STATE OF THE CITY

BALL-BAND
BIERGARTEN

DAVID A. WOOD
MAYOR
MARCH 22, 2021

2021
City of Mishawaka, Indiana
Administrative Officials
For the Year Ending
December 31, 2020

David A. Wood
Mayor

Patrick J. Hinkle
Corporation Counsel

Deborah S. Block
City Clerk

Rebecca S. Miller
City Controller

Mishawaka Common Council
Gregg Hixenbaugh (At-Large)
President

Dale “Woody” Emmons (1st District)
Mike Bellovich (2nd District)
Anthony “Tony” Hazen (3rd District)
Kate Voelker (4th District)
S. Michael Compton (5th District)
Ron Banicki (6th District)
Maggie DeMaegd (At-Large)
Matt Mammolenti (At-Large)
City of Mishawaka

State of the City Address
March 22, 2021

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City of Mishawaka
2021 State of the City Address

“A New Beginning”
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. Needless to say, this past year has not been like most years. 2020 proved to be a challenging year for our City, State, and Country. The COVID-19 pandemic impacted the entire world in a monumental way, and here in Mishawaka it was no different. In most years, we try to keep pace with all the positive happenings in our community and perform the usually routine activities of city government. In 2020, we had to rethink everything we had been doing and implement plans for delivering essential government services during an unprecedented pandemic. This is something the City hasn’t had to do at this scale in over 100 years since the 1918 Influenza Pandemic. For perspective, in 1918 our City still had many dirt streets, a flu vaccine had not even been invented yet, and our population was still under 15,000 people.

It is hard to believe that during a global pandemic that we could also have a lot of other things to report on, and thanks to our dedicated employees, we do. Like everything good that happens in the Princess City, my reporting of 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.

So, what is the current state of our City? The overall state of our City hasn’t changed for decades, even thru this pandemic, and I don’t get tired of repeating it… 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.

Every year I choose a theme for the State of the City, the theme I have chosen for this year is “A New Beginning”. In this case, the COVID-19 pandemic represents a hurdle that we still need to finish clearing, but I believe that in 2021, both as a country and our City, we will truly see new beginnings.

Following my report on 2020, I will also share with you some of our future plans and opportunities, and what this new beginning will look like for Mishawaka. I continue to believe that we should be very optimistic about our future! 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.
Department Reports

Every year as part of the State of the City, I give my report based on topics broken down by Department. Of course, 2020 is different in that the overwhelming impact of the COVID-19 pandemic touched every department and the City as a whole. As a result, I am summarizing the impact and response of the City on the pandemic first.

COVID-19

Most of the challenges came from, or were exacerbated by, the impacts associated with the COVID-19 pandemic. According to the Centers for Disease Control and Prevention (CDC):

“Coronavirus disease 2019 (COVID-19) is caused by a new coronavirus first identified in Wuhan, China, in December 2019. Because it is a new virus, scientists are learning more each day. Although most people who have COVID-19 have mild symptoms, COVID-19 can also cause severe illness and even death. Some groups, including older adults and people who have certain underlying medical conditions, are at increased risk of severe illness.”

As of February of 2021, the United States had close 28 million confirmed cases and over a half million deaths due to this global pandemic. Over the same period, Indiana has had over 650,000 confirmed cases and close to 12,000 deaths. St. Joseph County has had over 400 deaths that included some of our own Mishawaka extended family. For comparison, it has been estimated that the 1918 Influenza Pandemic killed 50 million people worldwide. It killed approximately one out of every 40 people in the world, compared to approximately 1 out of every 2,500 from COVID-19 so far. Those numbers make me very thankful for modern medicine and the preventative measures that took place to save lives.

Last year, in early March of 2020, it was clear that the disease could not be reasonably controlled in the United States without drastic preventative measures. This was in part dictated by fear associated with the unknowns of this highly contagious and potentially deadly virus.

At that time, schools shut down and started to go virtual. People began hoarding basic essentials like food and toilet paper. Federal, State, and County directives and guidance came down that at times were unclear or in conflict with one another. Decisions were made as to what was an essential business or activity. As a result, many businesses were temporarily shut down. Other essential businesses had to significantly alter how they conducted business to stay open.

In our case, local government provides services that are clearly essential. Public safety is required no matter what the crisis. Utilities such as water, wastewater, and electric became even more valuable to those living in the City. To provide these services, all other City Departments still needed to function to support their fellow departments and to be able to continue to respond to the public. As a result, our City employees continued to come to work, despite the risks associated with COVID-19.

In terms of actions undertaken by the City, when we started to receive direction at the State and Federal level early in the pandemic, we actively engaged. City personnel attended and participated in many meetings, including with the County Health Department, area hospitals, health care providers, assisted living facilities, schools, and other community stakeholders. In addition to those meetings, we received briefs from the White House, Center for Disease Control, the State of
Indiana, our own Activate employee clinic, and our public safety departments. I also maintained contact with mayors from surrounding cities.

I appointed Mishawaka Fire Department Asst. Chief Brian Thomas to serve as the City’s “Czar” on collecting and filtering through all information being provided to be able to provide the best guidance for the City. He and Chief Bryon Woodward kept up to date and reported on the ever-evolving conditions. We maintained a City COVID task force made up of key personnel within the City. In the beginning, we met daily to monitor events, discuss relevant issues, establish protocols and execute plans as conditions warranted. The task force helped work through issues such as building/equipment needs, cleaning/disinfection, employee/public interaction, event cancellations, human resources policies, and identifying emergency funding sources.

One thing I will tell you for sure is that we are blessed to have Dr. Michelle Migliore and the Activate Clinic. Dr. Migliore participated on our task force and provided vital guidance. Activate is a valued resource that benefits our staff in many ways, but particularly in times such as these. Not only did the Activate clinic continue to provide essential medical care to our employees, they also met the challenges associated with the pandemic including developing drive thru testing for COVID where those being tested did not need to leave their car. With relief funds, the City purchased a COVID rapid testing machine which gives results within one hour. The clinic performed 545 tests on city employees and family members in 2020. This testing allowed us to both better protect our employees and insure we could continue to provide our citizens with essential services.

Lastly, in true Mishawaka form, where government’s purpose is truly to serve its citizens rather than political ideology, the Mishawaka Common Council and City Clerk immediately offered to assist in any way possible to help with the City’s response. To continue the City’s business, uninterrupted, working with the City’s Information Technology Department, Council meetings were held with a virtual option and were streamed live on Facebook.

With all these efforts, every department in the City remained open throughout the pandemic. In March through early May of 2020, during State and Federal mandated closures on non-essential businesses and schools, we stayed open. To make sure that we stayed in compliance with all safety protocols, various buildings were open only to staff. Some of our departments rotated shifts to ensure entire departments could not be shut down by a single outbreak. The Mishawaka Fire Department established an operating procedure where protective protocols were in place for every ambulance run, not just the ones where COVID probability existed. At City Hall, notices were posted that required appointments for service. This afforded time for each City Department to
prepare a COVID response plan and develop procedures and install precautionary measures to insure, to the best of our ability, that essential City services could continue safely without interruption.

**COVID-19 Recovery**

Even just a few months into the crisis, we knew the economic impacts would be significant. To address the impacts of the crisis, I directed a multifaceted approach relative to our City’s recovery and directed our City Planner Ken Prince to lead these initiatives.

The three steps the City undertook included:

1) **Targeted Allocation of Federal Funding**

   The City was responsible for administering a special allocation of CDBG CARE funds in the amount of $282,298. We allocated all of these funds to the City’s sub recipients who provide a significant portion of the City’s social safety net. Although the City could have allocated some of these funds to cover our administrative costs, we felt these funds were better prioritized directly to services.

   Our subrecipients included:
   - Real Services for food and utility assistance.
   - The Boys and Girls Club to address staffing costs associated with the COVID 19 crisis.
   - The YWCA for administration costs, food supplies, protective equipment.
   - School City of Mishawaka for funding a portion of their food program and for providing protective supplies.
   - The Mishawaka Food Pantry for food, supplies, and assistance.

2) **Small Business Loan Program**

   The City worked with our consultants Barnes and Thornburg and Baker Tilly to develop a small business loan program. An integral part of creating such a program was identifying where the funding would come from. There was very little ability to reprioritize dollars in the City’s general fund needed to run the City, particularly with the projected revenue shortfalls associated with this crisis. The City’s Tax Increment Finance District (TIF), by extending the start date of identified projects or doing a bond issue, had the ability to provide a reprioritization of funding. Specifically, the City refunded past/recent Twin Branch Park improvements, a sweeper purchase that is used to clean the Riverwalk and moved TIF funds to CEDIT which ultimately funded the loan program.

   The specifics of the loan program were worked out quickly. The City also partnered with Lake City Bank to administer the loan program. In general, the City’s intent was to limit these loans to small businesses that were significantly impacted by the crisis.
Following are the key characteristics that defined the program:

- Small businesses were defined as those who have under 2 million dollars a year in business.
- The maximum amount of a loan was $10,000.
- The loan did not require any repayment over the first six months, and then would be repaid back at 0% interest over two years.

Ultimately, the loan program was only marginally successful in that only six businesses applied and received loans for just under $60,000. We think that the limited interest in the loans was in part due to other programs, particularly at the federal level, that provided outright grants of money that did not require payback to help businesses deal with the pandemic impacts.

3) Local Construction Stimulus

One of the impacts of the pandemic for the City of Mishawaka has been a decrease in construction activity. Unfortunately, this decrease in activity goes well beyond our borders. The pandemic has impacted construction activities across the country. In Mishawaka, many of the private sector construction projects that had been planned to begin in 2020 and 2021 that we were aware of have been delayed or have been cancelled. Within our greater region, the University of Notre Dame has long been a stabilizing influence in economic downturns and has been able to proceed with large construction projects when others couldn’t. Within the last five years it is estimated that Notre Dame invested roughly a billion dollars in its Campus Crossroads project. In addition to that project reaching completion, the pandemic has hit Notre Dame, school corporations, and other universities particularly hard financially. As a result, we know of few large capital construction projects that are moving forward at this time.

We have also heard that other government entities have pulled back spending and are holding projects given the uncertainties associated with the pandemic. As we discussed in the summer of 2020 when the small business loan program was created, we felt that the pandemic could have a negative long-term impact on construction trades because of the compounding effect of this lack of spending on capital projects. We saw this during the great recession where, based on market corrections, we lost many homebuilders and as a result many tradespeople were forced to change professions, retire, or move away from our region to find work.

As part of the recovery for Mishawaka, we are proposing a stimulus bond through the City’s consolidated Tax Increment Financing District (TIF). We feel that keeping the construction trades active will not only help them, but the activity will have a significant compounding effect on our overall economy. The suppliers, local restaurants, and service businesses will all see immediate and tangible benefits from this activity.

We have had our consultants working diligently preparing construction plans since last summer, and we are at a point where multiple projects have the potential to move
forward. I look forward to working with the Council in the coming months to make this bond issue happen.

Mayor’s Youth Advisory Council

I am hopeful not to spend too much time on the pandemic in next year’s State of the City report. To me, the new beginning for our City starts with involving and preparing our future generations for leadership. 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 one 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.

Mayor’s Youth Council – 2020 Thanksgiving Food Drive

Even with the pandemic and sporadic meetings in 2020, the 2019-2020 Mayor’s Youth Advisory Council (MYAC) is proud to have completed another successful year of community service, local government studies, educational opportunities with area businesses and volunteer work around the City. This year’s group consisted of 29 members.

In 2019, the Youth Council applied for a grant with the Indiana Housing and Community Development Authority (IHCDA) known as the My Vision, My Community program which is a youth planning partnership between the Indiana Housing and Community Development Authority (IHCDA) and IUPUI School of Public and Environmental Affairs graduate program. The program, in its sixth year, was developed with the belief that young people in Indiana should not have to leave their hometowns in order to achieve their dreams. Previous participating groups have developed community vision plans that laid the groundwork for student entrepreneurship opportunities, community gardens, bike-share programs, farmer's markets, and other programs students wanted to see brought to their hometown.

Well, this group thought “big” and came up with some great ideas but the one that they stuck with was a Giant Outdoor Board Game Park. They began researching games and thinking about locations to put the giant game boards and soon realized that this project was going to cost more than their initial grant and the location at Ironworks Plaza in downtown would not be ready for
several years. Two things they had to do was to raise additional funds for their project, and work to find a new location.

In January of 2020, the group applied for an Excellence in Youth Leadership Award with the Accelerate Indiana Municipalities Youth Council Network and in February, attended the workshop with me at Franklin College where the award would be presented. Much to their delight, they won the award, and this added another $5,000.00 that they could use for their project. I became so impressed with the work that this group was doing, I asked the entire Youth Council to guide us in helping to renovate an existing park: Hums Park. This park is located at 3100 Harrison Road and one of the few parks heavily used by our teen population. Before renovation the park had basketball, a football field, youth playground, sand volleyball pit and a small restroom facility. We provided the Youth Council an empty canvas: a park with 6.77 acres and a budget of $150,000 plus their $10,000 to work with.

The Youth Council was divided into committees: Site Committee, Amenities Committee, Budget Committee, Marketing Committee and lastly a Crowd-Funding Committee, in case they would need to pursue additional funding for this project. The groups worked hard with different City of Mishawaka Departments over the next few months deciding what equipment would go into the park, how it would all fit together, and how much money they had to spend. Well, needless to say, they hit it out of the park and we did a total redesign of the park.

The Youth Council wanted teen-oriented activities. To meet that need, cement cornhole boards, a cement ping pong table, cement checkers/chess tables, and a gaga pit were added. Like many of our parks, the park did not previously have a covered gathering space. To address this need, a new pavilion was added. Knowing that these amenities needed to serve those of all age groups and abilities, a handicapped accessible walking/bike path was placed around the entire park that provided connections to each of the amenities.

Although walking connections to the park were essential, equally important was the widening and resurfacing of the parking lot to meet the increased usage of the park from across the City. Existing amenities were improved including the resurfacing of the basketball court and a new youth playground to replace the out of date one for smaller children. The students also repainted the existing restroom. Most uniquely, an outdoor Ninja Warrior Course; a first of its kind in our area was ordered and installed by our talented Central Services Department.

Lastly, the Youth Council just completed a fundraising campaign for the Hammock Comfort Station, and all of the funds raised ($7,500) were 100% matched by Patronicity. We are very excited that what started in 2019 will come to fruition in 2021 with a ribbon cutting ceremony in Spring!

**Mishawaka Police Department**

Mishawaka’s proactive approach to police work continues to keep the City of Mishawaka a safe place to live. The constant patrols, painstaking detective work, active community involvement, and attentive training are all fundamental strengths of the department. I continue to be thankful every day for the outstanding work that is performed by the Mishawaka Police Department.

2020 was a trying year. In addition to the pandemic, the country faced civil unrest not seen in generations. The death of George Floyd in Minneapolis and other incidents led to protests,
marches, looting, and vandalism across the Country. Here in Mishawaka, we support everyone’s right to peacefully protest, march, and exercise their first amendment freedoms. At the same time, as we witnessed in other cities, what started out as peaceful can easily turn into violence, looting, and rioting by those with a different agenda.

In Mishawaka, I am very proud of our police leadership for actively monitoring activities and guiding our police forces involvement to allow these protests to occur with only minor incidents of vandalism. In the summer, when protesters illegally occupied the Main Street Bridge looking to cause disruption, our police quickly placed cones to direct traffic away from the protest. This quick action prevented inherent conflict from happening that was clearly desired by the protestors. This subtle action only received attention because a driver decided to drive thru the cones.

I am sometimes approached by our citizens who ask why Mishawaka is not in the news very often. One of the big reasons is how great of a job our Police Department does at preventing conflicts and keeping the peace.

*The Crime Rate Significantly Dropped in 2020*

There is no service provided by local government more vital than public safety. As Mayor, one of the accomplishments that I am most proud of is the fact that overall crime reporting numbers have decreased in 9 of my 11 years as Mayor. Since taking office in 2010, every year except 2016 and 2018 has had a decrease in the overall crime rate. That being said, a lot of the changes in our statistics in 2020 were driven by the impact of the pandemic, both positive and negative.

Mishawaka’s crime rate relative to our population is driven in part by the constant influx of daily visitors to the largest retail shopping area in the region. When the pandemic hit, one of the impacts was a significant decrease in crimes like shoplifting, simply because many stores were no longer open. Then as the pandemic went on, there was also a change in people’s behavior as they became penned up and stir-crazy. Overall, in 2020 the crime rate in the City of Mishawaka fell by a whopping 20%. The largest decreases occurred in robberies and assaults.

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Unfortunately, the negative is that the City experienced six homicides in 2020 which is our highest single year since I have been Mayor. It is not uncommon for Mishawaka to have zero homicides any in a given year. Based on the investigations on the six homicides that did occur, we know that they were not random, and most involved people that did not actually reside in the City.
We are not alone. Based on FBI statistics, homicides were up across the country by 21% in 2020. This is the largest one year rise since 1968 when there was a 12.7 percent increase.

Police in the Community

In reporting on crime rather than police activity as a whole, we can get too caught up in the negative. In contrast, I want to continue to emphasize the incredible amount of community support given and received by the Mishawaka Police Department every year. Our officers specifically work to engage and be an active part of the community. In 2020 our officers did everything from shoveling snow for an elderly woman to rescuing ducklings from a storm drain. These stories don’t make local headlines but continue to be why our community has trust and respect for the Mishawaka Police Department.

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.

Mishawaka Fire Department

There is no question that this year had profound impacts and put a strain on the Mishawaka Fire Department unlike any other in our lifetimes. The pandemic forced significant changes to the department’s daily operations and routines. New policies were created regarding social distancing, face coverings, and personal protective equipment on calls. Visitor restrictions were put in place for our fire stations, and we cancelled all public interactions including the public education classes. Restrictions were placed on travel and training. The department battled through multiple quarantines and positive COVID cases, but much to the credit of the men and women of the fire department emergency operations were never impacted.
In 2020, the Mishawaka Fire Department responded 8,269 to calls for service which was down 61 calls from 2019. This is an anomaly and we expect another increase in calls in 2021. The 2020 decrease was due primarily to the impact of the pandemic. With the quarantine there were months where there was much less traffic on the roadway. This resulted in less frequent car crashes which in part drives our service call volumes. Also, the threat of the coronavirus made people not want to call for assistance and engage with the medical system for care. This meant that when people did call for assistance, they very often were more severely ill or in need of critical care. One of the frequently untold facts of the pandemic is the increase in deaths associated with those not seeking medical care to avoid catching COVID-19.

The greatest number of calls for service from the Fire Department continues to overwhelmingly be for emergency medical care. Our ambulances and fire trucks responded to 6,259 calls for EMS services. In 2020, the City received 199 calls for service that involved fires. The remaining 1,811 calls included requests by the public involving investigations, gas leaks, citizen assists, and a variety of other types of responses. Due to the pandemic and the economic toll it placed on citizens, our collections were down slightly for ambulance billing. In 2020, the City collected $1,436,317.28 for services provided, which covers only a small fraction of the costs required to run the department.

**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 2020, the Fire Prevention Bureau performed over 948 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. Fire Investigators from the Bureau were called out 40 times to investigate commercial, residential, apartment and vehicle fires in 2020. 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.

**Training**

Our Fire Department lives by the mantra “You can never know enough for a job that can kill you”. Even during a pandemic, the Mishawaka Fire Department Training Division continued to strive for improvement in 2020. The men and women of the department spent over 26,044 hours in the classroom and on the training grounds this last year. The City also took our long-standing, common goal for each firefighter to survive the shift and return home to his or her family to a higher level with additional training in cancer prevention, PTSD, and suicide prevention.
**Department Equipment**

As our current fleet of apparatuses ages, the City needs to continue to be vigilant in maintaining and replacing our trucks in the most cost-effective manner. In 2020, the City took delivery of two new ambulances, the first was in January. This ambulance was a remount of our old Medic 1 onto a new 2020 Freightliner Type 1 Medium Duty chassis.

The second new ambulance, Medic 5, we introduced into our fleet in March. It is a Demers Ambulances Ford 450 Type 1, and its main function is to run as a reserve ambulance that is placed into service during times of overwhelming demand. Several times during the pandemic this new ambulance was placed into service as a fourth ambulance to assist with peak call volumes. Medic 4 was sent in for the same remount treatment as Medic 1 in September and we anticipate its return by the end of February 2021. Once it arrives, our ambulance fleet will have been completely replaced over the last four years. I am pleased to report that our fleet of ambulances has been revamped to meet the challenges and demand for the foreseeable future.

**Involvement in Our Community**

Our Mishawaka Fire Department also continues to perform, 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, and MDA Fill the Boot. On Veterans Day, firefighters place flags on the grave sites of our military veterans. The department’s charitable causes include adopting needy families with children to ensure they have a joyful Christmas. The department also hosts a golf outing that awards two $1000 scholarships to local students. Lastly, the department does a couple of t-shirt fundraisers to raise money and awareness for our veterans and breast cancer. The members of the Mishawaka Fire Department performed thousands of man-hours dedicated to public service to its community in 2020, interacting with close to 1,510 adults and children in person and countless more virtually.

**Saving Lives**

Every year I always like to choose an example of how our first responders go above and beyond their call of duty. This year I want to highlight the actions of firefighter Jason Stauffacher. Firefighter Stauffacher was off duty driving and responded to a working structure fire he was only a few blocks away from. Upon his arrival Firefighter Stauffacher and members of St. Joseph County Police were told there was an elderly woman trapped in the home. Firefighter Stauffacher and a member of the St. Joseph County Police Department, with no personal protective equipment, quickly entered the home and located the woman in her bedroom. A second officer then entered to assist with the successful removal of the victim to safety and EMS personnel who were arriving on scene.
In November, Firefighter Jason Stauffacher received the Hero’s Award from Michiana Homes for Heroes for his actions in March of 2020. Not only is this award well deserved, the actions of Firefighter Stauffacher, being off duty, and yet jumping into harm’s way to save a life is heroic and is exemplary. This may be a special circumstance, but I also feel that it is indicative of the everyday duty and commitment provided by our public safety department personnel. I couldn’t be prouder of Firefighter Stauffacher and sleep better at night knowing that he and the other members of the Mishawaka Fire Department are on duty.

**ISO Rating**

For several months in 2019 our Mishawaka Fire Department underwent a review with the Insurance Services Office (ISO) and had completed its Public Protection Classification evaluation. In February 2020 we were proud to announce that the Mishawaka Fire Department was reclassified as a Class 2 department! This is up from a Class 3 after our last review in 2012. The City of Mishawaka and the Mishawaka Fire Department is one of only 27 communities in the entire state of Indiana with an ISO Classification of 2. This also puts Mishawaka in the top 2% of all fire departments in the United States for ISO rating out of over 47,500 evaluated. This rating improvement is an acknowledgement of the Mishawaka Fire Department and their never-ending desire to continuously improve and provide the best service possible to our citizens at all times.

**City Finances**

How a city manages its finances is very simply the most significant difference between cities that are thriving and those that are struggling. To thrive as a city requires that we have adequate funding and that tax money is managed wisely. In 2020, Mishawaka passed another balanced budget for 2021 that provides investment in public safety, streets, and parks, while including well deserved cost of living raises 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, just like what we are now experiencing with the COVID-19 pandemic. Our strong financial management is in large part due to the ongoing efforts of our Controller, Rebecca Miller and her staff.

**Property Tax Caps**

In 2020, despite the pandemic, we continued to build cash balances to weather the fiscal cliff that was fully implemented in 2020 when property tax caps were lowered from 1.5% / 2.5% / 3.5% to 1% / 2% / 3%.

Finding revenue and/or cutting expenses from our budget continues to be a challenge. Shifting expenses to non-property tax funds and conservative budgeting are just a couple strategies we continue to employ to mitigate the losses.

As a whole, the City continues to strive to keep budgets flat and payroll costs reasonable. We review health insurance plans annually for savings and cost reductions. We continue to engage the Common Council in the budget process and stay up-to-date on any legislative changes that would affect our fiscal health.

As I indicate in this report on a yearly basis, as costs and debt grow for all taxing entities who are sharing out of the same capped percentage of revenue, and assessed valuation doesn’t keep pace,
these circuit breaker losses will be ever increasing. The current financial model for funding local government in St. Joseph County continues to be in need of serious repair.

As expected, in 2020, our circuit breaker losses were at their highest at $7.7 million, an increase of $1.9 million over 2019. The pandemic has also brought a new set of obstacles in local government revenue that involves income tax. Our capital projects and public safety funds rely on income tax to support these funds. When people are out of work the City sees corresponding reductions in this revenue. In 2020, our financial consultants estimated that these reductions from the pandemic are expected to impact the City in 2022 and 2023.

While the pandemic created many challenges for local government there was also a silver lining. Hiring and certain spending was slowed. The City also received $1.6 million from the State for relief. These unexpected budget items helped increase our General fund balance. This increase will be used to offset our expected income tax losses in the next few years. In 2020, even with this fiscal cliff loss of $7.7 million due to property tax caps in 2020, we were able to increase the General Fund’s balance by $2.3 million.

<table>
<thead>
<tr>
<th>General Fund Balance</th>
<th>2017</th>
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<th>2019</th>
<th>2020</th>
</tr>
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<td>$6,392,197</td>
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<td>$13,715,625</td>
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<table>
<thead>
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<th>2019</th>
<th>2020</th>
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<tr>
<td>$1.999</td>
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<tr>
<td>+.07%</td>
<td>+.026%</td>
<td>+.009%</td>
<td>+.023%</td>
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</table>

<table>
<thead>
<tr>
<th>Assessed Value History</th>
<th>2017</th>
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</tr>
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<tbody>
<tr>
<td>$1,391,035,674</td>
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<tr>
<td>+3.68%</td>
<td>+1.30%</td>
<td>+2.4%</td>
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<table>
<thead>
<tr>
<th>Budget Book Totals – Civil City</th>
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<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>$50,545,983</td>
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<td>$55,749,918</td>
<td>$56,284,765</td>
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<td>-4.5%</td>
<td>+4.5%</td>
<td>+5.5%</td>
<td>+1%</td>
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<table>
<thead>
<tr>
<th>Wage Increases – Civilians</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
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<tr>
<td>1.0% + $500</td>
<td>1.5% + $500</td>
<td>3.0%</td>
<td>1.5% + $500</td>
<td></td>
</tr>
</tbody>
</table>

For seven years we have partnered with Baker Tilly consultants to prepare a long-term analysis of future revenue and the effects of the fiscal cliff to assist us in our budgeting process. Now, our long-term analysis also includes the reduction of income tax associated with the pandemic, as well as the on-going dark store tax appeals.

**Employee Raises**

Despite the pandemic and the continued circuit breaker impacts, the City continued to give raises and maintain benefits recognizing that our employees are the life blood of the City. During my tenure as Mayor, the City has continually provided an annual cost of living increase for our employees. In 2020 for 2021, the City provided a 1.5% + $500 per year increase for all civilian employees. Firefighters and police received a 2.25% base increase from the Common Council who
determines annual compensation for public safety employees. Each year we analyze the City budget closely to determine what can be afforded.

Employee Healthcare Costs

The City’s self-funded health plan finished 2020 $2.3 million under budget. We believe this is at least partially due to the many proactive initiatives that have been taken to help employees improve their health and health care choices. Also, with the employee clinic at 87% utilization, the City has realized savings through early detection and cost-effective management of chronic conditions. As time goes on, the City will continue to seek innovative ways to lower employee health care costs while improving access to high quality medical care.

Assessed Valuation

As I have 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. The City continues to work with the Penn Township Assessor 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 for the fourth consecutive year in 2020 by more than 85 million dollars. We were pleased in that this increase is more commensurate to our significant construction activity and increasing home values than the smaller increases that occurred in the three previous years.

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 2020 the City Clerk Block’s Office and Mishawaka Common Council handled the legislative business of the City which included 26 resolutions, 49 ordinances, five annexations, three alley/street vacations, and two resolutions honoring schools or individuals.

Public Access During A Pandemic

The COVID-19 pandemic posed many challenges to the City, one of the largest impacts was how we had to change to conduct public meetings. I would like to thank Clerk Block and Council President Gregg Hixenbaugh for working creatively to continue to hold meetings with a virtual option in addition to reducing in-person capacity in our Council Chambers, all while adhering to CDC guidelines. The pandemic did not stop Mishawaka from continuing the business of government. This allowed our citizens and businesses to move forward with projects or financing that otherwise may not have been possible.

I also want to thank and acknowledge the great work performed by our City of Mishawaka Information Technology Staff led by Patrick Stokes for making not only City Council meetings virtually accessible, but also many of our Boards and Commissions, as well as informational
meetings virtually accessible as well. This online accessibility, combined with people being home because of the pandemic, has actually increased the number of people who are watching and participating in our public meetings.

Although we may at some point change our virtual participation access and require more in-person presentations and communication for better clarity and content, as a City, we still will use what we have learned during the pandemic to provide more accessibility for viewing. We also want to continue to thank Nicholas Ramirez, Jr., the Coordinator for Michiana Access TV/WNIT Facebook page, for making our Council meetings available on those formats.

**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 have historically, with few exceptions, placed 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 who put us in office. In that regard, I would like to thank the Common Council and Clerk Block for your continued dedicated service to the City.

Although we are living in a deeply partisan and divided country, where there is almost an even number of Democrats and Republicans, very little seems to get done in a bipartisan fashion. I take solace in the fact that our local City government, also with an almost equal number of democrats and republicans, approaches our service to our citizens in a bipartisan way. For my part, I will continue to do what I can as Mayor to make sure my administration openly works and communicates with the Council in 2021 and beyond.

**Central Services**

One outward representation of the health of a community is 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 number 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 City’s 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 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.

Some notable statistics on the work performed by our Central Services Department include:

- **Street Sweeping:** The City sweeps streets nine months out of the year. A complete cycle is made throughout the city every nine to eleven days, and in 2020 we removed 4,076 cubic yards of dirt and debris from City streets.
• **Leaf Pick-Up:** Differentiating ourselves from other local communities, and depending on how soon snow arrives, the City offers pick-up opportunities up to seven times over the course of the year. During the 2020 season, we removed 8,775 cubic yards of leaves from residential neighborhoods.

**Doing More Year After Year**

The Mishawaka Traffic Department completed 1,405 tasks in 2020. These tasks consisted of sign repairs, new installations, inspections, field data collection and manufacturing signs. The Traffic Department is also responsible for the pavement markings applied to road surfaces.

Our Central Services Department also routinely performs a variety of construction tasks that saves the City money and makes great use of the talented people in the Department.

In 2020 the department worked on the following projects:

- **Hums Park** – Installation of Ninja Warrior Course and the smaller youth playground
- **Twin Branch Park** – Demolition of old rest room and softball field, installation of site amenities including pouring concrete slabs, prepping area for new pavilion and preparing finished grade for the areas of construction.
- **Bendix Park** – Clearing of wooded areas along the north and south banks of the pond to provide better access for the public.

**Fleet Maintenance**

To provide services requires the City to have a fleet of vehicles and equipment that needs to be maintained. The Fleet Maintenance Division is responsible for the maintenance, repair and fueling of all City of Mishawaka and Mishawaka Utilities vehicles. These services range from oil changes to engine rebuilds. In 2020, Fleet Maintenance recorded 970 repairs at a cost of $281,042.56. The City of Mishawaka also used 186,222 gallons of unleaded gas and 84,239 gallons of diesel fuel at total cost of $367,218.

