division M –Phase I Railroad Crossing(LTCP) (divert 42" Indiana to 48" Linden)	Nov 2019	\$1,900,000
Linden Area, Division L (LTCP) (Byrkit – sanitary re-route railroad)	Nov 2020	\$700,000
Crawford Park Conveyance Sewer Project	Nov 2019	\$3,250,000
Milburn West Area (Hubbard, Geyer, Russel, Somerset, Logan)	Nov 2019	\$2,200,000
Linden Area, Division M –Phase II (LTCP) (sanitary re-route south of fifth street)	Nov 2020	\$2,000,000
TIF Area		
Beacon Parkway Pathway	Nov 2019	\$600,000
Douglas Road Widening, Phase II (Veterans Parkway)	Nov 2019	\$3,500,000
Ironworks Plaza, Phase I	Nov 2019	\$3,300,000
Ironworks Plaza, Phase II	Dec 2019	\$2,600,000
Bremen Highway, Meijer Drive - Elmwood Reconfiguration	Nov 2019	\$600,000
Third Street Reconstruction, (Merrifield Avenue to Laurel Street)	Nov 2020	\$1,100,000
Cedar Street Improvements (Mishawaka Avenue to Edgewater)	Nov 2020	\$1,900,000
West St. Storm Relief Sewer – West St. (6th St. to 15th St.)	Nov 2021	\$2,450,000
West St. Storm Relief Sewer – 8th St. (West St. to Logan St.)	Nov 2022	\$1,850,000
West St. Storm Relief Sewer – 15th St. & 16th St. (Rose Park)	Nov 2023	\$3,200,000
LPA Project (FHWA w/ 20% Local Share)		
Twelfth St. Ph II (Campbell St. to Downey Ave.) – Construction (80% Federal funds and 20% City funds)	Apr 2020	\$7,500,000
Twelfth St. Ph III (Dodge Ave. to Campbell St.) – Construction (80% Federal funds and 20% City funds)	Nov 2025	\$7,800,000
Cedar Street Bridge Expansion, Riverwalk Pathway – Construction (80% Federal funds and 20% City funds)	Nov 2024	\$4,450,000

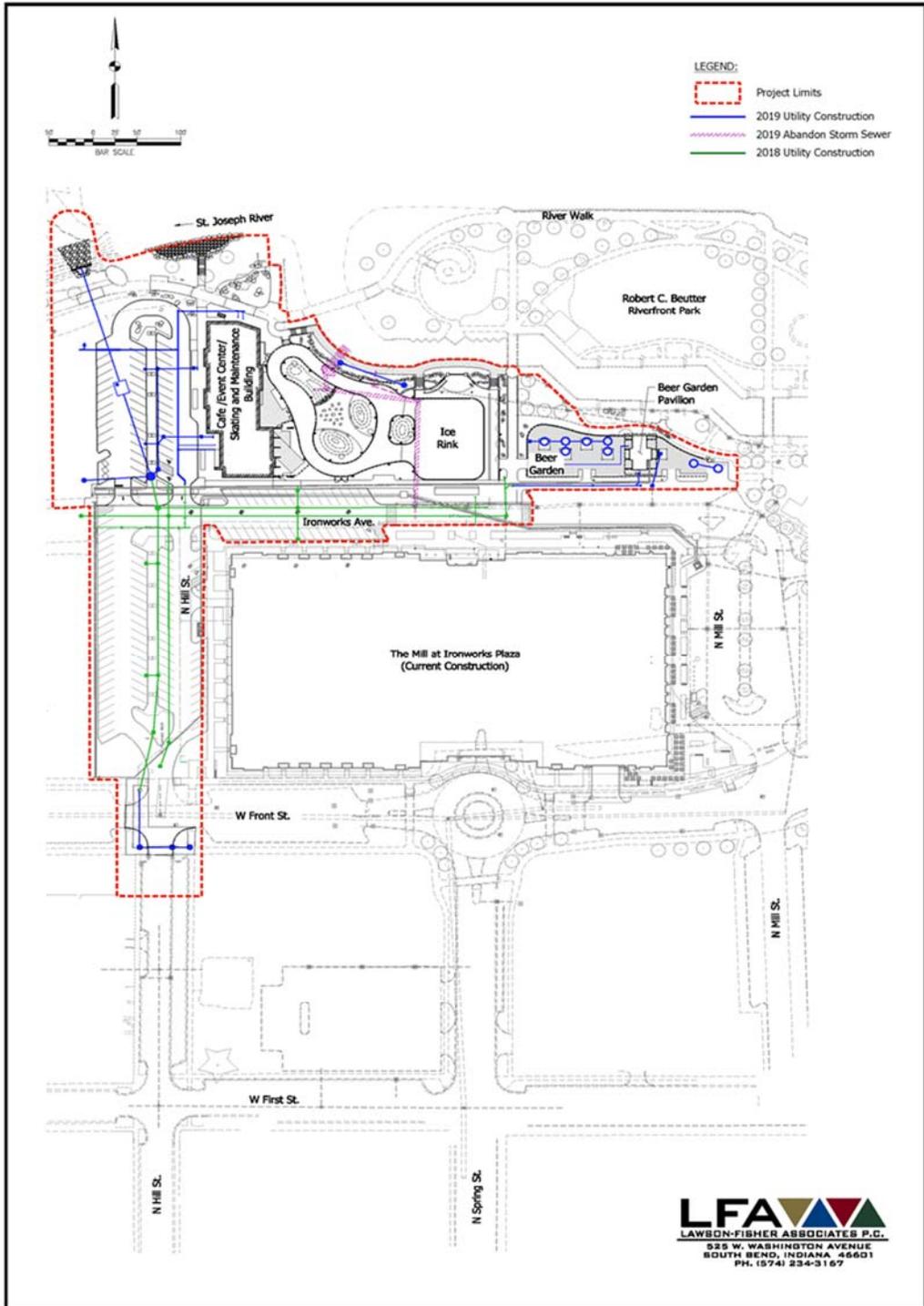
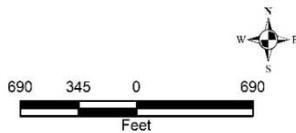
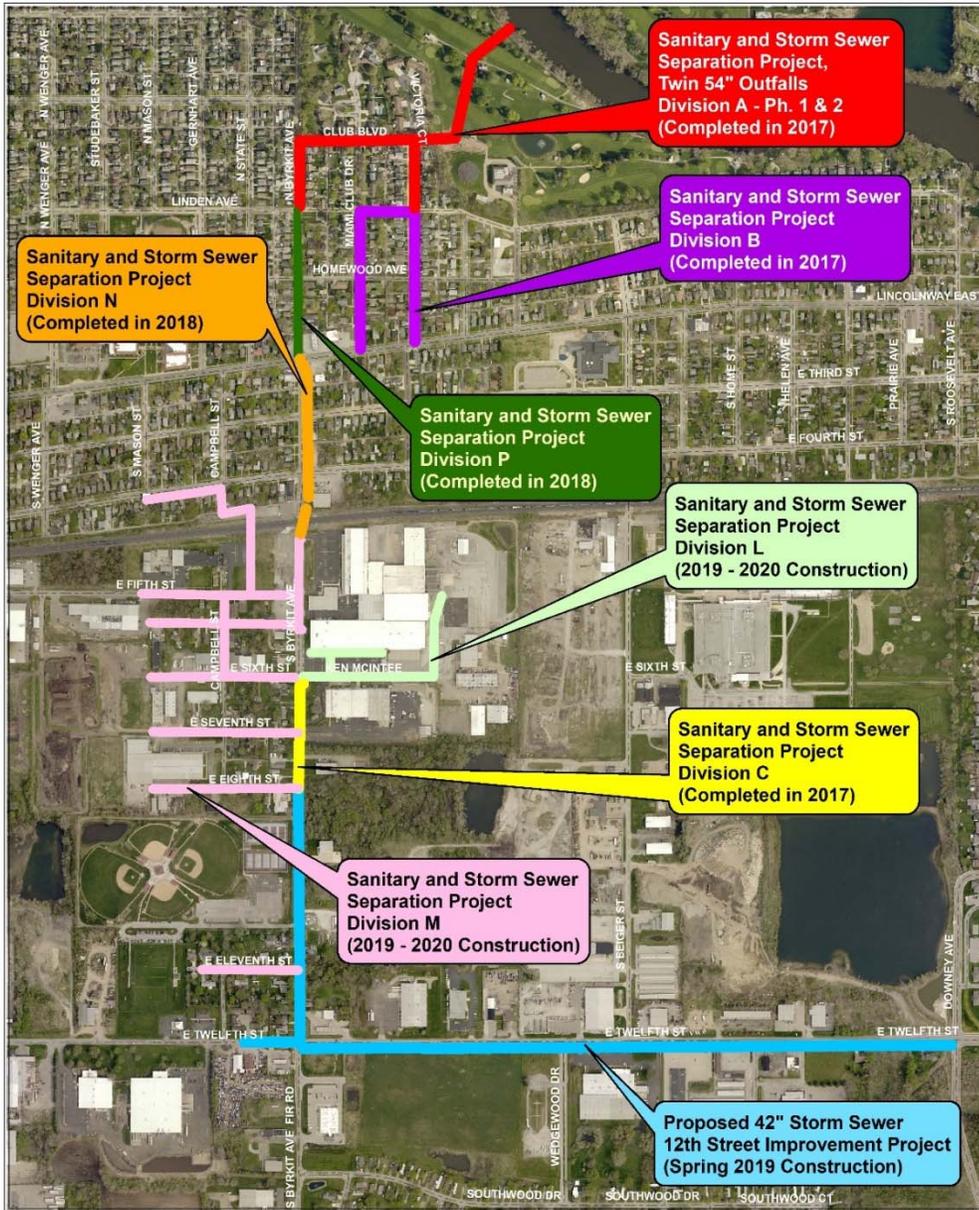


Exhibit A – Ironworks Plaza

Path: \\gis1\Vector\Engineering\Department\Mapfiles\10_3_1\Mayor Year End\Exhibit A - Linden Area ABC, NP and 12th M & L.mxd
 Date: 2/15/2019 Time: 10:04:50 AM Author: User: jhansen



City of Mishawaka, Indiana
 Linden Area Sewer Improvement
 Division A, Phase 1 & 2, Division B, Division C,
 Division L, Division M, Division N, Division P
 and Proposed 12th Street

Exhibit B – Linden Area Projects and Twelfth Street Phase II

Parks and Recreation Department

Phil Blasko, Superintendent

The Mishawaka Parks and Recreation Department successfully cut ribbons on three new amenities in 2018; Merrifield Park, Castle Manor and the Fitness Court. The newly renovated Merrifield Park features an extension of the Riverwalk, new restroom building, and is highlighted by the upgrade of the historic Castle Manor. Through generous donations from individuals, families, service groups and businesses, we were able to successfully complete our first ever Patronicity



Central Park Fitness Court

Campaign to build the new, state-of-the-art Fitness Court on the Riverwalk. Rosemary's Garden features two swing benches that provide a great opportunity to reflect or rest while enjoying the sights of downtown Mishawaka.

We believe that we play a very important role in enhancing the quality of life for the City of Mishawaka. Our commitment to engage with the community through new events, programs, and activities has been our primary focus. With over seventeen new special events, along with the expansion of our summer camps, our positive

momentum is here to stay. We are proud to report that we have provided opportunities for all ages and abilities at the Mishawaka Parks Department.

Battell Community Center

The Community Center has been as busy as ever this past year: packed with people, special events, youth and adult activities and evening/weekend rentals. We are pleased that the community is becoming more aware of the BCC and all that it has to offer. Lil' Explorers Adventure Day Camp was the "perfect first camp experience" and proved to be a nurturing introductory program for preschoolers. Our camp counselors did a wonderful job embracing the creativity and imagination of each child to create an inventive and inclusive environment.

Special Events have not only expanded in selection, but in attendance as well. The 3-day Halloween Spooktacular was a massive hit with the community, featuring a Haunted House, Kids Fun House, Trunk or Treat and the BCC Graveyard! With around 6,000 people in attendance, lines wrapped around the building and out through the parking lot each night. We proudly collected and donated 2,643 pounds of food to the Mishawaka Food Panty. We are pleased to announce that this event will extend to two weekends in 2019, making this our first ever six-day event. The Fam-Fam Sale, 2nd Chance Prom, Macarons with Mom and the Winter Concert Series were also popular events



Trunk or Treat

The BCC Youth Sports leagues have more than doubled in participants this year! The Youth Basketball Program had over 200 three through eight year old participants. We utilized both the Battell and John Young Gymnasiums for Wednesday practices and Saturday Games.



Youth Sports

Merrifield Complex

The summer aquatics season started with the 6th Annual Blazin' Buffalo Swim Invitation. Throughout the season, the pool saw a steady crowd of both residents and nonresidents enjoying all that this great amenity has to offer. We hosted multiple successful events throughout the season. Our Neon Glow Swim brought large numbers of families and kids to swim after dark with glow sticks and colorful lights around the pool. The summer season ended with a Dive-In Movie event. Our very popular Central Park Splash Pad was able to stay open until Mid-October.



Merrifield Swimming and Skating

On December 8th, Merrifield Ice Rink opened to one of the largest crowds in history at our Winterfest event. Free ice-skating was offered to everyone at the event. Due to increased marketing efforts and mild weather, our December attendance was higher than the entire 2017/2018 season. In addition to our public skate hours, Irish Youth Hockey League utilized our facility four nights a week for their practices and games.

Recreation

With the expansion of age groups and additional recreation programs, the recreation department experienced double-digit growth for the second year in a row. One of our leading programs nearly doubled in participants from the previous year, with over 220 kids playing T-Ball. Youth Track and Field made its debut and was huge hit. We ended the year with offering eight successful outdoor youth sports leagues and three adult sports leagues.

Thanks to an abundance of snowfall throughout the winter months in 2018, George Wilson Park saw record-breaking revenue numbers for the snow tubing season. Leading into spring and summer, local disc golf clubs and individuals with a passion for the park volunteered their time to help clean and improve the George Wilson disc golf course.

Special Events

2018 was packed with Park Events! We are so grateful for the community turn-out that we had. Our Helicopter Easter Egg Drop saw nearly 4000 attendees, up from about 400 in 2017. The



Heritage Fest

Memorial Day Kids Dash was a huge success – 250 runners participated. Independence Day Celebration this year saw some of the hottest temperatures of 2018. Despite the heat, we had good attendance at Kamm, Battell, and Central Parks. The Mishawaka Heritage Festival also had a heat wave come through, but we had a number of people out to celebrate the culture and historical background of Mishawaka. Our 80's Color Run saw close to 100 people in attendance and the Flannel Formal made its debut with nearly 300 people in attendance. Live

music, fires, and a beer garden were highlights of the “Formal”. The year ended on a high note with Winterfest. We were able to bring a reindeer to the event for the first time in our Winterfest history.

The Summer Concert Series was as popular as ever, featuring free family friendly music at Central Park, Battell Park Bandshell, Merrifield Park and the Eberhart Golf Course Clubhouse Deck. We are excited to offer our Thursday evening concerts this year at Central Park.



Color Run

Landscape Division

In 2018, the Landscaping & Urban Forestry department accomplished many significant goals, but three achievements stand out above the rest. Our Landscape Manager organized and raised funds with the students of the Mishawaka High School Landscape & Gardening Club to fund the construction of a 1,200 square foot Educational Greenhouse through Patronicity. The Community Greenhouse, our second Patronicity project of the year, will act as a new meeting location for our program with the High School and allow the Parks Department to offer some new and unique educational programs to the community right across the street from the Battell Community Center. This new space will allow us to expand the scope of programs we offer and plant material that we are able to use in our parks.

We would like to recognize the students for their involvement and efforts in the fundraiser and would like to express a special thanks to Club President Christian Hawkins who helped raise over \$17,000 in donations. We look forward to the construction of this project starting this April and are proud of the students involved in our program.

The Department expanded the Adopt-a-Park program to continue to engage the community in park stewardship and conservation. We had over twenty organizations, along with several individuals take part in a variety of tasks around the City and we expect this program to continue to grow and expand this year.

One of our new partnerships is with the Penn District Middle Schools, who spent a day helping with cleanup and detail work at Central Park, Shiojiri Niwa, and Merrifield Pool Complex. We are



Park Landscaping

still enjoying our partnership with the Young Adults program through School City of Mishawaka. This program has yielded rewarding work experiences for the students involved. We would like to recognize James Madden and Susan Nettrour for their outstanding work and effort to help the Landscape Department last year.

After the flooding of the Riverwalk, the Landscape Department teamed up with Epic Church to do a community cleanup event. We had over 200 volunteers attend the event at Beutter Park and Eberhart Golf Course. Despite freezing temperatures, we had a successful event that brought the community together to aid in the repair of our parks. It was a wonderful and humbling event for our staff and we plan to continue to work with Epic Church for years to come.

After the flooding of the Riverwalk, the Landscape Department teamed up with Epic Church to do a community cleanup event. We had over 200 volunteers attend the event at Beutter Park and Eberhart Golf

Eberhart-Petro Golf Course

During the last week of February, a flood of monumental proportion swept upon the city, leaving half of the golf course under water for more than two weeks. As the water receded, large amounts of silt, rock and other debris covered the course. With the help from volunteers and city departments, the course was able to open on April 21st, which is two months later than the previous year.



Eberhart-Petro Golf Course

A decorative aluminum fence was added to the course at the entrance and putting green area. This provides us with added curb appeal and additional safety on the property. The golf season generated 16,000 rounds.

Park Board

The City’s Park and Recreation Board has 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 remains evident through the continued growth of recreational programs offered each year. Through their guidance, recreation and special events we will continue to evolve for people of all ages, both now and well into the future.

2018 Board of Parks and Recreation	
John Coppens, Jr	President
Michael Faulkner	Vice President
Carolyn Teeter	Secretary
Ellen West	Member
Tony Violi	Member
Patrick Hahn	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:

- 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
- Reduce blight and clear unsafe structures
- Assist individuals and families with support through public services

Staff

The Department of Community Development is currently staffed by three full-time employees.

Roger Shields has served 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 Program, Monitor Sub recipients, serves as a clerk to the Redevelopment Commission, and many other filing and bookkeeping tasks throughout the department.