**Building and Development Activity**

The City of Mishawaka continued to grow in 2020, although at a slower pace. The City issued permits with a total estimated construction cost of 61 million dollars. This is significantly less than the 79.7 million dollars in 2019. In comparison, our largest construction year this past decade occurred in 2018 with a total estimated construction cost of 158 million dollars.

In 2020, permits were issued for 65 new single-family homes, up from the 58 new single-family home permits that were issued in 2019. As indicated in previous reports, this is still significantly lower than the number of single-family home starts that occurred prior to 2007. Our continued modest residential growth is still significant. This single-family home growth, combined with the continued growth of multiple family housing that has grown significantly over the past decade, contributes to a healthy and diverse housing market in the City.

**Continued Commercial Growth**

In 2020, commercial permits were issued with an estimated construction cost of 40.7 million dollars. This is much less than the 62.7 million dollars of commercial permits issued in 2019. This
is also below our 10-year average for City growth as a whole. Although this number can fluctuate significantly from year-to-year based on the timing of when permits are pulled for a few large projects, 2020 was unique in that no large projects were started. By the numbers, nine new commercial building permits were pulled for new freestanding buildings in 2020 which is identical to the nine started in 2019.

The difference between years is based on the size of the projects started. The two largest permits pulled in 2020 were both remodels that occurred within existing buildings. The single largest permit was for the Dental Alliance at 112 Ironworks Avenue with an estimated remodel construction cost of 3.8 million dollars. Another large remodel project for 2020 included the St. Joseph Regional Medical Center that had an estimated construction cost of 3.6 million dollars. By comparison, the two largest commercial construction permits issued in 2019 were both for new buildings which had a combined estimated construction value of close to 30 million dollars.

Despite the pandemic, the City saw some significant projects come to life in 2020 including a new athletic training facility at Bethel University. Raising Cane’s and Mission BBQ were two new restaurants that were constructed on Main Street in 2020. The Adventureplex entertainment facility was constructed next to Movies 14 off of Edison Road. The Murphy-Rice Law Office added diversity to our downtown redevelopment efforts.

**Construction Activity Analysis**

As a City, Mishawaka continues to benefit from our geographic location being centered in the region. The City has promoted 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 the Beacon Health System expansion on Beacon Parkway.

From 2013 to 2018 the City experienced five straight years of double-digit percentage growth. In 2019, the 79.7 million total estimated construction cost fell back to a level consistent with growth levels seen in 2014 and 2015, which was also consistent with the City’s 10-year average. In 2020, the 61-million-dollar total estimated construction cost is roughly 28% below our 10-year average. This drop in construction can at least be partly attributed to the impacts of the COVID-19 pandemic. Similar to national trends during the pandemic, our residential construction activity
remained steady with residential remodels increasing slightly. This is due to many workers being home and undertaking projects based on time and/or need associated with working from home. At the same time, commercial businesses struggled and worked to stay open and provide services while protecting employees and customers. The greatest challenge fell upon service and commercial businesses and restaurants. In 2020, commercial remodels dropped by almost 50% compared to 2019 permit activity.

Despite the downturn in Mishawaka’s construction numbers in 2020, the long-term forecast remains promising. As vaccinations occur and activities can be opened up without the social distancing and restrictions imposed by the pandemic, companies will reassess long term goals and expansion plans. Although numerous businesses have closed or have been left with less financial capacity, other sectors have grown and have seen record profits. Industry analysts estimate that many consumer behaviors have likely permanently changed as a result of the pandemic. In Mishawaka, we have seen many businesses make changes on the fly to deal with more drive through, curb side pickup, and delivery services as part of normal operations. In 2021 and beyond there will be a demand for reinvestment and growth as various entities will look again to make strategic investments.

With the pandemic still affecting the economy, activity is expected to be slow at the start of 2021 and will likely pick up toward the end of the year. Knowing that there is both hardship and penned up demand in our market, we think it is reasonable to expect an average year of construction in 2021. The City’s planned stimulus bond issue should help insure a minimum level of construction in 2022.

**Downtown Development**

We are seeing the benefits of our hard work regarding the redevelopment of our historic downtown. Mishawaka continues to reinvest in the cultural heart of our City including promoting our greatest natural resource, the St. Joseph River.

*Mill at Ironworks Plaza*

It has been over five years since the State of Indiana proposed an initiative to help thwart the ongoing brain drain occurring in the State of Indiana. Specifically, the trend has been that a disproportionate number of Indiana’s college graduates end up leaving the state to find work or pursue a career in cities such as Chicago and other large metropolitan areas. These young professionals had been leaving not just to find work matching their education, they were leaving seeking a specific quality of life. An outcome of this initiative was that Indianapolis based developer Flaherty and Collins received close to five million dollars of Regional City funds to construct the Mill at Ironworks Plaza. This mixed-use development with lower level commercial and higher end residential apartments features high quality amenities and common areas intended to attract a broad range of tenants, including the desired young professionals.

The building started leasing in late 2019. In 2020, the building continued to lease up well even during the pandemic. At the end of 2020, the residential units in the building were 90% occupied. Flaherty and Collins who owns many projects like these over multiple states indicated that this project in Mishawaka was one of their best performers during the pandemic. We heard multiple stories of those that were forced to work from home during the pandemic and chose to leave
metropolitan areas like Chicago for Mishawaka because of the availability of this type of new urban housing. We have been told by the developer that once the pandemic restrictions are lifted, they are close to signing restaurants for the end caps that will join the Kalon Salon and Jack’s Donuts as commercial tenants.

More Downtown Development on the Way!

In the last year, the City also continued development agreements with multiple developers interested in constructing significant projects downtown, most which were delayed in starting due to the pandemic.

Front Street Opportunity Fund LLC

As reported last year, 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). We are excited about the potential project that will bring additional residential units and commercial storefront space to downtown Mishawaka. In 2019, at the request of the City, the developer worked on a modified design to allow for the widening of Hill Street. Although the project was supposed to break ground in 2020, it was delayed in part because of the uncertainties associated with the pandemic. Based on recent discussions with the development group, we expect that a revised development agreement will be presented to the Redevelopment Commission in early 2021, and that construction will start on the project later in 2021.

Barak Group Boutique Hotel

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. Unfortunately, the pandemic dealt a crushing blow to the hospitality industry as a whole. In 2020, the developer continued to work on refining plans and negotiated with Hyatt regarding a change in branding for the hotel. In January of 2021, the City Redevelopment Commission and the Barak group modified our previous agreement to provide the developer more time to complete the project. We now expect that construction will start in 2022.

Riverwalk Apartments

The principals involved in the Riverwalk Apartment project met with the staff in 2020 and have indicated that they would still like to proceed with a reconceived project in 2021 despite being delayed in part due to the pandemic. When we last spoke, the developer desired to change the intended use from apartments to a condominium project. They believe that condominiums will be most successful in meeting current market demands. 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. We expect that a new development agreement will be submitted in 2021 that would allow for the change in use and update project timelines.
Parks and Recreation

The pandemic posed significant challenges to our Parks Department in 2020. One of the main missions of the Department is to provide events and activities that bring people together, exactly opposite of the direction we received from medical professionals to keep social distance from one another. I am very appreciative of our Park Superintendent Phil Blasko and his creative staff. Despite the limitations imposed by the pandemic, the Mishawaka Parks Department took on the challenges and continually found ways to engage with community through programming, events, and enrichment. We are also very thankful for the trust our residents put in us this year in keeping their safety in mind when offered opportunities to enjoy everything the Parks Department had to offer.

Pandemic Activities

Our activities looked a little different in 2020. Our annual Easter Egg Hunt became a virtual egg hunt. People were asked to submit their child’s Easter decorations. The top 15 decorations were selected to win prize baskets. Our annual fall event became a virtual Pumpkin Carving Contest. Winners won bags of candy from the Parks Department. Finally, instead of our traditional Winterfest, we did a free stocking hand out where 200 kids participated. Over the year, the Parks Department offered different virtual activities including fitness challenges, cooking classes, and jokes. In the summer the department focused on free community activities. To encourage an activity that spread people out, a “Story Walk” was introduced that traveled between Central Park, Merrifield Park, and Mary Gibbard Park. A children’s book was set up page by page on yard signs so people could walk and enjoy the story. The community loved the program, and it will be back in 2021. I also want to thank the Mishawaka Penn Harris Public Library for partnering with the City to bring this program to life.

Mishawaka Farmers Market

In the Summer of 2020, the Mishawaka Farmers Market moved to its new home at the Ironworks Plaza. Despite the pandemic, the change in location led to increased attendance by vendors and the community. The market ran for 15 weeks on Sundays from 11 am – 3 pm. We started with 20 vendors and ended our season with 40 rotating vendors. The Farmers Market is quickly growing into a Mishawaka staple. As of February of 2021, we already had over 40 confirmed season vendors.

Continued Investment in Parks

In Mishawaka, we are constantly reinvesting in our park system. Parks have a direct impact on the quality of life of our citizens and reinvestment will continue to be a priority of my administration. In 2020 the City celebrated ribbon cuttings at three locations: Twin Branch Park, the Ball Band Biergarten, and Veterans Plaza.

Twin Branch Park

The culmination of over four years of planning and investment, the master plan vision for Twin Branch Park was fully implemented in 2020. The 2020 Twin Branch Park improvements consisted of ping pong tables, cornhole boards, and the first permanent Pickleball courts in the city; as well as an upgrade to the basketball court, two new pavilions, and a new precast concrete restroom that
has become our new standard for neighborhood parks. I am pleased to report that we were rewarded immediately by having record breaking participation in our fall youth soccer program that takes place at Twin Branch Park.

**Ball-Band Biergarten**

In 2020, the City completed two phases of the construction of Ironworks Plaza that included the Picnic Area/Beer Garden/Picnic Space that has now been branded as the “Ball-Band Biergarten”. The Biergarten was named to honor the former industry that existed on this site that employed many thousands of people and was a pillar of our community for almost a century. Ball-Band brought many of our Mishawaka families to this area, including many immigrants.

Functionally, this space was added because we felt that eating and drinking outside in an urban park was a critical component of our ongoing park improvements. Serving liquor requires the area to be separated from the other areas during events, but on a year-round basis this area is open to the public to be used for picnics and seating. The overhead lighting and the architectural theme of the building includes glass, steel, and wood with stone accents. The Biergarten replaced the temporary asphalt area with picnic tables that the City constructed after the completion of the original park more than a fifteen years ago.

With the pandemic, our scheduled opening was moved from Memorial Day to the Fourth of July weekend. Our opening event honored and celebrated the life of former Mayor Bob Beutter who passed away in January of 2020. May, Bob’s wife, indicated that one of the first public events they held was having a root beer social, and we continued that tradition in Bob’s memory.

One of the benefits of having the space in 2020 was that it provided a gathering spot where people
could meet outside with social distancing in compliance with pandemic orders and CDC guidelines.

Another part of our 2020 construction project included the entrance to the future Ironworks Plaza event area. The City was able to install our latest art in public places project. The stainless-steel salmon sculptures are the creation of local artist Steve L. Depositar, Sr. The sculpture was named by the artist, *Mors magnus Piscium*, which is Latin for” Big Steel Fish”. This marvelous creation is another point of interest that adds to the visual transformation of this former industrial site while keeping with the established modern urban theme of Robert C. Beutter River Park.

The one-of-a-kind Ball Band Biergarten also allowed our Parks Department to engage in new ways. Thanks to community partnerships, we were able to provide COVID-compliant activities for people to enjoy. We hosted Happier Hours on Friday and Saturday evenings, the 1K Café on Monday mornings, concerts on Wednesday evenings, and Food Truck Fridays.

**Battell Park – Veterans Plaza**

In 2020 the City was able to fully complete and dedicate Veterans Plaza at Battell Park. Although the long-term the plan is to build a memorial walkway, funding limitations narrowed the scope of this project to just the monument restoration and creation of the plaza. The project included relocating and restoring the Civil War Monument and creating a gathering place with a flag array honoring each branch of the military.

The project started in the spring of 2019 and was substantially complete by Veterans Day 2019, with the exception of the monument. The estimated restoration time for the monument was approximately a year and our plan had always been to rededicate the monument and plaza as part of our Memorial Day parade in 2020. However, because of the pandemic, the Memorial Day parade was cancelled. We were still able to rededicate the monument on Memorial Day thanks to
a small group of dedicated veterans. This project fit perfectly into our most historic park and allows us to pay tribute to the great history of veterans in our community.

**Veterans Plaza at Battell Park - 2020**

**Wi-Fi in the Parks – School City of Mishawaka Partnership**

Through a collaboration between the School City of Mishawaka and the Parks Department, we were pleased to announce in 2020 the award of $191,500 by the United States Department of Education to target internet connectivity deserts in our Mishawaka community that negatively impact children who are learning remotely. This grant will be used to provide public Wi-Fi in Mishawaka Parks and Comcast Internet Essentials for families who qualify.

**Temple Park**

As I mentioned, one of our fundamental practices is to constantly reinvest in our park system. Neighborhood parks can be particularly challenging to fund since they are typically located in geographic areas that do not allow them to be funded by our Tax Increment Financing District. The benefits of stabilizing and encouraging investment in neighborhoods makes it essential that we continue to prioritize funds for these improvements. Mary Gibbard Park which opened in 2019 is a perfect example of the impacts that can be made by investing in our neighborhood parks.

Following our completion of Twin Branch Park, our next neighborhood park that will receive some long overdue improvements is Temple Park. We currently budget $250,000 a year for neighborhood park improvements. In 2021, the dilapidated restroom building will be replaced with a prefabricated concrete structure identical to what was placed in Twin Branch Park. We have discovered that structures made of reinforced concrete slabs are the best way to economically replace our neighborhood restroom buildings over time. We are also currently working through a property ownership issue. Over 50 years ago when the park was last improved a lease was created between the City and Twin City Baptist Church for a portion of the space being used for the park. The legal description on that lease was incorrect. After we resolve this issue, our next step will be to send out notices to the neighborhood to ask for feedback to create a new master plan for the park. Regardless of the improvements that are ultimately made, we know that over the next two years, Temple Park will go from being outdated to a neighborhood gem!

**Protecting the Neighborhoods – Code Enforcement**

In order to protect property values, the City continues to stay 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 to prevent the deterioration of neighborhoods.

Code not only works to address blighted properties, but also addresses tall grass, snow removal, inoperable vehicles, trash, animal issues, and other general nuisance issues. Many neighborhoods in cities across our region continue to deteriorate while Mishawaka’s neighborhoods continue to thrive. This can be attributed not only to the hard work, diligence, and dedication exhibited by the staff in Code, but also to the great relationship Code maintains with homeowners, property managers and businesses in Mishawaka.

Overall totals for 2020 were down compared to 2019 due to the challenging year that COVID-19 brought to our Code Team. Compliance was also more difficult to achieve in 2020, which increased the number of follow-ups and increased the amount spent on mowing, removals and board-ups. Approximately 3,500 nuisance cases were opened in 2020. Code also opened 352 substandard cases and conducted approximately 2,100 follow-ups. Code successfully resolved and closed 250 substandard cases, which included 73 of our Top 100 Program. One of the silver linings of the COVID-19 pandemic is that many of our residents turned their attention to improving the exterior of their homes and garages.

Public Infrastructure Projects

As a city, we have roads, sewer, water, storm water and a lot of other infrastructure, some of which is over 100 years old. This means we must constantly maintain, improve, and expand that infrastructure. Our Engineering Department does a masterful job of organizing our design consultants and contractors to make sure that we spend money wisely on capital improvements and that they are designed and built with the future in mind.

In 2020, projects under construction were funded with Wastewater bond revenues, Tax Increment Financing (TIF), Cumulative Sewer, Community Crossings Matching Grant (CCMG) Program, Community Development Block Grant (CDBG), Motor Vehicle Highway, Local Road and Street, Sewer Maintenance, and INDOT/FHWA funds. Construction completed in 2020 totaled approximately 9.9 million dollars.

Some of the significant projects worked on in 2020 included:

**East Race Improvements, Phase I**

Mishawaka takes pride in its ability to partner with developers and this year, that focus continues to facilitate the revitalization of our downtown central business district. Specifically, the island east of Main Street between the St. Joseph River and the River Race formerly used as the Uniroyal power plant and coal yard has drawn the interest of a hotel and conference developer. In order to prepare the previously industrialized land for redevelopment, the City entered into a development agreement committing to utility improvements, raceway reconstruction, and modified street configurations.

In early 2020 the first phase was designed and bid in the fall. Water, sanitary sewer, storm sewer, and gas utilities are being extended to the island and the work includes reconfiguring the race to
create additional land for development. The challenge is to balance the existing water features west of Main Street with the need for land. We are enclosing a portion of the raceway underground via 60-inch carrier pipe to continue to supply Beutter Park with ample racewater for the falls and are constructing a control structure at the new headworks location 520 feet east of Main Street. This project is expected to be completed in early 2021 with an estimated City investment of two million dollars. Future phases, including parking, a water feature, and Riverwalk improvements, will progress as details of future private development are worked out.

**Community Crossings Matching Grant**

The City was awarded a $427,150 matching grant from the State’s Community Crossings Match Grant program in the second project call of 2019, which the City utilized during the 2020 construction season. The funding was specifically for repair of concrete curb and patch, mill, and overlay of Grape Road from Indian Ridge Boulevard to State Road 23/Cleveland Road and University Drive from Grape Road to Main Street. Damaged curb was replaced and inlets repaired. New pavement markings were installed. This project was completed in 2020 with a City investment of $500,000 for total project cost of $927,150. As part of the City’s on-going efforts to retrofit sidewalks into our commercial areas, a new sidewalk was also installed along the south side of University Drive between Grape Road and Main Street, and a pedestrian crossing was installed at Grape Road and University Drive. New pedestrian signals were installed at the intersections of Grape Road and University Drive and Main Street and University Drive. These pedestrian improvements were funded by TIF with a total City investment of $530,000.

**Community Crossings 2021**

In October 2020, the City was awarded a $383,465 Community Crossings Matching Grant to be utilized in the 2021 construction season. These funds are specifically for repaving of three sections of Main Street (from Indian Ridge Boulevard south for 700 feet, Edison Road to Day Road, and Leyte Avenue to Ardennes Avenue) and Day Road, Edison Road, and Catalpa Drive from Grape Road to Main Street.

**Summer Street Paving Program**

The City’s pavement rating system was updated in 2020, which is used in prioritizing street repairs. This system was required to be updated in order to be eligible for the Community Crossings Matching Grant program. Due to COVID-19, the Summer Street Paving Program was reduced due to the uncertainty of funding distributions. The Engineering Department was able to coordinate 7,600
linear feet of street milling and resurfacing of various streets. The City’s investment totaled $280,000. The 2020 Alley Paving Programsurfaced five locations totaling 1,290 linear feet of alleys for an investment of $55,000. In addition, the City invested an additional $83,000 on curb and sidewalk improvements.

Curb and Sidewalk – Community Development Block Grant

The Department of Redevelopment received a 2020 Federal Grant for curb and sidewalk improvements for increasing ADA compliance citywide and within the low to moderate income census tracts. With these funds, a project was bid as performance (design/build) to replace 5,690 linear feet of curb and non-compliant sidewalk to meet the current ADA standards and install new handicap ramps. The improvement areas included Campbell Street between Third Street and Fourth Street and Third Street between Merrifield Avenue and Laurel Street for a total investment of $304,000 of CDBG funds, which was about a third of the total project costs. In addition to the curb and sidewalk installations for Third Street, the Water Department replaced water service lines, the Wastewater contractor installed storm sewer and replaced sanitary sewer laterals, and the Summer Street Paving Program replaced the street.

Wastewater Long-Term Control Plan (LTCP)

As I have reported in previous State of the City reports, the single greatest issue facing the City is the renegotiation and implementation of a new long-term control plan that addresses the ongoing separation of our combined sewers.

Ultimately, our plan has to work for both our ratepayers and the environment. Like many other Indiana communities, Mishawaka was developed with a combined sewer system. During large storms our sewer system, which carries both sewage and storm water, can become overloaded resulting in discharges of raw sewage into the St. Joseph River. The Clean Water Act requires cities with combined sewer systems to develop long-term control plans to reduce or eliminate discharges of combined sewage. Mishawaka entered into a federal consent decree in May of 2014.

Over the last 30 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 in CSO volume from the baseline year of 1990 and represents capture and treatment of 99.54% of wet weather flow.

Studies have shown that increasing the percent capture would result in no measurable improvement in river water quality. Consequently, the cost to capture the last 0.46% of overflow which is currently estimated at over 160 million dollars can simply not be justified. A rate increase of that magnitude would be financially crippling relative to the modest means of many of our citizens which are already at a high rate of burden!
Mishawaka continues to be engaged in ongoing discussions with the 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 oppressively burdening the citizens of Mishawaka. In response to comments from the Agencies in November 2020, the City and its consultants prepared an updated alternatives analysis that looked at projects and costs required to go to fewer than our current 15 CSOs annually.

Specifically, the City evaluated 9, 7, 4, 2, and 0 overflows. Concurrently, the City updated its Financial Capability Analysis that measures the ability of the City and its ratepayers to reasonably afford more spending on CSO controls. This analysis confirmed that the City and ratepayers are experiencing a “High Burden” at the existing 15 overflows per typical year level of control which would only increase with each additional reduction in the number of overflows. The regulatory agencies have indicated that our current 15 overflows annually are unacceptable, even though we are already at high financial burden. The City’s latest proposal to the Agencies recommends a 9-overflow level of control.

By the numbers, our impressive reduction in CSO volume already places Mishawaka well ahead of most Indiana CSO communities. Although each community is judged based on their own unique circumstances, I think it is important to benchmark Mishawaka. In comparison, our neighboring cities current approved consent decrees allows Elkhart total annual discharge of 44.9 million gallons, and South Bend total annual discharge of 47.55 million gallons. In comparison, our current 4.1 million gallons of overflow in a typical year is less than one-tenth of our neighbors approved
discharges. In fact, South Bend is also currently renegotiating because of the severe impact meeting their current LTCP requirements will have on their rates, even with legally being able to discharge over 10 times what Mishawaka currently does.

In parallel to our renegotiation, I have also directed that the City continue in good faith to move forward on LTCP projects that do not require the deep storage and conveyance tunnel.

As I indicated previously, Mishawaka’s current refined plan concentrates more on reconstruction and separation rather than storage: “The Sewer Separation and Neighborhood Revitalization Plan”. This effort continued in 2020.

Although we are still in renegotiation and need to honor that process, the point of this revised plan is to concentrate on more sustainable neighborhood improvements as part of a long-term solution that provides for continual improvements and reductions in combined sewer overflow volumes.

This emphasis just mimics some of our already implemented phases of the Long-Term Control Plan. In previous years, the City removed entire streets in certain areas to install separate sanitary and storm lines. As part of that removal and replacement, lead water services were replaced, and the neighborhood ended up with brand new streets and sidewalks. From a river water quality perspective, separation better ensures a long-term reduction in Combined Sewer Overflows because it helps remove the unpredictable nature of storms and ice melt from the sanitary system.

The downside is that this process is extremely expensive and only a block or two can be done in any given year with our current utility rates. This means that even if we are able to fully implement this plan, getting to zero overflows would not occur in our lifetime, but with an ongoing yearly commitment, we would eventually get there with a much more sustainable system.

My ultimate goal is to save the City and our ratepayers many millions of dollars and to still improve our wastewater collection and treatment system and our protection of 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. Negotiations will continue into 2021, but we are hopeful that they could reach a conclusion before year’s end.

Crawford Park Connector Sewer

In 2020 the City made some large strides in these continued sewer separation improvements including major improvements in and around Crawford Park.

Construction commenced in October 2019 starting with the relocation of combined sewer overflow and the construction of two new concrete diversion structures. The construction continued into 2020 with the installation of new 30-inch and 72-inch sewer, and the replacement and rerouting of approximately 600 feet of existing 48-inch sewer within Crawford Park. Despite some delays due to pipe availability associated with the impacts of the pandemic, over 600 feet of new 18-inch force main was installed for future use. The project is tentatively scheduled to be completed in spring 2021. The estimated total City investment in this project is 4 million dollars.
**Linden Area Separation**

The Linden Area Sewer Separation Project consists of many parts with multiple phases being completed each year since its inception in 2016. In 2020 construction on new phases began with separating flows on Fourth Street from Mason Street to Byrkit Avenue. This phase also continued the sanitary sewer south including boring under the Norfolk Southern railroad tracks. The crossing under the tracks and pipe south of the tracks remains to be completed in 2021 based on environmental issues on adjacent properties which prevented dewatering operations without a detailed operations plan being approved by multiple entities. The project separates flow and improves Sixth Street, Bradford Court, and Fifth Street south of the railroad tracks.

The Linden Improvements also included a diversion chamber at Linden and Indiana Avenues to divert flow away from Crawford Park to help prevent overflows in the park area, an element that was designed in concert with the Crawford Park improvements. The construction at Linden and Indiana Avenues was completed in late fall 2020. The remainder of the construction is planned for 2021. Over the past four years the City has invested 10.3 million dollars in this project.

**Helen Avenue, Delorenzi Avenue, Fourth Street, and Third Street**

This project was initiated in fall 2020 and is intended to address storm drainage issues that have historically impacted Helen Avenue and Delorenzi Avenue at the intersections of Third Street as well as provide combined sewer separation, which is also a component of the Linden Area separation. Improvements will include new storm sewers, curbs, and sidewalks as well as reconstructed streets, replacement of water service lines, and replacement of sanitary sewer laterals. Survey work was completed in 2020. Project design and the first phase of construction are scheduled for 2021 with an anticipated City investment of $2.4 million.
West Street Sewer System Improvements Phase III

This project is a continuation of the phased storm sewer and infrastructure improvements of the West Street Master Plan which are part of the City’s Sewer Separation and Neighborhood Revitalization Plan.

This phase of the West Street project was designed in 2020 and will reduce wet weather flows in our existing combined sewer system and includes West Street from Sixth Street to Seventh Street, Wells Street from Fifth Street to Seventh Street, and Fifth Street and Sixth Street between West Street and Wells Street. Improvements will include new storm sewer; roadway reconstruction including curb, gutter, and sidewalk; water main replacement as necessary; cured-in-place pipe rehabilitation of existing combined sewers; replacement of water service lines and sanitary lateral services; and intersection improvements at Spring Street and Sixth Street including upgrading of curb ramps. Hardscape beautification consisting of curb extension bump outs at intersections, stamped concrete with adjacent ADA-compliant walkways, decorative lighting, and underground utilities will be incorporated along West Street to enhance the corridor for aesthetics and safety. Construction is scheduled to begin in spring 2021 with an anticipated City investment of $2.4 million.

Long Range Federal Transportation Local Aid Projects

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

Federal Aid projects are usually large-scale projects that usually take many years to implement. Phase III of our 12th Street widening project was selected in 2018 as a viable project to receive future federal aid funding. The project engineering commenced in summer 2018 with survey work, and design was well underway throughout 2019 and 2020. The project will include a widened Twelfth Street from its present two lanes to three lanes. This expansion includes a continuous center left turn lane; new storm sewer, including an underground drainage basin proposed at the southwest corner of Twelfth Street and Dodge Avenue; concrete curb and gutters; sidewalk; and an eight-foot multi-use pathway.

Work that the public may notice during 2021 will be underground utility engineering to verify the depth of existing underground utilities as well as traffic counts at the intersection of Twelfth Street and Merrifield Avenue. The Federal Aid process also requires deliberate environmental study, design, right of way acquisition, and utility coordination milestones that will span until bid letting in July 2024 with the anticipated start of construction in 2025. The total investment for construction is estimated to be 8 million dollars.

McKinley Avenue (Division Street to Elder Road)

McKinley Avenue between Division Street and Elder Road is the last section to be widened and improved between Mishawaka and Elkhart. Similar to the Twelfth Street improvement projects, this widening and reconstruction project will be completed in three phases. Environmental documentation has been initiated for the entire corridor of the project, which was 80% complete at the end of 2020. The corridor will be expanded to a five-lane section that includes a center left turn lane, upgrades at the at-grade railroad crossing, traffic signal upgrades, new storm sewer, replacement of sanitary sewer laterals and water service lines.
Phase I, which extends from Division Street to Merrifield Avenue, was selected in December of 2020 to receive 80% funds matched to the City’s 20% funds for construction and construction observation. The process also requires an environmental study, design, right of way acquisition, and utility coordination milestones that will span until bid-letting that is programmed for fall 2027 with construction in 2028 and 2029.

**Mishawaka Utilities Wastewater Division**

One of the truly essential, mostly unseen, fundamental services of our city is provided by Mishawaka Utilities Wastewater Division. Every day the Wastewater Division safeguards public health and the water environment of the community. Mishawaka’s wastewater treatment plant has an average design capacity of 20 million gallons per day (MGD) and a peak capacity of 42 MGD and is one of the largest and most complex treatment facilities in the state. The treatment facility operates 24 hours per day, 365 days a year. The twenty-five members of our staff have over 489 years of combined wastewater treatment experience. Seven members hold Indiana’s highest level of professional operator certification. The Division laboratory analyses over 20,000 samples yearly in order to provide process control information and to monitor for regulatory compliance. Annually the Division treats over four billion gallons of water. Changing with the times, what was once referred to as “Wastewater Treatment” will be referred to in the future as “Water Resource Recovery”. This change focuses on the products and benefits of treatment rather than the waste coming into facilities. With the ability to recover valuable resources from wastewater, such as phosphorus, nitrogen, methane, and clean water, Mishawaka is proud to provide state of the art water resource recovery.

**Mishawaka Utilities Water Division**

I continue to say that one of the fundamentals 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 2020, we pumped about a billion gallons of water. Our employees worked 1,085 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. In 2020 we conducted over 21,000 Water Quality tests, including over 800 bacteria samples to ensure our drinking water supply is safe.

**New Ireland Trail Reservoir**

As reported in last year’s State of the City address, the City finished building our new two-million-gallon reservoir on Ireland Trail and that went on-line in late 2019. In 2020 we rehabilitated the old three-million-gallon reservoir at the same site affectionately known as “Mabel’s” which is the name of the caretaker who lived at the site. The project went extremely well. This 90-year-old tank was in very good shape and needed minimal rehabilitation. It was thoroughly cleaned and waterproofed, a new overflow was added, new hatches and roof vents were also installed. We also put in baffles to channelize the water. This keeps dead spots from forming and causing water quality issues. On January 11th, 2021, the rehabilitated 3-million-gallon tank went back in service.
and now is paired with our new two-million-gallon tank providing Mishawaka with five million gallons of storage at the Ireland Road site.

**New Lead and Copper Standards**

The EPA just revised the rules and standards concerning lead and copper in 2020. While the new rule was being finalized, the City completed our triennial testing. I am pleased to report that the City had **no samples** above the Maximum Contaminant Level! With the crisis that happened in Flint, Michigan, and other impacts that have occurred through natural disasters, new attention has been focused on public water supply standards. As part of America’s Water Infrastructure Act, we must certify to the EPA a new Risk and Resiliency Assessment and updated Emergency Response Plan. We also have to complete an Asset Management Plan. Another new mandate is an independent certified Water Audit every two years. Our citizens should have continued confidence that Mishawaka’s water quality is higher and exceeds all required minimum standards. As even stricter standards are put in place, I have every confidence in our Water Quality team to keep us in compliance.

**Mishawaka Utilities Electric Division**

As we recently witnessed from the winter storm outages in Texas, our society is increasingly dependent on continuously reliable electric power. Mishawaka Utilities Electric Division serves over 28,043 customers and employs 43 people. We are members of the Indiana Municipal Electric Association and the City’s apprenticeship program and lineworkers are recognized as a model program, commonly finishing in the top ten in competitions nationally.

**Reliable Power**

There are many causes of power outages, including: storms, accidents that cause damage to poles and wires, loss of transmission from energy providers, and equipment failure. I am pleased to report that there were only 11 unplanned circuit outages in 2020 that impacted portions of the City. The City had a low cumulative unplanned outage time of approximately 18 hours for the entire year! The number of unplanned outages was 42% lower than the previous year (19 in 2019). Some of the reasons Mishawaka has more reliable power than surrounding areas is that we take a proactive role in trimming trees and replacing equipment and lines on a more regular basis.

**Long Term Purchase Power**

The City of Mishawaka does not produce power. To provide power to our customers we buy power off of the wholesale grid from large producers. Following a competitive bid process, we entered into a long-term ten-year agreement with Wolverine Power Cooperative. As expected, there were no issues in 2020 when our power switched to Wolverine Power Cooperative from American Electric Power. This ten-year agreement will allow the City to maintain the lowest residential electric rates in the area. One significant benefit is that these savings have provided us the means to perform our 12kv upgrades without needing to increase electric rates. Although our power purchase rate is locked in for ten years, there are factors that can increase rates that are outside of the City’s control. Primarily, power transmission costs that are passed on to all consumers. As improvements are mandated to improve or update the electric transmission grid, these costs are passed on to all electric customers including Mishawaka.
12-Kilovolt Upgrades

In 2020, Mishawaka Utilities Electric Division continued to move forward with the process of designing/upgrading our existing outdated 4-kilovolt (kv) system to an all new 12kv system. These improvements are necessary because of the outdated 4kv system where even replacement parts are getting harder to find. These upgrades will allow us to provide more reliable power and keep up with today’s ever-increasing electrical demands. In 2020, we started construction on the Union Substation which is east of, and adjacent to, the City’s Central Services Facility. This is the first of eight substations to be upgraded, with the others to follow over the years to come.

Coming in 2021 and Beyond: “A New Beginning”

As I indicated, my theme for this year’s address is “A New Beginning”.

It is 2021, and we have COVID vaccines that are actively being distributed. As the year progresses there will be a renewed sense of normalcy as we start moving beyond the pandemic. That in and of itself is a very welcome “New Beginning”. Things we took for granted like opening our Merrifield Pool, summer fireworks, and in-person tailgating at home Notre Dame football games are a few of the activities that should be able to occur again in 2021 that will feel like a “New Beginning”. All in-person school again in the fall of 2021 will be a huge “New Beginning” that I am hopeful for.

Although COVID-19 has defined our recent history, the reason I chose “A New Beginning” as my theme is not about moving on from the pandemic. This theme has to do with the future and the positive trajectory of our City.

Specifically, we are undertaking a series of monumental projects in the next few years that will:

- Help our economy recover from COVID-19 and provide work for the construction industry.
- Spark growth, bolster existing businesses, and promote reinvestment.
- Provide essential infrastructure that will serve future generations.
- Deliver a new home for government services that will better serve our citizens.
- Create quality of life projects that will continue to build value for our existing citizens and will continue to attract young professionals.

I am very optimistic about the Princess City’s future. At the end of this report, I think you will be as well.

Recovering From COVID-19: Proposed Stimulus Bond Issue

As I mentioned earlier, as part of the recovery for Mishawaka, we are proposing a stimulus bond through the City’s consolidated Tax Increment Financing District (TIF). Keeping the construction trades active will not only help them, but the activity will have a significant compounding effect on our overall economy. The suppliers, local restaurants, and service businesses will all see immediate and tangible benefits from this activity.

This impactful spending makes sense because of the slow down associated with the pandemic and the historically low cost of borrowing that exists right now. The City is proposing to undertake this
stimulus bond issue to pursue 45 million dollars’ worth of construction activity over the next two years. Although there is always a cost of borrowing, we believe the additional cost will be made up when you consider the inflationary costs of construction over time if we were to wait to assemble the cash to pay for these same projects.

Choosing projects to move forward as part of the stimulus was not hard. We are proposing to accelerate projects that have been in our capital improvement plans for years but have been waiting for us to assemble the cash to pay for them consistent with our past conservative practices.

Although this 45-million-dollar bond issue may be small in comparison to our regional economy, if approved it will largest TIF bond ever issued by the City. Because of our conservative approach, we also have the ability to reduce the length of the bond payback to under 15 years. Even with a shorter payback, because of the financial health of the district, the City still has additional bonding capacity should future projects require reprioritizing funds. For reference, it is more typical for communities to plan to payback bonds over a 20- or 25-year period. It is also important to note that because this is a bond being paid for from an existing revenue stream, this bond will not impact the City’s tax rate nor increase property taxes as a result of the issuance.

The following projects are being considered for inclusion in the stimulus:

<table>
<thead>
<tr>
<th>Stimulus Bond Issue - Proposed Projects</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crawford Park Niles Avenue</td>
<td>1,993,000</td>
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<tr>
<td>Cedar Street - Mishawaka to Madison</td>
<td>2,141,700</td>
</tr>
<tr>
<td>Ironworks Plaza @ Beutter Phase 3 Café / Rink / Event</td>
<td>20,500,000</td>
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<tr>
<td>Battell Veterans Walk</td>
<td>2,000,000</td>
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<tr>
<td>Normain Park Master Plan/Restroom Replacement</td>
<td>250,000</td>
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<tr>
<td>Ironworks Plaza Sculptures, 4 Total</td>
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<tr>
<td>Crawford Park Phase 1</td>
<td>2,200,000</td>
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<tr>
<td>Riverwalk Restoration project, bank armoring</td>
<td>2,400,000</td>
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<tr>
<td>West Street Connector</td>
<td>770,000</td>
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<tr>
<td>Fire Station #2 Design and Construction</td>
<td>7,600,000</td>
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<tr>
<td>Cedar St. Motor Pool Reclamation / Infrastructure</td>
<td>4,000,000</td>
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<tr>
<td><strong>Total Stimulus Bond Issue (No Contingency)</strong></td>
<td><strong>44,184,700</strong></td>
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**Sparking Growth and Reinvestment**

As we discussed with the Council in a special meeting earlier this year, economic development in the City has evolved. Our geographic location in the center of our metropolitan area combined with the high price and limited availability of land is dictating how we grow and develop. Mishawaka was once looked upon as primarily as the retail hub of the region. In the last few decades, we have grown beyond that and have become a regional center for business services and medical care. In the next few years, we hope to add being a destination for youth sports.

*Klipsch-Card: Mishawaka Fieldhouse*

In 2018 the City responded to a request for proposals/interest (RFI) that was put out by Visit South Bend Mishawaka regarding the creation of a potential indoor regional sports facility. Visit South
Bend Mishawaka is responsible for growing and promoting tourism in St. Joseph County. Specifically, they were interested in identifying potential users, locations, and developers that would be interested in hosting a facility, with the very specific goal of driving room night stays in hotels and local spending from those outside of the community. Youth sports was actually one of the bright spots in local tourism during the pandemic.

As part of the RFI, Mishawaka submitted the property that was previously purchased for the reconfiguration of three holes of the Juday Creek Golf Course for consideration. Of the sites that were submitted, the consultants who had performed the feasibility study liked the Mishawaka site the best. At the same time, Klipsch-Card, who is an operator and developer of these facilities, identified interest in being the operator and developer for the proposed Mishawaka location. Klipsch-Card has multiple indoor sports facilities like this across the state, including the Indiana Pacer’s training facility in Noblesville, Indiana.

At the same time, the State Legislature adopted a measure that required 0.5% of the 6% innkeeper’s tax in St. Joseph County be allocated to support the Mishawaka project. Early in 2021, as part of a request to move the innkeeper’s tax from 6% to 8% to fund more tourism, the Mishawaka portion has been proposed to increase to a full 1.0%.
Right now, the City is working with both Klipsch-Card and Visit South Bend Mishawaka to move this project forward. As currently envisioned, the project would include a close to 350,000 square foot building that would house eight multipurpose courts, two turf fields, and two sheets of ice. In addition, four outside fields are envisioned that could be used for both baseball and soccer.

The developer is currently completing a financial study identifying the funding gap that exists between what can be funded through revenue from the facility versus what would be required to come from the innkeeper’s tax. What is important to the City of Mishawaka is the tens of thousands of visitors that will be coming from outside the area that will be a significant benefit to the many hotels, businesses, and restaurants of Mishawaka. This project once completed will further diversify the economy of the City. As segments such as retail continue to change, there will be a significant increase in demand that will maintain Mishawaka as a regional center for business services, medical care, and so much more.

*Mill at Ironworks Plaza Phase 2*

Downtown Mishawaka’s image and desirability changed dramatically for the better when Flaherty & Collins completed the Mill at Ironworks Plaza mixed use development. I am pleased now to be able to report one of our next “New Beginnings”. Although we are at the very preliminary stages, Flaherty and Collins has just submitted an application to the Indiana Economic Development Corporation (IEDC) for over eight million dollars in Industrial Recovery Tax Credit funds. If they are successful, the City would seek to partner with Flaherty and Collins to build an additional 215-unit mixed-use luxury apartment complex at the former Uniroyal site located in downtown Mishawaka. Specifically, the proposed site is the open field west of Hill Street located between the Riverwalk and Front Street.
Because of the significant expenses associated with building parking garages and providing higher density development, even with these potential funds from the State, the project would still need significant assistance from the City to become a reality, just like Phase 1. If it moves forward, the project will take multiple years to become a reality. The estimated total project cost is 48 million dollars.

So why is this project so important? As you know, the ability to attract and maintain quality talent within our state is invaluable in advancing the economic climate of our communities. Quality of life is one of the main factors young professionals consider when choosing where to start their careers. The proposed mixed-use building will certainly serve as an attraction for those considering making the City of Mishawaka their new home.

*Conceptual Perspective Rendering – Mill at Ironworks Plaza, Phase 2*

*Perspective Rendering – Mill at Ironworks Plaza, Phase 2 – Hill and Front Street looking northwest*
This isn’t just hearsay. Flaherty and Collins shared some of the demographics of the tenants that have moved into Phase 1 of the Mill. 85% of the tenants came from areas other than Mishawaka. 33% came from out of state. The average age of tenants is 33 years old. The average household income is in excess of $120,000 per year. Essentially, people who can choose to live anywhere are choosing to live in downtown Mishawaka!

**Essential Infrastructure**

Building and rebuilding infrastructure is required to sustainably grow at a slow and steady pace, adapt to changes in society, and is needed just to maintain services and improve our quality of life. I am pleased to be able to report on some of the upcoming impactful projects which include:

*Cedar Street from Mishawaka Avenue to Edgewater Drive*

This Cedar Street project from Edgewater Drive to Mishawaka Avenue will include separation of the sanitary and storm sewer; reconstruction of the street, curb, and sidewalk; replacement of sanitary sewer laterals and water services; installation of digital solar speed signs; installation of decorative street lighting; and relocation of all aerial utilities to underground. We have just completed the bidding of this project and construction will begin in the spring of 2021.

*Niles Avenue Reconstruction/Crawford Park*

At our neighborhood public meeting in fall 2019 regarding future Crawford Park improvements, we received a resounding request for better on-street parking for Niles Avenue to serve the park and neighborhood. The Niles Avenue Reconstruction project was designed in summer 2020. The project includes pavement replacement of Niles Avenue between Mishawaka Avenue and Homewood Avenue, new storm sewer and water main, sanitary and water lateral replacement, sidewalk, concrete curb, and raised pedestrian crossings at intersections. The project will improve pedestrian access with the construction of an eight-foot-wide pathway on the west side of Niles Avenue. On-street parking improvements will include the construction of designated parking lanes on both sides of Niles Avenue as well as a parking lane intended for buses on the north side of Joseph Street. Project construction will begin in spring 2021 with scheduled completion in fall 2021.

As part of our proposed stimulus bond issue, we are also hoping to accelerate the construction of improvements planned within Crawford Park. Phase one of the park improvements would include installing new restrooms north of and across the street from Shiojiri Niwa Japanese Garden. The existing splashpad will also be replaced with a themed water feature and play area along with a small pavilion. If the bond issue is approved, this phase will begin construction in 2022.

*Judson Creek Wellfield, University Park Pressure District*

With the help of the Mishawaka Common Council, the City approved a rate structure in 2020 to fund multiple water improvements to serve northern Mishawaka. Knowing when it is time to invest in infrastructure, particularly in areas that are growing is critical to our continued success. At the time of this report, our projects were just being bid. The water treatment facility will be the first building project to occur off of the recently completed Veterans Parkway. This is a legacy project that we expect will provide clean and safe water for the City for generations to come. Once completed, this new wellfield will be able to supply an additional 8.2 million gallons a day, with
room for expansion to supply up to 12.5 million gallons of water per day. The new wellfield will be able to keep up with the new growth in the University Park Pressure District and will be able to supply other areas of the city as needed and as our water demands continue to increase.

Our consultant, DLZ, has done a masterful job of aesthetically fitting a utility building into what will likely be a higher density modern corporate park along Douglas Road. The proposed building design is both contemporary and rural to fit in without being overly embellished.

Concurrent with the development of the wellfield, a new 1.5-million-gallon elevated tank will also be constructed at the site of the current Gumwood wellfield. This tank will increase storage and pressure in the University Park pressure district and will replace the tank located adjacent to the Toll Road east of Grape Road. Construction of both of these projects will begin this spring. It will take between eighteen months and two years to complete.

**Government Services**

Providing public services is our business. It has been one of my goals as Mayor to make sure that all of our facilities are brought up to date so that our services can be delivered both economically and efficiently. We have a few very impactful projects coming up in the next few years that I am pleased to report on:

**Fire Station #2**

In 2020, the City continued with our long-term plans to replace Fire Station #2 currently located on Main Street, north of McKinley, with a new state of the art station. We continue to work with the School City of Mishawaka to acquire the vacant property located south of Liberty School, on the north side of McKinley, for this new replacement facility. In 2020, the City platted the property creating a new parcel that can be conveyed to the City. As part of the plat, we also created the access and utility easements necessary for the project. The Master Plan completed by Abonmarche
consultants provides for a new drive connection from McKinley that will serve both the Fire Station and Liberty School that will help ease the use of Pregel drive which is the residential street that currently provides the sole access to the school.

This is one of the projects that is included in the proposed stimulus bond. If the bond is approved, the City will start working with consultants that would allow construction to start in 2022 instead of waiting 5-10 years to assemble funds.

The New Mishawaka City Hall

From a local government perspective, there is no better symbolic project that provides for “A New Beginning” than the new Mishawaka City Hall.

As I reported last year, in 2019 the City was able to catch the ball that was thrown at us by insurance giant Liberty Mutual. Liberty Mutual contacted the City after announcing the closure of their large call center facility located in downtown Mishawaka at 100 Lincolnway West. This led ultimately to the City’s purchase of their building and adjacent properties.

The issue that drove the City’s purchase of the building is that the City currently has three buildings that need significant work or replacement in the coming years, including City Hall, the Mishawaka Utilities Business Office, and the Police Department. All three buildings will be replaced by our remodel of the former Liberty Mutual Building.

Our basic goals were as follows:

- **Facilities needed to better serve the public!**
- The project had to be consistent with our downtown redevelopment efforts.
- We had to bring the City up to date regarding technology.
The project had to provide for some flexibility to allow for growth and changes over time, creating a long-term solution.

We had to be as efficient as possible on expenditures.

We know the proposed location at Main Street and Lincolnway West will better serve the public because of its central location. The building is directly across the street from the County Services building and a block away from the public library in the heart of our historic downtown. Once completed the project will also open up over a hundred formerly private parking spaces for public use which is becoming more critical as we redevelop and bring new events and activities downtown.

As part of the agreement with the City Council, the Administration agreed to list the building for sale once it was acquired in 2020 on the chance that there was a large user that might be interested in the building that would bring a significant amount of investment and jobs to the City. The City listed the building with NAI Cressy for what had been its assessed value. After listing the building from February through May of 2020, there were no serious inquiries. At that time, the City took the building off the market and continued full speed on developing construction plans for the renovation.

In 2020, we worked with Alliance Architects and a talented group of consultants to create construction plans for the renovation. Given the size and complexity of the project, the plans were just completed in February of 2021. Also, in 2020, following an open request for proposal process, the City hired Weigand Construction to be the Construction Manager as Constructor (CMc) for the project. The City Council also approved a bond issue for the Mishawaka Utilities Electric Division which included a significant amount of funding for the City Hall project as part of the planned replacement of the Mishawaka Utilities Business office in the new building.

Construction will begin in spring of 2021 and the newly renovated building, once completed in 2022, will not only improve our delivery of services, but it will also dramatically modernize and improve the image of downtown Mishawaka. By having this facility in the heart of downtown, it should also increase activity that will benefit existing businesses and foster additional redevelopment.

I am pleased to share with you the concept architectural images prepared by Alliance Architects of what the structure will look like when the renovation takes place.
Image of the proposed first floor entry looking from the intersection of Mill Street and Lincolnway

Image of the Mishawaka Utilities Storefront to be located on Main Street north of Lincolnway
Quality of Life 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.

*Riverwalk – Race Street to Cedar Street Bridge*

The next phase of the Mishawaka Riverwalk is coming closer to completion. The City plans on extending the walk between Race Street and Cedar Street on the south side of the river. This is a challenging section because of the homes and businesses where the Riverwalk is essentially located in their back yards. In 2018, the City began negotiating with property owners for the acquisition of the river frontage.

Over the course of 2020, the City was able to obtain three additional properties required for this connection. Acquisition of the additional two properties remaining is in process and is expected to be completed in the first half of 2021. Construction of this phase could begin as soon as the fall of 2021. Once completed, along with the planned Cedar Street Bridge widening, the Riverwalk will traverse both sides of the river between Logan Street and Cedar Street!

*Proposed Riverwalk Extension – Race Street to Cedar Street*

*Cedar Street Bridge Widening*

The City, with the permission of St. Joseph County who owns and maintains the Cedar Street Bridge, is working with our engineering consultant DLZ of Indiana on plans to widen this bridge over the St. Joseph River. The bridge widening will allow for the expansion of the Riverwalk across Cedar Street and will serve as a connection between the Riverwalk on the north side of the river with the proposed Riverwalk along the south side of the river.

In addition to the widening, the work on the bridge will include replacement of the bridge rails. The bridge lighting will be replaced with special ornamental lighting that will turn the bridge from the mundane to something truly unique and a landmark for future generations. The construction portion of the bridge widening was selected to be a Federal Aid project where 80% will be funded with federal funds. Currently bidding for construction is scheduled for October 2023 with an estimated total construction cost of $5.4 million.
Beutter Park is already the City of Mishawaka’s signature urban park with the beauty of sculptures, 30,000 plants, and cascading waterfalls in 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, a multi-use path that connects thousands of homes and seven City parks.

For almost two decades of 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 cannot 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.

As the signature project included in the proposed stimulus bond issue, we believe that the Ironworks Plaza improvements and ICE building, will turn Beutter Park into a year-round attraction and will become one of the signature “things” do in the South Bend/Elkhart region.

The project as currently envisioned includes a variety of components:

**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 by skating. We love Elkhart’s NIBCO park, and wanted to use a similar theme but place it in an environment where diverse downtown uses add to the attraction. We are looking at this as Mishawaka’s scaled down version of Rockefeller Center. The urban setting, the café, the art, the immediately adjacent housing, the Riverwalk, and restaurants all contribute to the activity. The building required a thoughtful design containing three distinct uses: a café, the rink functions, and an event center. The rink portion of the building will have lockers, a warming area, skate rental, and room for maintenance, mechanicals, and Zamboni storage. This proposed rink facility is intended to replace the City’s current rink in Merrifield Park which is at the end of its useful life.

Arkos Design rendering of the proposed Ironworks Café

**Signature Café**

One of the elements that separates the proposed Beutter Park improvements from other park venues is the type of café envisioned. Although the café building will be owned by the City, the space is intended to be leased to a private entity, likely at a below market rate in order to incentivize providing the desired 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 indoor/outdoor fireplace contributing to the winter ambiance and activities.
Event/Banquet Space

The Event/Banquet space was proposed as a second floor to the mechanical space of the ice rink mechanical areas. It was added to both take advantage of the geographically prominent position of the building adjacent to the river and our cable-stayed bridge, as well as to fulfill a need for event space that has been identified by the City’s Parks Department. Compared to other venues in our park system, this will be a “high end” event space available for rental. This event space will also
provide perhaps the best view of the St. Joseph River and Beutter Park in the city. The Event/Banquet space will have a maximum seating capacity of 120. It includes a bar, rooftop patio, and a warming kitchen designed specifically for special gatherings.

_Ironworks Plaza_

The proposed plaza, set in the middle of Beutter Park off Ironworks Avenue is set up as a pedestrian friendly open area with a modern pavilion/event tent area that in the summer will be used for a variety of activities including registration for runs, outdoor performances, markets, and even weddings. In the winter, the main portion of the plaza will be used for skating, and the small stage will be used to display the official City Christmas tree. We are truly excited about the creation of this signature event facility.

**CONCLUSION**

2020 was clearly not a typical year. While “hazardous duty” is what is expected when you sign up for public service, there are times when we must go above and beyond in our day-to-day duties and take on responsibilities that are not in any job description.

I personally want to thank each and every City employee and public official from the bottom of my heart for your service, support, and friendship over this past year. Words can’t express how honored and proud I am of each and every one of you. There are no greater people that I would want to face these challenges with than you. I consider it a privilege to work shoulder-to-shoulder with the finest public servants anywhere.

Although my summary highlighted some of our accomplishments and our “New Beginning”, I would encourage everyone interested to read the full reports provided by each City Department for a more complete perspective. Again, to save paper and printing costs, our State of the City 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. 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 2021
The year 2020 was a year like no other. In March, 2020 the Covid-19 pandemic came to our area and things changed in the way the entire community operated. I am proud to say that the City of Mishawaka never closed. A Covid-19 Task Force was formed meeting several times a week to determine how the City was going to stay open, provide the critical services the citizens needed, yet keep all our employees safe. It was a daunting task indeed, but one that was met head-on and tackled by each and every City of Mishawaka employee. City services continued to be delivered. The way they were delivered may have been a little different, but they continued to deliver them – uninterrupted! Following is the recap of the highlights for 2020 in the Mayor’s Office.

Drum Major Award Recipients for 2020

Each year I have the honor and privilege to present Drum Major Awards at the Annual Martin Luther King Jr. Breakfast. This year it was an honor to give two awards to very deserving recipients who have made a significant impact in our community, not only in 2020, but for many years.

Following are the Drum Major Award Recipients for 2020:

Tony Violi

The son of Italian immigrants, Tony Violi did not speak English until he started school at St. Monica Grade School in Mishawaka. It was a tough time, but Tony, an only child, was surrounded by the love and support of his extended family (cousins) and he persevered. He graduated from Mishawaka High School and Indiana University South Bend.

Tony returned to the Mishawaka Catholic Schools in 1984 to coach football. In 1992, St. Thomas of Elkhart was added to the Mishawaka Catholic Team which regularly competes in the Inter-City Catholic League serving all the Catholic schools in St. Joseph, Elkhart, and Marshall counties. Tony has been Vice-President of St. Monica’s Athletic Association and is currently the Football Director and President of the Inter-City Catholic League. Tony is also committed to his church, serving in various leadership capacities and has a great singing voice.

During his 36-year coaching career, Tony has touched the lives of hundreds of young men, including future teachers/coaches, policemen, firemen, elected officials, husbands, fathers, and Mayor Wood’s own two sons. He has been instrumental in teaching them dedication, commitment, hard work, life skills and heart……No one has more heart than Tony Violi.
Peter DeKever

Peter DeKever touches the lives of students every day. He is a teacher, mentor, and developer of young minds. He pushes his students to be the best that they can be. Pete graduated from Mishawaka High School and Indiana University. In 1990, he began his long career at Penn High School, teaching English and US History. He coaches several academic competitive teams which have achieved great success under Pete’s leadership, winning numerous state and regional championships. He was the co-recipient of the Indiana Academic Coach of the Year.

Pete serves on many boards and Mayor Wood recently named him the Historian Laureate for the City of Mishawaka. He has written articles and several books about Mishawaka History and is the curator and treasurer of the Mishawaka Historical Museum. His father, Joe, guided him in his love of history.

Pete has received numerous awards over the years including ones from the City of Mishawaka, Penn High School Alumni, Center for History, and Indiana University of South Bend. In 2013, he was awarded Indiana’s highest honor, the Sagamore of the Wabash.

South Bend Regional Chamber--Salute to Business Luncheon Awards

In February 2020, the South Bend Regional Chamber held their Annual Salute to Business Luncheon celebrating top individual and business achievements. Following are the Mishawaka business and individuals honored by the Chamber:

Outstanding Young Business Leader

Kyle Chamberlin, Counsel, Bradley Company

Kyle Chamberlin is a proud graduate of Mishawaka High School, where his family has a long history as both alumni and teachers. He received his Bachelor of Business Administration and Juris Doctor degrees from the University of Notre Dame, where he presently serves as an adjunct instructor for undergraduate students considering the vocation of classroom teaching.

Kyle currently serves as a board member and Lilly Endowment Community Scholarship committee chair for the Community Foundation of St. Joseph County where he and his wife, Katie, created a scholarship benefiting local students, a natural fit for a couple who completed their education right here in St. Joseph County. Education has been a transformative component in Kyle and Katie’s lives, and they hope that the scholarships will help open doors for future generations of local scholars.

Currently, Kyle is chair of the Mishawaka Housing Authority, and executive committee member and board member of the South Bend Regional Chamber. Kyle is a previous board member of Hannah and Friends Neighborhood and is also past president and gala chair for the South Bend Civic Theatre. He has been a reliable and committed servant leader in many organizations. You will often find Kyle supporting many local races as an avid runner in the community and enjoying time spent with his wife, Katie, and dachshund, Pierce.
Small Business of the Year

*Pathfinders*

Founded by CEO/Owner Stephen Ball, Pathfinders will be celebrating 40 years in business in 2020. The firm has succeeded over the years by delivering the “Pathfinder Way”. This means to build relationships and partnerships, start with strategy, work with urgency, be resourceful, exceed expectations, and eliminate surprises through transparency.

In 2016, the agency transformed the dormant Frank’s Wholesale Florist warehouse at 1250 Park Place in Mishawaka into a creative office space. The 15,500 square-foot building, which had been vacant for nearly a decade, features an open environment to bolster creativity, collaboration, and employee productivity. The new space, which saw both internal and external renovations, now includes a 2,500-square-foot, full-service photo/video studio to accommodate this growing client requirement. Since its move to the new space four years ago, the firm has continually made property improvements to keep up with their growing staff and capabilities.

Awarded “Best Places to Work” in Indiana two years in a row, Pathfinders supports the community through their engagement with Girls on the Run Michiana, Junior League, La Casa de Amistad, Center for the Homeless, South Bend Museum of Art, St. Joseph County FOP and WNIT Public Television.

Distinguished Business Leader

*David Ziker*

From a young age, David Ziker began working with his father, Mort, and grandpa Joe in the family business. He has performed and reinvented every job and function in his 42-year career. He continues to be instrumental in modernizing the 102-year-old family business while maintaining its relevancy in today’s challenging consumer marketplace.

David formally joined the family business in 1978 after graduating from Indiana University. There have been many challenges throughout the years but in 2019, David began a rebranding effort that would attract a younger clientele. They launched two new services, a wash/dry/fold service called Lightning Laundry, and in-store tailoring/alteration centers. In 2016, it was determined that the Sample Street facility was oversized and outdated which led to the relocation of Ziker Cleaners to the southeast side of Mishawaka. The Byrkit Street facility is now home to Ziker’s modern and automated processing, distribution, and office facility.

David is an active triathlete and enjoys training for events throughout the year. He has been married to his wife Cheryl since 1985 and they enjoy traveling. They have two daughters, Hannah and Sarah.

Mishawaka Business Association Annual Dinner and Meeting

The Mishawaka Business Association held its annual Dinner on March 7, 2020. The Mishawaka Business Association is dedicated to the promotion and growth of the Mishawaka community and business environment. They are a committed advocate for the success of their members and a facilitator for the continued development of the business community.
This year’s event theme was The Carnevale. Special thanks were given to Amanda and Brian Rutherford, owners of Burns Special Events, for graciously offering their showroom to host the event. Amanda, Brian, and their staff transformed The Burns Special Events showroom into a New Orleans carnival atmosphere and amid the masked attendees, the following 2020 Business Awards were presented.

**MBA Person of the Year**

*Jacob Crawford*

Jacob Crawford has been working for the City of Mishawaka since 2009, starting as a seasonal landscape employee while he was working towards an Earth and Environmental Science Degree in Education. In 2015, Jake left the field of education to become Mishawaka’s Landscape Manager and Urban Forester.

Teaching has always been a focus of his life and is expressed through his work with Logan Center doing vocational training and job shadow opportunities with clients, mentoring and teaching the Young Adult Services students about landscaping and gardening in our parks, and creating the Mishawaka High School Landscape and Gardening Club.

In 2019, the Garden Club and Jake raised funds and built the Mishawaka Education Foundation Community Greenhouse to create a space for furthering plant education not only for the Garden Club and Young Adult students, but for anyone in the community that has an interest in gardening and horticulture. Jake says working for the City of Mishawaka has brought many wonderful opportunities to his life and he plans to continue to share those opportunities with others.

**MBA Business of the Year**

*Wertz & Company, CPA*

Barry and Becky Wertz founded Wertz & Co., CPA’s, located in Mishawaka, Indiana, approximately 30 years ago. In addition to the Mishawaka Business Association, Barry and Becky are and have been actively involved in the Mishawaka community with organizations such as the Mishawaka Lions Club, Mishawaka Breakfast Optimist Club, Mishawaka Education Foundation, School City of Mishawaka Collaborating Committee, Potawatomi Zoological Society, Preservation of the Res, Pioneer Automobile Association and Michiana Packard Car Club.

Becky, who is current treasurer of the Mishawaka Lions Club, has participated in the Lions Club Eyeglass Mission to Mexico for the past ten years. Barry received the Indiana CPA Society Community Service Award in 2019.
Mayor Dave Wood Youth Advisory Council

The 2019-2020 Mayor’s Youth Advisory Council (MYAC) is proud to have completed another successful year of community service, local government studies, educational opportunities with area businesses and volunteer work around the City. This year’s group consisted of 29 members including a Senior Advisor, Alicia Katznelis, a Mishawaka High School Senior. Alicia helped organize the group while giving advice and working as a liaison between the students, adult coordinators and Mayor Wood and his administration. She attended all meetings and field trips and was instrumental in the success of this group.

<table>
<thead>
<tr>
<th>2019-2020 Mayor’s Youth Council</th>
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<tr>
<td>Adams High School</td>
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<tr>
<td>Joey Grabill</td>
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| Marian High School                              |
| Seth Becker, Max Christianson, Delaney Dennison, Anna Gruber, Hannah Hopson, Jacob Herczig, Atticus Horvath, Noah Majewski, Dominic Mammolenti, Avery Sharp, Evan Trippel, Rosa Trippel, Olivia Whitaker, Emily Winters |

| Mishawaka High School                           |
| Jacob Beshara, Jozalyn Bryce, Payton Engdahl, Andrew Fox, Allison Gordon, Kohl Haughee, Kaylee Kern, Garrett Sandefur, Taylor Stanton, Jessica Stewart |

| Penn High School                                |
| Emmie Pica, Dylan Shely, Hannah Shely, Olivia VanLaere |

The MYAC started their year on August 28, 2019 with their family invited cookout. Here they met fellow members, Mayor Wood, and the Adult Coordinators. On September 3rd, an official Swearing-In Ceremony was held in the Council Chambers in front of the Mishawaka Common Council and the first meeting of the year was conducted where the group elects MYAC officers, plans field trips and starts organizing their largest community project, the MYAC Thanksgiving Food Drive. Officers for the 2019-2020 year were: Kaylee Kern, President; Taylor Stanton, Vice-President; Rosa Trippel, Secretary and Joey Grabill, Treasurer.