Laura Viramontes, Grant Manager, who has been in her position since May of 2012, administrates the use of funds and programs funded by the Community Development Block Grant (CDBG) and HOME grants. She handled the Neighborhood Stabilization Program (NSP) grant. She also performed bookkeeper tasks in HOME and CDBG.

Community Development Department staff facilitates and manages redevelopment and revitalization programs. They work 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 2018:

2018 Mishawaka Redevelopment Commission Members	
Jim Pingel	President
Kris Ermeti	Vice President
Gary O’Dell	Secretary
Dr. Lindsey Jon Kintner	Member
William Pemberton	Member
Janet Whitfield-Hyduk	Member
Robert Beutter	Attorney

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).

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 2018 we were granted \$483,097 to focus on those directives, and we responded with the following programs: Spot Blight Elimination; Summer of Service; Owner-Occupied Home Rehabilitation; Public Infrastructure Improvements; and Public Service Agency funding.

A portion of CDBG funding was utilized for Public Infrastructure to continue with curb, sidewalk, drive approaches, and ADA ramp replacement. Two income eligible 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 income housing construction continued through our partnership with Habitat for Humanity in the Jimmy Carter Build Project. Seventeen (17) First time Homebuyers were assisted with Down payment Assistance, giving eligible buyers the opportunity to own their own home.

The Community Development Department helps fund public agencies that provide services to Mishawaka residents. The following organizations were allocated a total of \$98,561 in CDBG funds in Program Year 2018:

YWCA Domestic Violence Program	\$15,000
REAL Services Adult Guardianship Program	\$15,000
Boys and Girls Club	\$35,000
Mishawaka Food Pantry	\$33,561

Home Investment Partnership (HOME)

HUD provides Home Investment Partnership (HOME) grants to local governments specifically to create affordable housing. The City of Mishawaka participates in the St. Joseph County Housing Consortium along with the City of South Bend and the unincorporated areas of St. Joseph County. The St. Joseph County Housing Consortium receives the allocation of Home Funding. 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 2018 Habitat was awarded funding from the Consortium for the construction of properties in the Jimmy Carter Project to be built in the City of Mishawaka and be sold to an income eligible homebuyer. The new homes provide affordable housing for low to moderate income families.

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. From June 28, thru July 1, 2018 the students worked on City beautification projects such as placing mulch and weed removal from flower beds at Rose Park, river bank clean-up, small tree and weed removal on hillside across from Beutter Park, trash pick-up throughout several areas in the city, and cleaning football helmets for preparation of tackle football practices held in August at Merrifield Park.



Summer of Service Program

The 2018 Summer of Service project was a success. The City of Mishawaka Redevelopment Department partnered with volunteers from Epic Church to perform scraping, painting, replacement of siding and light repairs to eligible properties in the City of Mishawaka. The properties addressed were: 713 Berlin Ave. and 209 W. Colfax.

The Berlin Avenue homeowner is an elderly single woman who met income guidelines. The house had code violations because of areas of faded aluminum siding. Because this is an older home built before 1978, lead-based paint was assumed. An Indiana-Licensed contractor was hired to perform all “prep and final paint work” as follows:



- Powerwashed house using TSP liquid following manufactures instructions
- Once paint preparation was complete, painted house, fascia, soffits, with one coat “Pro-Block acrylic latex primer, included using Flood PPG 04115 E B Emulsa Bond Latex Paint Primer Conditioner in paint, following manufactures instructions
- Applied white A-100 acrylic latex top-coat paint on siding, fascia, and soffits
- Include appropriate worksite cleanup from preparation activities, and removal of all visible paint chips and related debris from the work area



The Colfax homeowner is an elderly single woman who met income guidelines. The house had code violations because of areas of peeling paint on existing wood siding. Because this is an older house built before 1978, lead-based paint was assumed.

The following items were repaired by a licensed contractor hired by the City of Mishawaka to stabilize lead paint before the SOS volunteers performed the final painting task.

- Wet scraped all loose paint on siding, front porch exterior and interior, soffit and fascia. Once paint preparation was completed, everything was painted with one coat “Pro-Block” acrylic primer following manufactures instructions.
- Paint the soffit and fascia with one coat “A-100” acrylic latex flat white paint acrylic following manufactures instructions.
- Cleaned and prepared the concrete foundation surface to be painted, clean according to paint manufacturer’s instructions. Painted with one coat A-100 acrylic latex flat paint acrylic following manufactures instructions. Color was the choice of owner.



Building and Planning Department

Brock Hundt, Building Commissioner

Kenneth B. Prince, ASLA, AICP, City Planner

Overview

The Building and Planning Departments are responsible for overseeing all aspects of city planning and private construction within the City of Mishawaka. This department also serves in a limited capacity to support the Community Development Department. The Planning Department also serves a lead function relative to economic development initiatives and services. On a daily basis, the department is responsible for the issuance of permits for virtually all new construction including residential, commercial and industrial. The Department also evaluates and approves smaller projects such as the modification of signs, fences, sheds, decks and garages. Although separate departments, the Building and Planning Departments work together to efficiently provide the best possible service 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 annually.
- Provide information to the public on matters relating to zoning, rezoning, annexation requests, 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 Senior 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 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. Review and prepare 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 risk, reducing risk to an acceptable level is the goal of building codes. The Building Department helps to ensure codes are followed and helps the builder, owner or tenant meet code requirements. Most of this is done through the inspection process.

In 2018, the Building Department conducted 2,137 inspections. Each inspector conducts 4 to 7 inspections per work day. Approximately 40 to 60 minutes are spent per inspection. Other building department duties include 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 continues to become more knowledgeable in the evolving building code. All inspectors have been trained to become combination inspectors, better serving the community and the public.

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 to our clients.

Building and Development Activity

In 2018, the construction industry continued to grow in activity over recent years. Permits were issued for **56 new single family homes in 2018**. This is fewer than the 78 home permits that were issued in 2017, but still better than the 36 new homes constructed in the City in 2016. As indicated in previous reports, this is still significantly lower than the number of single family starts that occurred prior to 2007, but our continued modest growth is still significant. This single family growth combined with the explosive growth of apartments, provides for a healthy and diverse housing market in the City.

New commercial building activity increased again!

In 2018, commercial permits were issued with an estimated construction cost of 110.5 million dollars, a significant \$13.6 million increase over the \$96.9 million estimated commercial construction cost identified on permits issued in 2017. By the numbers, 15 new commercial building permits were pulled for new free standing buildings in 2018 compared to 21 in 2017. The single largest permit was once again for the new Mill at Ironworks Plaza project being constructed by Flaherty & Collins on the former Uniroyal properties with a \$24.4 million dollar estimated construction cost. Other large projects that pulled permits in 2018 included the Vibra Hospital on Edison Lakes Parkway with a \$20.4 million estimated construction cost and Beacon Health Systems Granger Hospital located off of Beacon Parkway with an estimated \$16.8 million estimated construction cost.

The City of Mishawaka continued to grow and had significant investments made in 2018. The City issued permits with a **total estimated construction cost of \$158 million** - an impressive 16% increase over the total estimated construction cost of 2017 which was in and of itself a great year for the City with an estimated total construction cost of \$136.4 million.

The fees generated by the Building Department are intended to significantly cover the costs of administering development in the City. The City through its fee structure has determined that the fairest way to assess a fee is when a project is being constructed and that cost can be rolled into the project cost as a small percentage. In 2018 the Building Department collected fees totaling \$690,799.72. On average, the fees charged by the Building Department represent less than one half of one percent of estimated construction costs for a given project. In comparison, the Planning Department collected fees totaling \$49,235.50 in 2019.

Continued Booming Construction!

Since 2013 the City has now had five straight years of double digit percentage growth from year to year. Every year since 2013 the City has had a minimum year to year growth in estimated new construction values of greater than 13% and \$13 million per year.

Year	Estimated Construction Value	Dollar Change	Percentage Change
2009	53.0 Million	-	-
2010	43.0 Million	-10.0 Million	-23.3%
2011	45.0 Million	+2.0 Million	+4.4%
2012	52.0 Million	+7.0 Million	+13.5%
2013	53.4 Million	+1.4 Million	+2.6%
2014	67.8 Million	+14.4 Million	+21.2%
2015	85.2 Million	+17.4 Million	+20.4%
2016	98.4 Million	+13.2 Million	+13.4%
2017	136.4 Million	+38.0 Million	+27.9%
2018	158.0 Million	+21.6 Million	+13.7%
Ten Year Total	792.2 Million		
Ten Year Average	79.2 Million	+10.5 million/year	+13.3%/year

The City continues to reap the benefits of our geographic location being centered in the region. The City has promoted our development with long-term strategic decision making such as the continued investments made downtown, the extension of infrastructure to the Exit 83 interchange of the Indiana Toll Road, and the creation of a medical hub with the relocation of the St. Joseph Regional Medical Center, the construction of the VA Clinic, and now the Beacon Health System expansion on Beacon Parkway. Even with this continued growth, the long-term forecast in construction remains promising but is still difficult to project based on the national and world economic influences that the City cannot control. Although it is early in 2019 and development interest is still high, it would be overly optimistic to project a similar double digit percentage year of growth in 2019.

Construction in 2018 came from many different projects and illustrates the vibrant economy of the region. Relative to housing, in addition to the single-family housing starts, the Reserve, a project by Watermark of Indianapolis built 300 units of larger apartments with garages. The project was substantially completed in 2018. The project is located at the southwest corner of where Fir Road crosses the Indiana Toll Road.



Villas on Fir by Watermark Development

The City also had two developers propose separate low income senior assisted living projects in 2017. One of those projects started construction in 2017 and was substantially completed and partially occupied at the end of 2018. Silver Birch of Mishawaka was constructed by Chicago, Illinois based Vermilion Development just south of the southeast corner of Edison Road and Hickory Road.



Silver Birch Assisted Living Community

The second project from AHEPA, located directly east of Marian High School at the northeast corner of the intersection of Logan Street and Dragoon Trail closed on their financing at the end of 2018 and began construction on the site in the beginning of 2019.



AHEPA Senior Assisted Living- Start of Construction

Another significant development that continues to grow is the Grandview Planned Unit Development. Great Lakes Capital, pulled permits for significant additions in 2018 including adding a 100 new apartments and lower level commercial space to the existing apartment complex on the site that began construction in 2016. The commercial portion of the development located at the northwest corner of the intersection of State Road 23 and Gumwood Road is still expected to

follow in the coming years and represents a prime area for the continued development, enhancement, and growth of Mishawaka’s consolidated northern retail area.



Grandview Planned Unit Development- Start of new mixed use buildings

As identified previously, Vibra Hospital and Beacon Granger Hospital were two of the larger project permits that were issued in 2018. Vibra Hospital is an acute long-term care facility that is intended to provide care for living that traditional hospitals are not designed for. If a patient is in need of continued hospital care, but no longer needs an intervening procedure, Vibra represents a next level of care between a traditional hospital and a nursing facility. Beacon’s Granger Hospital is a small hospital concept. The hospital has only 8-10 beds and is being built to handle the traditional emergency room visit, the vast majority of which do not require an overnight stay in the hospital.

Although it is a fully equipped hospital, including operating facilities, it also has an ambulance on site to allow for the transfer of patients who require more specialized treatment available in larger hospitals. Both of these facilities will reduce the demand for rooms at the St. Joseph Regional Medical Center that at times have asked for elective surgeries to be postponed based on the number of available beds.



Start of Vibra Acute Care Hospital



Beacon Health System- Granger Hospital under construction

In 2018, the Center for Hospice Campus continued to grow downtown by starting construction of an additional administrative building and hospice care facility that both began construction in 2018. This is an additional 10 million dollar investment in the campus. The Center for Hospice Care continues to be an integral partner as part of the City's vision for growing and diversifying the central part of the City.



*Center for Hospice Care Addition and Care Center
View from the south side of the river looking north*

The City also had a few stand-alone smaller commercial buildings started in 2018. United Federal Credit Union started their second and third locations in the City, one at Toscana Park on Gumwood Road and the second at the southeast corner of Bremen Highway and Meijer Drive.

Remodels and continued investments in existing facilities were a theme in 2018. Meijer started major renovations at both their Grape Road and Bremen Highway locations. Big Lots decided to

move from its location at Town and County Shopping Center to a portion of the former K-mart building located at Grape Road and McKinley Avenue. Drive and Shine made yet another addition to the car wash facility located at Douglas Road and Main Street. Lippert made a 2.5 million dollar investment remodeling 4100 Edison Lakes Parkway including space for Morgan Stanley/Smith Barney.

2018 Planning and Building Permits

A summary of the 2018 permit activity is as follows:

Residential

- 15.2 million in estimated construction costs (a \$1.9 million decrease compared to 2017)
 - 56 new single-family homes
 - 453 residential alterations/additions

Multi-Family

- \$32.0 million in estimated construction costs
 - 13 new buildings/units (22 in 2017)

Commercial / Industrial

- 110.5 million in estimated construction costs (\$13.6 million more than 2017)
 - 15 new commercial buildings
 - 135 alterations/additions

New Single-Family Home Construction by Year	
2018	56 Homes
2017	78 Homes
2016	36 Homes
2015	47 Homes
2014	43 Homes
2013	39 Homes
2012	28 Homes
2011	22 Homes
2010	22 Homes
2009	32 Homes
2008	46 Homes
2007	112 Homes

Annexations

The City continues to grow in a steady and orderly fashion. There were three voluntary annexations, adding 140 acres in area to the City in 2018. This represents an increase of 0.22 square miles (1.2% in area). In comparison, the City grew by 8.3 acres in 2017. The existing area within the City limits, according to our Geographic Information System, is now 18.23 square miles.

2018 annexations included:

- 1) **Hose Assemblies – 1828 E. McKinley Avenue, and 55946 & 55960 Clover Road**
0.72 acres annexed and zoned I-1 Light Industrial for a proposed warehouse structure to accommodate growing business. Proposed development plans include the demolition of two existing single-family homes, and the construction of a new 8,700 sq. ft. building, an access drive, landscaping/screening, and other related infrastructure improvements.
- 2) **Beacon Health System, Inc. – 14710 State Road 23**
1.35 acres annexed and zoned S-2 Planned Unit Development to incorporate the property into Beacon Health System’s adjacent campus along Beacon Parkway. While there are no immediate development plans for the annexed parcel, it could be used in the future to provide an additional access to the campus.

3) City of Mishawaka, Department of Redevelopment & Lindy's Inc. – Juday Creek Golf Course

137.9 acres annexed and zoned S-2 Planned Unit Development to allow for the continued use of the property as a golf course and to permit the development of a new City wellfield and water production facilities. There are no plans for the development of the property with the exception of infrastructure improvements for the wellfield.

Downtown Development

Regional Cities Initiative/Flaherty and Collins

As identified in previous annual reports, in 2015 the State of Indiana, led by former Governor, and now Vice President Mike Pence, proposed an initiative to help thwart the on-going 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 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 awarded one of the \$42 million awards.

In 2016, the Regional Development Authority awarded Flaherty and Collins just over 5 million dollars to assist in building a new 233-unit high amenity mixed-use apartment building on the site of the former Uniroyal Complex south of Beutter Park in downtown Mishawaka.

In 2017, the City issued a Tax Increment Financing Bond for close to 11 million dollars to assist in funding the City's contribution to the project. The public infrastructure included in the project includes a public parking garage that will provide the public the ability to park for up to three hours for free. In addition, Ironworks Avenue will be extended with on-street angled parking, and Hill Street, north of Front Street, will be converted into a two-aisle parking area similar to Mill Street north of Front Street.

We are excited that after 20 years, 4 acres of the former Uniroyal complex is being made productive again and that it will be generating over a half-million dollars in local property taxes a year at the project's completion. The developer broke ground in late 2017 and the building which is roughly 450,000 square feet encompassing two city blocks was estimated to take approximately two years to complete. Foundations were placed in January of 2018. Over the course of 2018 we heard many comments regarding the "big ugly concrete box" being constructed as the internal parking garage took shape. By the end of 2018, the concrete parking garage was close to being fully enclosed by the surrounding wood frame construction. The concerns over the big ugly box have now gone away and there is genuine excitement about the evolution taking place. Currently, the building is over half complete and the developer hopes that the project will begin occupancy late this year.



The Mill at Ironworks Plaza - Pictures taken at the intersection of Front and Mill Streets looking northwest in the summer of 2018 and February of 2019 respectively

Ironworks Plaza/Beutter Park Phase II

In 2018, the City continued with the design of Ironworks Plaza. As identified in last year's report, in August of 2017, the City submitted an application to the Regional Development Authority to fund a second Regional Cities project in Mishawaka. Although over a million dollars was being requested, only \$112,000 was awarded to the City.

The idea of the project was to tie the momentum of the Townes at Kamm Island project and the planned Riverwalk Apartment project together to leverage an amenity that would contribute to spurring similar development and help retain and attract talent in our region. The funding requested has been allocated to Beutter Park Phase II.

Beutter Park is already the City of Mishawaka's signature urban park with the natural beauty of sculpture, 30,000 plants, and cascading waterfalls of the re-established mill race of the factories that once stood here. It is the past home to the summer concert series and is the centerpiece of the City's park system located along the Mishawaka Riverwalk which provides a multi-use path that connects thousands of homes and 7 City parks along with on-going plans for expansion.

For the past 15 years in marketing downtown Mishawaka for redevelopment, one of the concerns that has been routinely brought up has been the apparent minimal activities that are available in winter. This is viewed as a negative, not only for Mishawaka's downtown, but for the region as a whole. We routinely hear that the one thing we can't change is the weather. One thing we can change is our collective attitude toward the weather and its impact on how livable our region can be.

The thrust of this request for Regional Cities funding is to address this need as part of the completion of the City's signature urban park. If completed as envisioned, we believe that the park will be a year-round attraction and will become one of the signature "things" do in the South Bend/Elkhart region.

The design as currently envisioned includes a variety of components:

Signature Café

One of the elements that separate the proposed improvements from other park venues is the type of café envisioned. Although owned by the City, this would be leased to a private entity, likely below market rate in order to incentivize providing a unique eatery/coffee house/dessert/evening drink destination. A modern décor of glass steel and wood with stone accents is envisioned. The Café will have its own outdoor seating area and will contain an outside fireplace contributing to the winter ambiance and activities.