The students toured the Wastewater Treatment Plant, Mishawaka Police Department, Central Services Division (Street Dept.), Planning Department and toured the Mishawaka Lippert Plant and local non-for-profit, Hello Gorgeous.
A newly formed group this year was the Executive Committee consisting of all High School Seniors and 3rd year members of the MYAC: Abraham Cannon and Alicia Katzelis from MHS; John Tordi and Libby Voor from Marian High School. This Executive Committee formed to apply for a grant with the Indiana Housing and Community Development Authority (IHCDA) known as the My Vision, My Community program (MCMV). MCMV is a youth planning partnership between the Indiana Housing and Community Development Authority (IHCDA) and IUPUI School of Public and Environmental Affairs graduate program. The program, in its sixth year, was developed with the belief that young people in Indiana should not have to leave their hometowns to achieve their dreams. Previous participating groups have developed community vision plans that laid the groundwork for student entrepreneurship opportunities, community gardens, bike-share programs, farmer's markets, and other programs students wanted to see brought to their hometown.

The Executive Committee began working on this initiative and were chosen to participate along with the communities of Hobart, Jasper, North Putnam, and Versailles. They would receive a $5,000 grant to use toward their project. Well, this group thought “big” and came up with some great ideas but the one that they stuck with was a Giant Outdoor Board Game Park.

They began researching games and thinking about locations to put the giant game boards and soon realized that this project was going to cost more than their initial grant and the location by the Ball Band Biergarten in downtown would not be ready for several years. Two things they would have to are raise additional funds for their project, and work with Mayor Wood to find a new location.

In January of 2020, the group applied for an Excellence in Youth Leadership Award with the Aim Youth Council Network and in February, along with Mayor Wood, attended the workshop at Franklin College where the award would be presented. Much to their delight, the MYAC won the award, and this would be another $5,000 that
they could use for their project. Mayor Wood became so impressed with the work that this group was doing, he decided to include the entire Youth Council to renovate an existing park: Hums Park.

Located at 3100 Harrison Road, Hums Park is one of the few parks heavily used by our teen population. Currently it has basketball, a football field, youth playground area, a sand volleyball pit, and a small shelter/restroom facility. The Mayor was giving the group an empty canvas: a park with 6.77 acres and a budget of $150,000 plus their $10,000 to work with. As one Executive Committee Member said, “What an opportunity to leave a lasting mark on the city we value so greatly.”

The Youth Council was divided into committees: Site Committee, Amenities Committee, Budget Committee, Marketing Committee, and lastly a Crowd-Funding Committee, in case they would need to pursue additional funding for this project. The groups worked hard with different City of Mishawaka Departments over the next few months deciding what equipment would go into the park, how it would all fit together, and how much money they had to spend. Needless to say, they hit it out of the park and did a total redesign of the park. Unfortunately, many of these MYAC members moved on to college and the final pieces of the park were completed by the 2020-2021 members. What started with the MYAC in 2019 will come to fruition in 2021 with a proposed ribbon-cutting ceremony in April.

Following are the details for the new park:

**New Name:** The park will be renamed but that information has not been divulged and will be announced at the ribbon cutting ceremony.

**Amenities/Layout of the Park:** Cement cornhole boards, cement ping pong table, cement checkers/chess tables, gaga pit, a new pavilion, walking/bike path around the entire park, widening and resurfacing of the parking lot, resurfacing of the basketball court, new youth playground equipment and a Ninja Warrior Course; a first of its kind in our area. The students also repainted the existing pavilion and restrooms and are adding a Hammock Comfort Station. This is an area where you can bring your own hammock, hang-out with friends and study or simply relax and unwind. Anywhere you travel, you see teenagers and young adults using the nearest trees, poles, wherever it will work to hang their hammock! The group did have to complete a Patronicity Campaign for the Hammock Comfort Station, and all of the funds raised ($7,500) were 100% matched by Patronicity.

The students were able to volunteer for many things prior to March, but once March of 2020 hit; volunteer opportunities came to a standstill. Their April meeting was cancelled, May meeting done virtually by Webex, but the group was still able to meet in June for a final meeting and picnic at the Ball Band Biergarten. Here the graduating seniors were honored with small mementos of their time in the MYAC, and the Executive Committee was given medals for their Leadership and vision of the Hums Park Project. It was another successful year for the students of the Mayor Dave Wood Youth Advisory Council.
Proclamations

Each year Mayor Wood is called upon to honor notable events and occasions with Proclamations.

Following are the 2020 Mayoral Proclamations:

City of Mishawaka Retirements

- Mary Ellen Hazen, Deputy City Clerk, 33 years 03/24/2020
- Becky Cockey, Central Services, 35 years 05/29/2020
- John Francis, Sewer Department, 28 years 06/26/2020
- Tim Maust, Mishawaka Utilities, Electric Division, 41 years 06/30/2020
- Terry Hogman, Engineering Department, 32 years 12/10/2020

Other Notable Proclamations

- Farmworkers Awareness Week 03/23/2020
- Arbor Day 04/24/2020
- National Day of Prayer 05/07/2020
- Relay for Life, St. Joseph County, 25 years 05/30/2020
- Stryker-Liker Day, Ron Stryker, Bear 103.9 09/25/2020
- Mary Weber Retirement from Nursing, 42 years 10/23/2020
- Salvation Army Day 12/15/2020
City Clerk
Deborah S. Block, City Clerk, IAMC, MMC
Raven S. Boston, Chief Deputy Clerk
Michael Hixenbaugh, Deputy Clerk

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.

With the Pandemic of 2020 we would like to acknowledge the City of Mishawaka IT Staff led by Patrick Stokes and assisted by Phillip Stokes for working closely with the Clerk’s Office, Council President Gregg Hixenbaugh and Nicholas Ramirez, Jr. the Coordinator for Michiana Access TV to make our Council Meetings available to the public and those doing business with the Council. Because of their work we were able to make our Council meetings available in a secure and transparent manner on WebEx and on the City of Mishawaka Facebook page along with the Michiana Access TV/WNIT Facebook page.

In a year of uncertainty, we have learned to adapt and continue to provide professional services to the public and we are grateful to all who stepped up to make sure that this happened. Thank you all!

Conducting the Legislative Business of the City

During 2020 the City Clerk’s Office and Council handled the legislative business of the City which included:

<table>
<thead>
<tr>
<th>Ordinances</th>
<th>2020 REPORT</th>
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<tbody>
<tr>
<td>Proposed Ordinances</td>
<td>49</td>
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<tr>
<td>Ordinances Enacted</td>
<td>48</td>
</tr>
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<table>
<thead>
<tr>
<th>Resolutions</th>
<th>2020 REPORT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resolutions</td>
<td>26</td>
</tr>
<tr>
<td>Carried over from 2019</td>
<td>0</td>
</tr>
<tr>
<td>Resolutions passed</td>
<td>25</td>
</tr>
<tr>
<td>Withdrawed</td>
<td>0</td>
</tr>
<tr>
<td>Failed</td>
<td>1</td>
</tr>
<tr>
<td>Honoring Individuals or Schools</td>
<td>2</td>
</tr>
</tbody>
</table>
Ordinance Violations Bureau

The Ordinance Violation Department collected $7,487.86 in citations during 2020:

- Code Enforcement Citations $1,150.00
- Animal Citations $150.00
- Police Citations $325.00
- Police False Alarms $1,125.00
- Fire Prevention Citations -0-
- Planning Code Violations $350.00
- Krisor & Associates $4,387.86

Once again in 2020 most of these fines were initiated by 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 citations for the Ordinance Violation Bureau. $4,387.86 was collected by Krisor and turned over to the City in 2020.

Clerk Block would like to acknowledge Chief Deputy Clerk Raven Boston and Deputy 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 to help our Citizens 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
- Issuing various licenses and permits
- Authorizing and directing all investments

In 2020, our circuit breaker losses were their highest at $7.7 million, an increase of $1.9 million over the previous year. We were not surprised by the increase as state law required that in 2020 the property tax caps lower from 1.5% / 2.5% / 3.5% to 1% / 2% / 3%, also known as the fiscal cliff.

<table>
<thead>
<tr>
<th>General Fund Balance</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
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<tr>
<td></td>
<td>$6,392,197</td>
<td>$9,851,063</td>
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<table>
<thead>
<tr>
<th>Tax Rate History</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
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<tr>
<td></td>
<td>$1.999</td>
<td>$2.0516</td>
<td>$2.0701</td>
<td>$2.0226</td>
</tr>
<tr>
<td>+0.07%</td>
<td>+0.026%</td>
<td>+0.009%</td>
<td>+0.023%</td>
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</tr>
</tbody>
</table>

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<thead>
<tr>
<th>Assessed Value History</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
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<tbody>
<tr>
<td>$1,391,035,674</td>
<td>$1,409,003,003</td>
<td>$1,443,063,119</td>
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</tr>
<tr>
<td>+3.68%</td>
<td>+1.30%</td>
<td>+2.4%</td>
<td>+5.9%</td>
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</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Budget Book Totals – Civil City</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>$50,545,983</td>
<td>$52,847,785</td>
<td>$55,749,918</td>
<td>$56,284,765</td>
<td></td>
</tr>
<tr>
<td>-4.5%</td>
<td>+4.5%</td>
<td>+5.5%</td>
<td>+1%</td>
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</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Wage Increases – Civilians</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
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</thead>
<tbody>
<tr>
<td>1.0% + $500</td>
<td>1.5% + $500</td>
<td>3.0%</td>
<td>1.5% + $500</td>
<td></td>
</tr>
</tbody>
</table>
While we weathered those losses, the pandemic has brought a new set of obstacles in local government revenue and that involves income tax. Our capital project and public safety funds rely on income tax to support these funds.

When people are out of work the City sees reductions in this revenue which are expected to impact the City in 2022 and 2023. While the pandemic created many challenges for local government there was a silver lining. Hiring and certain spending was slowed, and the City received $1.6 million from the State for relief. These unexpected budget items helped increase our General Fund balance. This increase will be used to offset our expected income tax losses in the next few years.

In addition to the challenges of the fiscal cliff and income tax losses, Dark Store legislation has allowed large box stores to appeal their assessed value based on like stores that are empty (dark). The 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.
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 stays up-to-date on any legislative changes that would affect our fiscal health.

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.
The essential function of the Legal Department is to manage the legal affairs of the City of Mishawaka. That includes providing legal advice to the officers, departments, boards, commissions and other agencies of the City.

The Legal 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; it counsels department heads on employment issues; reviews contracts; drafts ordinances; reviews contracts; and promptly commences all proceedings necessary to or advisable for the protection or enforcement of the rights of the City and the public.

The Legal Department’s ongoing efforts to protect taxpayer dollars includes defending the City in lawsuits and other legal matters. The Legal Department also works to minimize the City’s exposure from future lawsuits and manages ongoing litigation.

In the past year the Legal Department assisted the City administration in dealing with the COVID 19 pandemic, by providing advice on compliance with Federal, State and local laws pertaining to the pandemic as well as obtaining reimbursements for mitigation expenses incurred. In addition, the Legal Department provided advice to the City in connection with activities such as: negotiation of collective bargaining agreements; renewal of the solid waste disposal contract; the interlocal agreement for the extension of the Riverwalk over the Cedar Street bridge; and environmental issues related to the City’s efforts to comply with Federal EPA requirements.
Human Resources
Susan Kile, Director
Dawn Krop, Assistant Director
Josh Callander, Safety 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.

Workforce

In 2020, Human Resources received 567 applications for employment and hired 9, bringing the total workforce to 491. Seasonal employment increased the total by 80 in our Parks and Central Services departments. The workforce was reduced by 27 separations, including 20 retirements. Several key positions were filled through promotions and new hires.

Activate Health Clinic

In 2020, the City of Mishawaka Activate Health Clinic saw tremendous participation from City employees and their spouses. Among the clinic’s 6,119 appointments, 89% of employees and 84% of insured employee spouses visited the clinic at least once in 2020. 9,619 prescriptions were filled on-site at no charge to employees. The clinic has added new procedures which are improving efficiency, the health of our workforce and helping maintain the City’s health insurance costs at reasonable levels.

COVID Response

HR and Safety along with the COVID Taskforce helped lead the City’s 2020 COVID response. We held meetings and established consistent communication with each department to discuss CDC guidelines, sick leave policy and quarantine safety. We coordinated COVID signage in all departments to insure consistent messaging. We consulted with all departments to help with shift changes, work from home policies and overall department density issues. We worked with the City of Mishawaka Health Clinic to establish drive-thru COVID testing. With COVID relief funds, the city purchased a COVID rapid testing machine which gives results within 1 hour. The clinic performed 545 COVID tests on city employees.

Safety Department

Over the years, employee safety has become an increasingly important priority for the City of Mishawaka. Through continued awareness and education, we have strived to maintain a safe working environment free of recognized occupational hazards. 2020 was a good year for safety despite the difficult circumstances. The workers’ compensation loss ratio of 26.2% was the third lowest on record. Outside of the COVID work-related illnesses, there were only 15 work-related injuries. It has been more than 11 years since anyone at City Hall has missed any time due to a work-related injury. Additionally, the MU Business Office eclipsed the 6-year mark, while the Wastewater Department surpassed 4 straight years. For the second straight year, both the Electric and Sewer Departments recorded zero injuries. The Police Department also achieved significant
improvement throughout the course of the year. The City Safety Committee, consisting of departmental representatives, will begin its 14th consecutive year of meeting to discuss safety enhancement and saw particularly positive trending in 2020 with various implementation procedures. 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.
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 and testing, security monitoring and video surveillance systems. This past year we added public safety and departmental radio systems oversight as well. Some of the specific duties include network administration, website maintenance, social media presence, computer repairs and upgrades, along with resolving a multitude of miscellaneous technical issues and problems.

Over the past two years and into 2021, the Mishawaka IT Department has undertaken and completed the largest IT-related project in its history – a replacement and upgrade of the entire citywide networking infrastructure. This involves replacing network hardware at every city-owned site throughout Mishawaka, upgrading existing cabling and endpoint hardware, and ensuring the end-of-life equipment around the city has been replaced with state-of-the-art technology that will serve Mishawaka far into the future. Part of the network infrastructure upgrade also includes network security features, such as isolation of rogue internet traffic-generating devices and providing end-to-end encryption of all city traffic on our network. We have also implemented new two-factor authentication around the city. This provides additional security, which helps with shielding against some of the malicious malware and crypto-locking issues other cities have experienced all over the country.

This year, the IT Department will continue focusing on safety and security as a top priority by continuing to implement more advanced security measures. With many park renovations completed and more to come, cameras continue to be a major focus for Mishawaka, as it will continue to enhance the protection of city property, employees, and the citizens of Mishawaka. Central Park, Mary Gibbard Park, Battell Park, and Beutter Park are just a few of the areas that are benefiting from new and expanded coverage along with adding public Wi-Fi to some parks, adding future park locations in the near future.

These are only a few of the larger projects the IT Department has in the works for this year. As the City of Mishawaka continues to grow and expand, the IT Department strives to keep up-to-date with the latest technology and software to bring the city employees the most secure workplace possible.
Central Services
Tim Ryan, Director

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

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; in 2020 we removed 4,076 cubic yards of debris from city streets. Spring street maintenance also includes pothole repair which generally keeps 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 did not 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 2020 season, we removed 8,775 cubic yards of leaves from residential homes.

Once leaf pick-up is completed, we gear up for the winter months. With 360 lane miles of roadway, snow removal is one of the most important tasks we perform. Utilizing 11 main-line plow trucks and 3 Anti-Icing Units along with various other types of equipment. Our goal is to have all the streets cleared 24-36 hours after the snow has stopped.

Traffic Department

The Mishawaka Traffic Department completed 1,405 tasks in 2020 These tasks consisted of sign repairs, new sign 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 breakdown for special events within the City.

During the winter months, we remove snow from 19 miles of sidewalks. These areas include the Riverwalk, all city-owned property, Business Offices, sidewalks on bridges and all other walkways adjacent to city-owned property.

**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.

**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 2020, Fleet Maintenance recorded 970 repairs at a cost of $281,042.56. The City of Mishawaka also used 186,222 gallons of unleaded gas and 84,239 gallons of diesel fuel at total cost of $367,218.
Engineering Department
Christine Jamrose, PE, City Engineer, Director of Engineering

2020 was a year like no other due to a global pandemic (COVID-19), which required us to learn new ways to navigate public issues and continue the services our citizens rely on. The Engineering Department takes our duty to serve Mishawaka’s residents, businesses, and property owners incredibly seriously and is always looking for smart, long-term investments in infrastructure and technology. We are 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 for conformance with current engineering standards and specifications. The Department also manages the MS4 program, citywide GIS, address assignments, traffic signal system, traffic cameras, right of way records, and as-built record drawings for locating right of way infrastructure, such as the City fiber optic system and the sanitary and storm sewer systems.

Engineering Staff

The Engineering Department staff includes the City Engineer/Director of Engineering, Assistant Director of Engineering, Construction Manager, Project Manager, Traffic Manager, MS4 Coordinator, Project Coordinator, Office Manager, Locate/Permit Coordinator, GIS Manager, and GIS Coordinator.

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 programs, Municipal Wastewater and Sewer Departments’ funding, and Tax Increment Financing (TIF) District. She manages development of construction plans and specifications for public bidding and construction of public works projects.

The Director also 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 & Member, City of Mishawaka Plan Commission
- Technical Advisor & Member, City of Mishawaka Traffic Commission
- Member of the Transportation Technical Advisory Committee (TTAC), Michiana Area Council of Governments (MACOG)
- INDOT Certified LPA Employee of Record for Federal Highway Funded Projects

The Assistant Director of Engineering continues to be responsible for reviewing site plans, subdivisions, variances, rezoning, and annexations for private developments to ensure conformance with current engineering standards and specifications including stormwater management, site access, sanitary sewer connections, erosion and sediment control, and overall plan conformity. Additional responsibilities include assisting consultant engineers with design of various public works projects; reviewing construction plans and specifications for improvements of streets, sewers, and drainage; and tracking required project documentation such as permits, testing reports, inspections, material tickets, bonds, and as-built drawings for infrastructure to be perpetually maintained by the City.
The Assistant Director of Engineering also serves as the City’s representative on the following committees:

- Member of the Michiana Stormwater Partnership
- Proxy member for the Mayor on the St. Joseph River Basin Commission
- Representative on the Juday Creek Task Force

The Construction Manager oversees City construction projects within the Tax Increment Financing (TIF) District to ensure compliance with construction documents and addresses construction concerns reported by the public. After 32 years of dedicated service with the City sharing his extensive knowledge of heavy highway construction, Terry Hogman, our Construction Manager, elected to retire in December 2020.

The Project Manager is responsible for overseeing smaller public works projects, the curb and sidewalk program, and the summer street paving program, assigning City addresses in conjunction with the 911 emergency system, and troubleshooting citizen complaints. The Project Manager also shares responsibility with the Project Coordinator for the Department’s purchase orders and processing of invoices 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 preemption system and 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 installation of traffic signs and markings.

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 the backup 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 performing 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 systems 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 this workload remains a priority to assess the need for potential reconfiguration of responsibilities.

The GIS Manager is responsible for managing the overall citywide GIS technology. This includes maintaining all aspects of the GIS software such as installations, upgrades, applications, and technical support for all City employees utilizing GIS. The GIS Manager also manages the GIS data servers; administers databases on those servers; assists in interfacing primary GIS software with other software systems; and maintains all base map layers including aerial photography, building outlines, road edges, hydrology, streets, addresses, business locations, and other data layers.

The GIS Coordinator supports the GIS Manager with many aspects of the overall citywide GIS technology including assisting with maintaining all base map layers, providing and maintaining online web-based maps available to the public or for City internal use, creating mobile map applications for field editing on mobile devices, and performing other related tasks. The GIS Coordinator also maintains the GIS data and map layers of the water distribution system for the Mishawaka Utilities Water Division.

**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, sanitary sewer lateral connections, storm sewers, fiber optic interconnects, traffic signal control systems, and the ChoiceLight (previously Metronet) shared conduit system. In 2020 over 10,500 locate tickets were processed, resulting in over 3,100 sites which required underground facilities to be located. When these locates are required for an ongoing project, remarking of the facilities is required every 3 weeks.

The Department also provides technical assistance to other City departments as needed. In 2020, Engineering staff provided assistance to the Parks Department for improvements at Twin Branch Park and Hums Park. Construction services were provided at Twin Branch Park for installation of a prefabricated...
restroom building, two pavilions, pickleball courts, basketball courts, ping pong tables, underground utility work, and sidewalks. Design and construction services were provided at Hums Park for park layout, parking lot improvements, and sidewalk and curb installation. In 2021 Engineering will provide assistance with improvements at Central Park and Temple Park.

**Excavation Permits and Sanitary Sewer Connections for 2020**

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 City public rights of way to ensure protection of the motoring public and the existing infrastructure as well as ensuring proper restoration of 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 2020, Engineering issued 778 Excavation Permits generating $12,410 in fees for all categories of excavation, such as telephone, cable, gas, electric, fiber optic, boring, street, sewer, water, and irrigation. This is a decrease in fees from 2019 when $13,800 was collected from 500 Excavation Permits. In addition, there were 201 Sanitary Sewer Connection and Inspection Permits issued in 2020 that totaled $152,394 compared to $205,900 collected from 160 sewer permits in 2019. Though there was a decrease in funds collected there was a marked increase in issued permits for 2020, which is directly related to the pace of private property development.

**Sewer Insurance Program**

The Engineering Department maintains all sewer records and provides administrative assistance of 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, the owner pays the $250 deductible fee for an owner-occupied home or the $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 has been $1.50 per month since 2008, but in March 2019, it was increased to $2.20 per month to cover the rising costs of repairs.

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 2020 totaled $342,130.36 with expenses of $280,502.04. In 2020, the Sewer Maintenance Department received 205 complaints of sewer lateral issues where 64 residents signed up for the Sewer Insurance Program. Of the 64 residents, there were 59 residential contractor repairs performed with an ending balance in the fund of $72,757.36. The costs for the sewer lateral repairs ranged from $225 to $18,225.
Review of Commercial, Industrial, and Residential Developments in 2020

The City continued to experience steady growth of proposed commercial property and residential developments. One of the larger examples of this growth is the continued development along the Main Street corridor between Edison Lakes Parkway and Douglas Road. Main Street Commons is a three-lot commercial development fronting Main Street between Portillo’s and Qdoba. This development includes a new Raising Canes Chicken Fingers restaurant (5212 N. Main Street), which hosted its grand opening in December. Also within this development is a new Mission BBQ restaurant (5230 N. Main Street) slated to open in the first quarter of 2021. The remaining lot is yet to be developed, but preliminary plans include an office building planned for construction in the near future.

Other major site development projects approved and constructed in 2020 were Bethel University’s new Athletic Training Center (705 W. Lowell Avenue) located at the southeast corner of Clay Street and Lowell Avenue, Inova Federal Credit Union (605 E. University Drive) located in front of Costco, new parking lot configuration at Mishawaka High School (1202 Lincolnway East), and Murphy Rice, LLP law office (303 W. First Street) located at the southwest corner of First Street and Spring Street.

Some other major site development projects that were approved, and likely to start construction in 2021, include John’s Auto Spa which is located at the old Rally’s site at the northwest corner of McKinley Avenue and Grape Road, a new Taco Bell located on Bremen Highway at Meijer Drive, and TMJ & Sleep Centre, which is relocating to a new site on the west side of Fir Road north of Cleveland Road.

Residential subdivisions continued to be developed with new home builds in Reverewood Estates, Savannah Pass at the Forest, and The Fields at Highland. Construction plans were also approved for a new residential subdivision south of Ridgemont Crossing at the northeast corner of Dragoon Trail and Fir Road. This subdivision, Clover Valley, will provide an additional 79 homes with larger lots (approximately 0.5 acre). The developer plans to start construction of the infrastructure in spring 2021.

MS4 (Municipal Separate Storm Sewer System)

During 2020, staff continued to monitor potential changes to the Rule 13 permitting process. A change to the general permit has been discussed and has moved to the draft comment stage. When the final rule is adopted, we anticipate changes to the City’s MS4 Program, including the potential for revised permit requirements.

The City is preparing for potential audits of the program in spring 2021. IDEM may audit the Public Education and Outreach, Illicit Discharge Detection and Elimination, and Municipal Housekeeping programs within the MS4 Program.

The City, through its consultant, has continued to update its 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 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 (EPA National Pollutant Discharge Elimination System). At the end of 2019, the MSP agreed to a redesign of the existing MSP signage displayed at stream crossings throughout St. Joseph County. The new design and materials should minimize the fading that was evident in the original signs. The Mishawaka Sign Shop will print and replace the signs during 2021.

The City’s NPDES permit (5-year term) was renewed for a fourth time in 2019. Program efforts throughout 2021 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 summer 2010, which established maintenance requirements and provided a regulatory framework for recovering costs incurred by the City to deal with problem facilities. The program is evaluated at the end of each calendar year to develop upgrades or modifications for implementation the following year. In a continued effort to educate restaurant operators about the City’s expectations, the Wastewater, Sewer, and Engineering staff updated and printed an educational pamphlet for distribution with the January 2021 restaurant license renewal.

**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 and clearly, the traffic signs are consistently displayed, and the City’s rights of way are clear of obstructions. The following bullets detail some of these efforts during 2020.

**Traffic Signals**

- 64 intersections with traffic signals. All traffic signal 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.
- 88 general traffic signal and luminaire maintenance repairs were completed
- 14 school warning devices
2 intersections with four-way red flashers
1 intersection with yellow warning flashers
6 solar speed limit warning signs
21 traffic cameras

Traffic Signage, Pavement Markings, and Dumpster Permits

- 46 work orders issued for traffic 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
- 6 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
- 25 on-street disabled parking spaces were removed since they were no longer needed
- General repairs and maintenance of guardrail
- 74 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 received for additional four-way stops, time limited parking, or restricted parking 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 2020, the City received a formal request requiring consideration by the Traffic Commission to establish no overnight parking in the developing mixed-use district near Beutter Park.

No overnight parking was added along both sides of the following streets:

- Ironworks Avenue from Hill Street to Mill Street
- Front Street from West Street to Mill Street
- First Street from West Street to Mill Street
- Mill Street from Ironworks Avenue to First Street
- Hill Street from the river to First Street

GIS (Geographic Information Systems)

Geographic Information Systems, or GIS, is a computer technology that uses data in relation to location and smart mapping technology. It is estimated that 80-90 percent of all information kept by local governments has geographic a 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 City Departments; processes work performed in the field; maintains 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 map 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 16 online web maps available to the public and an additional 13 online web maps for internal City use. 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 City 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.

The GIS staff installs GIS software and troubleshoots issues on all internal workstations, assist individual Department GIS editors with various issues, and collaborate with all City Departments to improve their mapping capabilities.

**Construction Projects**

Engineering is responsible for plan development and construction management of public works projects. These construction projects are funded from several sources. In 2020 projects under construction were funded with Wastewater bond revenues, Tax Increment Financing (TIF), Cumulative Sewer, Community Crossings Matching Grant (CCMG) Program, Redevelopment Community Development Block Grant (CDBG), Local Motor Vehicle Highway, Local Road and Street, Sewer Maintenance, and INDOT/FHWA Funds. Construction completed in 2020 totaled approximately $9.9 million. Specific details of the 2020 construction projects are highlighted in the following sections. In addition, projects that were in the design and land/easement acquisition phases during 2020 are also discussed with intent of future construction.

**TIF Construction Projects**

*East Race Improvements, Phase I*

Mishawaka takes pride in its ability to partner with developers and this year, that focus continues to facilitate the revitalization of the central business district (CBD). Specifically, the island east of Main Street between the St. Joseph River and the River Race formerly used for industry has drawn
the interest of a hotel and conference developer. In order to prepare the previously industrialized land for redevelopment, the City entered into a development agreement committing to utility improvements, raceway reconstruction, and modified street configurations.

In early 2020 the first phase was designed and bid in the fall. The project is named the East Race Improvement Project because it is the raceway east of Main Street. Water, sanitary sewer, storm sewer, and gas utilities are being extended to the island and the work includes reconfiguring the race to create additional land for development. The challenge is to balance the existing water features west of Main Street with the need for land. We will enclose a portion of the raceway underground via 60-inch carrier pipe to continue to supply Beutter Park with ample racewater for the falls and construct a control structure at the new headworks location 520 feet east of Main Street. This project is expected to be complete in early 2021 with an estimated City investment of $2 million. Future phases, including parking, a water feature, and Riverwalk improvements, will progress as details of future private development become known.

2020 TIF Design and Study Projects

_Cedar Street from Mishawaka Avenue to Edgewater Drive_

Cedar Street was originally Phase III of the Mishawaka Avenue area improvement projects, which the design progressed to 95% complete in 2016. The project is impacted by the adjacent Cedar Street Central Service Facility rehabilitation. The City facility was demolished in 2017, and in 2019 the brownfield requirements and associated process slowed. This project was planned for construction after the rehabilitation of the City facility was complete; however, due to coordination with the upcoming improvements to the Riverwalk and Cedar Street Bridge funded through Federal Aid in 2023, this project will now be constructed in 2021 to facilitate maintenance of traffic for area residents during the bridge reconstruction. This Cedar Street project from Edgewater Drive to Mishawaka Avenue will be Phase I of improvements to Cedar Street and will include separation of the sanitary and storm sewer; reconstruction of the street, curb, and sidewalk; replacement of sanitary sewer laterals and water services; installation of digital solar speed signs; installation of decorative street lighting; and relocation of all aerial utilities to underground. The anticipated City investment is $2.1 million.

_Bendix Pond / Beiger Street / Byrkit Avenue Storm Drainage Study_

A storm drainage study for the area bounded by Byrkit Avenue, Twelfth Street, Downey Avenue, and the Norfolk Southern railroad, which includes Bendix Pond and its outfall system, Beiger Street, and Byrkit Avenue, was substantially complete in 2019. Bendix Pond receives water from the Laing Ditch watershed and outlets into the Roosevelt Avenue storm sewer, which discharges into the St. Joseph River. During extreme wet weather events, water surface elevations within
Bendix Pond can cause flooding of the adjacent properties. Beiger Street and Byrkit Avenue are currently served by an existing combined sewer system. The existing 60-inch combined sewer in Byrkit Avenue is in the final two phases of being converted to a storm sewer as part of the original Linden Area Long Term Control Plan. Improvement of the Beiger Street corridor from Twelfth Street to the railroad is planned pending funding. The study evaluated options for drainage improvements to address the stormwater needs of the area. In 2020, the study progressed multiple scenarios utilizing the generated stormwater model confirming system capacity of an economic option to provide conveyance of Bendix Pond overflow and Beiger Street storm drainage to the converted Byrkit Avenue storm sewer. The study recommendations will be finalized in 2021.

Traffic Signal Interconnect Study (Main/Church Street from Fourth Street to Broadway)

In conjunction with the raceway reconstruction and associated redevelopment of the island, the new developments in the central business district west of Main Street, and the continued interest in the area shown by developers, a traffic study that included generating a computer traffic model of the City system was conducted during 2019 for the Main/Church Street corridor. Consideration was given to two scenarios with the goal of successfully moving the north-south through traffic while still allowing the local traffic to exit/enter the corridor safely. The limits of the model were Fourth Street on the south and Broadway on the north. Both scenarios modeled adding a traffic signal at the intersection of Front Street and Main Street. The first scenario modeled the effects of the new traffic signal without making any changes to the current corridor configuration. The second scenario considered the effects of the new traffic signal in addition to making three changes to the current configuration: removing the traffic signal at the intersection of Church Street and Main Street, reconfiguring the center medians on Main Street and Church Street to prohibit left turns (except for northbound traffic on Church Street) due to the removal of the traffic signal, and replacing the traffic signal at the intersection of Main Street and First Street with an all-way stop. Interestingly, the modeling shows that both scenarios would be equally successful in the short term. The second scenario shows better success in the long term. However, with the proposed repurposed use of the Liberty Mutual building, the area considered was expanded in 2020 and remodeled with the additional parameters.

The expanded area of consideration confirmed a new traffic signal at the Front Street and Main Street intersection will be warranted and the existing traffic signal at the First Street and Main Street intersection should be replaced with all-way stop signs. The traffic signal at the Main and Church Streets intersection can remain with the addition of turn lanes, which will facilitate the complete clearing of platoon traffic. Pedestrian traffic will also be improved with enhancements to the landscape islands, sidewalks, and pathways. Traffic model findings were to be presented to the public in 2020; however, these plans were unfortunately cancelled due to the COVID-19 pandemic. In lieu of a public informational meeting, the City’s January 2021 Communicator highlighted the most significant changes this project will bring to the City’s downtown Main/Church corridor. Engineering design and bid of this project is planned for 2021 with completion anticipated in 2022.

Various Sites in Downtown Mishawaka (bounded by Main St., Lincolnway, West St., and the river)

As part of a masterplan to create a vibrant downtown, First and Hill Streets widening design was completed in 2020 with improved parking areas, pathways, and beautification. It will include streetscape similar to the parking areas around The Mill and facilitate the transformation of the
formerly vacant properties in the area into inviting residential and commercial spaces. Downtown parking spaces in this area will increase from 41 to 84. The improvements will increase the number of designated ADA parking spaces as well as updating the existing sidewalk curb ramps at intersections. A few parcel acquisitions were initiated in fall 2020, and once complete, construction could commence as early as fall 2021. Widened walkways, improved lighting, and a boulevard-feel will serve residents, business owners, and downtown visitors alike with construction investment estimated to be $1.1 million.

**Niles Avenue Reconstruction**

At a neighborhood public meeting in fall 2019, the City received public comment regarding desired features for the future Crawford Park improvements, which included a resounding request for better on-street parking for Niles Avenue. As the current LTCP project neared completion in Crawford Park in 2020 and the proposed park features were more clearly defined, it became apparent that we could move the Niles Avenue improvements forward into the 2021 construction season.

The Niles Avenue Reconstruction project was designed in summer 2020 and bid with award in late fall 2020. The project will include full depth pavement replacement of Niles Avenue between Mishawaka Avenue and Homewood Avenue, new storm sewer and water main, sanitary and water lateral replacement, sidewalk, concrete curb, and raised pedestrian crossings at intersections. The project will improve pedestrian access with the construction of an 8-foot-wide pathway on the west side of Niles Avenue. On-street parking improvements will include the construction of designated parking lanes on both sides of Niles Avenue as well as a parking lane intended for buses on the north side of Joseph Street. The project will also include resurfacing of Niles Avenue between Homewood Avenue and Lincolnway East, Linden Avenue between Niles Avenue and Indiana Avenue, and the north-south alley east of Niles Avenue between Linden Avenue and Homewood Avenue. Project construction will begin early spring 2021 with scheduled completion in fall 2021 with an estimated City investment of $1.2 million.

**City Hall Campus Project**

The transformation of the Liberty Mutual building into the new City Municipal Services building is ongoing. During 2020, the improvements for the existing parking areas were defined to incorporate a pedestrian friendly park-like component, which will provide views from the St. Joseph River to the historic St. Joseph Catholic Church steeple; a police memorial; improvements to the large parking lot accessed from Spring Street; a raised open cafe seating area; and a new plaza entrance to the City Municipal Services building from Lincolnway West. As campus development progresses in 2021, it is anticipated to include street lighting, ADA on-street parking, and pedestrian improvements to adjacent Main Street, First Street, Spring Street, and Lincolnway West. Parking lot and street improvements are anticipated to begin in fall 2021 for completion in 2022.
Public Works Projects

Community Crossings Matching Grant

The City was awarded a $427,150 matching grant from the State’s Community Crossings Match Grant program in the second project call of 2019, which the City utilized during the 2020 construction season. The funding was specifically for repair of concrete curb and patch, mill, and overlay of Grape Road from Indian Ridge Boulevard to State Road 23/Cleveland Road and University Drive from Grape Road to Main Street. University Drive including the Grape Road intersection was robustly milled removing 4 inches, full depth patching at various locations, and resurfaced with 2.5 inches of asphalt binder and 1.5 inches of asphalt surface. The balance of Grape Road was milled 2 inches and resurfaced including full depth patching as required throughout the project limits. Damaged curb was replaced and inlets repaired as required. New grooved inlaid wet dry bead thermoplastic pavement markings were installed. This project was completed in 2020 with a City investment of $500,000 for total CCMG Project cost of $927,150.

In conjunction with this project, a new sidewalk was installed along the south side of University Drive between Grape Road and Main Street, and a pedestrian crossing was installed at Grape Road and University Drive. New pedestrian signals were installed at the intersections of Grape Road and University Drive and Main Street and University Drive. These pedestrian improvements were funded by TIF with a total City investment of $530,000.

In October 2020, the City was awarded a $383,465 Community Crossings Matching Grant for the project call 2020-2 to be utilized in the 2021 construction season. These funds are specifically for repaving of three sections of Main Street (from Indian Ridge Boulevard south for 700 feet, Edison Road to Day Road, and Leyte Avenue to Ardennes Avenue) and Day Road, Edison Road, and Catalpa Drive from Grape Road to Main Street.

Summer Street Paving Program

The Pavement Surface Evaluation and Rating (PASER) system was updated in 2020, which is used in prioritizing street repairs and required to be completed in order to be eligible for the Community Crossings Matching Grant program. Due to COVID-19, the Summer Street Paving Program was severely reduced due to the uncertainty of the funding distributions to be received by the City. The Engineering Department was able to coordinate 7,600 linear feet of street milling and resurfacing of various streets. The pavement was milled from curb to curb to remove 1½ to 2
inches to retain as much curb exposure as possible, increase drainage, and wedge and level for a smoother surface. The City’s investment totaled $280,000.

**Alley Paving Program**

The 2020 Alley Paving Program surfaced five locations totaling 1,290 linear feet of alleys for an investment of $55,000. 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.

**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 by providing 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 122,530 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. This year a total of $83,000 was invested in neighborhoods on curb and sidewalk improvements.

**Curb and Sidewalk – Community Development Block Grant**

The Department of Redevelopment received a 2020 Federal Grant for curb and sidewalk improvements for increasing ADA compliance citywide and within the low to moderate income census tracts. With these funds, a project was bid as performance (design/build) to replace 5,690 linear feet of curb and non-compliant sidewalk to meet the current ADA standards and install new handicap ramps. The improvement included Campbell Street between Third Street and Fourth Street and Third Street between Merrifield Avenue and Laurel Street for a total investment of $304,000.

What COVID-19 took from us this year also presented an incredible opportunity to partner multiple City departments, programs, and funding sources to complete a full city block of improvements. In addition to the CDBG curb and sidewalk installations for Third Street, the Water Department replaced water service lines, the Wastewater contractor installed storm sewer and replaced sanitary sewer laterals, and the Summer Street Paving Program replaced the street.

**Charlotte - Fairmount Sewer Redirection**

The sanitary sewer main in Charlotte Street, where it crosses under the Canadian National railroad, was identified as severely deteriorated during routine inspection. Our typical methods of
rehabilitation using CIPP lining could not be executed due to the pipe changing sizes. These pipe size changes were in close proximity to the rails of the railroad making an open cut project to alleviate the pipe size changes impossible while maintaining rail service. After significant research, it was determined the best approach was to redirect the sanitary sewer main along Fairmount Avenue from Charlotte Street to Benton Street.

Although parts of the area had been improved during an emergency project in previous years, this sewer redirection project gave the City the opportunity to improve the entire right of way. Constructing street pavement, sidewalks, and ADA curb ramps; separating the storm sewer from the sanitary sewer; and replacing existing sewer laterals and water service lines totaled less than the cost of re-establishing the sewer main crossing under the railroad track. Because of the urgency, the project was also a collaboration of City Departments with funding from the Sewer Maintenance Department, Water Division, Cumulative Sewer Fund, and Wastewater Division. It was bid and completed in 2020. The City’s combined project investment was $420,000 plus $100,000 of paving through the Summer Street Program for a total City investment of $520,000.

**Public Works Design Project**

*Helen Avenue, Delorenzi Avenue, Fourth Street, and Third Street*

This project was initiated in fall 2020 and is intended to address storm drainage issues that have historically impacted Helen Avenue and Delorenzi Avenue at the intersections of Third Street as well as provide combined sewer separation, which is a component of the Linden Area LTCP. Improvements will include new storm sewers, curbs, and sidewalks as well as reconstructed streets, replacement of water service lines, and replacement of sanitary sewer laterals. Survey work was completed in 2020. Project design and the first phase of construction are scheduled for 2021 with an anticipated City investment of $2.4 million. Exhibit A shows the construction components, which will be completed as funds become available.

**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 per year in 2008 to less than one per year upon the original plan’s complete implementation. Improvements were previously completed at the Wastewater Treatment Plant expanding the capacity allowing attention to be directed to the collection system, which originally diverted 350 million gallons of combined sewer overflow (CSO) to the St. Joseph River during wet weather. Separation of stormwater from the sanitary sewer flows not only helps prevent overflows to the river, but it also reduces the amount of stormwater conveyed to the Wastewater Treatment Plant for processing, which saves the residents the cost of treating the stormwater. It also helps reduce individual backups during storm events. The City, with its official notice as of November 2017, began the intricate process of renegotiating the Consent Decree signed in 2014.
with the U.S. EPA, U.S. DOJ, and IDEM. The renegotiation continued through 2020, and we are hopeful that an agreement will be reached in 2021. The details of progress from the regulatory perspective are fully outlined within the Wastewater Division report.

The specific projects proposed as alternatives to the original Consent Decree and currently under the umbrella of renegotiation are affordable, achieve the proposed renegotiation level of control, protect the City’s interest regarding long-term growth, focus on neighborhood improvements, and ultimately meet the needs of the City’s citizens. The proposed alternative projects have Linden Area elements and northeast growth elements from the original Consent Decree, but also include the West Street Area and smaller conveyance elements. In good faith, the City continues to progress projects that are common in both the original and proposed alternative LTCP, which is now formally combined into one plan, the Sewer Separation and Neighborhood Revitalization Plan, as shown on Exhibit B.

**Linden Area**

The Linden Area sewer separation is an element of the original Long Term Control Plan (LTCP), which includes the area south of the St. Joseph River roughly bounded by Merrifield Avenue, Fourth Street, and Roosevelt Avenue. As part of the City’s ongoing efforts to reduce the amount of stormwater conveyed in combined sewers, the City studied the Linden Avenue combined trunk sewer area to develop a plan for a new storm trunk line and separation of the storm flows. The study area is bounded by the original LTCP area but was later expanded to include the area south of the Norfolk Southern railroad to Eighth Street between Byrkit Avenue and Campbell Street. This study led to development of plans for a trunk storm sewer crossing the Eberhart-Petro Golf Course to outfall in the St. Joseph River. There are several divisions to complete the entire system over the next several years. In addition to the storm sewer separations, all the projects will include rehabilitation or replacement of the existing main line sanitary sewer system, replacement of individual sewer laterals and water service lines, and removal and replacement of all surface improvements from back of walk to back of walk bringing all sidewalks into ADA compliance.

The projects began in 2016 with Division A – Phase I completing twin storm trunk pipelines across the golf course to the river. Divisions A – Phase II, B, and C were completed in 2017. Divisions N & P, along Byrkit from the railroad to Linden Avenue including the Lincolnway intersection, was one of the more challenging portions of the work and was constructed in 2018. This Division began the construction of a 30-inch/36-inch dedicated sanitary sewer line to facilitate the separation of the sanitary sewer flow from the combined lines including a bore and jack under Lincolnway for the new sanitary sewer. See Exhibit C for overall area and project phasing.
In 2020 construction on both Linden M – Phase 1A and Linden M – Phase 1B began. Linden M – Phase 1A separated flows on Fourth Street from Mason Street to Byrkit Avenue. It also continued the 36-inch sanitary sewer south including a jack & bore under the Norfolk Southern railroad tracks. The crossing under the tracks and pipe south of the tracks remain to be completed in 2021. Linden M – Phase 1B separates flow and improves Sixth Street, Bradford Court, and Fifth Street south of the railroad tracks.

Additionally, Linden M – Phase 1B also includes a diversion chamber at Linden and Indiana Avenues to divert flow away from Crawford Park to help prevent overflows in the park area, an element that was designed in concert with the 2019 and 2020 Crawford Park improvements. The construction at Linden and Indiana Avenues was completed in late fall 2020. The remainder of the construction is planned for 2021. Once Linden M – Phase 1B is complete, the existing large diameter (60-inch/66-inch) sewer, which continues south under the railroad, will become a dedicated storm sewer and is a pivotal point in the plan for future projects of the Linden Area and Twelfth Street Phase III. The total investment to date is $10.3 million. Division M – Phase 2 will provide storm and sanitary sewer systems and street improvements for the remainder of the neighborhood south of the railroad within the study area as shown on Exhibit D.

**Crawford Park Connector Sewer**

The Linden Area study also identified significant deficiencies in the conveyance system between Niles Avenue and the combined sewer overflow structures in Crawford Park, CSO 014 and CSO 015. As the efforts expanded in 2017 and 2018 to determine alternatives for the LTCP, a solution was determined for the overflows of the manhole within Crawford Park if the City were not held to the goal of zero overflows during the typical year.

This solution was to add a new parallel 72-inch sewer storage and conveyance through Crawford Park to the existing 48-inch and construct a relocated CSO 014 control structure while addressing the historic issues of both CSO 014 and 015. If the City is required to adhere to the goal of zero overflows, the 72-inch conveyance can be continued. Construction commenced in October 2019 starting with the relocation of CSO 014 and construction of two new concrete diversion structures. The construction continued into 2020 with the installation of new 30-inch and 72-inch sewer, and the replacement and rerouting of approximately 600 feet of existing 48-inch sewer within Crawford Park. Over 600 feet of new 18-inch forcemain was also installed for future use.
The project is tentatively scheduled to be completed in spring 2021. The estimated total City investment is $4 million.

**West Street Sewer System Improvements Phase III**

This project is a continuation of the storm sewer and infrastructure improvements defined in the 2013 West Street Master Plan and incorporated into the City’s Sewer Separation and Neighborhood Revitalization Plan shown on Exhibit B. The West Street Phase III area is expansive which requires it to be split into fundable project sizes as shown on Exhibit E.

West Street Phase IIIA was designed in 2020 and will reduce wet weather flow contribution to the existing combined sewer system resulting in minimized combined sewer overflows, which is a goal of the City’s Long Term Control Plan. This phase includes West Street from Sixth Street to Seventh Street, Wells Street from Fifth Street to Seventh Street, and Fifth Street and Sixth Street between West Street and Wells Street.

Improvements will include new storm sewer; roadway reconstruction including curb, gutter, and sidewalk; water main replacement as necessary; cured-in-place pipe rehabilitation of existing combined sewers; replacement of water service lines and sanitary lateral services; and intersection improvements at Spring Street and Sixth Street including upgrading of curb ramps.

Hardscape beautification consisting of curb extension bump outs at intersections, stamped concrete with adjacent ADA-compliant walkways, decorative lighting, and underground utilities will be incorporated along West Street to enhance the corridor for aesthetics and safety. Construction is scheduled to begin in spring 2021 with an anticipated City investment of $2.4 million.

**Wastewater Funds**

**Milburn Boulevard Area**

Providing construction funding is available, the remaining few blocks in the Milburn Area (Russell Avenue, Geyer Avenue, and Hubbard Avenue) have been designed to 95% complete plans in 2020 and are tentatively programmed for completion in 2022.
**2020 LPA Construction Project (20% Local Match)**

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

Construction began in April 2019 for this almost one-mile-long section of Twelfth Street which was widened from two lanes to three lanes including a continuous center left turn lane. Byrkit Avenue was also reconstructed from Twelfth Street to Eighth Street. In addition, new concrete curb and gutter, sidewalk, storm sewer, and street lighting were installed, and the traffic signal at Byrkit Avenue and Twelfth Street was upgraded.

Emergency vehicle preemption systems were installed for the traffic signals located at the intersections of Twelfth Street and Byrkit Avenue and Twelfth Street and State Road 331 (Capital Avenue). The street was fully opened to traffic by Thanksgiving Day 2019. Final pavement markings and additional site restoration was completed during the 2020 construction season. The project is currently waiting on final seeding to germinate and is tentatively scheduled to be completed in May 2021. The Twelfth Street Phase II construction is funded through the Federal Aid Program where 80% is funded by INDOT/FHWA and the remaining 20% is funded by a local match from the City. The estimated total investment is $6.2 million where the City’s match is $1.2 million.

**2020 LPA Design Project (20% Local Match)**

*Cedar Street Bridge Widening*

The City, with concurrence from St. Joseph County, plans to widen the Cedar Street Bridge over the St. Joseph River. The bridge widening will allow for the expansion of the Riverwalk across Cedar Street on the north side of the bridge and will serve as a connection between the Riverwalk on the north side of the river with the proposed Riverwalk along the south side of the river. In addition to the widening, the bridge rails will be replaced with bridge rails similar to the ones on the Logan Street and Mishawaka Avenue bridges. The bridge lighting will be replaced such that it is consistent with current City street lighting standards as well as provide accent lighting to improve the aesthetics of the bridge. The project will also make provisions for an overlook in the southwest corner of the bridge. Trail connections including a pedestrian actuated signal at the north end of the bridge will allow for the safe crossing of Cedar Street at Edgewater Drive.

The existing aerial utilities that currently cross the river at the bridge will be relocated within the bridge deck. The project has been coordinated with the Cedar Street Reconstruction project north of the bridge and the Riverwalk project south of the bridge to avoid conflicting work and redoing construction. As a result of that coordination, the eastern node of the Riverwalk has been incorporated into the bridge project. The construction portion of the project was awarded Federal Aid funding where 80% will be funded by INDOT/FHWA and the remaining 20% will be funded by a local match from the City. Currently bidding for construction is scheduled for October 2023 with an estimated total construction cost of $5.4 million.
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 to the City’s 20% funds for construction and construction observation, Phase III was also selected in 2018 as a viable project to receive these funds in the future. The project engineering commenced in summer 2018 with survey work, and design is well underway throughout 2019 and 2020. The project will include a widened Twelfth Street from its present two lanes to three lanes. This expansion includes a continuous center left turn lane; new storm sewer, including an underground drainage basin proposed at the southwest corner of Twelfth Street and Dodge Avenue; concrete curb and gutters; sidewalk; and an 8-foot multi-use pathway.

Work that the public may notice during 2021 will be underground utility engineering to verify the depth of existing underground utilities as well as traffic counts at the intersection of Twelfth Street and Merrifield Avenue. The INDOT/FHWA process also requires deliberate environmental study, design, right of way acquisition, and utility coordination milestones that will span until bid letting in July 2024 with the anticipated start of construction in 2025. The total investment for construction is estimated to be $8 million.

McKinley Avenue (Division Street to Elder Road)

McKinley Avenue between Division Street and Elder Road is the last section to be widened and improved between Mishawaka and Elkhart. Similar to the Twelfth Street improvement projects, this widening and reconstruction project will be completed in three phases. Environmental documentation has been initiated for the entire corridor of the project, which was 80% complete at the end of 2020. The corridor will be expanded to a five-lane section that includes a center left turn lane, upgrades at the at-grade railroad crossing, traffic signal upgrades, new storm sewer, replacement of sanitary sewer laterals and water service lines.

Phase I, which extends from Division Street to Merrifield Avenue, was selected by INDOT/FHWA in December of 2020 to receive 80% funds matched to the City’s 20% funds for construction and construction observation. The INDOT/FHWA process also requires deliberate environmental study, design, right of way acquisition, and utility coordination milestones that will span until bid letting that is programmed for fall 2027 with construction in 2028 and 2029.
Exhibit A – Helen Avenue, Delorenzi Avenue, Fourth Street, and Third Street
Exhibit C – Linden Area, completed and future phases
Parks and Recreation
Phil Blasko, Director

Thanks to the commitment of our full time and seasonal staff, the Mishawaka Parks Department took on the challenges of 2020 and continually found ways to engage with community through programming, events, and enrichment. We are very thankful for the trust our residents put in us this year in keeping their safety in mind when offering opportunities to enjoy everything the Parks Department had to offer.

We kicked off the summer with the Mishawaka Farmers Market at its new home at the Ironworks Plaza. The change in location led to increased attendance by vendors and the community. In 2020, the Market ran for 15 weeks on Sundays from 11 am – 3 pm. We started with 20 vendors and ended our season with 40 rotating vendors.

The Mishawaka Parks and Recreation Department successfully cut ribbons on three parks projects in 2020: Twin Branch Park, the Ball Band Biergarten, and Veterans Plaza. The Twin Branch Park project consisted of ping pong tables, cornhole boards, and the first permanent Pickleball courts in the city; as well as an upgrade to the basketball court, two new pavilions, and a new restroom. Through this new project we witnessed record breaking numbers in our fall youth soccer program that takes place at Twin Branch Park.
The one-of-a-kind Ball Band Biergarten allowed the department to engage in ways we have never witnessed before. Thanks to community partnerships, we were able to provide COVID-compliant activities for people to enjoy. We hosted Happier Hours on Friday and Saturday evenings, the 1K Café on Monday mornings, concerts on Wednesday evenings, and Food Truck Fridays.

The relocation and restoration of the Soldiers and Sailors Civil War Monument became the centerpiece of the new Veterans Plaza at Battell Park. This project fits perfectly into our most historic park and allows us to pay tribute to the great history of veterans in our community.

Through a collaboration with School City of Mishawaka the Parks Department was pleased to announce the award of $191,500 by the United States Department of Education to target internet connectivity deserts in our Mishawaka community that negatively impact children who are learning remotely. This grant will be used to provide public wifi in Mishawaka Parks and Comcast Internet Essentials for families who qualify.

In keeping with the goal of community buy-in, the Hums Park improvements is one that brings teens and city government together. This project focused on bringing something into the community that would encourage teens to interact with our community. Through a partnership with the Parks Department and the Mayor Dave Wood Youth Advisory Council, the first teen centric park in the state of Indiana is coming in early Spring of 2021. The park will consist of cornhole boards, ping pong table, gaga pit, hammock station, new playground, walking paths, fruit orchard, and a Ninja Warrior Course. Giving the youth a voice is something we strive for in designing a park and this renovation will benefit generations to come.
Special Events and Activities

Our annual Easter Egg Hunt became a virtual egg hunt. People were asked to submit their child’s Easter decorations. The top 15 decorations were selected to win prize baskets that were delivered to the community. Our annual fall event became a virtual Pumpkin Carving Contest. Winners won bags of candy from the Parks Department. Finally, we did a free stocking hand out. 200 kids received a free stocking from the Parks Department. We offered different virtual fitness challenges, cooking classes, and jokes throughout the year.

This summer we focused on free community activities. We introduced a Story Walk that traveled between Central Park, Merrifield Park, and Mary Gibbard Park. A children’s book was set up page by page on yard signs so people could walk and enjoy the story. The community loved the program and we will bring it back in 2021. Thanks to our partnership with the Mishawaka Penn Harris Public Library, we featured 4 different books. We also created various scavenger hunts for people to complete at various parks. Almost every Mishawaka Park had its own personalized walking map and scavenger hunt.

This summer we offered a ton of opportunities to get out and get active – both free and charged. We were still able to host our brand-new Virtual Riverwalk 5K. People would sign up for the 5K and have a month to complete the 5K on their own time. Many people expressed that it was their first 5K ever! Thanks to our community partnerships, we were able to offer The Bar Method, Pure Barre, Zumba Toning, and Family Fitness at Central Park. We were also able to offer Aerobics and The Bar Method at Battell Park. All of these outdoor fitness classes were free to attend. The community really appreciated a safe way to get out and get active this past summer. We look forward to these classes growing in the future.

The ever-popular Summer Concert Series ran for the second half of the summer. We painted social distancing circles and posted signage to encourage people to follow Indiana guidelines. Concerts ran at Battell Park, Central Park, and the Ball Band Biergarten. The community loved that we found a way to safely run concerts. All concerts were well attended.

This summer we opened the new Ball Band Biergarten. Thanks to community partnerships, we were able to provide COVID-compliant activities for people to enjoy. We had Happier Hours on Friday and Saturday evenings, the 1K Café on Monday mornings, concerts on Wednesday evenings, and Food Truck Fridays in the fall. We are excited to continue this programming, and more, in 2021.

2020 saw the move of the Mishawaka Farmers Market from Central Park to Ironworks Plaza. The change in location led to increased attendance by vendors and the community. In 2019, the Market ran for 15 weeks on Sundays from 11 am – 3 pm. We started with 20 vendors and ended our season with 40 rotating vendors. In 2020, the Market ran for 20 straight weeks on Sundays from 11 am – 3 pm. We had 19 season vendors and 22 rotating weekly vendors. The Market featured local farmers, crafters, and bakers. There truly was something for everyone. This was a popular program not only for vendors, but the citizens of Mishawaka. The Farmers Market is quickly growing into a Mishawaka staple – as of January 2021 we have 30 confirmed season vendors. We cannot even begin to express how excited we are to grow the Market! Be on the lookout for new additions to the market in 2021.
Landscape Division

A vision of the Landscape & Garden Club students came to life this past year through the new Mishawaka Education Foundation Community Greenhouse. Garden Club Students and Young Adult Services were able to utilize our new Greenhouse to help us produce a plethora of annual and perennial flowers to add an extra splash of color around Mishawaka. The department planted more than double our usual number of annual flowers this past year totaling over 450 flats that made their way to our downtown, parks, and Riverwalk. Grandma Barkers Garden around the outside of the Greenhouse grew a wide range of you-pick vegetables that aided several local families during the summer months and offered yet another new way for us to engage with our community. We are all excited to see what comes next out of this incredible space.

Camp and Community Engagement

With not knowing the future of in-person camp, the department came up with the idea of four innovative Camp in a Box virtual programs from April through May of 2020 as in-person options for programming came to a stop due to the COVID-19 pandemic. We assembled the materials for 5 craft and 5 science activities for children to complete at home. We used Facebook live to guide families through the completion of each activity. We are proud of our creative response to the pandemic and the ability to try new things to continue to positively engage with our community.

Adventure Day Camp operated for 8 of the 9 planned weeks during the summer of 2020. The first week of camp was canceled due to COVID-19 and Governor Holcomb’s phased reopening plan for the state of Indiana. The Big Explorer program at Merrifield Park/Castle Manor and the Lil’ Explorer program at the Battell Community Center served 131 campers and had no known COVID-19 cases. This was due to the 23 dedicated counselors and site supervisors who followed all the required precautions, social distancing measures, and mask requirements. The restrictions in place due to COVID-19 required us to decrease our enrollment capacity and eliminate one week of camp. This meant a slight decrease in revenue from 2019. Despite revenue decreases, camp served a vital role in supporting the community last summer, particularly for parents who were going back to work and needed a safe and affordable place for their children.

We introduced a 2 day Fall Day Camp at Merrifield Park this year with a successful enrollment. The Fall Day Camp was held over the School City Mishawaka break and provided a place for working parents to send their kids for some outside fun. It is something we can continue to offer and grow as the community comes to expect this option for their children each Fall.

Despite the pandemic, we were able to put together a sponsorship guide and continue the partnerships with individuals and businesses in Mishawaka. We secured $22,000 in sponsorships for our 2021 events, programs, and activities. We continue to seek partnerships with the community that allow us to provide diverse programs and events.

The Mishawaka Parks and Recreation Foundation was officially announced to the public in November with the purpose of engaging the community to benefit Mishawaka Parks and Recreation in order to further the charitable and educational programs and projects of the city.
Recreation Department

With the spring soccer season canceled in May 2020, youth t-ball was the first youth sports league we were able to offer. The league consisted of 134 kids. 16 teams participated in the league which was happily received by parents looking for recreational activities for their children. Track & Field was held in July with 80 kids participating in practices and meets held at Mishawaka High School. Moving into fall and expecting to see lower registration numbers from the previous years due to the pandemic, it was a pleasant surprise to see slight increases in registration numbers for our fall soccer and flag football leagues. Even with being closed for almost 2 months and not collecting disc golf admissions, George Wilson Park experienced a boost in revenue brought in for the 2020 disc golf season.

Merrifield Complex

Merrifield Ice Rink opened for the season on December 11th. This season we focused on adapting to ensure safety and peace of mind for the patrons that came to enjoy the facility by creating a new outdoor seating area. New this season we offered a private birthday party rental that allowed the public to rent the entire rink for 1-hour. In addition to our private birthday parties and public skate hours, Irish Youth Hockey League utilizes the facility four nights a week for their practices and games. Two nights per week, the ice rink hosted adult pick-up hockey. Despite the uncertain times we are facing, the community utilized the facility and enjoyed the ability to get out and have fun!

The Battell Community Center

The Battell Community Center remained dedicated to providing organized programming for the development of our children and teens, activities and services for adults and senior citizens and affordable recreational, social, and educational activities to community members of all ages. Some of our reimagined community efforts this year included a school supply drive, free flu shots, multiple food drives, free virtual art classes, teen nights, a community yard sale and more! We partnered with our good friends at Crossroads Community Church to Stuff the Bus. The supplies collected were then given to School City of Mishawaka to help supplement classroom supplies throughout the 2020 school year. During the drive, $1,929 in cash donations were raised which Crossroads Community Church then matched for an additional cash donation of $3,858! During our You Are Loved Week we collected 621 pounds of food, enough food for 478 meals benefiting the Mishawaka Food Pantry. Table or Treat was a spooky success with 46 local business and nonprofit groups passing out candy from their decorated tables along the Riverwalk. We enjoyed this new location so much we have decided to keep it there in 2021. Some additional programming included Daddy Daughter/Mother Son Dances, Glow Dodgeball, Teen Game Night, Quarantine Kids Art Club, and a virtual Gingerbread House Contest. We will continue to work with a wide variety of partners and advocates for a combined quality effort. This year’s partnerships with School City Mishawaka, Crossroads Community Church, The Young Adult Program, REAL Services, Mishawaka Public Library and St. Joe Health Systems have proven to be not only successful, but mutually beneficial to members of our community.

Eberhart Golf Course Maintenance

Maintaining the golf course during the 2020 season had challenges as well as successes. Protecting our employees and the public played a major role in how tasks were done. Normal maintenance
practices were performed when Covid-19 mandated closing the course and continued after the public received the green light to use the course. Measures, such as sanitizing and distancing, were taken to provide a safe and enjoyable space throughout the season. New mowers were purchased to increase the quality and efficiency of our efforts. Improvements were made to several areas of the course to promote better health of the turf as well as the experience of our customers. Careful planning and implementation of safe practices allowed our crew and patrons to have a productive and pleasurable golf season.