Ironworks Plaza

In coordinating with Flaherty and Collins, the developer of the Mill at Ironworks Plaza project, the plaza, set in the middle of Beutter Park off of Ironworks Avenue is set up as a pedestrian friendly open area with a modern pavilion/event tent area that will be used for a variety of activities including registration for runs, outdoor performances, markets, and even weddings.

Skating Path / Winter Activity Area

One of the challenges in this region is embracing outdoor winter activities. The skating path winter activity area, not only provides an activity, but in connecting it to the Signature café, the close location of other restaurants, the downtown, and the Riverwalk, the amenity has the ability to attract people even if they are not directly participating in the skating. We love Elkhart's NIBCO park, and wanted to use a similar theme but place it in an environment with a diversity that adds to the attraction. We are looking at this as a Mishawaka scaled version of Rockefeller Center. The urban setting, the café, the art, the immediately adjacent housing and restaurants all contribute to the activity. The building required a sensitive design which evolved in 2018. Instead of 2 small separate buildings, one building is now proposed that contains three distinct uses: a café, the rink functions, and now an event center. The rink portion of the building will have lockers, warming area, skate rental, and room for maintenance, mechanicals, and Zamboni storage.

If constructed, this facility will likely replace the City's current rink in Merrifield Park which is at the end of its life and is in need of replacement. The event space was added to take advantage of the geographic position of the building and to fulfill a continued need that has been identified by the City Park's Department. Prior to adding this space, the building would have had the mechanical and storage space for the rink operations immediately adjacent to the river. Adding a second story for the event space provides for a more geographically sensitive approach by taking advantage of perhaps the best views of the St. Joseph River and Beutter Park in Mishawaka. This addition was made easier because of the long identified need of the Parks Department to add rentable gathering and banquet space to the City's inventory.

Picnic Area / Beer Garden / Restrooms

We felt that eating and drinking outside in an urban park was a critical component. Serving liquor requires the area to be separated from the other areas during events, but on a year-round basis the area would be used for picnics and seating. Overhead lighting and the architectural theme of the café is envisioned for the architecture including glass steel and wood with stone accents. This will replace the existing temporary asphalt area with picnic tables that has looked unfinished since it was placed in the park more than a decade ago.

Cable-stayed Bridge Lighting

Since its erection in 2008, Mishawaka’s cable-stayed bridge has been one of the iconic images reflective of our community. As part of this project, we would like to emphasize the night time image to convey the activity of the space. The way the river lights project brought renewed activity to downtown South Bend, we feel that adding this lighting will have a similar impact to downtown Mishawaka.



Proposed cable stayed bridge lighting illustration

2018 Progress

In 2018, the City entered into design contracts with consulting firms led by Lawson Fisher Associates of South Bend. Given the high cost of this signature project, the City is currently proposing to phase the construction. Right now, the City envisions four phases for the project. The first phase includes the extension of the Hill Street parking area, underground utilities, and shore improvements adjacent to the cable stayed pedestrian bridge. The second phase will include the proposed beer garden/picnic area. This area will have seating for a few hundred people and contain a public restroom/concession building.

The first and second phases will be bid in early 2019 and will be completed over the next year. Depending on the availability of funds, the City will proceed with lighting the cable stayed bridge cables which is also under contract for design. The last phase includes the café, rink, and event space which by itself is likely to exceed 10 million dollars. Right now, the City’s plan is to limit expenditures and save tax increment financing dollars to minimize or eliminate any need for having to finance the project. Based on the size and large cost of this project, the number and size of other tax increment financed projects will be reduced in the coming years.



Image of the proposed Café, Rink, and Event Facility at Ironworks Plaza

Front Street Opportunity Fund LLC

In 2018, the City Redevelopment Commission approved a development agreement with Front Street Opportunity Fund LLC. This is for the development of a mixed use commercial and residential building located on the block bordered by Front Street, First Street, Hill Street, and Spring Street (between Mill Street and Jesus restaurant). The development team includes J. Patrick Matthews who has had success with many projects including student housing adjacent to Notre Dame, Joe Grabill Sr. who has extensive local commercial real estate and development experience, Stephen Studer with Krieg DeVault LLP is providing legal counsel, and the Architectural design is being performed by Spalding Design Group of Mishawaka. We are excited about the potential project that could bring approximately 60 new residential units and commercial storefront space to downtown Mishawaka.



Proposed Front Street Opportunity Building Southwest corner of Front Street and Spring Street

Barak Group Boutique Hotel and Riverwalk Apartments

In 2018, the City continued a development agreement with the Barak Group concerning their interest to build a boutique hotel on the island property north of the City Police Station that used to house the former Uniroyal Power Plant and coal yard. We are hopeful that the developer will be able to present more detailed plans in 2019 that will allow the project to move forward. Also, the principals involved in the Riverwalk Apartment project have met with the staff in 2018 and have indicated that they would still like to proceed with a project in 2019. This project is located on a triangular shaped property south of Mishawaka Avenue, just west of where Sarah Street ends on the north side of the river. They have been studying the market and have been looking to modify the project to meet what they believe will be the most successful relative to market demands.

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 2018, the Planning Department was responsible for directing private firms and assisting other City departments on several significant public works projects.

Mishawaka Riverwalk

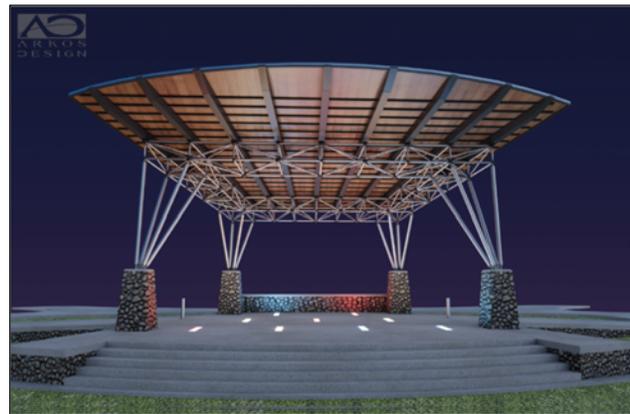
The Mishawaka Riverwalk continues to be the cornerstone for many of the City’s redevelopment efforts. It connects neighborhoods and parks by taking advantage of the City’s greatest natural resource; the St. Joseph River. The Mishawaka Riverwalk also adds value to existing homes and neighborhoods and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

In 2018, the City continued to implement future expansions of the Riverwalk. The City completed the multi-year extension of the Riverwalk through Merrifield Park that included multiple pavilions, restroom, and bank stabilization.

In 2017, the City acquired the single family home located at 209 north Cedar Street from the Center for Hospice Care, who in acquiring the property from the previous property owner offered higher than appraised value as an incentive for that owner to sell. The acquisition of this property allowed the City to connect the Riverwalk to Cedar Street on the north side of the river. Previously, the Riverwalk connected to Madison Street because of the City’s inability to acquire this home from the previous property owner. This walkway was completed at the end of 2018.

Central Park Stage

In 2018, the City worked with Arkos Design and Lawson Fisher Associates to design and bid a new permanent stage for Central Park. The \$800,000 project is being built by Ziolkowski Construction. The stage is located at the south side of the looped walk surrounding the event lawn on the west side of the park. The goal is to have the platform portion constructed to allow the summer concert series to be held in Central Park. This is particularly important for the next two summers as the construction adjacent to Beutter Park significantly limits parking and access to Beutter Park. The roof of the structure and completion of the project will occur in the spring of 2019.



Construction of the stage as of the fall of 2018 and artists rendering of the completed product

First Street Public Parking Lot

In 2018, the City, as part of a development agreement with the owners of the former Carnegie Library, built a new public parking lot immediately east of the Carnegie Library building. The parking lot is intended to serve both the Carnegie Library as well as a currently vacant parcel immediately east of this lot that is adjacent to Spring Street. One of the goals of the City in the redevelopment of the downtown is to limit the number of private parking lots to insure the parking

that exists can be shared by everyone particularly for special events where parking is in demand for the entire downtown and not just one specific business.



View of the public parking lot constructed immediately east of the former Carnegie Library

Cedar Street Central Motor Pool Clean-Up

In 2018, the City bid and demolished the above ground structures located at the former City Motor Pool site located at 500 North Cedar Street. There were approximately 10 buildings that previously occupied the site. The City demolition and removal was targeted at the buildings only in 2018 to remove any immediate liability since there was no purpose for the buildings and they continued to be vacant. The City's desire is to eventually clean up the property to a residential standard to allow for the repurposing of the property. There is significant additional cleanup required on this site because of underground rubble and heavy metal contaminants. To clean this property to a residential standard may cost as much as two million dollars. The high cost of this clean-up requires the City not just to look at the immediate cost benefit, but we need to work through the Indiana Department



Former Motor Pool Site

of Environmental Management to see if the clean-up is feasible relative to the intended repurposing. The City is working with our consultant DLZ of Indiana to develop a plan for cleanup.

Lincolnway S.R. 933 Restriping

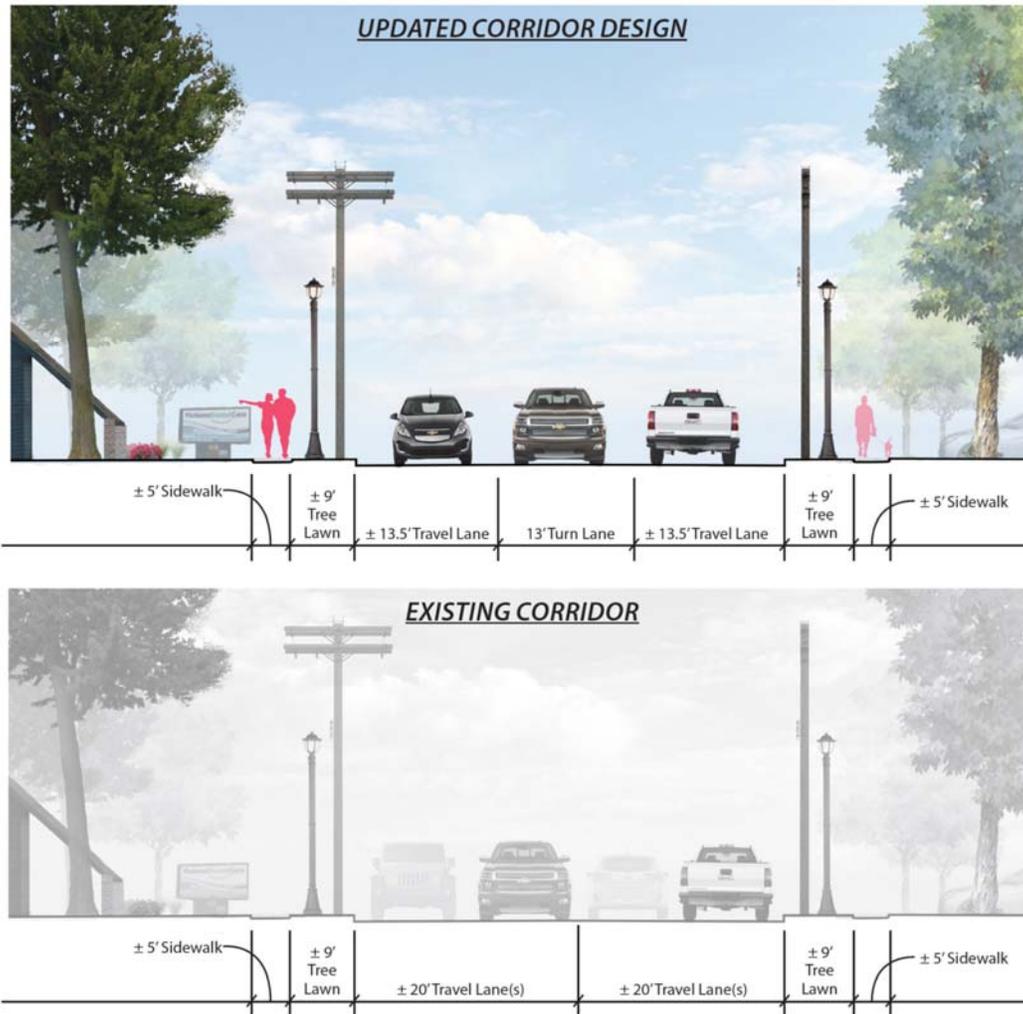
In 2018, the Planning Department led an initiative to develop a partnership with INDOT to restripe Lincolnway to provide for a uniform three lane road section between Capital Avenue and Logan Street. The City held a public meeting on this initiative in July of 2018 where hundreds of letters were sent to every property owner along this corridor informing them of the City's desired change

and inviting them to provide comments on the proposed project. Even with hundreds of letters being sent, only a handful of comments were received. Of the comments the City did receive, almost all were supportive with just a few raising concerns about speed and safety characteristics that are already inherent to the corridor.

This project was envisioned because even though it is a State Road that is maintained by INDOT, Lincolnway is one of the roads the City receives the most complaints about. Lincolnway is truly a Historic Roadway that has evolved over time and existed in part before the automobile. At one point downtown was serviced with a trolley that was located in the center of the street. The road passes through the historic downtown, neighborhoods, and past the Historic Mishawaka High School. Mishawaka Schools remain a “walk on” school district which results in many of the students being driven or using Lincolnway as a walking corridor.

This historic development and changes in the corridor over time have resulted in various road sections, sometimes the road width changes as frequently as block to block. At points, many drivers use it as a four lane roadway even though it is designed for only two lanes. The City contracted with the Troyer Group to develop a three lane section (one travel lane in either direction and a center turn lane. Although the lane widths will vary, the same three lanes will be retained between Capital Avenue and Logan Street.

We believe that the proposed striping plan as prepared by the Troyer Group will improve traffic flow and safety through the corridor. Our understanding is that INDOT, as part of their proposed resurfacing of the corridor, will implement the City’s requested restriping plan in 2019 concurrent with the proposed resurfacing. We are very appreciative of this partnership with INDOT and wish to thank them for their willingness to work with the City on this important local issue.



Proposed Lincolnway S.R. 933 Lane Reconfiguration as prepared by the Troyer Group

Projects Moving Forward in 2019 and beyond

Digital Art Sculpture

As part of the Flaherty & Collins Mill at Ironworks Plaza, the City reserved a space at the northwest corner of the intersection of Mill Street and Front Street to place public art. The City, working with a software application company, Uhray, has envisioned a digital art display where LED screens would be used to display a Princess Mishawaka character. The scenes and images of the character are intended to change based on the time of day and potentially the weather.

The idea is to have a dynamic changing art piece that is modern and cool, symbolic of the spaces being created in downtown Mishawaka. Our inspiration was “Ann Dancing” which can be found in Indianapolis along the Cultural Trail. This project will likely be installed in 2019 concurrent with much of the site work and occupancy of the buildings on the Flaherty & Collins project.

Battell Park – Veterans Plaza

In 2015, the planning Department led the effort to develop an updated master plan for Battell Park. In 2016, the City contracted with DLZ to develop plans to create Rosemary’s Garden which was completed in 2017. In reviewing the park master plan, the next logical phase to complete was determined to be Veterans Plaza. The project includes relocating and restoring the Civil War Monument and creating a gathering place with a flag array honoring each branch of the military. Although long term the plan is to build a memorial walkway, funding limitations narrowed the scope to just the monument restoration and creation of the plaza. The project will start in the spring of 2019. The estimated restoration time of the monument is approximately a year. Although most of the plaza will be built by the summer of 2019, the monument restoration company has a much longer work time. Our hope is to be able to dedicate the newly restored monument and plaza on Memorial Day in 2020.



Battell Park: Veterans Plaza
City of Mishawaka

January 2019  DLZ
ARCHITECTURE • ENGINEERING • PLANNING
SURVEYING • CONSTRUCTION SERVICES

Riverwalk - Race Street to Cedar Street Bridge

In 2018 we worked with our consultant DLZ submit an application to receive federal funding for the widening of the Cedar Street Bridge to accommodate a wider protected walkway on the west side of the bridge. We received word that the funding for this close to four million dollar project was approved with estimated construction starting in 2024. In 2018, the City also began negotiating with property owners on the south side of the river between Race Street and Cedar Street on the south side of the river. We anticipate that the first partial property acquisitions for this section will occur in early 2019. A total of eight additional parcels are required to make this connection.

2018 Activity of Commissions and Boards

Plan Commission

A total of 61 petitions were filed before the Plan Commission in 2018. This is just three more than the 58 petitions filed in 2017. Although the activity is steady, it is still significantly lower than the peak of 104 petitions filed in 2007. The private sector activity was similar when comparing 2018 and 2017, although a few of the projects were larger in 2018. Petitions for 2017 included 19 rezoning/annexation requests, 33 final site plans and 9 Plats/Re-plats.

2018 Plan Commission		
Murray Winn	President	Mayor Appt.
Matthew Lentsch	Vice President	Mayor Appt.
Dale Freeman	Member	BPWS
Chris Jamrose, PE	Member	City Engineer
Christopher Tordi	Member	Park and Rec. Board
Nick Troiola	Member	Mayor Appt.
Don McCampbell	Member	Mayor Appt.
Kathy White Gadacz	Member	Mayor Appt.
Dale (Woody) Emmons	Member	Common Council

Board of Zoning Appeals

The Board of Zoning Appeals heard a total of 43 appeals in 2018. This is slightly less than the 48 appeals heard in 2017. Although this is a slight decrease when compared to 2017, the activity of the Board has historically varied and is not directly correlative with construction trends.

2018 Board of Zoning Appeals	
Don McCampbell	Chairman
Charles Trippel	Vice Chairman
Larry Stillson	Member
Charles Krueger	Member
Marcia Wells	Member

City of Mishawaka Historic Preservation Commission

The Planning Department serves as the staff for the City of Mishawaka Historic Preservation Commission. The Historic Preservation Commission, established in 1991, is charged with preserving and promoting the historical past of Mishawaka. The Commission, a nine member appointed board, is responsible for the designation of local single and multiple site historic districts, the nomination of sites to the National Register of Historic Places, and the promotion of local historic preservation related activities and events.

Members	Advisory Members
Doug Merritt	Chairman
David Eisen	Vice Chairman
Mike Bultinck	Member
Terry DeMaegd	Member
Judy Gray	Member
Jennifer Johns	Member
Nancy Seidler	Member
Faye Sullivan	Member
Kate Voelker (Common Council)	Member
Alan Grzeskowiak	Advisory Member
Shirley McAlister	Advisory Member
Thomas Morris	Advisory Member
Jason Stoller	Advisory Member
Cliff Zenor	Advisory Member

An overview of the 2018 activities and accomplishments are as follows:

Two certificates of appropriateness were approved in 2018. When new owners acquired 2426 Riviera Drive, they wanted to repair the enclosed patio, which had sustained damage from years of weather and neglect. The other COA was for an external storage shed at the Jesus Latin Bar and Grill, operating in the Carnegie Library at 122 N Hill Street.