**Eberhart Golf Course**

The golf course generated nearly 25,000 rounds in 2020 which is an increase of 7,000 from 2019. Although we were operating during a pandemic, the golf course remained busy increasing revenues by almost $40,000 over 2019. 2020 was the best year we have had since 2016 generating over $426,000 in revenue.
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
- Reducing blight and clearing unsafe structures
- Assisting individuals and families with support through public services

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 is appointed from the School City of Mishawaka School Board. Three members are appointed to a one-year term by the Mayor and two are appointed to one-year terms by the Common Council.

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-Jones, Program Coordinator, has been in her position since August of 2011, and handles coordination of the Summer of Service Program, Monitor Sub recipients, and serves as a clerk to the Redevelopment Commission.

Laura Viramontes, Grant Manager, has been in her position since May of 2012, administers 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 performs bookkeeper tasks.

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.
In addition to the work done by the Community Development Department, the Mishawaka Housing Authority operates public housing in Mishawaka as well as not for profit housing designed to address the housing needs of low and moderate-income people. Housing agencies offer other services to residents in the communities, such as legal help, employment training, youth activities, fair housing counseling and homeownership counseling.

**Community Development Block Grant (CDBG)**

The City of Mishawaka Department of Community Development’s programs, staff and administrative costs are funded predominantly 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 2020 $479,928 in federal funds were allocated 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.

The Community Development Department helps fund public agencies that provide services to Mishawaka residents. The following organizations were allocated a total of $71,971.05 in CDBG funds in Program Year 2020.

Due to the COVID-19 pandemic all of the regular programs/projects funded annually with CDBG Funds were stalled for most of program year 2020.

In April 2020, the Coronavirus Aid, Relief and Security Act (CARES Act) went into effect and City of Mishawaka was awarded $282,298 CDBG-CV funds by the Department of Housing and Urban Development for public services to prevent, prepare, and respond to the challenges our community is facing due to the pandemic. The following organizations were allocated the $282,298 to assist individuals and families residing in the City of Mishawaka Residents with Food, Supplies, Protective Equipment, Utility and Rent Assistance.

An additional allocation of $295,210 was awarded to The City of Mishawaka for the growing effects of COVID-19. As with all federal funding there is requirement statutes and regulations for the use of the funding. We anticipate that this funding will be allocated/programmed in early 2021.
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.

A majority of PY 2020 HOME funding will fund a project by South Bend Heritage Foundation which entails construction of 1 new multi-unit permanent supportive housing structure to assist 18-20 chronically homeless individuals.
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 providing oversight and coordinating private construction within the City of Mishawaka. These departments also serve in a limited capacity to support the Community Development Department. The Planning Department also serves as the lead City department relative to economic development initiatives and services.

On a daily basis, the Building and Planning departments are 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 allocations.
• 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.
• Manages Tax Increment Finance (TIF) Districts. Works with the Mayor and City Engineer to determine funding priorities to be presented to the Redevelopment Commission concerning the expenditure of TIF funds on a yearly basis.

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 2020, the Building Department conducted 2,651 inspections. This is just under the 2,703 inspections that were performed in 2019 despite the impacts and changes to construction activity as a result of the COVID-19 pandemic. Each inspector typically conducts 4 to 7 inspections per workday. 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**

The City of Mishawaka continued to grow in 2020 although at a slower pace. The City issued permits with a total estimated construction cost of $61 million dollars. This is significantly less than the $79.7 million dollars of 2019. In comparison, our largest construction year this past decade occurred in 2018 with a total estimated construction cost of 158 million dollars.

In 2020, permits were issued for 65 new single-family homes, up from the 58 new single-family home permits that were issued in 2019. As indicated in previous reports, this is still significantly lower than the number of single-family home starts that occurred prior to 2007. Our continued residential growth is still significant. This single-family home growth combined with the continued growth of multiple family housing that has grown over time contributes to a healthy and diverse housing market in the City.

**Continued Commercial Growth**

In 2020, commercial permits were issued with an estimated construction cost of 40.7 million dollars. This is much less than the 62.7 million dollars of commercial permits issued in 2019. This is also below our 10-year average for City growth as a whole. Although this number can fluctuate significantly from year-to-year based on the timing of when permits are pulled for a few large projects, 2020 was unique in that there no large projects started. By the numbers, 9 new commercial building permits were pulled for new freestanding buildings in 2020 which is identical to the 9 started in 2019.

The difference between years is based on the size of the projects started. The two largest permits pulled in 2020 were both remodels that occurred within existing buildings. The single largest permit was for the Dental Alliance at 112 Ironworks Avenue with an estimated remodel construction cost of 3.8 million dollars. Another large remodel project for 2020 included the St. Joseph Regional Medical Center that had an estimated construction cost of 3.6 million dollars. For comparison, the two largest commercial construction permits issued in 2019 were both new construction and combined had an estimated construction value of close to 30 million dollars.
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 the administrative costs can be rolled into the project cost as a small percentage. In 2020 the Building Department collected fees totaling $490,208. Since fees are based in part on the value of the project and not the number of inspections, this is significantly lower than the $619,685 collected in 2019. 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.

The Planning Department fee structure is designed to cover only a portion of the costs of running the department. Many of the functions of the department are directed at guiding individuals through the development process that the average person may have trouble navigating without professional assistance. In 2020, the Planning Department collected fees totaling $51,354. This is up from the $47,623 collected in 2019.

### Construction Activity Analysis

As a City, Mishawaka continues to reap the benefits of our geographic location being centered in the region. The City has promoted 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 the Beacon Health System expansion on Beacon Parkway.

From 2013 to 2018 the City experienced five straight years of double-digit percentage growth from year to year. In 2019, the 79.7 million total estimated construction cost fell back to a level...
consistent with dollar growth levels seen in 2014 and 2015 which was also consistent with the City’s 10-year average. In 2020, the 61-million-dollar total estimated construction cost is roughly 28% below our 10-year average. This drop in construction can at least be partly attributed to the impacts of the COVID-19 pandemic. Consistent with national trends during the pandemic, our residential activity remained steady with remodels even increasing slightly. This is consistent with the general population being home and undertaking projects based on time and/or need associated with working from home. At the same time, commercial businesses struggled and worked to stay open and provide services while protecting employees and customers. The most challenge fell upon service commercial businesses and restaurants. In 2020, commercial remodels dropped by almost 50% compared to 2019 permit activity.

Despite the downturn in Mishawaka’s construction numbers in 2020, the long-term forecast remains promising. As vaccinations occur and activities can be opened up without the social distancing and restrictions imposed by the pandemic, companies will reassess long term goals and expansion plans. Although numerous businesses have closed or have been left with less financial capacity, other sectors have grown and have seen record profits. Industry analysts estimate that many consumer behaviors have likely permanently changed as a result of the pandemic. In Mishawaka, we have seen many businesses make changes on the fly to deal with more drive through, curb side pickup, and delivery services as part of normal operations. In 2021 and beyond there will be a demand for reinvestment and growth as various entities will look again to make strategic investments.

Consistent with the pandemic, activity is expected to be slow at the start of 2021 and will likely pick up toward the end of the year. Knowing that there is both hardship and penned up demand in our market, we think it is reasonable to expect an average year of construction in 2021. The City’s planned stimulus bond issue should help insure a minimum level of construction in 2021.

### 2020 Planning and Building Permits

A summary of the 2020 permit activity is as follows:

**Residential**
- 20.3 million in estimated construction costs ($3.3 million more than 2019)
  - 65 new single-family homes
  - 676 residential alterations/additions

**Multi-Family**
- No new permits occurred in 2020

**Commercial / Industrial**
- 40.7 million in estimated construction costs ($22 million less than 2019)
  - 9 new commercial buildings
  - 107 alterations/additions (down from 209 in 2019)
Annexations

The City continues to grow in a steady and orderly fashion. There were five voluntary annexations, adding approximately 13.2 acres in area to the City in 2020. This represents an increase of 0.02 square miles. In comparison, the City grew by 6.6 acres in 2019. The existing area within the City limits, according to our Geographic Information System, is now 18.25 square miles.

2020 annexations included:

1. Judy L. Davis (Owner) / The Plaza Phase III, LLC (Contingent Purchaser) – Part of 54655 Fir Road
   1.26 acres annexed and zoned C-1 General Commercial to allow for the expansion of the Plaza at Day and Fir office complex. The property is currently under development to provide additional parking and access to Fir Road and includes new landscaping, fencing, storm water drainage, and lighting improvements.

2. RH Line, LLC – 52921, 52885, 52861 and 52841 Fir Road
   3.76 acres annexed and zoned C-1 General Commercial to allow for a mixed-use development to include a medical office, multi-tenant retail building, and continued use of an existing residential house. Immediate development plans have been approved for an approximate 7,500 sq. ft. medical building anticipated for construction in early 2021. The development will also include a parking lot, landscaping/screening, storm water drainage, and other related infrastructure improvements.

3. CVA Development, LLC – 16813 Douglas Road
   1.07 acres annexed and zoned C-1 General Commercial for a future veterinary office. Construction on an anticipated 2,500 sq. ft. building is not planned until early 2025.

4. AWT, Inc. – 1141 & 1241 E. Twelfth Street
   3.46 acres annexed and zoned I-1 Light Industrial for the expansion of an adjacent manufacturing business. Adorn Engineered Components occupies two existing structures on the property and has future plans to connect them via a building addition. No anticipated date for construction was given.

5. Lionshead Development, LLC – 15165, 15195 and 15201 Cleveland Road
   3.4 acres annexed and zoned R-3 Multi-Family Residential to allow for the construction of a 64 unit multi-family residential townhome development. The property will be added to an adjacent 3 acre area annexed in 2016. The developer anticipates construction in three phases with the initial phase to begin in 2021.

Downtown Development

Mill at Ironworks Plaza

It has been over 5 years since the State of Indiana proposed an initiative to help thwart the ongoing brain drain occurring in the State of Indiana. Specifically, the trend has been that a disproportionate number of Indiana’s college graduates end up leaving the state to find work or pursue a career in cities such as Chicago and other large metropolitan areas. These young
professionals had been leaving not just to find work matching their education, they were leaving seeking a specific quality of life.

An outcome of this initiative was that Indianapolis based developer Flaherty and Collins received close to 5 million dollars of Regional City funds to construct the Mill at Ironworks Plaza. This mixed-use development with lower level commercial and higher end residential apartments features high quality amenities and common areas intended to attract a broad range of tenants, including the desired young professionals.

The building started leasing in late 2019. In 2020, the building continued to lease up well even during the pandemic. At the end of 2020, the residential units in the building were 90% occupied. Flaherty and Collins who owns many projects like these over multiple states indicated that this project in Mishawaka was one of their best performers during the pandemic. We heard multiple stories of those that were forced to work from home during the pandemic chose to leave metropolitan areas like Chicago for Mishawaka because of the availability of this type of new urban housing. We have been told by the developer that once the pandemic restrictions are lifted, they are close to signing restaurants for the end caps that will join the Kalon Salon and Jack’s Donuts as commercial tenants.

Ironworks Plaza/Beutter Park ICE building

Beutter Park is already the City of Mishawaka’s signature urban park with the beauty of sculptures, 30,000 plants, and cascading waterfalls in 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 a multi-use path that connects thousands of homes and seven City parks.

For almost two decades 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 cannot 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. Once completed, we believe that the Ironworks Plaza improvements and ICE
building will turn Beutter Park into a year-round attraction and will become one of the signature “things” do in the South Bend/Elkhart region.

The project as currently envisioned includes a variety of components:

**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 provide 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 by skating. We love Elkhart’s NIBCO park, and wanted to use a similar theme but place it in an environment where diverse downtown uses add to the attraction. We are looking at this as a Mishawaka’s scaled down version of Rockefeller Center. The urban setting, the café’, the art, the immediately adjacent housing, the Riverwalk, and restaurants all contribute to the activity. The building required a sensitive design containing three distinct uses: a café, the rink functions, and an event center. The rink portion of the building will have lockers, warming area, skate rental, and room for maintenance, mechanicals, and Zamboni storage.

This proposed rink facility is intended to replace the City’s current rink in Merrifield Park which is at the end of its useful life. The event space was added to take advantage of the geographically prominent position of the building and to fulfill a need for event space that has been identified by the City Parks Department. Compared to other venues in our park system, this will be “high end” event space available for rental. This event space will provide perhaps the best views of the St. Joseph River and Beutter Park in the City.

**Signature Café**

One of the elements that separate the proposed Beutter Park improvements from other park venues is the type of café envisioned. Although the café building will be owned by the City, the space is intended to be leased to a private entity, likely at a below market rate in order to incentivize providing the desired 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 indoor/outdoor fireplace contributing to the winter ambiance and activities.

**Ironworks Plaza**

The proposed 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 in the summer will be used for a variety of activities including registration for runs, outdoor performances, markets, and even weddings. In the winter, the main portion of the plaza will be used for skating, and the small stage will be used to display the official City Christmas tree.

**2020 Progress**

In 2020, the City completed two phases of the construction of Ironworks Plaza that included the Picnic Area/Beer Garden/Picnic Space that has now been branded as the “Ball-Band Biergarten” and a series of infrastructure improvements to serve the redevelopment of the greater area.
The City felt that eating and drinking outside in an urban park was a critical component of our on-going park improvements. Serving liquor requires the area to be separated from the other areas during events, but on a year-round basis this area is open to the public to be used for picnics and seating. The overhead lighting and the architectural theme of the café included glass, steel, and wood with stone accents. This replaced the temporary asphalt area with picnic tables that the City constructed after the completion of the original park more than a fifteen years ago.

With the pandemic, our scheduled opening was moved from Memorial Day to the Fourth of July weekend. Our opening event honored and celebrated the life of former Mayor Bob Beutter who passed away in January of 2020. Bob’s wife, May, indicated that one of the first public events they held was having a root beer social, and we continued that tradition in Bob’s memory.

One of the unintended benefits of the space is that it provided a gathering spot where people could meet outside with social distancing in compliance with pandemic orders and guidelines.

Another part of our 2020 construction project included the entrance to the future Ironworks Plaza event area. The City was able to install our latest art in public places project. The stainless steel salmon sculptures are the creation of local artist Steve L. Depositar, Sr. The sculpture has been named by the artist as Mors magnus Piscium, which is Latin for “Big Steel Fish”. Each 100 lb. fish is formed from flat 11-gauge stainless steel. Shaped, welded and ground textured. This element adds to the visual transformation of this former industrial site and contributes to the established theme of Robert C. Beutter River Park. The artist’s intent was to create a visceral relationship between the visitor this land and waterway.

In the artist’s own words, “For millennia, generations have occupied this site and each transformation has contributed to our existence. The flowing waters and new landscape represent a moment in an ever-changing world. These gleaming sculptures represent life seldom recognized, but always running underneath these headwaters, unique and vital to our existence.”

Currently, the City Administration is working with the Common Council to issue a TIF bond in 2021 to fund the completion of this project and allow for its construction in 2021/2022. If the bond is approved, our current estimate is that this project will be completed and fully open in late 2022.
Front Street Opportunity Fund LLC

As reported last year, 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, and the Architectural design is being performed by Spalding Design Group of Mishawaka. We are excited about the potential project that will bring additional residential units and commercial storefront space to downtown Mishawaka. In 2019, at the request of the City, the developer worked on a modified design to allow for the widening of Hill Street. Although the project was supposed to break ground in 2020, it was delayed in part because of the uncertainties associated with the pandemic. Based on recent discussions with the development group, we expect that a revised development agreement will be presented to the Redevelopment Commission in early 2021, and that construction will start on the project later in 2021.

Barak Group Boutique Hotel

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. Unfortunately, the pandemic dealt a crushing blow to the hospitality industry as a whole. In 2020, the developer continued to work on refining plans and negotiated with Hyatt regarding a change in branding for the Hotel. In January of 2021, the City Redevelopment Commission and the Barak group modified our previous agreement to provide the developer more time to complete the project. We now expect that construction will start in 2022.

To move the project forward, the City was required, per our development agreement with the Barak Group, to pipe the western portion of the former mill race that provides the water supply for Beutter Park before turning the site over to the developer for construction. From a regulatory perspective, the raceway, although manmade, was determined to be an integral waterbody to the St. Joseph River and is now regulated like it was a natural waterbody. As such, there was an extensive amount of work that needed to be accomplished. In addition to actual construction, compensatory mitigation was required to allow for the piping of the man-made raceway. Although obtaining the required permitting took longer than expected, this project moved forward in 2020. The City has viewed this piping project as essential to make the property viable for redevelopment, whether or not the proposed hotel proceeds, the redevelopment area will be shovel ready for redevelopment in the spring of 2021.

Riverwalk Apartments

The principals involved in the Riverwalk Apartment project met with the staff in 2020 and have indicated that they would still like to proceed with a reconceived project in 2021 despite being delayed in part due to the pandemic. When we last spoke, the developer desired to change the intended use from apartments to a condominium project. They believe that condominiums will be most successful in meeting current market demands. 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. We expect that a new development agreement will be submitted in 2021 that would allow for the change in use and update project timelines.

**Murphy-Rice Office Building**

Despite the pandemic, 2020 did see some construction resulting from a public/private partnership. In 2020, construction began and was substantially completed for a 1.2-million-dollar office building project on the northwest corner of the intersection of Spring Street and First Street. This is property that had been owned by the Redevelopment Commission for many years. Although it is a small parcel, the two-story modern office was the perfect complement to the block and our continuing efforts to revitalize downtown Mishawaka. As part of the City’s master redevelopment plan for the downtown, the City purchased a series of homes and properties to create a parking area that was essential to give development potential to the former Carnegie Library. Without convenient parking, uses of the historic building would have been extremely limited. As part of the creation of this parking area, the City retained a small property for building on the east side of this parking area. The Murphy-Rice office was the perfect complimentary use to complete this redevelopment block because the office use does not have a need for parking on nights and weekends when the restaurant is the busiest.

**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 2020, 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.

**Riverwalk – Race Street to Cedar Street Bridge**

In 2018, we worked with our consultant DLZ to apply 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. Since that approval, construction that had been estimated to start in 2024 has been moved up to 2023. 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. A total of eight additional parcels are required to make this Riverwalk connection.

Over the course of 2020, the City was able to obtain three additional properties required for this connection. Acquisition of the additional two properties remaining is in process and is expected to be completed in the first half of 2021. Construction of this phase could begin as soon as the fall of 2021.
**Battell Park – Veterans Plaza**

In 2020 the City was able to fully complete and dedicate Veterans Plaza at Battell Park. Although the long term plan is to build a memorial walkway, funding limitations narrowed the scope of this project to just the monument restoration and creation of the plaza. The project included relocating and restoring the Civil War Monument and creating a gathering place with a flag array honoring each branch of the military. The project started in the spring of 2019 and was substantially complete by Veterans Day 2019, with the exception of the monument. The estimated restoration time for the monument was approximately a year and our plan had always been to rededicate the monument and plaza as part of our Memorial Day parade in 2020. However, because of the pandemic, the Memorial Day parade was cancelled. We were able to rededicate the monument on Memorial Day thanks to a small group of dedicated veterans.

**Founder’s Circle**

In 2020, the City contracted with the Robert Henry Corporation to build Founder’s Circle in Beutter Park. When the park was designed and constructed in 2004, an area of the park was reserved for a future art installation. As constructed this area of the park had been lawn area that was surrounded by a circular crushed granite path. This path and area had remained unfinished until now.

Founder’s Circle was created to memorialize the founding of our city and memorialize key figures in our history. The City of Mishawaka’s early history was shaped by industrialists, politicians, and even the clergy. The most significant of them are memorialized in “Founder’s Circle” which will include plaques surrounded by a walk with benches. This is another special unique space that has been created within Beutter Park.

It is now also the now permanent home of the City’s Perkins Windmill which was previously temporarily displayed at the traffic circle at the intersection of Front Street and Spring Street. This space was chosen because the windmill was actually made on this site where the former Perkins Windmill factory once stood. This $150,000 project will be completed in the spring of 2021 when the permanent plaques are put in place.

**Central Park Picnic Area**

In 2020, the City contracted with the Robert Henry Corporation to build the Central Park Picnic Area. When the City completed the Central Park Bandshell, the main concert venue for larger concerts shifted from Beutter Park to Central Park. With that move, there became a greater need for permanent seating with a view to the stage. This $350,000 project created the permanent seating area at the north side of the concert lawn in Central Park. The picnic area is terraced in two levels to provide better views to the stage. The area was also designed to have restricted access during special concert events where alcohol can be served. The area is a special
place with decorative furnishings, ornamental lighting, colored concrete paving, and contains charging stations for electronic devices.

**Gleissners’ Pointe**

In 2020, the City completed a small fishing/seating area and garden on the south side of the river, just west of the cable-stayed pedestrian bridge. The project was completed as part of the infrastructure project, Phase 1 of Ironworks Plaza. The area was designated as Gleissners’ Pointe in honor of the Gleissner family that has contributed many years public service to the City over multiple generations. Members of the Gleissner family’s service included multiple City Councilman, firefighting, teaching, and service to the City’s Park Department.

**Liberty Mutual – New Municipal Services Building**

As was noted last year’s report, in January of 2020 the City acquired the former Liberty Mutual call center building located at 100 Lincolnway West in the heart of downtown. The building was purchased to construct a new City Hall. At the time, we concluded that if acquired and renovated, the building would provide a unique opportunity to better serve the public by not only combining three separate buildings into one for efficiency (Moving City Hall, Police, and the Mishawaka Utilities Business Office), but it would also better serve the public simply by its central location. It is directly across the street from the County Services building and a block away from the public library in the heart of our historic downtown. It also has the ability to open up hundreds of formerly private parking spaces for public use which is becoming more critical as we redevelop and bring new events and activities downtown.
As part of the agreement with the City Council, the Administration agreed to list the building for sale once it was acquired on the chance that there was a large user that might be interested in the building that would bring a significant amount of investment and jobs to the City. The City listed the building with NAI Cressy for what had been its assessed value. After listing the building from February through May of 2020, there were no serious inquiries. At that time, the City took the building off the market and continued full speed on developing construction plans for the renovation.

In 2020, we worked with Alliance Architects and a talented group of consultants to create construction plans for the renovation. Given the size and complexity of the project, the plans were just completed in February of 2021. Also in 2020, following an open request for proposal process, the City hired Weigand Construction to be the Construction Manager as Constructor (CMc) for the project. The City Council also approved a bond issue for the Mishawaka Utilities Electric Division which included a significant amount of funding for the City Hall project as part of the planned replacement of the Mishawaka Utilities Business office in the new building. Construction should begin in spring of 2021 and the newly renovated building, once completed in 2022, will not only dramatically modernize and improve the image of downtown Mishawaka, it should increase activities that will benefit existing businesses and foster additional redevelopment.

2020 Activity of Commissions and Boards

**Plan Commission**

A total of 65 petitions were filed before the Plan Commission in 2020. This is 19 more than the 46 petitions received in 2019. In comparison our filings are still significantly lower than the peak of 104 petitions filed in 2007. Petitions for 2020 included 26 rezoning/annexation requests, 23 final site plans and 16 Plats/Re-plats.

**Board of Zoning Appeals**

The Board of Zoning Appeals heard a total of 59 appeals in 2020. This is 8 more than the 51 appeals heard in 2019. Although this is a slight increase when compared to 2019, the activity of the Board has historically varied and is not directly related to construction trends.

**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.

An overview of the 2020 activities and accomplishments are as follows:

Three Certificates of Appropriateness were approved in 2020:

1. Addition of a detached 2-car garage and fencing, and the removal of pavement and landscaping at 318 E Third Street (Dodge Old People’s Home).
2. Replacement of garage doors at 624 W Mishawaka Ave (Webster Gering House)
3. Replacement of garage doors at 2402 Lincolnway East (Riviera Place)

The Normain Heights neighborhood, designated as a Conservation District in 2018, was successfully maintained as such at the three-year anniversary.

The Historic Preservation Commission, at the suggestion of Indiana Landmarks and following other local municipalities, created a process for removal of historic district designation, also known as de-designation.

In March, we had the opportunity to tour the four buildings that make up the St. Joseph Catholic Church Parish.

The April and May meetings were cancelled while City Hall was closed to the public because of the pandemic. However, the Commission was still able to distribute approximately 50 yard signs, promoting National Historic Preservation Month awareness. By August, we were able to be included in the Senior Night Out event, presented by the Parks Department.

Due to COVID-19, several educational opportunities were cancelled. Indiana Landmarks provided monthly educational sessions. In October, Secretary Christa Hill attended the National Trust for Historic Preservation’s virtual conference and shared the session on “Preservation Planning for Commissions and Community Nonprofits” with the full Commission for Certified Local Government credit.

Bethel University has been selected as the newest site for the location of a historical marker (our fourth in as many years). Formerly known as Bethel College, the University was founded in 1947 and renamed Bethel University in 2019. Previously the site of a horse farm for a local Buick dealer, Bethel University has been impacting the greater Mishawaka community for over 50 years.
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. Because of the pandemic and the need for businesses to place temporary yard signs to identify if they were open or closed, or other drop off and pick up requirements due to the pandemic, the department did not enforce the provisions of the ordinance regarding temporary signs in 2020. Once the pandemic restrictions are predominantly lifted in 2021, the Department will provide notice to all businesses on when enforcement of these provisions will resume as normal.

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 2020, 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 for St. Joseph County. In 2020, 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.

Unlike other communities that use ordinances with metrics to determine when tax abatements are warranted, Mishawaka reviews each abatement individually. As part of this discretionary process, Mishawaka looks at the past history of our abatements for precedent. In addition, rather than just looking at a metric that uses a combination of new job creation and capital investment, Mishawaka also looks closely at the market area of the company reserving most abatements to those businesses who are competing outside the greater South Bend/Elkhart region. The City also uses abatement as a redevelopment tool to encourage capital investment in areas of the City that need incentives to realize full potential and be competitive. By comparison, Mishawaka is conservative on its granting of abatements and has historically approved fewer than our surrounding municipalities. No new tax abatements were submitted and approved in 2020.

Since 1986, the City has approved a total of 60 tax abatements for 40 different companies. Currently, there are 9 active abatements in the City including the following companies: BD Development LLC (St. Joseph Hospital Medical Office Building), Long Term Care Investments LLC, WellPet LLC, Barak River Rock LLC, Patrick Industries, River Walk Development Group LLC, Jamil Packaging Corporation, and Lippert Components. 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.

COVID-19 Recovery

2020 proved to be a challenging year for the City, State, and Country. Most of the challenge came from, or were exacerbated by, the impacts associated with the COVID-19 pandemic. According to the Centers for Disease Control and Prevention (CDC):

“Coronavirus disease 2019 (COVID-19) is caused by a new coronavirus first identified in Wuhan, China, in December 2019. Because it is a new virus, scientists are learning more each day. Although most people who have COVID-19 have mild symptoms, COVID-19 can also cause severe illness and even death. Some groups, including older adults and people who have certain underlying medical conditions, are at increased risk of severe illness”.

As of February of 2021, the United States has had close 28 million confirmed cases and a half a million deaths due to this global pandemic. Over the same period of time, Indiana has had over 650,000 confirmed cases and close to 12,000 deaths. St. Joseph County has had over 400 deaths that included some of our own Mishawaka extended family.
By March of 2020, it was clear that the disease could not be reasonably controlled without drastic preventative measures. This was in part dictated by fear associated with the unknowns of a highly contagious and potentially deadly virus.

At that time, schools shut down and started to go virtual. People began hoarding basic essentials like food and toilet paper. Federal, state and county directives and guidance came down that at times were unclear or in conflict with one another. At that time, decisions were made as to what was an essential business or activity. As a result, many businesses were temporarily shut down. Other essential businesses had to significantly alter how they did business.

Local government provides services that are as essential as any. Public safety is required no matter what the crisis. Utilities such as water, wastewater, and electric became even more valuable to those living in the City. To provide these services, all other City Departments still needed to function to support the other departments and basic governmental duties.

The City never closed throughout this period. To make sure that we were in compliance with all safety protocols, various buildings were open only to staff, sometimes with rotating shifts to ensure entire departments could not be shut down by a single outbreak. At City Hall, notices were posted that required appointments for service. This afforded time for each City Department to prepare a COVID response plan to develop procedures and precautionary measures to insure to the best of our ability that essential City services could continue without interruption.

To address the impacts of the crisis, Mayor Wood directed a multifaceted approach relative to our City’s recovery and directed the Planning Department to lead these initiatives. The three steps the City undertook included:

1) **Targeted allocation of federal funding**

The City was responsible for administering a special allocation of CDBG CARE funds in the amount of $282,298. We allocated all of these funds to the City’s sub recipients who provide a significant portion of the City’s social safety net. Although the City could allocate some of these funds to cover our administrative costs, we felt these fund were better prioritized directly to services. Normally, we are limited by HUD and can only distribute a maximum of 15% to our subrecipients. That requirement has been waived relative to the use of these funds. A big positive was that these organizations are familiar with the income requirements/limitations of recipients as well as the reporting associated with the use of these funds which can be significant.

Our subrecipients included:

- Real Services for food and utility assistance.
- The Boys and Girls Club to address staffing costs associated with the COVID 19 crisis.
- The YWCA for administration costs, food supplies, protective equipment.
- School City of Mishawaka for funding a portion of their food program and for providing protective supplies.
- The Mishawaka Food Pantry for food, supplies, and assistance.
2) **Small Business Loan Program**

The City worked with our consultants Barnes and Thornburg and Baker Tilly to develop a small business loan program. An integral part of creating such a program was identifying where the funding will come from. There was very little ability to reprioritize dollars in the City’s General fund needed to run the City, particularly with the projected revenue shortfalls associated with this crisis. The City’s Tax Increment Finance District, by extending the start date of identified projects or doing a bond issue, had the ability to provide a reprioritization of funding, but TIF funds being limited to only capital improvements and similar expenses within the district couldn’t be used directly. Although other communities have directly used TIF funds for loan programs given the unique nature of the crisis, the plan that Mishawaka created was developed on the recommendation of our consultants which included refunding a few past capital projects that could have been considered TIF eligible at the time, but where the City used other funds (local income tax, Economic Development Revenues) to fund the loan program. Specifically, the City refunded past/recent Twin Branch Park improvements and a sweeper purchase that is used to clean the Riverwalk. The justification is that Twin branch is adjacent to Lincolnway which was included in the district when it was amended in 2014, even though the park was not, and thus defensible. The sweeper is mechanical equipment which we typically stay away from using TIF funding for because other communities have had issues funding items such as police cars which clearly have use that extend beyond the area that make any potential funding from TIF fractional at best and raises questions in general regarding the use. In this case, the Riverwalk is entirely located in the TIF district which made refunding the purchase defensible. The total amount refunded was $934,209. This was the maximum amount that could be readily justified by our consultants and freed up a funding source not only for a small business loan program, but also for other unforeseen/unplanned City expenditures.

The specifics of the loan program were worked out on the fly. The City immediately reserved $500,000 of the reprioritized funds for the loan program not knowing how many businesses might ultimately take advantage of the program. The City also partnered with Lake City Bank to administer the loan program. In general, the City’s intent was to limit these loans to small businesses who were significantly impacted by the crisis.