The Mishawaka Historical Marker Program erected a sign at 834 Lincolnway East (home of Councilwoman and Historic Preservation Commissioner Kate Voelker and husband Mark), to represent Elizabeth Richardson and her sacrifice during World War II.

During May, which is National Historic Preservation Month, the Commission distributed over 90 yard signs, to promote awareness of historic properties and the value they bring to the community. We saw an increase in first time sign displays.

As a result of increased participation in the yard sign program, the residents of the Edgewater neighborhood were approached about becoming a Conservation or Historic District. The neighborhood formed a committee that has been in constant contact with the Historic Preservation Commission.



The Center Court piece of the Mishawaka Jr. High gym floor was restored by the Boy Scouts of Troop 111 – LaSalle Council. The finished product was officially present to the Mishawaka Historical Museum at the November 7, 2018 Common Council meeting.

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 2018, 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 2018, the Department continued to actively participate in the process for Regional Cities of Northern Indiana.

Tax Abatements

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

The City of Mishawaka awards tax abatements on commercial real estate and personal property taxes to corporations involved in new capital investments and facility expansions that will further the economic development of the Mishawaka community.

No tax abatements were submitted in 2018.

Since 1986, the City has approved a total of 59 tax abatements for 40 different companies. Currently, there are 12 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, Barak River Rock LLC, Dearborn Crane, Bayer Healthcare, Patrick Industries, River Walk Development Group LLC, Jamil Packaging Corporation, and Lippert Components.

Code Enforcement

Joe Van Nevel, Director



Code Enforcement Staff

Code Enforcement is responsible for enforcing city ordinances as they pertain to public nuisance issues, which are the condition of the property and substandard issues related to structures on the property. 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.

Code is staffed by its Director Joe Van Nevel, Office Manager Carrie Lytle and four Code Officers – Cris Campbell, Randy Redman, Mike Carpenter and Victor Kasznia Jr. with a combined total of 99 years of service to the City of Mishawaka.

Mishawaka's code violation cases are either self-initiated by its code officers or complaint driven. Code tries to respond to citizen complaints the day they are received. Our goal is to work with residents and businesses to gain compliance without taking enforcement action such as writing citations or going to a hearing. The Code team was involved in many hours of training with new a new software program, which will allow for cases to be initiated in the field.

Public Nuisance Violations

The total numbers for 2018 were about the same compared to 2017. Snow removal cases increased by 700 because of an increase of snow fall. With an increase focus on alleyways there was a 79 case increase with abandoned vehicles. Code officers investigated a total of 5,842 public nuisance cases in 2018. It is important to note that code officers had 10,400 follow-ups on these violations.

2018 CODE VIOLATIONS	
Tall grass	1,749
Snow removal	1,168
Abandoned autos	372
Animal issues	40
Noise	20
General public nuisance	2,493

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 when the code officers scout their areas in search of the houses, garages, or commercial buildings that need the most attention.

In the spring the code office began contacting the property owners in question and point out the issues to them. In 2018, Code was able to bring 65 of these structures into compliance. Code is now in the 13th year of the Top 100 Program which means 1,300 of the worst cases have been addressed.

Including the Top 100, Code addressed 446 substandard (Interior/Exterior) cases in 2018 and conducted over 3,350 follow-ups to substandard structures in 2018 while closing 465. Some of those closed cases were from previous years.



Before



After

Hearing Cases

In 2018 Code summoned a total of 9 properties for substandard issues and their respective owners before our hearing officer. Currently 7 cases still remain on the docket from 2018, with many more planned for 2019. These cases involved substandard structures where the owners have made no progress or progress has stopped. Many of these cases get resolved before or shortly after the initial hearing.

The Mishawaka Animal Control Commission

Fifteen hearings were held in 2018 which involved animal permit appeals and violations.

Weights and Measures

Roger Shields is the City's Weights and Measures inspector and he inspects all kinds of measuring devices such as computing scales, prescription scales, taxi meters, package scales and gas pumps. Roger inspected and certified a total of 718 devices in 2018.

Stewardship

A total of \$14,693 was spent in 2018 for mowing, brush removal, clean-ups and board-ups by our contractor. The code department recouped a total of \$5,979.50 for 2018 in weed, trash and lien monies, an increase from 2017.



City of Mishawaka Weights and Measures display

Fire Department

Bryon Woodward, Chief

Response Summary

The Mishawaka Fire Department had another record setting year as the Department responded to 8,009 calls for service. The greatest number of calls for service were EMS in nature. Our ambulances and fire trucks responded to 5,908 calls that required EMS response. In addition, the MFD had 158 calls that involved a commercial, residential, apartment or other type of fire. The remaining 2,033 include any requests by the public involving investigations, gas leaks, citizen assists, and a variety of other types of responses. In addition, collections were up for ambulance billing making 2018 the greatest revenue year. We collected \$1,571,528 for services provided.

We continue to research and try to increase efficiency in the way we handle emergency responses. As we continue to evolve with the new combined St. Joseph County Dispatch Center we will be looking at how many EMS and fire vehicles we send to responses. We improved our technology with the continuous addition of new tablets and upgraded modems into all our response vehicles, which allows us to be on the forefront of change and continuously improve our response times and level of service to our citizens.



Fire Prevention

The Mishawaka Fire Prevention Bureau is responsible for inspecting buildings, new and old, to ensure the safe occupancy of the people who work in and visit them. In 2018, the Fire Prevention Bureau performed over 2,128 fire inspections of buildings in the City. Our Fire Marshals work 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 53 times to investigate commercial, residential, apartment and vehicle fires in 2018. All fire scenes are fully documented, 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 2018, 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 2018, 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 priority continues to be those occupancies that contain the elderly and children.

For the third year in a row, the Mishawaka Fire Department hosted 3 days of open houses for Fire Prevention Week. These open houses were conducted at Fire Station 4 on October 9th, at Station 1 on October 10th, and at Station 3 on October 11th. They were from 6 to 8 p.m. and were open to the public. Each of the open houses had a bounce house for the children donated by Burns Rent-All, cake and drinks donated by Mishawaka Fire Department Local 360, cookies from Firehouse Subs, and building kits that were donated by our Home Depot in Mishawaka. Our Fire Prevention Bureau fire extinguisher training unit helped train the adults in the use of fire extinguishers. Fire prevention and safety literature was available on various subjects such as home fire drills, office fire safety, home fire prevention, kitchen fire prevention, etc. Other members of our department gave tours or taught hands only CPR to visitors. We had a fantastic turnout for these open houses and plan on continuing them for many years. Educating our citizens on fire safety is a top priority!



Training

We believe in the mantra “*You can never know enough for a job that can kill you*” so the training division continuously strives for improvement. The wide variety of services we provide makes our continuing education paramount to firefighter safety. The men and women of the MFD spent over 19,000 hours in the classroom, and on the training grounds. Our longstanding, common goal is for each firefighter to survive the shift and return home to his or her family. We are taking this to a higher level with additional training in cancer prevention, PTSD recognition, and suicide prevention to give each firefighter the opportunity at a long prosperous career and retirement.

The department is in the process of upgrading our data management program to more accurately capture and assign hours to our members. These hours are used to design an advanced training program that continuously meets the old and new training requirements and help our department design a safer, more efficient working environment.

In 2018 we continued to partner with other regional fire departments to use new innovative methods to deliver our training. We purchased a new learning management system called TargetSolutions that will offer more options that can accommodate our ever-increasing workload. By using technology to our advantage, our members will have continuous



access to training options that are accessible at any time. We plan to have this system built and ready for use just after the first of the New Year.

Health and Wellness Program

We are still in the process of building a health and wellness 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 fifth year. We will again be providing work performance evaluations on a voluntary basis as we work towards adopting a formalized program in coordination with Mishawaka Professional Firefighters Local 360. We are also evaluating our physical fitness equipment to see how it best fits our needs to keep firefighters in shape. Each station was given \$4000 to spend on new exercise equipment, from free weights to elliptical machines to provide a high intensity, low impact workout option for our firefighters.

More importantly the fire department was able to order a brand-new set of turnout gear, 115 in total, for every firefighter and implemented a replacement program that will buy new sets every 5 years. NFPA standards state all gear must be replaced after 10 years. As the program builds it will allow each firefighter to have 2 full sets of gear. This is vital as it will allow us to change into a fresh set after a fire while immediately cleaning the dirty set of all the carcinogens that continue to risk the firefighter's health well after the fire has ended.

Apparatus/Increasing Efficiency

As our current fleet of apparatus ages, we need to be vigilant in maintaining and replacing our trucks in the most cost-efficient manner. We took delivery of two new vehicles in 2018, a Silverado for our Fire Marshal Division and a Mule that carries a cot and other medical equipment that is to be used for the many public events where the department provides safety patrols. We also replaced our Water Rescue Response vehicle, Unit 118, which pulls Boat 2 out of Station 4. The department ordered a new 100ft Sutphen Ladder truck that is slated for delivery by early May in 2019. We also have plans to re-chassis a medium-duty ambulance in 2019.

We continue to improve the efficiency of our preventative maintenance program for our fleet. Every attempt is made to maximize the longevity of our vehicles and utilize both the resources of the City's Motor Pool as well as contracting out some of the more specialized fire apparatus maintenance.

We also continue to explore software improvements which increase the efficiency of the way we conduct our day to day operations. Emergency Services Reporting has been brought online to better track all our fleet maintenance and reporting as well as track a multitude of other programs run within the department.



Other notable equipment purchases include all new battery-operated Hurst Rescue Extrication Equipment on Rescue 1 consisting of new spreaders or better known as the “Jaws of Life,” cutters to name a few. These new tools save precious seconds when only minutes can count to affect the outcome of a traumatic event.

Charitable Causes

The Mishawaka Fire Department continued to give back to the community in 2018. As a fire department we go into people’s homes daily and see those in need. We always like to give back to the community we serve when we are able. Our Needy Family Fund is spearheaded by Firefighter Nicola DeCicco and raised \$5,326 this year to distribute to six of our traditional families and a couple others in their time of need. The money comes from donations from firefighters and a GoFundMe drive that was established. With the money raised we provided Christmas gifts for the children, food for the families and various types of gift cards to help the families meet other needs. Next, we were also able to team up with St. Joseph Regional Medical Center Emergency Room nurses to help one of their fellow members with food while they provided gifts. Lastly, we donated money to a family from Grissom Middle School who were the victims of a house fire. We would like to thank Firefighter DeCicco for all his hard work and efforts to once again put together another great year of giving.

The Mishawaka Fire Department has 6 firefighters trained as car seat technicians. During last year, they checked 50 vehicles for proper installation of a child passenger seat. Once a year we host a car seat event along with Memorial Hospital’s children hospital at Martin’s on Bittersweet. In 2018 we held a second event at Fire Station #4. During these events we check seats for proper installation, and proper fit for the child’s height and weight. We have given away numerous seats to children through these events as well.

Also, in 2018 Mishawaka Fire Fighters again ran two very successful t-shirt campaigns to raise funds and awareness for some great causes.

For the 6th year, the fire department sold limited edition t-shirts that benefited Honor Flight of Northeast Indiana. This project was the creation of Driver/Operator Eric Hiatt, who is a veteran himself, and still heads up this amazing cause. The shirts were sold to the public and firefighters to be worn on duty in the month of May. Honor Flight transports veterans from World War II, Korea, and Viet Nam to Washington DC and back at no charge to the veteran. While in D.C. the veterans get a chance to visit their memorials and connect with other veterans. MFD has raised over \$10,000 to date, and local veterans have benefited from the Honor Flight program. The Mishawaka Fire Department would like all our veterans, including Driver/Operator Hiatt, and current members of military service to know their service is greatly appreciated by all of us here, God bless you and thank you!



Our firefighters take on cancer every year with their Breast Cancer, Guardians of the Ribbon, Awareness campaign. As firefighters we take cancer very seriously as studies have shown that not only is firefighting inherently dangerous, it is associated with occupational exposures that increase the risk of cancer in our profession. Nobody takes this cause more seriously than Driver/Operator William Mason, former Captain Will Meyers and Firefighter/Paramedic Kevin Gnivecki who again met this challenge head on and produced spectacular results. A different limited edition, pink t-shirt is created every year and worn through the month of October to raise money and awareness for breast cancer patients and survivors. Because of these three firefighter's efforts and leadership, 2018 was our best fundraising year yet with 309 shirts sold, raising \$3,102. This year we were proud to have partnered with an incredible non-profit organization called Hello Gorgeous for this fundraiser. All proceeds raised in this campaign will go to the Hello Gorgeous! organization to give women who are battling cancer a special treat to lift their spirits and make them feel gorgeous by "Providing red-carpet experiences for all women battling all cancers through full spa, ambush-style makeovers in one of our 36' mobile day spas or by one of our partnering affiliate salons across the United States, at no cost to our gorgeous women." Our department would like to thank all those who donated along with our members for their gracious and generous gifts to make this experience possible.



Lastly, our firefighters through other functions, such as their annual golf outing, continue to fund and distribute two \$1000 scholarships for local students from the City.

Public Service

The Fire Department also performs, at no extra cost to the citizens, many hours of public service and education. Some of the many examples of additional public services provided are fire extinguisher training and demonstrations, car seat inspections and installations, Survive Alive, Little Red, MDA Fill the Boot, and on Veterans Day firefighters place flags on the grave sites of our military veterans. The members of the Mishawaka Fire Department performed over 25,970 man-hours of public service to its community in 2018.



Recognition

Two Mishawaka's Bravest were formally recognized in 2018 for their outstanding service. First is Captain Brent Lake who was given the Hero Award from Homes for Hero's for his actions one night while off duty. While traveling home with his family Captain Lake happened upon a serious motorcycle accident and found a critically injured female patient. Captain Lake immediately jumped into action and provided care until emergency crews could arrive, but he didn't stop there. Brent rode in the ambulance bagging her all the way to the hospital. Because of Captain Lake's knowledge, skills, abilities and selfless actions she is alive today. Our second award winner is Driver/Operator Mark Regina, who was also off duty when he performed his heroic actions.



D/O Regina was awarded the Heroic Rescue Award for the State of Indiana by the Indiana Fire Chiefs Association for his actions in the month of April of this last year. Mark was off duty, smelled something burning and noticed a residence on fire. D/O Regina then discovered the home was occupied and helped a mother and her three children escape out of window. Because of firefighter Regina's quick thinking and actions there were no injuries and a family is alive today. Mark was also awarded the Robert A. Saros Mishawaka Firefighter of the Year award for 2018 as well.



In Memoriam



Driver/Operator Raymond Myers

On April 4, 2018 the Mishawaka Fire Department lost one of its most beloved members, Driver/Operator Raymond Myers to cancer. D/O Myers remained an active 23-year veteran of our department and served as the department's IT specialist. D/O Myers will always be in our hearts and minds as his work ethic and care for his community were second to none.



Police Department

Kenneth Witkowski, Chief

The Mishawaka Police Department recognizes the challenges that come along with a prospering community. The top priority of the Department remains to be the safety and protection of the community by providing professional and effective law enforcement services to its citizens. The Department will continue to target crimes against persons and keep community values intact. The specific duties of the MPD include conservation of public harmony and order, deterrence, detection and solving of crimes, enforcement of state laws and city ordinances, providing non-law enforcement services to the public, assisting in the safe movement of vehicular traffic, and to provide other emergency services as needed.

The MPD is budgeted for 108 officers and 8 Civilian Support Staff dedicated to the safety of Mishawaka city residents and visitors by enforcing the law, protecting property and reducing civil disorder.

The Department is divided into five divisions that include Uniform, Traffic, Investigative, Services, and Training.

Department Personnel	
Position	Number
Chief of Police	1
Division Chief	3
Captains	6
Lieutenants	14
Sergeants	20
Patrol Officer First Class	40
Patrol Officer Second Class	11
Probationary Officers	9
Recruits	2

Uniform Patrol Division

The Uniform Division, commanded by Uniform Division Chief Jason Stefaniak, is comprised of 72 Uniformed Officers, working six sections of the city, and 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, the Uniform Patrol Officer works to promote a positive working relationship with the public. The Uniform Patrol Officer understands that a strong relationship with the public will help them enforce laws, maintain order, and preserve peace within the community.

The Uniform Patrol Officer's job is often tedious and demanding. They are called to fight and prevent crime wherever and 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. The Uniform Patrol Officer understands that they must treat each citizen they encounter with courtesy and respect.

Uniform Crime Report Statistics (2017 vs. 2018)			
Offense	2017	2018	Change
Homicide	3	5	+2
Rape	8	16	+8
Robbery	54	48	-6
Assault	809	829	+20
Burglary	285	248	-37
Larceny-Theft	2,034	2,032	-2
Auto Theft	204	252	+48
Arson	5	15	+10

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 Division Chief Jason Stefaniak attends the FBI Academy

Chief Stefaniak was one of 223 members who graduated from the FBI National Academy Program in 2018.

Chief Stefaniak was joined by fellow graduates from 48 states and the District of Columbia. The program, which is held in Quantico, Virginia, lasts 10 weeks and stresses advanced communication, leadership and fitness training. The program is for selected officers having proven records as professionals within their agencies.

In addition to graduating from the program, Chief Stefaniak earned 12 graduate credits through the University of Virginia, as many of the program's courses are accredited by the university. The MPD congratulated Chief Stefaniak on a job well done.



Uniform Division Chief Stefaniak receiving his FBI diploma

New Officers

Jaymes Heare, Clayton Pendl, Brent Vanderzwaag and Rachel Wright were all hired as Recruits in October of 2017. They graduated from the Indiana Law Enforcement Academy in January of 2018 and sworn in as Probationary Patrol Officers on February 6, 2018.

Cory Cronk was sworn in as a Probationary Patrol Officer on April 17, 2018.

Recruit Garrett Schock was sworn in as a Probationary Patrol Officer on June 5, 2018.

Recruits Garrett Baresel and Dayne Nordman were sworn in as Probationary Patrol Officers on June 12, 2018.