The following are the key characteristics that defined the program:

- Small businesses were defined as those who have under 2 million dollars a year in business.
- The maximum amount of a loan was $10,000.
- The loan did not require any repayment over the first six months, and then would be repaid back at 0% interest over two years.

Ultimately, the loan program was only marginally successful in that only 6 businesses received loans for just under $60,000. We think that the limited interest in the loans was in part due to other programs, particularly at the federal level, that provided outright grants of money that did not require payback to help businesses deal with the...
pandemic impacts. At the local level, we chose not to pursue granting local tax money to one business over another and felt that this type of grant is better addressed through higher levels of government.

3) **Local Construction Stimulus**

One of the impacts of the pandemic for the City of Mishawaka has been a drop in construction activity. Unfortunately, this drop in activity goes well beyond our borders. The pandemic has impacted construction activities across the country. In Mishawaka, many of the private sector construction projects that had been planned to begin in 2020 and 2021 that we were aware of have been delayed or have been cancelled.

Within our greater region, the University of Notre Dame has long been a stabilizing influence in economic downturns and has been able to proceed with large construction projects when others couldn’t. Within the last 5 years it is estimated that Notre Dame invested roughly a billion dollars in its Campus Crossroads project. In addition to that project reaching completion, the pandemic has hit Notre Dame, school corporations, and other universities particularly hard financially. We know of few large capital construction projects that are moving forward at this time.

We have also heard that other government entities have pulled back spending and are holding projects given the uncertainties associated with the pandemic. As we discussed in the summer of 2020 when the small business loan program was created, we felt that the pandemic could have a negative long-term impact on construction trades because of the compounding effect of this lack of spending on capital projects. We saw this during the great recession where, based on market corrections, we lost many homebuilders and as a result many tradespeople were forced to change professions, retire, or move away from our region for work.

As part of the recovery for Mishawaka, we are proposing a stimulus bond through the City’s consolidated Tax Increment Financing District. We feel that keeping the construction trades active will not only help them, but the activity will have a significant compounding effect on our overall economy. The suppliers, local restaurants, and service businesses will all see immediate and tangible benefits from this activity.

Choosing projects to move forward as part of the stimulus was not hard. We are proposing to accelerate projects to that have been in our capital improvement plans for years but have been waiting for us to assemble the cash to pay for them consistent with our past conservative practices.

Because of the slowdown associated with the pandemic and the historically low cost of borrowing that exists right now, the City is proposing to undertake this stimulus bond issue to pursue 45 million dollars’ worth of construction activity over the next two years. Although there is always a cost to borrowing, we believe the additional cost will be made up when you consider the inflationary costs of construction over time if we were to wait to assemble the cash to pay for these same projects.
Although this 45-million-dollar bond issue may be small in comparison to Notre Dame recently completed, if approved it will largest TIF bond ever issued by the City. Because of our past conservative approach, we also have the ability to reduce the length of the bond payback to under 15 years. Even with a shorter payback, because of the financial health of the district, the City still has additional bonding capacity should future projects require reprioritizing funds. For reference, it is more typical for communities to plan to payback bonds over a 20- or 25-year period. It is also important to note that because this is a bond being paid for from an existing revenue stream, this bond will not impact the City’s tax rate or increase property taxes as a result of the issuance.

The following projects are being considered for inclusion in the stimulus:

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<thead>
<tr>
<th>Stimulus Bond Issue - Proposed Projects</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Crawford Park Niles Avenue</td>
<td>1,993,000</td>
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<tr>
<td>Cedar Street - Mishawaka to Madison</td>
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<tr>
<td>Ironworks Plaza @ Beutter Phase 3 Café / Rink / Event</td>
<td>20,500,000</td>
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<td>Battell Veterans Walk</td>
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<td>Normain Park Master Plan/Restroom Replacement</td>
<td>250,000</td>
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<td>Ironworks Plaza Sculptures, 4 Total</td>
<td>330,000</td>
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<tr>
<td>Crawford Park Phase 1</td>
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<td>Riverwalk Restoration project, bank armoring</td>
<td>2,400,000</td>
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<td>West Street Connector</td>
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<td>Fire Station #2 Design and Construction</td>
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<td>Cedar St. Motor Pool Reclamation / Infrastructure</td>
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<td><strong>Total Stimulus Bond Issue (No Contingency)</strong></td>
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</table>
**Code Enforcement**  
*Joe VanNevel, Director*

Code Enforcement’s mission is to serve the residents of the City of Mishawaka through enforcement of the city ordinances pertaining to public nuisance issues, which are the condition of the property, and substandard issues pertaining to the condition of the structures that are on the property. Code Enforcement’s priority is to keep Mishawaka’s neighborhoods looking clean, attractive, and inviting. This is accomplished by addressing resident complaints and by code officers aggressively patrolling their respective areas. We try to work with residents and businesses to gain compliance without taking enforcement action, such as writing citations or going to a hearing.

Code is staffed by its Director Joe VanNevel, Office Manager Carrie Lytle, and four Code Officers – Cris Campbell, Randy Redman, Mike Carpenter, and Victor Kasznia Jr. with a combined total of 111 years of service to the City of Mishawaka. With this longevity the Code Officers have been able to create a working relationship with residents and landlords. The Code Officers have been able to get faster compliance communicating with landlords and owners via e-mail.

In 2019, a new software program called EnerGov was implemented to record and track Nuisance and Substandard cases. With the implementation, each officer received an iPad which allows the Code Officer to be more efficient and productive and allowing them to remain in the field for most of the working day. The Code team has become more fluent and reliant on this program. There is still some trial and error with the program which still affects the case load numbers for the year.

In close collaboration with the Police Department and Legal Department there has been a great success rate with properties that have been deemed a public nuisance. With properties that have a landlord/property manager, an eviction rate of close to 100% has been achieved. In the last year there were 27 Public Nuisance letters sent out. In 2018 and 2019 there were 32 letters sent.

**Public Nuisance Violations**

The main public nuisance ordinances that code officers enforce include the following: snow removal, tall grass, accumulated trash/litter, improper storage of building materials and household items, and abandoned vehicles. Overall totals for 2020 were down compared to 2019 due to the challenging year that Covid-19 brought to the Code Team. Compliance was more difficult to achieve, which increased the number of follow-ups and increased the amount spent on mowing, removals, and board-ups. Alleyways were still a focus for the code team.
Approximately 3,500 nuisance cases were opened. It is important to note that for every case opened by a code officer in 2020, about three to five follow-ups were required to gain compliance, which would be approximately 14,000 follow-ups.

**Substandard Structures**

The continued implementation of the Top 100 Program helps keep the number of dilapidated structures in the City of Mishawaka to a minimum. Code is now in the fifteenth year of the Top 100 Program, which means 1,500 of the worst structures have been addressed. Structures damaged by fire are monitored to make sure repairs are completed in a timely manner, and if not become included in the program. This program begins in the winter months when the code officers inspect their areas in search of houses, garages, or commercial buildings that need the most attention. In the spring, letters are sent out to the owners describing the issue or issues that need to be addressed.

Code opened 352 substandard cases and conducted approximately 2,100 follow-ups. Code successfully resolved and closed 250 substandard cases, which included 73 of the Top 100 Program. During the Covid-19 Pandemic, the residents of Mishawaka turned their attention to improving the exterior of their homes and garages.
Case Hearings

In 2020, because of the challenging year, only two Substandard hearings were held. No new cases were added for 2020, and three old cases were closed, which means only two cases remain currently on the docket, with more new cases planned for 2021. These cases involve 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

Thirty-three hearings were held in 2020 involving animal permit appeals and violations.

Weights and Measures

Roger Shields is the City’s Weights and Measures inspector, on March 19th the COVID-19 pandemic required the State Director of Weights and Measures to suspend small scale inspections in grocery store environments, only allowing spot checks or addressing complaints were permissible. Inspections could resume in May, still forbidding inspectors from visiting heavily populated indoor locations to inspect small scales. Inspectors will continue taking precautions when working in public areas, including wearing gloves when touching fuel dispenser handles. Roger is hoping in 2021 the pandemic will end, allowing him to get back on track with inspections and certifications of all computing scales, prescription scales, package scales and fuel dispensers. Roger inspected and certified a total of 603 devices in 2020.

Stewardship

A total of $23,755.00 was spent in 2020 for mowing, brush removal, clean-ups, and board-ups by our contractor. The Code Department recouped a total of $4,524.00 in 2020 for this contracted work.
2020 – A Year Like No Other

There is no question that this year was something unheard of, the strain it put on society, our city and department was like no other. Our department will be forever changed in the way we do business following the Coronavirus pandemic. It forced significant changes to our daily operations and routines with the inclusion of new policies regarding social distancing, face coverings, personal protective equipment on calls, visitor restrictions in our fire stations, canceling all public interactions including the public education classes we deliver, and restrictions on our travel and training like never before. We battled through multiple quarantines and positive cases but much to the credit of the men and women of the fire department, emergency operations were never impacted. The members continue to serve proudly and bravely through these and all uncertain times or events to provide our community with the high level of care they have come to expect.

Response Summary

The Mishawaka Fire Department responded to 8,269 calls for service and had 16,383 total apparatus responses in 2020. The greatest number of calls for service were EMS in nature, our ambulances and fire trucks responded to 6,259 calls that required EMS response. In addition, the MFD had 199 calls for service that involved a commercial, residential, apartment fires (67) or other types of fires (132.) The remaining 1,811 included any requests by the public involving investigations, gas leaks, citizen assists, and a variety of other types of responses. Due to the pandemic and the economic toll it placed on citizens our collections were down a bit for ambulance billing in 2020. We collected $1,436,317.28 for services provided.

Our overall calls for service were down slightly also for the same reason. Early in the year when communities went into shutdowns expecting the “first wave” of the pandemic we experienced run volumes we have not seen since 2018. April 2020, with 557 calls for service, was our slowest month since April 2018 with 553 calls for service. At the end of the year things rapidly changed for us as we experienced a massive influx in a matter of weeks, November 2020 was our busiest month setting a new record high of 787 calls for service.

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 2020, the Fire Prevention Bureau performed over 948 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 40 times to investigate commercial, residential, apartment and vehicle fires in 2020. 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.

For the third year in a row, the Mishawaka Fire Department attempted to host an open house for Fire Prevention Week but unfortunately, we were not able to do it person. This did not stop our members from delivering important safety messages to our community. Instead, the firefighters took to social media and produced short videos explaining various roles within the department and posting fire safety tips. Also, during Fire Prevention Week, they created a Drop Box folder where fire prevention and safety literature was made available on various subjects such as home fire drills, office fire safety, home fire prevention, kitchen fire prevention, etc. This literature contained informational pamphlets, coloring pages and activities that could be carried out in the homes of our citizens. 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 26,044 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 for a long, prosperous career and retirement.

The department is continuously evaluating our training methods which proved to be a greater struggle last year. Multiple levels of firefighters, spearheaded by Lieutenant Josh Jester, worked together and came up with a new training program to assist in the direction and topics we would safely be able accomplish by each crew.

This training program will serve as a clear outline for all Mishawaka Fire members so that all companies throughout the city will be able to perform all duties safely and effectively. As a department we strive to provide our firefighters with relevant training that applies to emergencies that might arise in the Princess City. Most of the training included in this program has been created by members within our department while also including some information from the best instructors the fire service has to offer. Along with our promise to the public, this program will also lead to
an increased level of safety for each of our members. The ultimate goal of any firefighter is to return home to their family following a shift; exceptional training is the greatest way to meet this goal.

**Apparatus / Equipment**

As our current fleet of apparatus ages, we need to be vigilant in maintaining and replacing our trucks in the most cost-effective manner. We took delivery of two new ambulances in 2020, the first was in January and it was a remount of our old Medic 1 onto a new 2020 Freightliner Type 1 Medium Duty chassis.

The second new ambulance, Medic 5, was introduced into our fleet in March. It is a Demers Ambulances Ford 450 Type 1 and its main function is to run as a reserve ambulance and be placed into service during times of overwhelming demand. Several times during the pandemic this was placed into service to as a fourth ambulance to assist with the increased call volume.

Medic 4 was sent in for the same remount treatment as Medic 1 in September and we anticipate its return by the end of February 2021. Once it arrives our ambulance fleet will have been completely replaced over the last four years and the system for ambulance replacement has been revamped to meet the challenges and demand for the foreseeable future.

Many notable equipment purchases were completed and delivered in 2020 including all new battery-operated scene lights and positive pressure fans. These new battery-operated tools make our firefighters safer and more efficient during operations. We also took possession of four new Thermal Imaging Cameras (TICs) to replace outdated and worn equipment. This is the second and final half of the replacement program for these cameras, giving us all new cameras over the last two years.

Another upgrade we made was purchasing four new AeroClave decontamination units to be used in each fire station and every apparatus. These units use a hands-free process to disinfect rooms, vehicles, and equipment with an EPA-approved, hospital-grade disinfectant at the push of a button and are vital to the protection of our firefighters especially during the pandemic.

Old and outdated equipment replacement remains in the forefront of our minds and another product that was purchased for every frontline, suppression apparatus is new Pro Pak foam systems, which the replaced of over 20-year-old foam pistols. Along with these packs our department did away with all
our old AFFF foam after studies showed it may cause cancer and replaced it with a new product that is firefighter and environmentally friendly.

**Charitable Causes**

The Mishawaka Fire Department continued to give back to the community in 2020. 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 traditionally 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. In a normal year we would be interviewing families and their children, then the firefighters would take them shopping as well. Unfortunately, we were not able to follow the same structure this year so our members decided to donate the money raised to the Mishawaka Food Pantry with the hope that the program will be back to normal in 2021.

The Mishawaka Fire Department has several firefighters trained as car seat technicians who check dozens of vehicles for proper installation of child passenger seats. Our technicians are required to do outreach and continuing education to maintain their certifications and one of the ways they achieve this is to participate in car seat events. 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.

In 2020 Mishawaka firefighters again ran two very successful t-shirt campaigns to raise funds and awareness for some great causes.

For the 8th 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 Vietnam to Washington D.C. and back at no cost to the veteran. While in D.C. the veterans get a chance to visit their memorials and connect with other veterans. In 2020, $2,529 worth of shirts were sold, in sum MFD has raised over $13,000 to date, and many 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!

Every year, our firefighters take on cancer with their Breast Cancer Awareness campaign, *Guardians of the Ribbon*. As firefighters, we take cancer very seriously. Studies have shown that not only is firefighting inherently dangerous, but it is also associated with occupational exposures that increase the risk of cancer in our profession. Nobody takes this cause more seriously than Driver/Operator William Mason who met this challenge head on and continuously produces spectacular results.
A different limited edition, pink t-shirt is created every year and is worn through the month of October to raise money and awareness for breast cancer patients and survivors. Because of the firefighters’ efforts and outreach, 2020 was another great fundraising year with 409 shirts and face masks sold, raising $4,539.

Once again, we were proud to have partnered for this fundraiser with an incredible, local business called EyeCandy Apparel and its owner Candance Brown. All proceeds raised in this campaign went to an amazing woman we got to know, Tammy Thomas. 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 continued to fund and distribute two $1,000 college scholarships for local students from the City of Mishawaka. Funds were raised through other functions, such as their annual golf outing.

**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, smoke detector installations, car seat inspections and installations, Survive Alive, Little Red, Fitness with a First Responder, 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 countless man-hours of public service to its community in 2020, interacting with close to 1,510 adults and children in person and countless virtually.

**Accomplishments**

As many new ways of doing business changed in 2020 some things remained the same. Our members continued to provide amazing service to our city day in and out and below are a few that were recognized for their actions.

In March, Fire Marshal George Schafer was awarded the President’s Award from the Indiana Fire Inspectors Association for his years of dedicated service to protection of our community by his countless fire prevention efforts.

In June, Captain William Conyers and Firefighter Austin Borlik both received the tremendous honor by being selected as EMS Provider and Firefighter of the year by the VFW of Indiana. These two outstanding servants not only won this award by the VFW for the State of Indiana, but both were also VFW national recipients as well. Both of these gentlemen were selected for their exemplary efforts and the high level of service and dedication they display routinely.
In November, Firefighter Jason Stauffacher received the Hero’s Award from Michiana Homes for Heroes for his actions in March 2020. Firefighter Stauffacher was off duty driving and responded to a working structure fire he was only a few blocks away from. Upon his arrival FF Stauffacher and members of St. Joseph County Police were told there was an elderly woman trapped in the home.

Firefighter Stauffacher and the first SJCPD officer, with no personal protective equipment, quickly entered the home and located the woman in her bedroom as a second SJCPD officer entered to assist with the successful removal of the victim to safety and EMS personnel who were arriving on scene.

Lastly, for several months in 2019 our department underwent a review with the Insurance Services Office (ISO) and had completed its Public Protection Classification (PPC) evaluation. ISO’s Public Protection Classification Program plays an important role in the underwriting process at insurance companies. In fact, most U.S. insurers, including the largest ones, use PPC information as part of their decision making when deciding what business to underwrite, coverages to offer or prices to charge for Personal or Commercial property insurance.

In February 2020 we were proud to announce that we were reclassified to a Class 2 department, up from a Class 3 after our last review in 2012. The City of Mishawaka and the Mishawaka Fire Department is one of only 27 communities in the entire State of Indiana with an ISO Classification of 2. This also puts Mishawaka in the top 2% of all fire departments in the United States for ISO rating out of over 47,500 evaluated.

This achievement is a direct reflection of the dedication and commitment of the men and women of the Mishawaka Fire Department and their never-ending desire to always improve and provide the best service possible to our citizens.
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 7 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.

**Uniform Patrol Division**

The Uniform Division, commanded by Uniform Division Chief Bryan Fox, is comprised of 71 Uniformed Officers, working seven sections of the city, and divided into 3 separate shifts. Each shift is supervised by one Captain, one Lieutenant, and four Sergeants.

The overall goal of the Uniform Division is to improve the sense of safety and security within the city. The Uniform Patrol Officer knows 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 or whenever it occurs. They must be ready to arrest violent offenders and immediately render aid to helpless victims. They are required to document violent crash scenes, protect and maintain crime scenes, gather evidence, and testify in court. The Uniform Patrol Officers 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.

### Crime Report Statistics – City of Mishawaka

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<th>2019</th>
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<th>Change</th>
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**Newly Sworn Officers**


**Promotions**

- Recruit Duncan was promoted to Psc. on 1/22/20.
- Probationary Officers Emma Gaipa & Aaron Lower were promoted to Psc. on 1/22/20.
- Probationary Officer Travis Hutchings-Kukla was promoted to Pfc. on 2/26/20.
- Psc. Harold Yost was promoted to Pfc. on 5/2/20.
- Sgt. Michael Dube was promoted to Lieutenant in the Uniform Division on 5/12/20.
- Probationary Officer Miles Andrews was promoted to Psc. on 5/21/20.
- Lt. Scott Parker was promoted to Captain of the Traffic Division on 6/23/20.
- Lt. Alex Arendt transferred from the County Metro Homicide Unit and was promoted to Services Division Chief on 7/6/20.
- Capt. Bryan Fox transferred from the Uniform Division, Midnight Shift and was promoted to Uniform Division Chief on 7/13/20.
- Pfc. Dave Ruiz was promoted to Sergeant in the Training Division on 8/4/20.
- Pfc. Don Siders & Randy Wisler were promoted to Sergeants in the Investigative Division on 8/4/20.
- Lt. Eric Beckham transferred from the Street Crimes Unit and was promoted to Captain of the Midnight Shift on 9/1/20.
- Pfc. James Bartlett was promoted to Sergeant in the Street Crimes Unit on 9/29/20.
- Sgt. Ryan Corbett was promoted to Lieutenant in the Street Crimes Unit on 9/29/20.
- Pfc. Jacob Craft was promoted to Sergeant in the Uniform Division, Midnight Shift on 10/5/20.
- Psc. Kyle Lindzy was promoted to Pfc. on 10/18/20.
- Psc. Zachary Alfrey was promoted to Pfc. on 10/18/20.

**Demotions**

- Services Division Chief Russ Haimbaugh took a voluntary demotion to Lieutenant and was assigned as the MPDs Radio Technician.
- Sgt. Josh Mortimore transferred from the Training Division and took a voluntary demotion to Pfc. and was assigned to the Uniform Division, Afternoon Shift.

**Transfers**

- Sgt. Mark Flemming transferred from Community Relations to the Traffic Division on 1/1/20.
- Pfc. Frank Ennis, Melissa Havens, Roman Johnson and Joshua Watts transferred from the Uniform Division, Day Shift to Afternoon Shift on 1/1/20.
- Pfc. Mike Woods and Anthony Stachowiak transferred from the Uniform Division, Afternoon Shift to the Day Shift on 1/1/20.
- Pfc. Steve Egendoerfer transferred from the Uniform Division, Midnight Shift to the Day Shift on 1/1/20.
- Psc. Aaron Lower and Andrew Bauer transferred from the Uniform Division, Midnight Shift to the Afternoon Shift on 1/1/20.
- Pfc. Sam Nan and Clayton Pendl transferred from the Uniform Division, Afternoon Shift to the Midnight Shift on 1/1/20.
- Pfc. Dave Ruiz transferred from the Uniform Division, Afternoon Shift to Community Relations on 1/1/20.
- Pfc. Kelly Sells transferred from the Uniform Division, Afternoon Shift to the Investigative Division, Special Victim’s Unit on 1/6/20.
- Pfc. Don Siders transferred from the Uniform Division, Afternoon Shift to the Investigative Division on 1/10/20.
- Pfc. Jon Bogart transferred from the Services Division, Special Assignment to the Uniform Division, Midnight Shift on 1/20/20.
- Pfc. Frank Ennis, Uniform Division, transfer from Afternoon Shift to Day Shift on 2/1/20.
- Psc. Clayton Pendl transferred from the Uniform Division, Midnight Shift to the Afternoon Shift on 2/14/20.
- Pfc. Josh Watts, Uniform Division, transfer from Afternoon Shift to Day Shift on 2/17/20.
- Pfc. Travis Hutchings-Kukla transferred from the Uniform Division, Day Shift to the Afternoon Shift on 2/26/20.
- Lt. Alex Arendt transferred from the County Metro Homicide Unit to the Services Division as Chief on 7/6/20.
Capt. Bryan Fox transferred from the Uniform Division, Midnight Shift to the Chief of the Uniform Division on 7/13/20.

Sgt. Josh Mortimore transferred from the Training Division to the Uniform Division, Afternoon Shift as Pfc. on 7/26/20.

Psc. Garrett Barasel transferred from the Uniform Division, Afternoon Shift to the Midnight Shift on 8/1/20.

Pfc. Dave Ruiz transferred from the Community Relations Unit to the Training Division on 8/4/20.

Pfc. Elijah Arias transferred from the Uniform Division, Day Shift to the Investigative Division, County Metro Homicide Unit on 8/31/20.

Lt. Eric Beckham transferred from the Investigative Division, Street Crimes Unit to the Uniform Division and promoted to Captain of the Midnight Shift.

Pfc. Roman Johnson transferred from the Uniform Division, Afternoon Shift to the Midnight Shift on 11/1/20.

Pfc. Aaron Lower transferred from the Uniform Division, Afternoon Shift to the Midnight Shift on 12/13/20.

**Return from Active Duty**

Pfc. Keith Holzer returned from Active Duty with the Department of the Army on 11/11/20. He was originally deployed on 12/7/19.

**Retirements**

Sgt. Cynthia Reed, of the Uniform Division, retired on 1/11/20 after 37 years of service.

Pfc. Kim Sheldon, of the Uniform Division, retired on 2/12/20 after 21.5 years of service.

Lt. Joseph Kasznia, of the Uniform Division, retired on 4/17/20 after 29 years of service.

Uniform Division Chief Jason Stefaniak retired on 5/3/20 after 20 years of service.

Capt. Tim Spencer, of the Traffic Division, retired on 6/3/20 after 30 years of service.

**Resignations**

Lateral Transfer, Pfc. Travis Hutchings-Kukla resigned on 4/4/20. He returned to SBPD.

**Uniform Division Goals and Objectives**

Serve as commitment to excellence. Goals and objectives are created to improve officer morale, enhance the quality of daily duties, re-establish the MPD’s commitment to excellence and recognize professional and personal achievement. These goals also connect the Department to the Citizens and community in which it serves and works with on a daily basis. Goals for the Uniform Division include Crime Reduction, Community Engagement, Recruitment of Officers, Retention of Officers, Equipment and Services, Career Development and Employee Wellness.
Recognitions


On March 29, 2020, Officers Roeder, Phipps, Heare and Vanderzwaag, of the Uniform Division, Midnight Shift, were dispatched to a motel on University Drive for an unwanted person. Upon arrival, the officers located a room with four subjects inside and the occupants were asked to leave the property. The officers conducted a sweep of the room to assure management the room was empty. During the sweep a backpack was located. When opening the backpack, in an attempt to locate the owner, a large quantity of methamphetamines, marijuana, a .40 caliber handgun and cash were recovered.

A short time later these officers apprehended three of four subjects. Another backpack was located, and a firearm, that was later confirmed to be stolen out of South Bend, was recovered. Affidavits/Search Warrants were secured for the room and the suspect’s vehicle that was located in the parking lot.

In total, 30.7 grams of marijuana, 139.6 grams of methamphetamines, 3 handguns, over $3,000 in cash and other items of paraphernalia were secured and removed from the streets of Mishawaka.

The initiative of Officers Roeder, Phipps, Heare and Vanderzwaag shows their dedication and commitment to policing by fighting the narcotics traffickers and removing them from the streets of Mishawaka, helping to make our City a safer place.
On May 17, 2020, Officer Corey Cronk conducted a traffic stop at Lincolnway and Beiger in response to a speeding offense. Upon further contact, probable cause was established to enter the vehicle after the odor of marijuana was detected. The occupants of the vehicle were uncooperative and went as far as to resist being removed from the vehicle and detention overall. After they were removed from the vehicle, they were detained, and officers continued their investigation.

Upon the search of the vehicle, items of narcotics sales were found. Officers recovered; 44 oz. of Honey Butane Oil, 540 oz. of THC Vape Cartridges, 9 oz. of Marijuana, $10,050 in cash, and a Ruger Security 9mm handgun.

Due to the efforts, primarily of Pfc. Cronk, assisted by Pfc. Stahley and Pfc. Hiipakka, the two individuals, who were clearly involved in the sale and consumption of illegal substances, were stopped and prevented from further tainting our Community and thwarted in their efforts of illegal narcotics sales.

The officers conducted themselves in the most professional manner, under extremely stressful conditions and represented the Mishawaka Police Department and our City in an honorable fashion. It is of great importance to foster the type of effort, knowledge, and professionalism these officers displayed on this investigation.
On September 26, 2020, units were dispatched to a residence on East Fourth Street for shots fired. Dispatch advised that three females knocked on the door to the residence and asked the homeowner why they were holding someone hostage. After the females were told that they had the wrong house they left. Shortly thereafter the homeowner heard two shots and discovered that a bullet entered the residence. Witnesses observed a dark colored BMW SUV drive away from the scene. When officers arrived at the residence, a bullet was located on the floor just inside the entrance of the home.

Officers began to process the scene and, while doing so, heard another shot in the distance. Officers then made the scene of a residence on Milburn Court and located another .380 casing in the alley behind the residence. While traveling to make the scene, Capt. Beckham observed a vehicle matching the description of the suspect vehicle. A traffic stop was initiated and the three suspects were located. Several officers made the scene to assist, and all three suspects were brought to the MPD to be interviewed. A search warrant for the suspect vehicle was granted and the gun involved in the incident was located along with drug paraphilia and methamphetamine.

The initiative and teamwork of all officers gathering pertinent information, processing the scene, apprehending the suspects, and securing a warrant to search the suspect vehicle speaks volumes about their dedication and commitment to our City to help make it a safer place.

On October 29, 2020, Sgt. Craft assembled a team of officers to assist with a foot patrol in the area of Milburn Court to focus on an area of frequent problems. As the officers walked the area they observed a vehicle with three occupants inside with the smell of marijuana emitting from the vehicle. Sgt. Craft contacted the occupants and identified them. After removing the occupants from vehicle, marijuana and a handgun were found. The occupant in possession of the handgun transported to the County Jail for processing.
The initiative shown by Sgt. Craft in focusing on a hot spot policing and assembling a team of officers to tackle this target location within the City, speaks volumes about his dedication to making our Community a safer place.

On October 22, 2020, Officer Jonathan Phipps, was flagged down by a motorist while patrolling. The passenger of the vehicle stated to Officer Phipps that her 12-year-old was home alone with his father who was not breathing. The exact location of the home was unknown, so Officer Phipps instructed the mother to lead the way in her car to the home. On arrival at the home, the 12-year-old came out of the house crying and in distress.

After advising dispatch of the actual address to send the medics, Officer Phipps entered the residence and located the victim unresponsive and not breathing. He started CPR immediately and after several minutes of chest compressions, the victim began gasping for air; however, he stopped breathing again. He again administered CPR until the medics arrived. The victim was administered NARCAN, started to breathe again, and was transported to the hospital.

This was not the normal overdose. This was an officer patrolling his assigned work area and his attention was averted by a passing motorist needing assistance. Once Officer Phipps realized he did not have time to spare, activated the emergency medical system by advising dispatch the area of the call so medics could start immediately. He then arrived on scene with a young child upset about his father possibly dying and he took it into his own hands to conduct CPR until medics arrived. If it were not for Officer Phipps’ quick response, the victim very possibly would have died.

On October 10, 2020, Officer Alfrey, while patrolling his assigned area, was cut off by an erratic driver. While getting closer to the vehicle to read the license plate, the driver swerved and then slammed on his breaks forcing Officer Alfrey out of his lane. Officer Alfrey then initiated a traffic stop and detained and secured the driver. Afterwards, Officer Alfrey observed a black handgun and another magazine sticking out from the passenger seat. The driver was then identified and was carrying a handgun without a license. The vehicle was processed, and the handgun recovered and placed into evidence for processing. The driver was arrested for possession of a firearm without a license to carry.

During the processing of the firearm, it was discovered that the handgun was involved in a homicide in the city of South Bend and was also found to be involved in two other shootings in South Bend.

Officer Alfrey’s proactive police work, and his high level of proficiency, lead to a substantial lead and a possible suspect of a Homicide and shootings occurring in neighboring South Bend.

**Officer of the Year for 2019 (presented in 2020) – Kendy Baker**

In November of 2015, Kendy Baker began her career with the Mishawaka Police Department as a full-time patrol officer. Officer Baker, assigned to the midnight shift, consistently works at a high-level pace. Her proactive method to police work continues to keep the City of Mishawaka a safe place to live. Her persistent approach to traffic stops, her attention to detail when called, and her undeniable perception to know when things are not right, make her an important member of the Uniform Division.
Her accomplishments during 2019 are most deserving of recognition. Officer Baker’s attention to detail, while on patrol, led to several traffic stops resulting in felony arrests and the confiscation of dangerous drugs and firearms. During 2019, Officer Baker received seven letters of recognition and was awarded Officer of the Third Quarter. During the third quarter, Officer Baker performed several traffic stops. Ten of those traffic stops resulted in warrants arrests, felony charges and recovery of dangerous drugs. Officer Baker was also recognized for her work on August 5th in which she utilized her skills as a Crime Scene Technician to assist in the apprehension of a stabbing suspect.

Officer Baker consistently receives positive performance reports. She continues to work at an aggressive pace and her efforts and ongoing contributions benefits the Department, fellow officers, and the citizens of Mishawaka on a daily basis. This Administration is very proud of her commitment and bravery each night she patrols the streets of Mishawaka.