Recruit Andrew Bauer was sworn in as a Probationary Patrol Officer on October 2, 2018.



*Newly Sworn Officers:
Officers Vanderzwaag, Wright, Pendl and Heare*

Promotions

- Probationary Officer Evan Stahley, of the Uniform Division, was promoted to Patrol Officer Second Class on February 21, 2018
- Probationary Officers Jacob Craft and Dustin Boyd, of the Uniform Division, were promoted to Patrol Officers Second Class on February 21, 2018
- Psc. James Bartlett, of the Uniform Division, was promoted to Pfc. on March 17, 2018
- Psc. Jeff Grzegorek, of the Uniform Division, was promoted to Pfc. on March 17, 2018
- Sgt. Eric Beckham, of the Street Crimes Unit, was promoted to Lt. on April 10, 2018
- Probationary Officer Harold Yost, of the Uniform Division, was promoted to Psc. On May 2, 2018
- Psc. Keith Holzer and Tyler Heckaman, of the Uniform Division, were promoted to Pfc. on July 14, 2018
- Pfc. Nathan Wojtysiak was promoted to Sgt. and transferred from the DIU to the Uniform Division on August 1, 2018



*Indiana Law Enforcement Academy Graduates:
Uniform Division Chief Stefaniak, Recruits Schock and
Baresel, Chief Witkowski and Recruit Nordman*

Retirements

- Pfc. Frank Keen, of the Uniform Division, retired on January 5, 2018 after 41 years of service
- Pfc. Louis Iuston, of the Uniform Division, retired on January 14, 2018 after 34+ years of service
- Pfc. Kirby Stoner, of the Uniform Division, retired on April 2, 2018 after 31 years of service

Resignations

- Recruit Nicholas Nielsen, hired on January 29, 2018, resigned on February 20, 2018
- Psc. Joshua Biggs resigned and moved back to his hometown of Valparaiso, IN on July 31, 2018
- Pfc. Jeff Price, of the Uniform Division, resigned and accepted a job with the Canadian National Railroad Police Department on August 13, 2018
- Pfc. Tyler Heckaman, of the Uniform Division, resigned and moved to Memphis, TN on October 31, 2018

Recognitions

Officers of the 1st Quarter – Detective Lt. Kevin Will, Sgt. Scott Robinson, and Psc. Daniel Braniff

On March 19, 2018, Kroger Grocery Store reported an armed robbery that had just occurred. The suspect, who was armed with a handgun, placed a gun to an employee's head and demanded money from the cash register. The suspect was told the money was not placed in the registers yet and was locked up in the safe. After the suspect was informed of that, he ran out of the store and rode off on a bicycle down the street. Officer Braniff, responding to the area, located the suspect's getaway bicycle, took possession of it, processed it and placed it into evidence.

Detectives Lt. Will and Sgt. Robinson then investigated this case together.

Sgt. Robinson collected DNA samples from the bicycle and lifted latent prints off the handle bar. The prints were taken to the South Bend Police crime lab for processing, and the prints identified to the suspect.

While searching for the suspect to be interviewed, SBPD investigators had apprehended the suspect who was just involved with a shooting and armed robbery in South Bend.

Detectives Will and Robinson interviewed the suspect where he confessed to the robbery at Kroger.

This was outstanding police work by all three officers, from Officer Braniff locating the bicycle and processing it, to Detectives Will and Robinson doing a thorough investigation, gathering statements and processing evidence that eventually lead to the suspect responsible for this crime.

Officers of the 2nd Quarter – Lt. Eric Laudeman, Psc. Evan Stahley, Probationary Officer Brent Vanderzwaag, and Pfc. Anthony Stachowiak

On April 12, 2018, Lt. Laudeman responded to a call where witnesses observed someone pointing a firearm at a juvenile. Officers were advised that the suspect was a student at Mishawaka High School. Lt. Laudeman is familiar with the suspect and began searching the area and located him near the intersection of Fourth and West Streets. He was located with another subject and they both began walking away from Lt. Laudeman as he approached.

Lt. Laudeman ordered the suspect to stop, but he continued to walk away. The suspect began walking backwards, facing Officer Laudeman, as he walked toward the middle of Fourth St. The suspect put his right hand toward the pocket of his hooded sweat shirt and kept looking over his shoulder as if he were looking for a place to run. Lt. Laudeman then closed the distance and made physical contact with the suspect. A physical fight ensued where the suspect was placed on the ground and placed in handcuffs.

During a pat down, a silver .380 handgun was removed from his shorts pocket. As the search continued, Lt. Laudeman located a black .40 Caliber handgun in the suspect's sweatshirt pocket. He was then taken to the Juvenile Justice Center where he was charged with Resisting Law Enforcement and 2 counts of Possession of a Firearm.

On April 24, 2018, Officer Stahley was patrolling on Fir Road when he observed two suspicious people standing in front of the storage units on Fir Road and, also, observed damage to an overhead door nearby. When back up officers arrived, they entered the storage facility where they located a suspect inside, hiding in a dark corner of the building. He was immediately taken into custody. As the suspect was taken to jail by Officer Stahley, he pointed out his accomplice who was walking away from the scene. The accomplice was also taken into custody. On April 26, 2018, both men were charged with burglary through the St. Joseph County Prosecutor's Office.

On May 22, 2018, Officer Vanderzwaag was on routine patrol when he observed a vehicle disregard an automatic signal at Lincolnway and Logan Street. Officer Vanderzwaag attempted to initiate a traffic stop, however the driver of the vehicle did not stop. A vehicle pursuit ensued that led Mishawaka officers into the City of South Bend.



Officers of the 2nd Quarter: Officers Vanderzwaag, Laudeman, Stachowiak, Stahley, Mayor Wood and Chief Witkowski

During the pursuit, Officer Vanderzwaag and other midnight shift officers communicated effectively and drove with due regard. The driver stopped his vehicle in front of a house in South Bend and fled the area on foot. Several Mishawaka Officers were assisted by several South Bend officers and the suspect was quickly located. The suspect had four outstanding warrants from St. Joseph County. On May 23, 2018, he was charged with two counts of Resisting Law Enforcement, Leaving the Scene of an Accident and Possession of Marijuana.

On June 7, 2018, Officer Stachowiak was traveling westbound on 12th Street when he observed a subject he recognized as being wanted on a robbery warrant through St. Joseph County. Officer Stachowiak turned his squad car around at 12th Street and Byrkit and proceeded to Commonwealth and 12th Street where he observed the subject still walking eastbound. He then made contact with the subject and placed him under arrest. The suspect had an outstanding warrant from St. Joseph County for robbery and was also wanted in connection with a recent homicide in South Bend.

Officer of the 4th Quarter – Lt. Eric Laudeman, Pfc. Frank “Bo” Ennis, and Don Siders

On October 28, 2018, South Bend Police Department reported that an armed robbery had occurred at a restaurant in South Bend and were in a vehicle pursuit with the suspects. Information relayed to the MPD was that a black Saturn was being pursued that contained two stolen handguns and a knife.

Lt. Laudeman joined the pursuit in Mishawaka. As the pursuit continued into St. Joseph County, the driver continued to flee in a reckless manner. When Lt. Laudeman had the opportunity, he performed a PIT Maneuver which successfully stopped the pursuit. The PIT, or Pursuit Immobilization Technique, is the intentional pushing of the suspect vehicle at an angle from the rear in an attempt to force it to spin out of control or into the opposite direction. The PIT is highly dangerous and by MPD Standard Operating Procedures, can only be performed by trained individuals.

Lt. Laudeman's execution of this technique was near flawless. His bravery and determination to remove a dangerous criminal from the streets is commendable.

On November 14, 2018, a female in labor, her boyfriend and mother, pulled into the parking lot of the MPD after business hours. The mother ran into the lobby where she informed dispatch that her daughter was in labor outside. Officer Ennis and Siders were first on scene. Six minutes later, with the help of the officers, the mother-to-be delivered a healthy baby.

Both officers acted in a professional and courageous manner during this event. They not only helped save a life, but they helped bring one into the world. Days later, both officers met with the mother and her baby to check on them and to meet the rest of family.



Officers Bo Ennis and Don Siders

Other Notable Officer Recognitions

- Pfc. Frank "Bo" Ennis – Outstanding job performance performing CPR
- Pfc. Joshua Watts and Jonathan Phipps – Outstanding job performance with a narcotics arrest and seizure
- Pfc. Joshua Mortimore – Letter of Commendation for the recovery of stolen auto related to a SBPD homicide
- Sgt. Eric Petersen – Outstanding job performance with the apprehension of a parolee in possession of a firearm
- Psc. Kendy Baker – Two Letters of Commendation for traffic stops relating to narcotics seizures and warrant arrests.
- Psc. Keith Holzer – Lifesaving Commendation for saving a suicidal subject attempting to hang himself.
- Capt. Bryan Fox, Sgt. Matthew Smith, Psc. Holzer, Psc. Kendy Baker and Pfc. Jeff Grzegorek – Letter of Commendations for the murder investigation of Breana Rouhselang



Officers Vanderzwaag and Baresel assisting a Mishawaka citizen



Officers Sam Nan and Dave Ruiz patrolling Central Park

Officer of the Year for 2017 – Lt. Craig Nowacki (*Award presented in 2018*)

In 2016, the Mishawaka Police Department Administration, City Attorney and Controller's Offices established a plan to purchase, develop and implement an online attendance system for the MPD. These efforts were made, in part, to streamline attendance and payroll, create a more efficient and accountable attendance system and to further move the MPD into the future.

After an extensive search, the Visual Computer Solutions, or VCS, was decided upon. Following a meeting with VCS project managers, the program was purchased and installed, however, the project was far from complete. Lt. Craig Nowacki was handed the task to work with the Administration, FOP and Controller's Office to ensure the program would meet everyone's needs. He took on this monumental task, which was extremely time consuming, while maintaining his police training coordinator duties.

Lt. Nowacki devoted a large portion of time and commitment into learning VCS and creating the program to fit the MPD's needs. His efforts and the knowledge it took in transforming the VCS program into a tailor-made program for the MPD is to be commended.

On April 10, 2017, VCS was officially launched and has been working as planned. It is the hard work and determination of officers like Lt. Nowacki that continue to prove the Mishawaka Police Department offers the City and its citizens the best service possible.

MPD Firearms Training “Top Shot” Award

Psc. Andrew Sark, Pfc. Jeff Price and Pfc. Jeff Grzegorek

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. In addition to these duties, K-9 officers are responsible for training and caring for their K-9 partners.

Early in 2018, K-9 Supervisor Sgt. Chad Thomas retired K-9 Rex. The Department, through the direction of Sgt. Thomas, purchased a new patrol K-9 named Jax. Another addition to our K-9 program is a German Short Hair Pointer named Bailey. K-9 Bailey is a single-purpose dog used in drug detection. The handler for Bailey is Pfc. James Bartlett. The MPD secured a grant through I.D.E.A. and they paid for Bailey, along with a new vehicle and training. Their training, teamwork and dedication continue to show the importance the K-9 program to the City of Mishawaka.

In 2018, Sgt. Thomas and Jax and Pfc. Anthony Stachowiak and his partner Max, continued to assist local agencies such as the South Bend and St. Joseph Police Departments and the Indiana State Police. Both K-9 Officers also participate in the local schools with random searches of school grounds and lockers as well as providing demonstrations for local civic groups.

Traffic Division

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

There were 2,415 total crashes reported for 2018 consisting of 2,047 property damage crashes, 364 injury crashes (504 injured), and 4 fatality crashes (4 fatalities).

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 \$153,777 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 Arrests	145
D.U.I. Arrests	61
Seat Belt Violations	985
Driving While Suspended	372
Child Restraint Violations	64
Criminal Felony Arrests	20
Speeding	1,020
Warnings	2,416
Other Traffic	1,784
Total Traffic Stops	6,867

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.

Indiana D.U.I. Taskforce	
Criminal Misdemeanor	19
Misdemeanor D.U.I. Arrests	37
Felony D.U.I. Arrests	1
Driving While Suspended	75
Underage Alcohol	0
Criminal Felony	2
Speeding	117
Warnings	284
Other Traffic	385
Total Traffic Stops	920

Investigative Division

The Investigative Division is supervised by Assistant Chief Dan Gebo and is composed of 16 officers 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 Victims Unit, Drug Investigative Unit, and the County Metro Homicide Unit. (1 officer is assigned to the CMHU, 1 officer is assigned to the DIU and 2 officers are assigned to the SVU.)

All criminal cases filed through the Mishawaka Police Department are referred to the Investigations Division and are reviewed and handled on case by case bases. If no solvability factors are present, the case is closed 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 2018, the Division handled 7,520 cases which is a 1.08% increase from the 7,439 cases in 2017. The Division handled and solved numerous of high profile and serious criminal cases, along with misdemeanor crimes. Through interviewing suspect(s) and witness(es), collecting and combing through the evidence found at crime scenes, and reviewing case reports, cases were solved. Without the hard work of our detectives and the assistance of other outside agencies, these crimes would have gone unsolved or not suspects convicted.

2018 Investigation Division Statistics (Case referrals)

Investigative Division Statistics	% +/- 2017	
Total cases Direct Referred to Prosecutor, JJC, FVU, etc.	2,687	-0.63
Total cases assigned to Detectives	1,350	
Total cases referred to Street Crimes, Community Relations, SROs	204	-17.44
Total cases referred to Traffic Division	532	+4.02
Total cases - No Investigation	2,213	+8.03
Total warrant arrests (not referred)	196	-15.09
Total property only cases	315	+35.51
Total cases w/information. only (not referred)	23	
Total # of cases reviewed by Investigative Division in 2018	7,520	

In 2018 the Investigative Division handled and solved numerous high-profile crimes and serious criminal cases, along with misdemeanor crimes. Through interviewing suspect(s) and witness(es), collecting and combing through the evidence found at crime scenes, and reviewing case reports, cases were solved. Without the hard work of these officers and the assistance of other outside agencies, these crimes would have gone unsolved or not convicted.

To keep in communication with outside agencies, Mishawaka Police investigators continue attending a weekly crime intel strategy session to share and talk about crime trends, incidents and suspects being investigated. This meeting is attended by all area law enforcement agencies, including the St. Joseph County Prosecutor’s Office, U.S. Prosecutor’s Office, and the community correction officers.

In 2018, the City of Mishawaka showed a 25% decrease in robberies from 2017. The detectives assigned robbery cases solved 45% of these cases. The national average for robbery clearance rates is 25% to 30% for cities.

In April 2018, a victim reports being shot several times during a drug deal. The shooter, according to witnesses, yelled “GDN” (Gangster Disciple Nation) while shooting. Several guns and drugs were collected at the scene. The shooter, later identified as Andrew Howard III, was arrested and

charged. Andrew Howard plead guilty to Robbery and was sentenced to 17 years in the Indiana Department of Corrections.

In May 2018, a victim reported being robbed and shot in the chest while she was sitting in her vehicle in the University Park Mall parking lot. A suspect was developed by a witness who gave investigators a license plate number and a description of a robbery that occurred minutes before the shooting at the mall. Investigators found the suspect identified as Joshua Villanueva-Rose who gave a full confession. He was convicted and sentenced to 24 years in prison.

In September 2018, Mishawaka Police responded to Bleachers Bar on Grape Road on a person shot and killed inside the bar. The scene was every chaotic and volatile as officers arrived. The victim, Avery Brown, was found shot and deceased at the scene. With the help of bar patrons, investigators were able to identify the suspect, Timothy Mayberry. He was arrested and charged with murder. He is awaiting trial in the St. Joseph County Jail.

In December 2018, the City of Mishawaka went through a tough time discovering Breana Rouhselang (17), who was pregnant, was murdered by her boyfriend behind her house. The boyfriend, Aaron Trejo was charged and is awaiting trial in the St. Joseph County Jail. This tragedy affected families, the community, and first responders who handled the investigation.

Personnel changes/transfers in the Investigative Division

- Lt. Matthew Porter, transferred from Special Victim's Unit (SVU) to the Investigative Division
- Pfc. Robert Pfeiffer, transferred from the Uniform Division to SVU
- Sgt. Nathan Wojtysiak, transferred from the Drug Investigative Unit to the Uniform Division
- Pfc. James Bartlett, transferred from the Uniform Division to Street Crimes Unit

Community Relations Unit

Community Relations Unit is 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. This form of community policing rests on the belief that the citizens and the police department, only by working together, can improve the quality of life in the community. It challenges all unit personnel to find ways to develop new proactive initiatives aimed at solving community problems, targeting, and identifying criminal and quality of life issues within the City of Mishawaka.



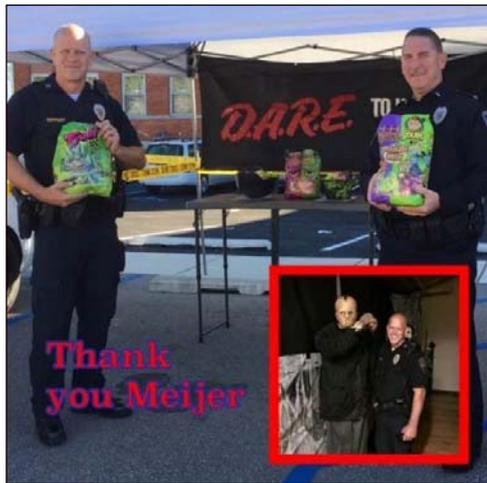
Cup with a Cop Event

The CRU is commanded by Capt. Robert Reppert with assistance from six officers. The unit is divided into three entities; Community Relations Officers, D.A.R.E., School Resource Officers (SROs) and an IAD/New Hire Recruiter. The Unit serves as

a specialized enforcement unit that handles neighborhood complaints, provides patrol, and investigative support utilizing various measures to accomplish their goals and objectives.

The Community Relations Officers handle various public relationship events such as Community Outreach Programs, Neighborhood Watch meetings, National Night Out, MPD tours for boy scouts and schools, reading to children, and bike safety rodeos.

The Unit also assists Code Enforcement, Park Patrol, the Uniform and Traffic Division, Drug Unit, Investigative Division identifying vacant houses to deter scrapping, and assisting outside agencies at the local, state and federal level when requested. In 2018, the Unit brought in approximately \$3,000 in revenue by performing salvage titles for citizens.



Capt. Reppert and Lt. Williams



Little Explorer Camp

The Unit also attended Community events in 2018 such as: Coffee with a Cop, Chill with a Cop, National Night Out, Trunk or Treat and the Christmas Tree Lighting, to name a few.

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." Lt. Williams instructs the middle school program at Mishawaka Catholic (St. Monica) and Covenant Christian School.

Lt. Williams awards students from each class for the best essay. The winning essays from each semester competes against each other to be crowned City Champion. Ava Atkinson from Liberty School and Tony Wang from Queen of Peace School were named the City Champions for having the best essays. The Mishawaka D.A.R.E. program has had 4 State Champion essay winners 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.

Kid Print IDs

The D.A.R.E. program had several requests for Kid Print IDs. Since its debut of the equipment, more than 800 IDs were made at local and private events: Summerfest, AAA Credit Union, Centier Bank, University Park Mall, United Methodist Church, Lexus of Mishawaka, Diabetes Walk, Cub Scouts, and LaSalle Elementary School.

School Resource

Sgt. Steve Madison is assigned full-time to John Young Middle and Pfc. Bruce Faltynski 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.

Street Crimes Unit

The Street Crimes Unit is a special investigatory unit staffed by Lt. Eric Beckham, Sgt. Ryan Corbett and Pfc. James Bartlett. The primary function of the Unit is to investigate “vice” type crimes and to address various quality of life issues as they arise within the City. The SCU works in conjunction with the Investigative Division and the Community Relations Unit to identify criminals and solve crimes within neighborhoods. With the assistance of the Community and other units within the MPD, along with crime analysts concerning pertinent data on the type of criminal activity where the problem is most severe, where crime awareness and prevention activities would be most productive, and what type of program would be most effective in combating the problem. The Unit also identifies areas that generate repeat calls for service so problem solving efforts can be initiated.

- Beckham promoted to Lieutenant of the SCU
- Lt. Beckham was able to successfully obtain a grant through the Indiana Drug Enforcement Administration granting the SCU \$70,000 for a K-9, vehicle, equipment and training.
- Our SCU selected Pfc. Bartlett and K-9 Bailey to fill the open position created by the IDEA grant. Pfc. Bartlett is scheduled to go to K-9 school in January 2019 at Vohne Liche Kennels

SCU partnered with Homeland Security and recovered a large amount of narcotics from a storage unit and apartment complex in the northern part of the City. The suspect in this case was stopped on the highway with a large amount of narcotics that he was bringing back to Mishawaka. The subject that he met with was also taken down with over \$280,000 in his possession.

SCU assisted the Uniform Division with a robbery to a person on the south side of the City. This subject reported being robbed at gunpoint by three armed men. During the robbery the men took a credit card that they began using at local stores. SCU went to the stores and identified a vehicle and suspected subject who were using the card to purchase items.

Drugs Seized (grams)		
	2017	2018
Cocaine	53	27.1
Crack	13.8	395.4
Marijuana	2,001	6,030
Synthetic Marijuana	37	237
Meth	250.71	1,309.54
Heroin	85	668
Other	124.5	528

Seized Drug Street Value (\$)		
	2017	2018
Cocaine	6,360	3,252
Crack	1,656	47,448
Marijuana	30,015	90,450
Synthetic Marijuana	0	0
Meth	10,028	52,382
Heroin	8,500	66,800
Total	56,559	260,332

CAP Program

Civilians in Alliance with Police (CAP) program partners with the Mishawaka Police and Parks Departments with community volunteers to help report on acts of vandalism in the parks and along the Riverwalk. The volunteers are given basic training in first aid and 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.

They also assist with events throughout the season such as, fireworks, festivals, Memorial Day Parade, park concerts, the IMEA Lineman Rodeo, etc.

These volunteers are a very dedicated and loyal group of people that truly care about the City of Mishawaka. We at the MPD are thankful for their commitment to the CAP Program and appreciate their service.

Services Division

The Services Division is assisted by 5 Civilian Support Staff and one officer. They provide 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 numerous requests for copies of reports, criminal background checks, fingerprints, gun permit applications, motor vehicle checks and parking ticket payments. The staff also assists other governmental and police agencies when they request reports and information for their investigations.

The Services Division is responsible for maintaining Department records, processing reports and citations, data entry, updating dispositions on cases in the Records Management System, and for

the preparation of statistics, including the monthly Department of Justice Uniform Crime Reporting. The Services Division is also responsible for the management of the IT Division.

Property and Evidence stores and transacts numerous property and evidence items each year. Each of these items are counted and inventoried as part of a chain of custody. Every transaction of property, whether it is to go to court, lab for testing, returned to the owner or destroyed, is documented with the date, time and reason.

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.

Training Highlights from 2018

In 2018, the MPD met and surpassed the state mandated minimum 24 hours required of each officer. Out of the 106 officers at the department, the average training time per officer was 65.8 hours. The total hours of training time provided was 6,973.5 hours in 2018. Even subtracting the top ten highest and ten lowest officers, in regard to training time, MPD Officers averaged more than double the state requirement at 54.29 hours.

In 2018, Mishawaka Police Training Division had 301 classes/opportunities for training. This number does not include online training, online certifications or roll call trainings.

MPD began provisioning in the year for Motorola PremierOne Records Management. These involved training sessions to plan and build the system that the department went live with on January 16, 2019. This huge task was led by Assistant Chief of Services, Russell Haimbaugh. Train the Trainer sessions were conducted for several officers of the department to be experts in the software and facilitate the transition that was to come. The actual training sessions for all officers did not occur until January 2-15, 2019. This was a huge undertaking in preparing for a new records-keeping system while integrating records from the past 10 plus years.

Training Statistics		
	Total Training hours	Average Training Hours per officer
106 Officers	6973.5	65.78
96 (minus the top 10 officers with the highest amounts of training time)	5212	54.29
86 (minus the top 10 highest and ten lowest)	4964	57.72

Active shooter incidents going on across the country are a horrible situation you hope never comes to your city, but it is a situation you have to prepare for nonetheless. The Training Division made training for Active Shooter-Rescue Task Force a mandatory requirement for all MPD officers. The training dealt with tactics/teams to eliminate the threat and render the location safe. MPD in conjunction with MFD and surrounding Fire/EMS Agencies went one step further in training for the removal and triage of injured parties due to an active shooter. Kindred Hospital in Mishawaka was used as a training site for practical applications of the training in conjunction with the other

FIRE/EMS agencies. These other agencies training alongside MPD, allowed for real training applications rather than theoretical contingencies. MPD along with other agencies from St. Joseph County conducted a massive drill at Penn High School. This drill was used to evaluate agencies in their response and tactics. The drill also focused on extracting injured parties from an active shooter location.

Half of MPD Officers were trained to use Narcan nasal spray by Robin Vida, the Director of Health Education from the St. Joseph County Health Department. After completing the training officers were given doses of Narcan nasal spray to revive overdosed parties. The opioid crisis affects all facets of public service. Officers having Narcan nasal spray doses not only ensures caring for the public but also helps officers in the unfortunate event of an accidental overdose by a police officer through contact with Fentanyl or Carfentanil in the course of their duties. The other half of MPD officers will complete the training in 2019.

Elizabeth Knight of Knight, Hoppe, Kurnik & Knight, Ltd. was at the Mishawaka Police Department for several training sessions conducting police liability classes. These classes were mandatory for all officers and instructed through case law examples of ways to avoid liability claims as they execute their duties. Supervisors on top of this had another class for supervisor liability that trained supervisors on pitfalls that might befall them due to the nature of their position. The training department was contacted by Elizabeth Knight after the training sessions were completed. Elizabeth "Betty" Knight wrote me and said: "Your officers demonstrated great legal insight into complex constitutional issues facing law enforcement officers. Your department is an exemplary role model of professionalism!"

Training was completed on the use of Motorola body cameras for officers and body cameras have begun to be distributed. These tools are invaluable and help document the challenging job that officers face. Being able to document through video the crimes/crime scenes are a valuable tool for enforcement and prosecution. Handgun sensors were also deployed to provide dispatch real time updates in instances where an officer's firearm is removed from the holster. Think of a solo traffic stop and the officer has to react by pulling his firearm with no time to call out on the radio, dispatch will be alerted and get backup heading that way for assistance.

The SWAT (MPD in conjunction with St. Joseph County Police) is a unit that responds to the most severe of situations. They have to be prepared and trained to respond. Outside of their mandatory training they do every month on weapons proficiency and tactics, they had an outside training company come to them. The National Tactical Officers Association conducted their Scenario Based Tactical Operations with the SWAT team for a week-long course. SWAT Officers were taught leading edge tactical movements and participated in scenario-based events to sharpen their skills even further.

MPD Officers honed their skills in physical tactics and firearms through a wide variety of classes. Classes ranging from handcuffing combative subjects to countering and strikes were conducted throughout the year. On the firearms side, officers were afforded opportunities for training with their handgun, rifle and shotgun. Several opportunities in tactical handgun training were conducted allowing officers to be able to react in situations and react accordingly with proficiency with their firearms. Police officers have to prepare for the worst and be ready to act when necessary.

Memorial Service

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 the families of the deceased officers, Mishawaka's Mayor and Dignitaries, the Chief of Police, MPD officers and their families and honor guard, retirees, support staff, surrounding police agencies and citizens of Mishawaka.

Women's Self-Defense Classes

Self-defense classes for women were held several times throughout 2018 and were instructed by Division Chief Jason Stefaniak, Sgt. Rich Freeman, Sgt. Brian Long, and Pfc. Dave Ruiz. It proved to be a very popular class with a maximum amount of attendance. These classes will continue throughout 2019.

Self-defense is a set of awareness, assertiveness, verbal confrontation skills, safety strategies, and physical techniques that enable someone to successfully escape, resist, and survive violent attacks.



*Division Chief Jason Stefaniak instructing
MPD's Women's Self-Defense Class*

Mishawaka Utilities

James M. Schrader, General Manager

Mishawaka Utilities is headquartered at 126 North Church Street. This is the where the Business Office is located as well as the office of the General Manager. The General Manager provides leadership and guidance to the Business Office and the three operating divisions: Electric, Water, and Wastewater Treatment. The employees of Mishawaka Utilities take great pride in serving our community.

Mishawaka Utility Business Office

Virginia Fras, Business Office Manager

Mission

We are part of an organization committed to providing our 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 safety-conscious and well-trained staff,
- Cooperate with and promote our community, and
- Provide products and services that exceed the expectations of our owners- our customers

The Mishawaka Utilities Business Office provides centralized customer service, trash service support, billing, data processing, finance/accounting, and administrative functions for our three operating divisions of Mishawaka Utilities: Electric, Water, and Wastewater Treatment. Today, these three utilities serve a population of more than 47,000 people (27,000) customers.

The Mishawaka Utilities Business Office takes pride in offering personal home town service to our customers and we look forward to the New Year and the opportunity to serve you better.

Electric Division

Sedrick Springman, Division Manager

Background

The Mishawaka Utilities Electric Division is the second largest municipally owned electric utility in Indiana, providing service to 26,836 customers. We have 11 substations located throughout the city. Our 48 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. It 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.



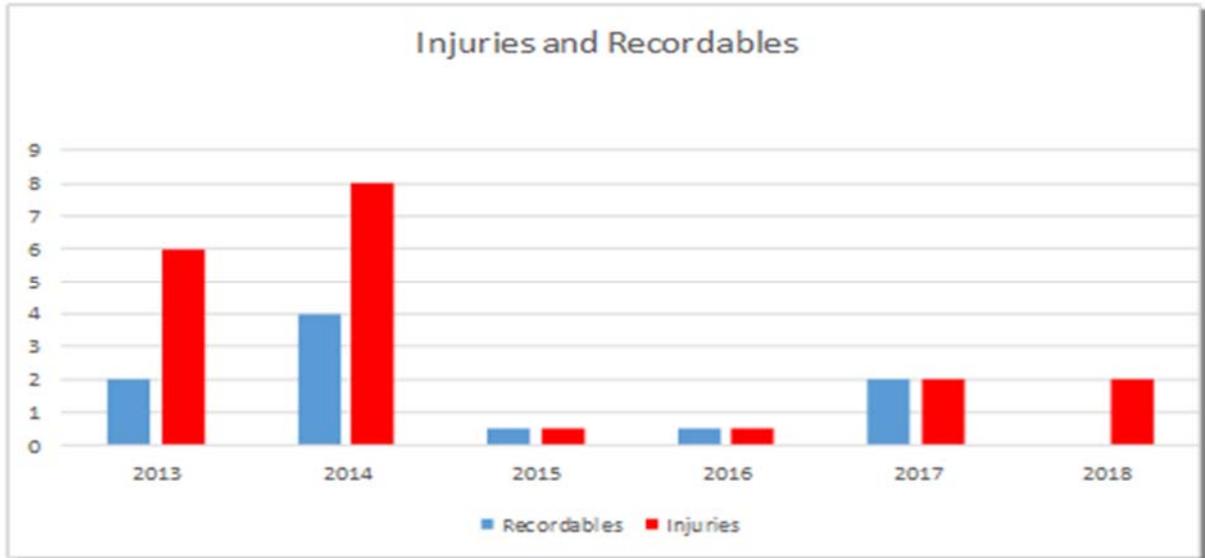
Mishawaka Utilities Electric Department

Electric Division Process Measures

Process Measure	2017	2018	Percent Change
Peak Demand Month (month and kW peak demand)	July 128,450	June 139,218	+8.4%
Total Energy Purchased (kWh)	604,889,100	618,873,618	+2.31%
Total Energy Sold (kWh)	561,313,966	582,555,158	+3.78%
Total Number of Customers Billed	26,259	26,836	+2.19%
Engineering Projects Completed	293	351	+19.7%
Number of Transformers Set	74	81	+9.5%
Metering Dept Work Orders Completed	23,381	25,073	+7.23%

Personnel Safety

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



System Energy Consumption

In June we hit our annual peak demand of 139.2 [MW] (5.5 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 on transformer loading and system supply voltages. Also, our energy consumption (total energy purchased) for the year was 618,873,618 [kWh], up 2.31 percent from the previous year.

Reliability/Performance Enhancements

- Replaced obsolete breakers (6) at 12th St., Borley, and University stations.
- Replaced failed ALTS gear at Nyloncraft with (2) G&W Viper-STs.
- Replaced obsolete annunciators (4) at Borley, Clover, and Virgil stations.
- Replaced obsolete Virgil TransData meter. This completes the ION upgrade project.
- Replaced several insulators and lightning arresters at Borley and Bercado stations.
- Replaced all diode packs on RTU control boards to mitigate control failures.
- Upgraded network infrastructure, added redundant compute and storage servers.

Employee Training and Lineman's Rodeo

Mishawaka Utilities Electric Division's in-house NJATC apprenticeship training program, which started in February of 1988, is now in its 31st year. Our program is a cooperative effort with IBEW Local 1392. The program is recognized by and registered with the Department of Labor Bureau of Apprenticeship and Training. Don Beck and Chuck Bailey attended National Training Institute (NJATC) instructor training classes this past July at the University of Michigan in Ann Arbor. Chuck received his Master Instructor / Trainer certificate. Don has his certificate and is currently taking Advanced Studies Courses. The classes are necessary for these instructors to maintain their certification as trainers in our apprentice program. Kevin McGann, Construction Superintendent, functions as the president of Mishawaka's National Joint Apprenticeship and Training Committee.

Lineman rodeo competitions showcase the talents and training of the line worker. Judging follows APPA safety regulations at international levels. Our most accomplished employees attend these rodeos competitions. Electric Division Construction Department personnel participated in the following events in 2018:

- *The APPA National Rodeo* held in Raleigh, North Carolina on May 5th & 6th. We sent a Journeyman team consisting of Captain Chuck Bailey, Don Beck, and Colter Hurley.
- *The Fallen Lineman Rodeo* held in Clearfield, Pennsylvania on June 16th. Our team consisted of Captain Chuck Bailey, Don Beck, and Colter Hurley. Mike Miller also competed as an apprentice.
- *The IMEA State Lineworkers' Rodeo* was held in Lawrenceburg, Indiana on September 15th & 16th. Our journeyman team consisted of Captain Chuck Bailey, Don Beck, and Colter Hurley. Ryan Francis, Grant Ginter, and Angel Fernandez competed at the apprentice level. Awards included Journeyman Team – 3rd place overall and 3rd place in the Roller Changeout Event. Apprentice Ryan Francis placed 3rd overall, 1st place in the Obstacle Course Event, 1st place in the Lightning Arrester Changeout Event, and 3rd place on the Written Test. Angel Fernandez placed 2nd in the Lightning Arrester Changeout Event.
- *The International Lineman Rodeo* was held in Bonner Springs, Kansas on September 12th. We sent a journeyman team consisting of Chuck Bailey, Don Beck and Colter Hurley. Rob Verhostra also competed as an apprentice.

Organizational Changes

Organizational changes this past year were as follows:

Administration Department

- Justin Overholser was promoted to Senior Engineering Assistant

Construction Department

- We hired 4 Apprentices last year: Angel Fernandez, Jeffrey Fisher, Grant Ginter, and Colin Leonard
- We had one Journeyman resign: Nate Prenkert

Engineering and Construction

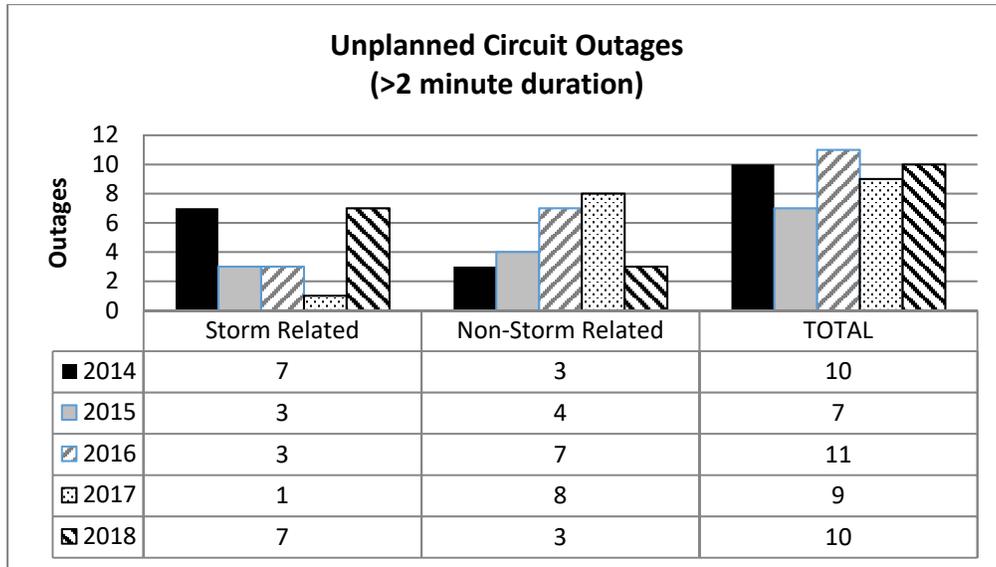
General

Unplanned Outages

There were 10 unplanned circuit outages in 2018, with a cumulative outage time of 19 hours. The number of unplanned outages was 10% higher than the previous year (9 in 2017).

The system as a whole continues to provide reliable power. This is due to multiple reasons including ongoing reviews and analysis of system reliability and operational issues, with appropriate actions taken to address areas requiring improvement. Performance has also been

positively affected by implementation of reliability driven design changes, an effective preventive maintenance (PM) program, effective implementation of the fuse coordination program, and effective preparation, review, and approval of technical procedures.



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

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 precise location of the affected residence or business and the necessary information, through its relational database features, to home in on the outage extent.

The MUE GIS implementation expanded further throughout 2018 with daily application of the data collected and maintained in the GIS system. For example:

- Maintained construction and street light work flow.
- Maintain Street Light Database and created reports for monthly billing for Business Office.
- Maintained Futura inspection software to help record issues with pole conditions.
- Maintained Circuit Maps updates, Futura updates (GPS included), and the transformer database.
- Maintained all iPads/Laptops for Engineering and Construction crews.

- Implemented Electronic UG inspections software. Eliminating paper records.
- Maintained Pole Quality Inspection reports. Alerted crews when Pole change outs were necessary
- Introduced Futura Catalyst. Replacing ArcGIS as our online source for MUE facility information
- Issued new laptops to crews. Crews are now able to edit in the field, with Futura Mobile software.
- Nearing completion of the Pole Attachment Reporting. Will help generate revenue to the Electric department.

Project Engineering Activities

2018 was another busy year for the Electric Department's Projects staff. The projects team oversaw 351 new projects for the year. Included in that number are 95 new residential underground house services and 18 new commercial three phase services. We supported the installation of 130 new utility poles as a result of our pole inspection program. We assisted with replacing 23 light poles that were knocked down by vehicles.

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

Electric distribution improvements (line maintenance projects):

- 12th Street Pole line relocation from Downey Ave. to Campbell Ave
- Installation of a new overhead three phase circuit to the Ireland Trail water storage unit
- Installed equipment to allow switching circuits for St. Joseph Hospital without interrupting service

Substation Support:

- Scheduled projects to support:
 - Switching
 - Breaker Testing Switching

Major Projects:

- Jimmy Carter Habitat for Humanity Work Project
- Silver Birch Assisted Living Center
- Merrifield Park (North Side)
- United Federal Credit Union with new decel lane
- Mary Gibbard Park Improvements
- Lippert Components on Byrkit Ave
- The Mill at Ironworks
- Condemned Pole Replacements
- Douglas Rd./Veterans Parkway Improvements
- Wilshire Plaza-Firehouse Subs, Vision Works, Ulta, Core Life Eatery, Carters, Oshkosh

System PM:

- Vault Hazard Testing
- SF6 gas inspection and servicing of all puffers in service
- Electric pedestal verification and inspections (1st year recorded electronically)

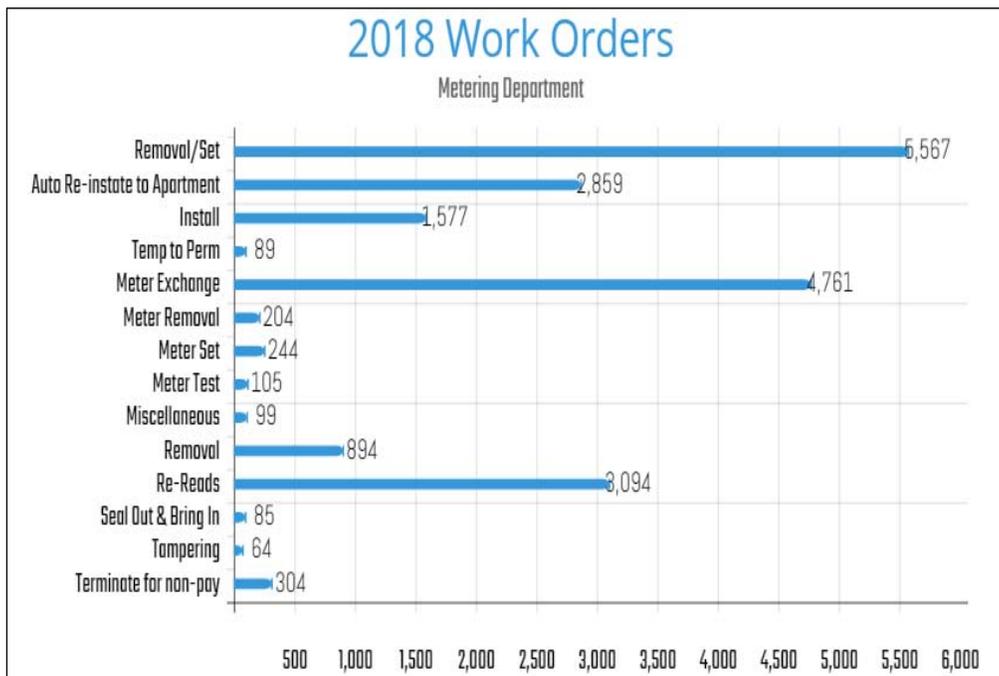
Metering

The Mishawaka Utilities Metering Department is comprised of the Metering Manager, five Service Representatives (Reps) and five Meter Readers. It is the responsibility of this department to maintain all electric meters and read all (electric and water) meters in the City. It is the responsibility of the meter readers to read an average of 26,836 electric customers and 17,470 water customers on a monthly basis. The Metering Manager has been able to keep the monthly reading schedule at or near 30 days.

In conjunction with reading the meters the Metering Department completes any re-read service orders that are requested. The request for a re-read could be made by the customer and/or the Data Processing Department if the original reading is in question. See graph below for number of re-read service orders completed.

The Service Reps duties include doing power quality test and recording procedures along with replacing existing meters throughout the City with radio-read meters (AMR-Automated Meter Reading). By installing an AMR meter, an accurate monthly reading is obtained without requiring meter access. The AMR meter is not only time efficient but is also a convenience for the customer who no longer has to provide access.

The following graph depicts performance by the Metering Department in the area of work orders:



The Service Reps, who run the disconnect truck, completed 173 disconnect lists which included 2,975 customers. There are seven areas (cycles) in the City for which disconnect lists are performed on a monthly basis. These lists are for customers who are delinquent on their utility bills. The disconnect truck also runs special disconnects throughout the month that could be for delinquency on payment plans or deposits. Along with disconnecting services the Service Reps reconnected 2,327 customers resulting in \$58,175 in charges (\$25.00 fee x 2,327). During follow-up visits, to disconnected customers, 64 were found to have tampered which resulted in tampering fees totaling \$4,480 (\$70.00 x 64).

The Metering Department continues to make strides in changing meters from three-phase mechanical thermal demand meters to electronic solid-state meters. In addition, single-phase A-base adaptor upgrades were also performed. As a team, we were able to change 4,761 mechanical meters to AMR meters.

The Metering Department attended several training sessions including bi-monthly IMEA Safety Training and in-house training sessions. The Metering Department strives to implement the newest metering technology to ensure the best quality service for the citizens of 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

The Operations Department is headed by Ross Trimboli, the Operations Coordinator, who is starting his 34th year of service. The Electric Dispatch office is staffed by two Clerk Dispatcher "A"s. Chuck Brunner, the senior member and crew leader and Jeff Erickson, with 20 and 18 years of service respectively. These individuals continue to be strong, capable employees that provide critical support to the rest of the Electric Division.

2018 again proved to be active in terms of new acquisitions to our fleet. We replaced four aged vehicles with a new Ford F150 4x4 pickup truck for our System Reliability Supervisor, and for the Construction Department, a new International 7400/Altec bucket truck, a new Ford F350 service body pickup truck and a new Ford F550 contractor-style dump truck.

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 2018 totaled \$33596.

In 2018, inventory purchases were up over \$696,000 compared to purchases in 2017. This can be attributed but not limited to projects such as large-scale electric meter replacement, the relocation of the pole line on the south side of 12th Street between Campbell and Downey Avenues in preparation for road widening, the Habitat for Humanity project on the City’s north side, the Mill at Ironworks, the replacement of over 200 condemned wooden utility poles and the refit project to replace existing high pressure sodium street lighting with new LED technology.

We continue our partnership with Anixter Power Solutions by utilizing their Vendor Managed Inventory system, or VMI. Mishawaka Utilities entered into this partnership in January of 2009 to provide a computerized inventory management system with Anixter acting as our primary vendor for line construction and maintenance material. The chart (*right*) breaks down our inventory spending, comparing 2017 to 2018.

Item	Dollars Spent		
	2017	2018	Change
Aerial Transformers	\$18,068	\$13,178	-27%
Pad mounted Transformers	\$215,072	\$469,551	118%
Transformer Accessories	\$90,462	\$51,941	-43%
Pipe	\$36,063	\$88,294	145%
Pipe Accessories	\$7,329	\$10,373	42%
Meters	\$208,009	\$243,423	17%
Meter Accessories	\$9,496	\$24,552	159%
Wire	\$160,177	\$406,188	154%
Wire Accessories	\$112,870	\$94,867	-16%
Poles	\$97,763	\$125,927	29%
Pole Accessories	\$61,412	\$45,448	-26%
Street Light Poles	\$97,763	\$162,200	66%
Lighting Accessories	\$129,263	\$149,846	16%
Service Materials	\$39,590	\$93,588	136%

The Operations Department strives for efficiency in the administration of procurement and accounting, the management of materials and services, and the maintenance of the fleet and facilities. It serves as an integral support department for the Electric Division. When called upon, Operations also assists other Mishawaka Utilities divisions as well as City of Mishawaka departments with any tasks necessary. As the Operations Department looks ahead to meeting the new challenges of 2019, it welcomes the opportunity to build upon past accomplishments and to develop our future successes.

Sewer Maintenance Department

Tom Dolly, Manager

The Sewer Department cleaned a total of 179,203 feet of sewer lines, and televised 225,293 feet of sewer lines in 2018. The collection system has over 200 miles of sanitary sewers and storm lines. Approximately 38 percent of the collection system was cleaned or televised during the year. Cleaning and televising is an important process in maximizing flow of sewage to the Wastewater Treatment Plant and determining what needs repaired or replaced. Discovery of larger sewer/storm infrastructure that needs to be repaired are often identified, and sent to the Engineering Department for bidding for contractor repair.

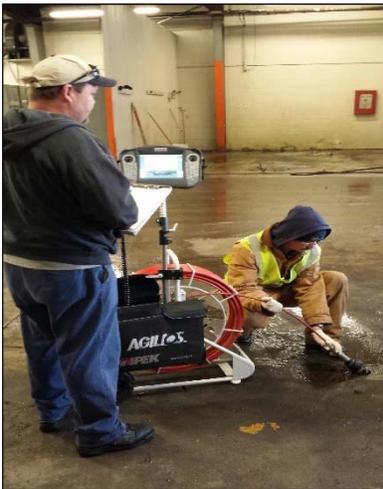


Sewer Maintenance Department Staff

The Sewer Department has 14 employees that perform cleaning, televising, new sewer hookup inspections, sewer locates for digging, and repairs. The Sewer Department also assists the Street Department in the winter with plowing.

Video Surveillance Program

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 the integrity of repairs or lining.



Video Surveillance

The video surveillance crew records all visual data and all manually documented information gathered. This information is uploaded to the City GIS Department and Engineering for further study and updating of the City GIS Map. Inspections of new sewer system extensions through sewer televising are conducted to insure that the construction meets our city specifications.

The video inspection trucks are also equipped with a lateral launch system that gives us the ability to televise residential laterals from the main line in the street up to the house to determine if there are 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 if there are blockages or damage. In 2018, over 3,208 feet of residential laterals were

televised with the push cam system for a grand total of 228,465 feet of main line and lateral lines televised.

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 178 sewer excavation inspections in 2018.

Sewer Insurance Program

Over the past year, 198 calls were received from residents during normal working hours and 18 after hour's 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 following up to inspect contractor cleaned laterals. Of the 216 total calls, 50 residents qualified for the sewer insurance program. These 50 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 a one year guarantee against tree roots, to more in-depth projects such as excavation and lateral repair. This program has proven to be very successful in assisting Mishawaka's residents with the high cost of sewer lateral repairs. More of the specifics regarding the sewer insurance program can be found on our City's website.



Video Inspection Crew

CIPP Sewer Rehabilitation Various Locations 2018

As part of ongoing infrastructure improvements, Cured in Place Pipe (CIPP) lining was used for a total of 8,800 feet to rehabilitate 28 various key sewer lines. The project also included the structural rehabilitation of 35 manholes with polyurethane lining. The total project investment was \$650,000.

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 2019.



Vactor Crew

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.

Mishawaka's wastewater treatment facility serves residential, commercial, and industrial accounts. The treatment facility operates 24 hours per day, 365 days a year. The twenty-six employees of the Wastewater Division have over 444 years of combined wastewater experience. Seven members of the staff hold Indiana's highest level of professional operator certification.

Wastewater Long Term Control Plan (LTCP)

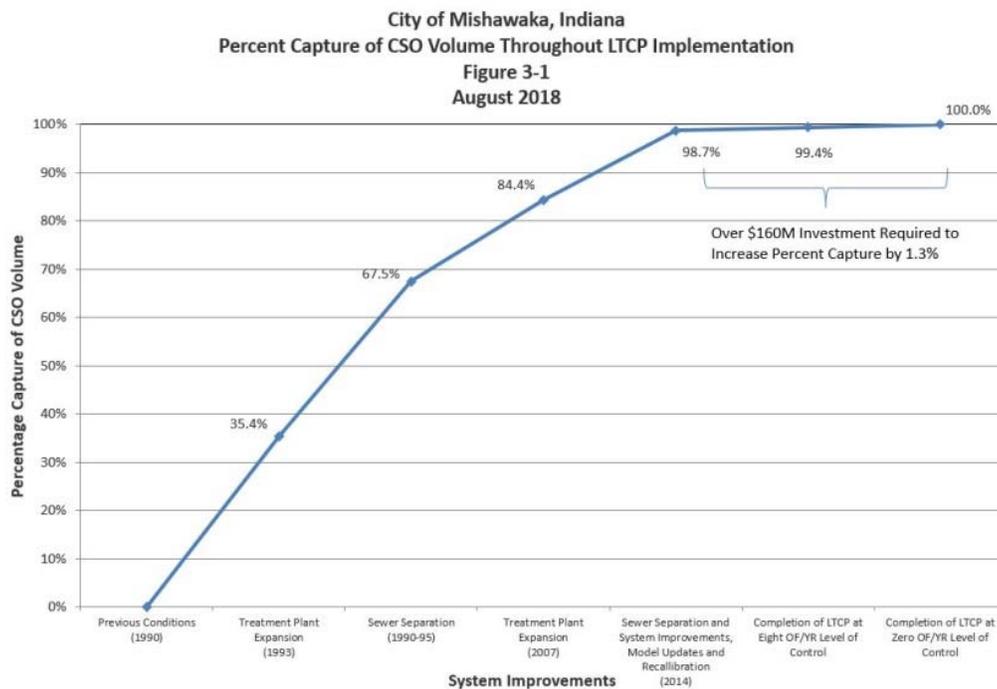
Like many other Indiana communities, Mishawaka was developed with a combined sewer system (CSS). During large storms the CSS, which carries both sewage and storm water, can become overloaded resulting in discharges of raw sewage into the St. Joseph. The Clean Water Act (CWA) requires cities with combined sewer systems to develop long-term control plans to reduce or eliminate discharges of combined sewage. Mishawaka's LTCP was entered into a Federal consent decree in May of 2014.

Over the last 28 years, Mishawaka has reduced its combined sewer overflows from 314 million gallons to 4.1 million gallons in a typical year. This is a 98.7% reduction from the baseline year of 1990. Studies have shown that eliminating the remaining 1.3% of Mishawaka's CSO volume would result in no measurable improvement in river water quality. The CWA and US EPA require a level of CSO control where the cost of compliance surpasses the point that results in an equivalent environmental benefit. The cost to remove the last 1.3% cannot be justified. The phenomenon of diminishing returns is common when dealing with water pollution controls. The costs often far exceed the incremental benefits to eliminate the last CSOs. The bottom line is that if LTCP improvements are required to be built as currently mandated, the cost to remove the last 1.3% of CSO volume would exceed \$160 million. This is entirely unacceptable based on our understanding that the end result would not measurably improve the water quality of the St.

Joseph River and would be financially crippling relative to the modest means of most of our citizens.

Mishawaka has begun discussions with EPA, the State of Indiana, and the Department of Justice to modify our consent decree and negotiate an affordable, justifiable endpoint that will protect the environment while not financially burdening the citizens of Mishawaka. An initial meeting was held in January of 2018 to present our tremendous progress to date on reducing CSOs and the fact that the cost to meet the conditions of our existing consent decree cannot be justified because additional investment in CSO mitigation will not result in measurable water quality benefits in the St. Joseph River.

From January through August of 2018 the City and its engineering and legal consultants developed an alternative CSO Long Term Control Plan. The new plan is more affordable and would result in an overall CSO volume reduction of 99.3%, with an annual overflow volume of 2.3 million gallons. The cost for the alternate plan would be around \$8 million, saving our ratepayers over \$152 million. On August 23, 2018 the new plan was formally submitted to USEPA and IDEM. It is currently under review by the agencies and we anticipate negotiations to begin early this year. This remains a top priority for the City!



Our ultimate goal is to save the City and our ratepayers many millions of dollars while still protecting the environment. We have developed a great negotiation strategy with our team of experts. Our aim is to greatly reduce the burden and liability that ultimately we would all have to bear.

Our impressive reduction in CSO volume places Mishawaka well ahead of most Indiana CSO communities. Our new plan makes sense, protects the environment and our ratepayers. We are

optimistic that reason will prevail, saving many millions in spending that would provide no environmental benefit.

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 combined sewer overflow (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 2018, 1411 dry tons of biosolids were produced. 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. Pretreatment programs are intended to prevent industrial pollutant discharges from causing interference, upset, or pass through at municipal wastewater treatment plants.

Lift stations and Biofilters

There are 29 remote sewage pump lift stations in Mishawaka that pump sewage from areas where it cannot flow to the treatment plant by gravity. Mishawaka's lift stations range in size from 150 gallons per minute (gpm) to 4,000 gpm.

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 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 required in our NPDES permit. This includes analysis of samples from each process to ensure optimum efficiency, monitoring of the effluent to verify compliance with discharge limitations, and analysis of industrial samples to ensure compliance with Federal and local pretreatment standards.

During the summer, the laboratory performs bacteriological tests for Mishawaka's swimming pools and the splash pad at Central Park. Labs that conduct biological analysis on pools and splash pads must be certified by the Indiana State Department of Health. Our state certification was renewed in 2018.

Every year the laboratory is required to participate in the EPA’s Discharge Monitoring Report - Quality Assurance (DMR-QA) program. This Federal program consists of analyzing samples with unknown concentrations for all of the parameters in the NPDES permit, including biomonitoring. The results of the testing give the EPA and the Indiana Department of Environmental Management assurance that the data we submit is accurate.

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. Single stage nitrification is used to convert toxic ammonia to nitrate. Phosphorus is removed by chemical precipitation.

Solids generated in the treatment process are biologically converted in an anaerobic environment into 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 digester gas. This gas is 65% methane and is captured, compressed and is used as a fuel in the treatment plant boilers. 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.

Statistics

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 2018 was 57.2 MGD on June 30th. The maximum total flow treated on a single day was 42.10 million gallons on February 20th. The following are statistics for 2018.

Statistical Summary						
	2013	2014	2015	2016	2017	2018
Average Flow (MGD)	9.92	9.69	9.35	10.57	10.33	11.53
Peak Flow (MGD)	60.4	60.9	65.2	70.0	60.0	51.5
BOD Removed (%)	98	98	98	98	98	98
Phosphorus Removed (%)	80	82	85	82	83	84
Ammonia Removed (%)	92	95	96	94	97	98
Solids Removed (%)	97	98	98	98	98	97
Biosolids Produced (dry tons)	1040	1047	1169	1351	1269	1280
Electricity Use (MkWH)	5.1	4.9	5.2	5.3	5.2	5.3
Natural Gas Use (Mcf)	6.6	6.4	5.1	4.9	6.0	7.4
Total Precipitation (inches)	38.17	41.44	35.92	46.70	43.53	49.18

	2018												Total
	J	F	M	A	M	J	J	A	S	O	N	D	
Total Flow Treated (Billion Gallons)	0.28	0.49	0.46	0.34	0.44	0.37	0.32	0.30	0.29	0.30	0.30	0.32	4.21
Pollutants Removed (Million Pounds)													
Organic compounds	0.74	0.76	0.68	0.62	0.74	0.69	0.75	0.64	0.61	0.60	0.64	0.71	8.18
Phosphorus	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.12
Ammonia	0.05	0.04	0.05	0.05	0.05	0.04	0.04	0.05	0.04	0.04	0.04	0.05	0.53

2018 Highlights

The most significant highlight of the year was the wastewater plant staff's efforts in operating and maintaining treatment during the largest storm and flooding we have ever experienced. Eight inches of rain over a two-day period, along with significant snow melt caused some of the worst flooding our area has ever seen. During this time the treatment plant remained completely operational while treating daily flows that averaged 40% more than the plant's design capacity. Not only was the treatment plant staff able to maintain operation, no violations of the plant's discharge limits occurred and the plant remained in full compliance with its NPDES permit.

Although the Wastewater Division is primarily focused on the operation and maintenance of the treatment plant, some parts of the collection are our responsibility. During the year the forcemain of the Schumacher lift station collapsed. During emergency excavation to replace the forcemain, it was discovered that the gravity sewer and drop structure also needed to be replaced.

Maintenance of the Juday Creek was also required during the year. The variable frequency drives on the pumps were routinely tripping causing the pumps to fail. A voltage monitoring device was placed on the incoming power to the station and found that there were spikes in the power supply. Power filters were placed on the station and no further pump failures have occurred.

In December of 2017, a large section of a final clarifier fiberglass trough broke off, forcing the complete shutdown of the clarifier. The break was unrepairable and resulted in the fast-tracking of new clarifier troughs to be designed, built, and installed in early 2019.

Not every project at the Wastewater Division requires an emergency response. The staff performs significant preventive maintenance projects throughout the year. A large project of note was the replacement of the fiberglass railing that surrounds the aeration tanks. These railings, which were installed in the plant expansion of 1993, have become brittle and worn. New aluminum railing was purchased and is being installed by the plant maintenance staff without contractor assistance. Two of the three tanks were completed during the year.

In addition to preventative maintenance, the Division periodically makes capital improvements to replace equipment that is at the end of its life span or to provide for adequate redundancy. During the year, two projects were designed and bid for construction. The first project includes the addition of a new influent bar screen, hazardous gas monitoring system upgrade, new chlorine tank with improved circulation piping, and CSO 9 flow monitoring. The bids were opened in December and the low bid was \$1,177,000 which was \$703,000 below the engineer's

opinion of probable construction costs. The project was awarded to Kokosing Industrial in Westerville, Ohio

The second project is the replacement of an aging lift station located on Home Street. The station, which is at the end of its life-cycle, is located perilously close to a very busy intersection. The new station will be moved away from the intersection, protecting it from damage by vehicle accidents. Both projects will begin in early 2019 and should be completed during the year.

Operators Challenge

Every year in May, teams from across Indiana have a chance to compete in the Wastewater Challenge. In 2018, the competition was held at the Shelbyville Water Resource Recovery Facility. The Challenge is a series of events set up by five different IWEA committees – Residuals and Resource Recovery, Collections, Operations and Maintenance, Laboratory, and Safety. Eight teams competed for various committee and overall team awards. The Mishawaka Ninja Turdles Team consisted of Ray Rankin, Lindsay Grossmann, Mike Kubisiak and Cristina Vigil. They walked away with the Operations and Maintenance Award, the Lab Award, and Third Place Overall.



Operator Challenge Team

Award Winning

The Mishawaka Wastewater Division was recognized at the Indiana Water Environment Association Annual Conference. The Mishawaka Wastewater Laboratory received the Laboratory Excellence Award for the 17th consecutive year. The Division also received the Safety Award for the 3rd consecutive year. This award recognizes continuing safety excellence. Also, Jill Norton the Chief Chemist, and past IWEA President, received the Water Environment Federation’s Arthur Sidney Bedell Award. This award is given for extraordinary personal service to a WEF member association.

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.

Mishawaka is fortunate to have a modern wastewater treatment plant with capacity to keep Mishawaka able to accept flow increases associated with growth and development. Aggressive combined sewer overflow control efforts have positioned the city well ahead of many Indiana communities. Protecting and enhancing the St. 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

October 29, 2018 was the culmination of years of planning and design as we broke ground for our new 2 million-gallon reservoir. This tank will be completed by the end of summer 2019. To complement the tank we will add a new Booster Station and over 7000' of 12" water main to provide a redundant feed to the south end of Mishawaka as well as more storage to our distribution system.



Ground breaking for new 2 million-gallon reservoir



Pouring the floor of our 2 million-gallon reservoir

When the new tank goes online we will remove our 90-year-old, 3-million-gallon reservoir from service for rehabilitation, which will take an additional 8 to 12 months. The Engineers at DLZ have done a great job with the design and oversight of these projects. Our contractor, HRP has kept things ahead of schedule and is doing an excellent job with their work as well as keeping all of the subcontractors on schedule, such as Grand River Construction who is responsible for building the tank.

If you would like to see live updates and a time lapse video of the project, go to the City of Mishawaka website and click on the Mishawaka Utilities link and click Water Division to see this project from the beginning. Pay close attention to December 13th on the video when we poured 1,200 yards of concrete delivered by 126 concrete trucks in less than 8 hours.

Design kicked into full gear for our new Well Field and Treatment Plant at Juday Creek. By the end of 2019 we will have a finished design and be ready to bid this project in early 2020 with ground breaking later that year. In 2018 we drilled more test wells to further research water quality along with Geotek drilling to help determine building sites for the well houses. Road and Utility improvements occurred along on



*Looking over Construction Progress
at new Tank with DLZ*

Douglas Road in 2018, and currently construction is underway on Veteran’s Parkway, which will go north off of Douglas Road and go over a new bridge at Juday Creek to the site of our new treatment plant.

This new Well Field will supply an additional 12.5 million gallons of water and be able to keep up with the new growth in the University Park Pressure District, as well as be able to supply other areas of the City as needed as demand continues to increase.

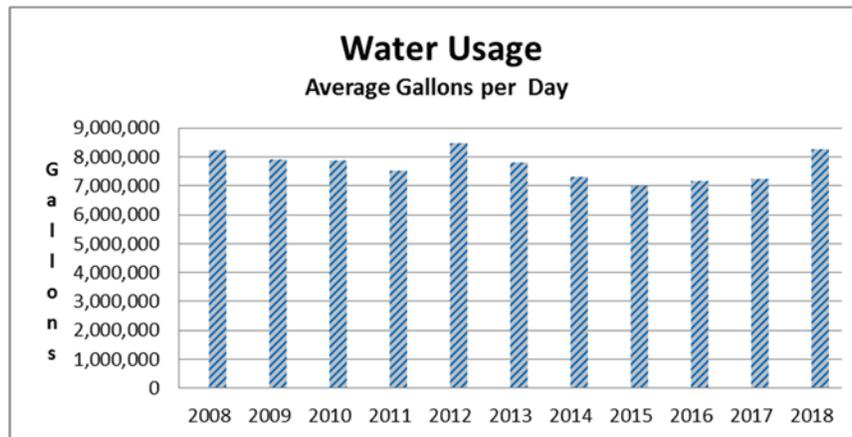


Valve and pipe infrastructure along Douglas Road

In 2018 we treated 3.012 billion gallons of water for an average of 8.252 million gallons per day. Our employees worked 1280 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

Every day, 365 days a year our Water Quality Staff collects samples, tests the samples and adjusts the Treatment Plants accordingly to provide water that meets and exceeds the standards set by the Environmental Protection Agency and the Indiana Department of Environmental Management. This group performed over 21,000 tests to ensure Mishawaka has a safe supply of water. Included in this testing are 600 routine bacteria samples that make sure our system is free of harmful bacteria. Under the Safe Drinking Water Act the EPA must issue a new list of 30 unregulated contaminants every 5 years that we must monitor for. We have two sampling events in 2019 for UCMR 4. The intent of this rule is to provide baseline occurrence data the EPA can use to make decisions on potential future drinking water regulations.



Mishawaka Utility’s Water Department takes great pride in potable water that meets and exceeds Federal and State requirements to over 17,500 service connections. Our three water treatment facilities can produce a maximum of 31.4 million gallons a day of water into our distribution system if needed, which encompasses over 300 miles of water distribution main.

Wellhead Protection

Although we are excited for her as she starts the next chapter of her life, we are also sad that after 35 years with the City of Mishawaka, we say goodbye to our Well Head Protection Coordinator Jan Winn. Jan leaves this position in much better shape than when she started. She led our source protection program, which is mandated by federal and state statutes, keeping our Well Head Program up to date by locating wells and septic systems in and outside our protection area. Jan also monitored any spills that could possibly cause contamination to our aquifers. Along with that, she was a liaison with State regulators for continuing education credits for our staff. Jan was on numerous committees, was a Licensed Water Treatment Plant Operator, and would take on any job assigned to her. Jan leaves behind a lasting legacy for those who follow. Thanks for all you have meant to Mishawaka Utilities and the City of Mishawaka.



Jan Winn adds her name to the retirement Board

Speaking of those who follow, Alexa Hill is our new Well Head Protection Coordinator. She is very talented and we are sure she can fill Jan's big shoes! Welcome Alexa!

Maintenance

Our Maintenance Team is responsible for the upkeep of our Business Office, 3 treatment plants, 22 well houses, booster stations, elevated tanks, in-ground storage reservoirs, and all of the equipment inside of them. This includes but is not limited to the HVAC systems, hundreds of feet of chemical feed and water lines from ½ inch up to 24 inch. This group receives chemical deliveries and oversees the maintenance of the wells and high service pumps that are the lifeblood of our distribution system. The most important thing is they get the job done and do it well!



Installing new flow meter at East Tank and Booster Station

Meter & Backflow

On the front lines is our Meter and Backflow group. When a call comes in from a customer about a leak, low pressure, no water, a leaking meter, needing water shut off, just to name a few, this group is generally the first to investigate. They work closely with our Business Office who schedules their appointments throughout the day. Along with scheduled appointments are the emergency calls that happen each day. We have someone on call 24 hours a day if a customer needs an emergency shut off.



Meter Repairman Todd Rathka testing a meter

I am proud of this group's dedicated work. They completed 7,117 work orders in 2018. In addition, we also tested 4,022 backflow devices last year. Backflow devices prevent the potentially harmful contaminates from commercial, industrial, and irrigation activities to siphon back into Mishawaka's water supply. In May of 2018, we hosted an approved Backflow Certification Course. Two of our Meter Installers, Nick Standfield and Cody Pratt, made it through this intense training and now can be called upon to test backflow devices as needed.

Every year we add more radio read devices to our meter infrastructure. All new installations have a wireless transmitter and we continue to add existing meters to this system. By the end of 2019 the entire Milburn Blvd area should have this wireless technology installed, which makes billing easier and more accurate, and less labor intensive.

Distribution

Many take for granted that when we turn on our taps we will have water there. Without our dedicated construction crew that would not be possible. Installing new water main, fixing service leaks and main breaks, removing lead services, and flushing hydrants, are just a few examples of what they do on a daily basis. Identifying critical valves is a project we have been working on the last 5 years. This year we replaced three 20 inch valves on 4th Street and numerous others in the City. Large valves 20 inches and larger make up a small percent of the city's total, but can also be some of the most important when a shutdown is needed.



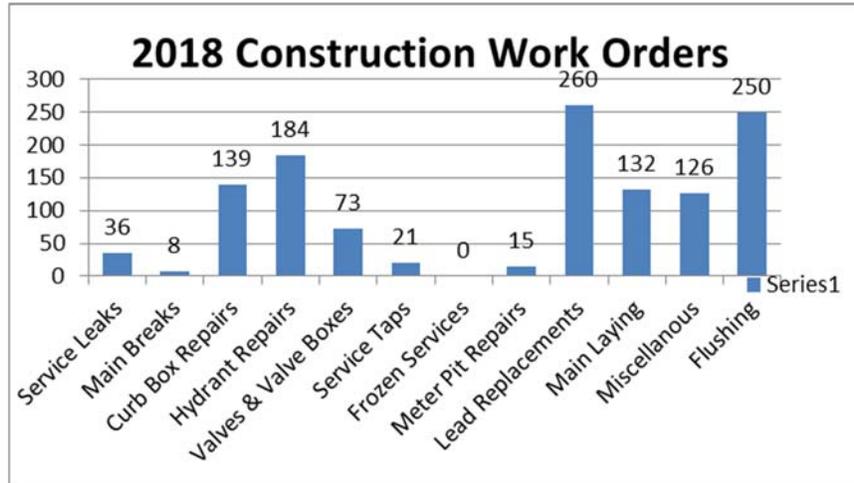
20" valve installation on 4th Street

Also of note, in the last few years has been the number of hydrants that have been hit by cars. Whether it be accidents or inattentive drivers texting, we have seen a surge in hydrant repairs. That number is up 44% over the last 2 years. Along with the major infrastructure projects we are currently working on, we have many other projects we are proud of. We are closer to another feed to the east side of Mishawaka. Selge construction bored 600 feet of 10 inch water main under Eller Ditch at the RES and we added another 600 plus feet to get us within 1,200 feet of tying in at Kline Street.



Construction crew fixing a leak

In 2018 our crews installed over 7,000 feet of water main, replaced 260 lead services, flushed over 2,000 fire hydrants and repaired numerous service lines and valve boxes, along with pouring hundreds of yards of concrete to repair the street or sidewalk where we performed our work. These guys keep the water flowing!



2018 CONSTRUCTION PROJECTS	
Rosetta Place	Grandview Retail
Villa's at Reverewood Phase 4 and 5	Newbury Point Section 5
The Res Extension	Byrkit Ave & Lincolnway
Northbridge Valley	3835 Edison Lakes Parkway
Burdette Street	

LEAD REPLACEMENTS 2018	
	No. of Replacements
Jackson Street	44
Alabama Street	56
Burdette Street	15
East 4 th Street	52
East Donaldson St.	38
W. Jefferson Blvd	16
Byrkit Avenue	44

Our dedicated staff continues to support Water for People which raises money to help fund clean drinking water and adequate sanitation throughout the world. The Mishawaka Water Department pie sale raised \$1000, and for the 19th consecutive year we donated at least \$1,000 to Water for People.

Our employees served on committees that raised almost \$200,000 from different events around the state, and the Indiana Section of the American Water Works Association leads the nation in donations to Water for People. I am also proud of our employees who volunteered their time to the Jimmy and Rosalynn Carter Work Project which was an amazing success not only for the homeowners but for the fulfilling experience it gave those that worked on the site.



Dave Majewski and Water for People CEO Eleanor Allen

The Construction, Water Quality, Maintenance, and Meter/Backflow group have worked closely with contractors and engineers to help plan and design water main construction, plant upgrades, and our new facilities that are being built and will be built over the coming years. I am proud of our staff and their dedication to our mission which is clean, safe, drinking water!



Mayor Dave giving his thumbs up to the new tank



Water Quality Supervisor Tony Galassi & Division Manager Dave Majewski like what they see at new tank site

The next few years will be very exciting for Mishawaka Water and the citizens of Mishawaka as years of planning will bring new projects to life and keep Mishawaka Water running strong for years to come. We are proud to deliver a great product and provide world-class service to the great citizens of our beloved Princess City.



Mishawaka Water Department circa 2018