**Firearms Training “Top Shot” Award for 2020**

- Pfc. Andrew Sark (fourth year in a row)
- Psc. Garrett Baresel
- Psc. Jaymes Heare

Officer Holt going above and beyond, helping an elderly woman shovel her driveway.

Officers Emma Gaipa and Rachel Wright were dispatched to a welfare check of a vehicle stopped along the roadway. The driver of the vehicle had stopped, noticing that several baby ducks were trapped in a storm drain. After a combined effort by citizen, police and fire, all the ducklings were returned safely to their mother waiting anxiously nearby.
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.

Pfc. James Bartlett and his K-9, Bailey, is a single-purpose dog used in drug detection. In 2019, 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. Their training, teamwork and dedication continue to show the importance the K-9 program is to the City of Mishawaka.

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. Capt. Tim Spencer serves as the F.A.C.T. Commander.


- On January 1, 2020, Sgt. Mark Flemming transferred from the Community Relations Unit to the Traffic Division.
- On June 3, 2020, Capt. Spencer retired and accepted a position with the St. Joseph County Prosecutor’s office as the Commander of the FACT Unit.
- On June 23, 2020, Lt. Parker was promoted to Captain of the Traffic Division.

There was a total of 1774 crashes reported for 2020 year and 402 leaving the scene of an accident cases were referred to the Traffic Division for additional investigation. There were 6 fatality crashes.

**Grants**

**2019 – 2020**

The following Grants were awarded by the Indiana Criminal Justice Institute (Governor’s Council on Impaired & Dangerous Driving). All grants provided overtime pay so officers could work extra hours primarily focusing on Seat Belt Enforcement Patrols, Sobriety Check Points, and Saturation Patrols for Impaired and Dangerous Drivers.

*Operation Pull Over & “CITLI” (Indiana Criminal Justice Institute)*

Awarded $60,484.03 for overtime allowing officers to participate in saturation patrols for Blitzes; 100, 101, 102 and 103. (Grant period 10-01-19 thru 9-30-20)

<table>
<thead>
<tr>
<th>Operation Pull Over and “Click It or Ticket”</th>
<th></th>
</tr>
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<tbody>
<tr>
<td>Criminal Misdemeanor Arrests</td>
<td>64</td>
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<tr>
<td>D.U.I. Arrests</td>
<td>29</td>
</tr>
<tr>
<td>Seat Belt Violations</td>
<td>237</td>
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<tr>
<td>Driving While Suspended</td>
<td>226</td>
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<tr>
<td>Child Restraint Violations</td>
<td>12</td>
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<tr>
<td>Criminal Felony Arrests</td>
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<td>Speeding</td>
<td>580</td>
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<tr>
<td>Warnings</td>
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<tr>
<td>Other Traffic</td>
<td>1,083</td>
</tr>
<tr>
<td><strong>Total Traffic Stops</strong></td>
<td><strong>3,869</strong></td>
</tr>
</tbody>
</table>

Seat Belt Percentage for Mishawaka (as of 12-31-20)

- 97% wearing seat belts while driving passenger vehicles
- 97% wearing seat belts with pickup trucks included
D.U.I. Taskforce Indiana

Awarded $11,677.36 to pay overtime allowing officers to participate in Sobriety Check Points, Saturation and Wolfpack Patrols targeting Impaired and Dangerous Drivers. (Grant period 10-01-19 thru 9-30-20)

Officers working the D.U.I. Taskforce averaged 3.51 contacts per hour and a D.U.I. arrest every 21 hours. Numbers are down in both grants due to fewer officers working grant overtime because of the increase in department overtime and COVID-19.

Investigative Division

The Detective Bureau Division is supervised by Division Chief Dan Gebo and is composed of 16 Detectives that are tasked with the investigations of felony and misdemeanor criminal cases that occur within the City of Mishawaka and St. Joseph County.

There are also Mishawaka Police Detectives assigned to three St. Joseph County Metro Units: Family Violence Unit, Fatal Alcohol Accident Team, and the County Metro Homicide Unit.

All criminal cases filed through the Mishawaka Police Department are referred to the Investigative Division and are reviewed and handled on a case-by-case basis. These cases could not be investigated and solved without the efforts of Uniform officers handling the initial complaint, to the investigators and assisting outside agencies. We also could not do it without the community for their cooperation and information provided to keep our neighborhood and community safe!

The MPD’s social media platforms have also played a huge part in receiving crime tips and identifying suspects who are committing criminal acts in our community. Social media also helped in locating missing/lost people and returning them safely back to their loved ones.

In 2020 the Investigative Division handled and solved serious felony 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 the 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, federal agents, and the community correction officers.

The COVID-19 virus began in 2020 and started to spread throughout the United States. This caused citizens to isolate and cover their face with masks to prevent the spread of the virus. This gave police investigator’s some challenges in identifying suspect(s) through witnesses’ identifications or facial recognition. Investigators continued to rely on tips from citizens, social media and the evidence collected at the scene to solve crimes. Other challenges were protecting officers from the

<table>
<thead>
<tr>
<th>Indiana D.U.I. Taskforce</th>
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<tbody>
<tr>
<td>Criminal Misdemeanor Arrests</td>
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<tr>
<td>Misdemeanor D.U.I. Arrests</td>
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<tr>
<td>Felony D.U.I. Arrests</td>
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<tr>
<td>Driving While Suspended</td>
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<td>Underage Alcohol</td>
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<td>Criminal Felony</td>
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</tr>
<tr>
<td>Other Traffic</td>
</tr>
<tr>
<td>Total Traffic Stops</td>
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</table>
virus at crime scenes and the daily monitoring. The MPD continues with monitoring of the officer’s health and relying on our great medical doctors guiding us through this pandemic.

In 2020, there were four homicides reported compared to last year when zero homicides were reported. Two of our homicides were committed in a public place. Inside the University Park Mall, a person was shot and killed over a disagreement he had with a group of people he knew. The shooting happened with hundreds of people shopping with their family and friends. Mall security, working with law enforcement handled the situation with professionalism and got people to safety while securing the scene. An arrest was made in this case and the defendant is awaiting trial.

In another public place, two people were shot at Central Park, one of whom died. The victims were meeting in the park for a drug transaction. Several suspects involved in the shooting were taken into custody and are awaiting trial.

With the remaining homicides, an arrest was made, and the suspects are also awaiting trials. Another top crime the Detective Bureau investigated in 2020 were thefts of approximately 90 catalytic converters from vehicles. Other agencies have been seeing the same issue. We are working together to curtail these thefts by working with the community and our lawmakers. We are hoping the laws and penalties for stealing catalytic converters become more severe.

In 2020, there was one personnel change in the Detective Bureau that being Pfc. Elijah Arias, who transferred from Uniform Division to the Metro Homicide Unit.

**Community Relations Unit**

The CRU is commanded by Lieutenant Robert Reppert with assistance from seven officers. The unit is divided into three entities: Community Relations Officers (2), D.A.R.E. (1), School Resource Officers (SROs) (3) and an IAD/New Hire Recruiter (1). The Unit serves as a specialized enforcement unit that handles neighborhood complaints, provides patrol support for uniform division, investigative support to the Detective Bureau, Traffic Unit, and Street Crimes Unit.

The Community Relations Officers handle various public relationship events such as Community Outreach Programs, Neighborhood Watch meetings, National Night Out, department tours for civic entities, and pill-drop take back initiatives.

The CRU oversees and supervises the *Citizens in Alliance with Police* (CAPs) program and all School City of Mishawaka crossing guards.

The unit is responsible for assisting Mishawaka Code Enforcement, Zoning, and Engineering departments to address quality of life issues that affect our neighborhoods. Identifying vacant structures within the city to deter scrapping, trespassing, and property loss to ensure a quality of life that our citizens deserve and expect.

Community Relations also takes a leadership role of enforcement of nuisance properties in partnership with the City of Mishawaka City Attorney’s Office and Corporate Council.

*Purpose of Community Relations*

Agency goals and objectives are established in conjunction with strategic planning and proactive initiatives. The formulation and evaluation of these goals and objectives is a constant process in
order to maintain the City of Mishawaka’s objectives by providing a safe community that attracts new families and strong economic growth.

We accomplish our mission through the collective contributions of our officers of this unit, Uniform Division, Traffic Bureau, Detective Bureau, and the community. We manage our responsibilities and resources by taking ownership for our work and take responsibility as individuals and as members of this unit. We are accessible, responsive, and helpful to others within this agency.

The purpose of this program is to establish guidelines for developing partnerships with the community and to define our Community Relations, S.R.O unit philosophy. Officers will have responsibility in an assigned area of the city.

The unit serves as a specialized enforcement unit that conducts special investigations, provides patrol and investigative support, and utilizes various measures to accomplish their goals and objectives.

The first of several MPD birthday drive-by celebrations was for an autistic child named Sam. He had recently lost his grandfather and officers joined in to help make this a special day for Sam.

Mission Statement

C.R, S.R.O, and D.A.R.E 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.

Community Relations Responsibilities

To solicit input from officers, detectives and from 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. Identify areas that generate repeat calls for service so problem-solving efforts can be initiated.
Some of the more commonly confronted issues (not all-inclusive) for the unit are listed below.

- Patrol area of assignment. (neighborhoods, schools, parks, business complexes, alleys, etc.)
- Conduct case investigations / follow ups.
- Assist SCU with narcotic investigations.
- Assist the Uniform, Investigative and Traffic Divisions.
- Warrant and surveillance details.
- Traffic enforcement.
- Identify and monitor nuisance & abandoned / vacant houses.
- Identify and monitor criminal activity.
- Identify and monitor construction projects.
- Special details with local, state, and federal authorities.
- Document and provide officer safety information to a unit supervisor for evaluation for potential CIB.

A local apartment complex facilitated a “Unity in the Community” gathering for police and residents over several days. Residents were invited for pizza and conversation with officers.

### D.A.R.E.

Lt. Tim Williams is assigned to D.A.R.E. where he presents the D.A.R.E. program to all public and parochial elementary schools (10) in Mishawaka. Schools that have 5th grade D.A.R.E. are: Battell, Beiger, Emmons, Hums, LaSalle, Liberty, Twin Branch, Mishawaka Catholic (St. Monica’s and St. Joseph Campuses) Queen of Peace and Covenant Christian School. Lt. Williams graduated from the D.A.R.E. Officer Training March 22, 2002 (18 years).

Lt. Williams was certified at the 2009 D.A.R.E. conference to instruct the new middle school program, “Keepin’ it REAL”. Williams instructed the new middle school program at Mishawaka Catholic (St. Monica) Queen of Peace and Covenant Christian School this past fall.

Lt. Williams is certified to instruct the high school D.A.R.E. curriculum and has instructed the 9th grade classes at Mishawaka High School and Marian High School. The high school program talks about current drug trends and why our youth gives in to peer pressure. Lt. Williams also works
with Mishawaka High School teaching a special Tobacco/Vaping program to help reduce the number of high school students using vapes and smoking tobacco.

Each semester, Lt. Williams awards students from each class an Essay Award for the best essay. The winning essays compete against each other to be crowned City Champion. Two City Champion essays are chosen and sent downstate to compete for the state champion. Lydia Misner of Mishawaka Catholic was chosen as the City Champion for having the best essay. Mishawaka’s D.A.R.E. program has had 4 State Champion essay winners since 2004.

Kid Print IDs

The Mishawaka Police Department D.A.R.E. program had several requests for Kid Print IDs. Since debuting the new equipment more than 4,100 IDs have been made at local events such as “Chill with a Cop”, University Park Mall, United Methodist Church, Lexus of Mishawaka, Diabetes Walk, and Cub Scouts. Unfortunately, the numbers were down for 2020 due to COVID-19.

School Resource Officers

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 (SCU) is a special investigatory unit staffed by Lt. Ryan Corbett, Sgt. James Bartlett, Pfc. Jeff Grzegorek and Pfc. Rachel Wright. 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. This relationship helps SCU Officers to understand the type of criminal activity, where the problem is most severe. Using this information helps to determine which type of program will be most effective in combating the issues. The SCU also identifies areas that generate repeat calls for service so problem solving efforts can be initiated.

Due to the SCU’s unique ability to adapt to various criminal situations, they have formed special relationships with Officers from various agencies and task forces. The SCU frequently works joint investigation with the South Bend Police Departments Strategic Focus Unit, ATF Task Force, DEA Task Force, FBI Task Force, US Marshal Task Force, St. Joseph County Warrants Division, St. Joseph County Homicide Unit, Elkhart ICE Unit, Marshal County Narcotic Unit, ISP Narcotics Division, ISP Highway Interdiction Division, Homeland Security, and the US Postal Inspectors.
<table>
<thead>
<tr>
<th>Street Crimes Unit Seizures in 2020</th>
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<td>Cocaine</td>
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In addition to their assigned duties in the Street Crimes Unit, officers within the SCU have additional responsibilities. These responsibilities include one officer being deputized as an ATF Agent, an officer deputized as a US Marshal, two officers are active members of the St. Joseph County SWAT team. One officer is an active member of the National Guard, a member of the Mishawaka Police Departments Emergency Response Team (ERT), a full-time student, and a powerlifting competitor.

Additionally, one member of the SCU actively maintains a dedicated single-purpose drug dog which was used over 20 times in 2020. This officer has also been tasked with organizing K-9 training for the Mishawaka Police Department, writing grants for the department and has also qualified for the World Championship in the Half Ironman Distance and the Olympic Distance Ironman in 2021.

**CAP Program**

Civilians in Alliance with Police (CAP) program partners with the Mishawaka Police Departments Emergency Response Team (ERT), a full-time student, and a powerlifting competitor.

Additionally, one member of the SCU actively maintains a dedicated single-purpose drug dog which was used over 20 times in 2020. This officer has also been tasked with organizing K-9 training for the Mishawaka Police Department, writing grants for the department and has also qualified for the World Championship in the Half Ironman Distance and the Olympic Distance Ironman in 2021.

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, 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. Due to the COVID-19 pandemic in 2020, the CAPs program was not active for the year.

**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 is 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 Unit

The State of Indiana requires that law enforcement officers must acquire a minimum of 24 hours of training per year. Of those 24 hours, 6 hours are to be attributed to the following categories: 2 hours for firearms, 2 hours for emergency vehicle operations and 2 hours for physical tactics. Annual mandated training also includes: Human Trafficking, Mental Illness (additions and disabilities), At-Risk Adults and Missing Persons.

Officers also receive continuing education and training in the areas of Domestic Violence, Child Abuse, Sudden Infant Death Syndrome, CPR, Basic Life Support, Bloodborne Pathogens, Anti-Bias, Hazardous Materials (HAZMAT) and National Incident Management System (NIMS). Annual required training for Mishawaka Police officers also includes taser recertification, and pistol and rifle qualification.

The Training Unit was met with new challenges as COVID-19 restrictions were implemented. With the help of our instructors, all our officers were able to meet the required training standards.

The total training hours acquired by officers was 6,717 hours with the per-officer training hours averaging 65 hours. Not included are our 6 new officers who attended the Indiana Law Enforcement Academy, receiving an average of over 700 total training hours in 2020.

The Mishawaka Police Department Training Unit constantly strives to train its officers far beyond the state standards. Mishawaka Police offered 262 training opportunities throughout 2020, not including specialty unit training such as SWAT, K-9 and ERT.

Training Highlights for 2020

In July, Training Coordinator, Lieutenant Craig Nowacki, was assigned to Logistics Coordinator under the Services Division. Lieutenant Nowacki serves the evolving needs for support staff managing technology such as VCS scheduling system, payroll, PremierOne Records, Tasers, and Body Cameras. To fill the vacancy left by Lt. Nowacki, Officer David Ruiz was promoted to Training Coordinator and in August, received the rank of Sergeant.
Sergeant Ruiz has been an FTO (Field Training Officer), an instructor and a member of the SWAT Team at the Mishawaka Police Department for several years. Sergeant Ruiz instructs discipline in Firearms, Physical Tactics, Emergency Vehicle Operations, Functional Fitness and serves in the hiring process as an instructor for the agility testing and is also a member of the interview board. As the Training Coordinator, Sergeant Ruiz also schedules and oversees the continued training of all officers and files all training records through the Indiana Law Enforcement Academy database, Acadis.

Sergeant Ruiz was also tasked as the Field Training Officer (FTO) Coordinator. Beyond the duties of the Training Coordinator position, the FTO Coordinator manages the field training of the new hires through the FTO software program Agency 360. The FTO Coordinator oversees the scheduling of new officers, handling copious amounts of paperwork and checks/balances. Daily Observation Reports of each new hire are submitted by Field Training Officers to Sergeant Ruiz for evaluation until each new hire graduates from the FTO Program.

As training is an intricate, necessary, and ever-evolving area of law enforcement, the Training Unit increased the number of general instructors from 21 to 24 total instructors. These instructors cover a broad range of fields to provide continuing education for our officers. These fields include but are not limited to: Firearms, Physical Tactics, Emergency Vehicle Operations, Crime Scene Technician, Building Clearing, Officer Stress Management, Social Media, CPR/Basic Life Support, Traffic Stop Tactics, SIMS, K-9 Tactics Education, Below 100 (officer safety), Standardized Field Sobriety Testing and Functional Fitness.

The Mishawaka Police Department Training Unit serves to provide officers with continued education beyond the minimal number of hours and topics required by the State of Indiana and seeks to evolve with the dynamic field of law enforcement in this modern age.
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 Utilities Business Office
Virginial Fras, 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 hometown 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*

**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 a 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.

**Background**

Mishawaka Utilities – Electric Division (MUE) is the second largest municipally owned electric utility in Indiana, providing service to 27,477 customers. We have 11 substations located throughout the city. Our 43 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 (as of 2010 census).

Mishawaka's electric rates are slightly below average for cities our size in Indiana one of the nation's lowest-cost energy states. Consumers enjoy electric bills that are lower than those of neighboring utilities. While owned by the City of Mishawaka, we are not supported by tax dollars. We are a division of Mishawaka Utilities; our operation is totally financed by the customers we serve.
Electric Division Process Measures

<table>
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<tr>
<th>Process Measure</th>
<th>2019</th>
<th>2020</th>
<th>Percent Change</th>
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</thead>
<tbody>
<tr>
<td>Peak Demand Month (month and kW peak demand)</td>
<td>July 133,951</td>
<td>July 131,825</td>
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<tr>
<td>Total Energy Purchased (kWh)</td>
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<tr>
<td>Total Energy Sold (kWh)</td>
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<td>Total Number of Customers Billed</td>
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<td>Engineering Projects Completed</td>
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</tr>
<tr>
<td>Number of Transformers Set</td>
<td>78</td>
<td>66</td>
<td>-15.30%</td>
</tr>
<tr>
<td>Number of Metering Dept Work Orders Completed</td>
<td>22,385</td>
<td>17,839</td>
<td>-20.30%</td>
</tr>
</tbody>
</table>

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

System Energy Consumption

In July we hit our annual peak demand of 131.8 [MW] (10.52 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 573,405,300 [kWh], down 4.14 percent from the previous year.
Reliability / Performance Enhancements

- Installed automatic switchgear for Wastewater’s main facility.
- Replaced (3) station class transformers at Yellow Dog Extrusions.
- Replaced multiple underground breaker feeds at multiple substations after failures.
- Informed AEP of serious IR issues on their Dodge Tap; they corrected.
- Installed (5) new breaker relays at various substations, replacing (5) obsolete relays.
- Rebuilt the entire substation computer network.

Organizational Changes

Administration Department

- Sedrick Springman Jr. promoted from Dispatch A to Substation tech

Construction Department

- Jon Hurley, Journeyman resigned
- Tim Maust retired

Metering

- Doug Reihl retired

Engineering and Construction

There were 11 unplanned circuit outages in 2020, with a cumulative unplanned outage time of approximately 18 hours. The number of unplanned outages was 42% lower than the previous year (19 in 2019).

The system 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

Some Annual support services were provided for, Summer Concert Series, (Beutter Park and Battell Park), 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 (Geographical Information System)

The Electric Division has effectively used its GIS base map to assist outage response teams. GIS information provides both a concise location of the effected 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 2020 with daily application of the data collected and maintained in the GIS system including:

- Maintained construction and street light workflow.
- Maintain Street Light Database create reports for monthly billing for Business Office.
- Maintained Futura inspection software to help record issues with pole conditions.
- Maintained Circuit Maps, Futura updates (GPS included), and the transformer database.
- Maintained all iPads/Laptops for Engineering and Construction crews.
- Implementing Electronic UG inspections software. Eliminating paper records.
- Maintained Pole Quality Inspection reports and Alert crews when pole change required.
- Issued new laptops to crews so they can edit in the field, with Futura Mobile software.

Project Engineering Activities

2020 was another busy year for the Electric Department’s Projects staff. The Projects Team includes a Projects Manager and 2 senior projects assistants who oversaw 300 projects for the year. Projects included in that number were 86 new residential underground house services, 12 new commercial three phase services and 24 decorative light posts knocked down and re-installed.

The projects department’s duties include the design of new electric service to customers (residential & commercial), the design of electric circuits, and meeting with customers, contractors, and Mishawaka Utilities crews. They also contact 811 for locates and provide the needed paperwork for the crews daily. The projects department assists the Electric Division and the City in many ways throughout the year and strives to provide excellent customer service.
The most demanding projects (those requiring more than 160 hours per crew) included the following:

- **Electric distribution improvements (line maintenance projects):**
  - Support for the new Union Sub Station
  - Replacing outdated electric closures with new transformers
  - Replacing failed utility poles found by our Utility Pole inspection program
  - Installed at multiple locations new 600-amp switches and fault indicators to reduce outage times.

- **Substation Support:**
  - Scheduled projects to support:
    - Switching
    - Breaker Testing Switching

- **Major Projects:**
  - Ironworks Complex
  - New Phase of The Habitat Homes
  - Mishawaka High School Parking Lot and Street Renovations
  - Main St. Commons-Mission BBQ & Raising Canes
  - Beutter Park Beer Garden
  - Addition at Hospice
  - Twin Branch Park Renovation
  - Condemned Pole Replacements
  - Crawford Park Renovation

- **System PM:**
  - Vault Hazard Testing
  - SF6 gas inspection and servicing of all puffers in service
  - Transformer Inspections

**Metering**

The Mishawaka Utilities Metering Department is comprised of the Metering Manager, five Service Representatives (Reps) and four 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 sole responsibility of the meter readers to read an average of 28,119 electric customers and 18,189 water customers on a monthly basis (18,189 based on July 2020 which includes sprinkling accounts). 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.

The Service Reps duties include doing power quality tests and recording procedures along with replacing existing meters throughout the City to 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 must 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 61 disconnect lists which included 2,046 customers. A processing fee of 25.00 is incurred for each customer on the disconnect list. For the year 2020 there was $51,150 in charges ($25.00 fee x 2,046). 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. During follow-up visits, to disconnected customers, 19 were found to have tampered which resulted in tampering fees totaling $1,425 ($75.00 x 19).

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 2,966 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 completed his 35th year of service. The Electric Dispatch office is staffed by Clerk Dispatcher “A” Chuck Brunner, the senior member and crew leader with 22 years of service. He continues to be strong, capable employee that provides critical support to the rest of the Electric Division. Sedrick Springman, Jr., the other Clerk Dispatcher “A”, left Operations in November to take the Substation Technician position that would be vacated by the retirement of Gary Kull on January 8th, 2021.

2020 saw us continue to modernize our fleet. For our Construction Department, we purchased a new 2020 Ford F350 4x4 utility body truck, a new 2020 Vermeer RTX450 trencher/backhoe unit and a 2020 Sure-Trac 16’ Tilt Deck Utility trailer to transporting equipment such as our trencher/backhoe and mini-excavator.

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 2020 totaled $93,919.72.

Inventory purchases increased in 2020. Two projects were main contributors to this increase. The first was the material and the 212 aerial and pad mount transformers necessary to upgrade our physical plant in the 4th St., Logan St., and Union St. substation service areas due to the construction of the new Union St. Substation. The second was the LED streetlight retrofit project. The total increase was $570,823.00 over 2019 purchases.

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 following chart breaks down our inventory spending, comparing 2019 to 2020:

<table>
<thead>
<tr>
<th>Item</th>
<th>Dollars Spent 2019</th>
<th>Dollars Spent 2020</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aerial Transformers</td>
<td>$88,428</td>
<td>$303,246</td>
<td>+242.93%</td>
</tr>
<tr>
<td>Padmount Transformers</td>
<td>$385,013</td>
<td>$768,740</td>
<td>+99.67%</td>
</tr>
<tr>
<td>Transformer Accessories</td>
<td>$90,502</td>
<td>$60,180</td>
<td>-33.50%</td>
</tr>
<tr>
<td>Pipe</td>
<td>$72,837</td>
<td>$70,991</td>
<td>-2.53%</td>
</tr>
<tr>
<td>Pipe Accessories</td>
<td>$2,608</td>
<td>$1,561</td>
<td>-40.15%</td>
</tr>
<tr>
<td>Meters</td>
<td>$206,828</td>
<td>$137,457</td>
<td>-33.50%</td>
</tr>
<tr>
<td>Meter Accessories</td>
<td>$22,498</td>
<td>$24,832</td>
<td>+10.37%</td>
</tr>
<tr>
<td>Wire</td>
<td>$441,631</td>
<td>$287,354</td>
<td>-34.93%</td>
</tr>
<tr>
<td>Wire Accessories</td>
<td>$79,142</td>
<td>$102,685</td>
<td>+29.75%</td>
</tr>
<tr>
<td>Poles</td>
<td>$144,726</td>
<td>$85,394</td>
<td>-41.00%</td>
</tr>
<tr>
<td>Pole Accessories</td>
<td>$36,066</td>
<td>$64,122</td>
<td>+77.79%</td>
</tr>
<tr>
<td>Street Light Poles</td>
<td>$56,925</td>
<td>$210,616</td>
<td>+269.99%</td>
</tr>
<tr>
<td>Lighting Accessories</td>
<td>$152,374</td>
<td>$257,578</td>
<td>+69.04%</td>
</tr>
<tr>
<td>Service Materials</td>
<td>$104,176</td>
<td>$79,821</td>
<td>-23.38%</td>
</tr>
</tbody>
</table>

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 2021, it welcomes the opportunity to build upon past accomplishments and to develop our future successes.
The Sewer Department cleaned a total of 161,788 feet of sewer lines and televised 181,178 feet of sewer lines in 2020. The collection system has over 200 miles of sanitary sewers and storm lines. Cleaning and televising are important processes in maximizing flow of sewage to the Wastewater Treatment Plant and determining what needs repaired or replaced. Reports of larger sewer/storm infrastructure that need to be repaired are often identified and sent to the Engineering Department for bidding.

The Sewer Department has 14 employees that do 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 repairs or lining.

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

The video inspection trucks are also equipped with a lateral launch system that gives us the ability to televise residential laterals from the main line in the street up to the house to determine blockages or damage. We are able to take our mini push-cam system into homes to televise from the house to the street to determine blockages or damage. In 2020, we televised over 2,567 feet of residential laterals with the push-cam system for a grand total of 183,745 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 on residential issues. These employees performed 194 sewer excavation inspections in 2020.
Sewer Maintenance Statistics

<table>
<thead>
<tr>
<th>2020 Collection System Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Sewer (Sanitary and Storm)</strong></td>
</tr>
<tr>
<td><strong>Sewer Lines Cleaned (miles)</strong></td>
</tr>
<tr>
<td><strong>Sewer Lines Televised (miles)</strong></td>
</tr>
<tr>
<td><strong>Residential Service Calls</strong></td>
</tr>
<tr>
<td><strong>Residential Service after hours</strong></td>
</tr>
<tr>
<td><strong>Residential Laterals Televised</strong></td>
</tr>
<tr>
<td><strong>Sewer Insurance Claims</strong></td>
</tr>
<tr>
<td><strong>Sewer Permit Inspections</strong></td>
</tr>
<tr>
<td><strong>As-built Inspections</strong></td>
</tr>
<tr>
<td><strong>Sewer Line Rehab. CIPP</strong></td>
</tr>
<tr>
<td><strong>Sewer Lines Rehabilitated</strong></td>
</tr>
<tr>
<td><strong>Manhole Rehab. (poly line)</strong></td>
</tr>
<tr>
<td><strong>Rehab. Cost Total</strong></td>
</tr>
</tbody>
</table>

### Residential Service Calls

<table>
<thead>
<tr>
<th>Year</th>
<th>Regular Hours</th>
<th>After Hours</th>
<th>Total Calls</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>237</td>
<td>42</td>
<td>279</td>
</tr>
<tr>
<td>2017</td>
<td>199</td>
<td>14</td>
<td>213</td>
</tr>
<tr>
<td>2018</td>
<td>198</td>
<td>18</td>
<td>216</td>
</tr>
<tr>
<td>2019</td>
<td>214</td>
<td>15</td>
<td>229</td>
</tr>
<tr>
<td>2020</td>
<td>180</td>
<td>25</td>
<td>205</td>
</tr>
</tbody>
</table>

### Preventative Maintenance

<table>
<thead>
<tr>
<th>Year</th>
<th>Miles</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>45.0</td>
</tr>
<tr>
<td>2017</td>
<td>58.4</td>
</tr>
<tr>
<td>2018</td>
<td>33.9</td>
</tr>
<tr>
<td>2019</td>
<td>22.3</td>
</tr>
<tr>
<td>2020</td>
<td>33.2</td>
</tr>
</tbody>
</table>

### Video Inspections

<table>
<thead>
<tr>
<th>Year</th>
<th>Miles</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>59.0</td>
</tr>
<tr>
<td>2017</td>
<td>61.5</td>
</tr>
<tr>
<td>2018</td>
<td>43.3</td>
</tr>
<tr>
<td>2019</td>
<td>25.9</td>
</tr>
<tr>
<td>2020</td>
<td>34.8</td>
</tr>
</tbody>
</table>
Sewer Insurance Program

Over the past year, 180 calls were received from residents during normal working hours and 25 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 on contractor cleaned laterals. Of the 205 total calls, 69 residents qualified for the sewer insurance program. These 69 sewer insurance work order calls were taken, set-up and completed by our office personnel.

These residents had repairs that ranged from a simple second opinion cleaning and 1-year guarantee against tree roots, to more extensive 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.

CIPP Sewer Rehabilitation Various Locations 2020

As part of ongoing infrastructure improvements, Cured-in-Place Pipe (CIPP) lining totaling 7,771 feet rehabilitated 31 various key sewer lines. The project also included the structural rehabilitation of 43 manholes with polyurethane lining. This was indeed our largest, most comprehensive rehabilitation project with an investment of $838,666.

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 2020.
### Preventive Maintenance Summary

<table>
<thead>
<tr>
<th></th>
<th>Feet</th>
<th>Miles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sanitary Sewer Jetted and Vactored</td>
<td>115,277</td>
<td>21.83</td>
</tr>
<tr>
<td>Sanitary Sewer Root Cut</td>
<td>2,825</td>
<td>.54</td>
</tr>
<tr>
<td>Sanitary Sewer Root Treatment</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Combined Sewer Jetted/Vactored</td>
<td>46,236</td>
<td>8.76</td>
</tr>
<tr>
<td>Combined Sewer Root Cut</td>
<td>7,947</td>
<td>1.50</td>
</tr>
<tr>
<td>Combined Sewer Root Treatment</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Storm Sewer Jetted and Vactored</td>
<td>275</td>
<td>.05</td>
</tr>
<tr>
<td>Storm Sewer Root Cut</td>
<td>2,825</td>
<td>.53</td>
</tr>
<tr>
<td><strong>Total Televised:</strong></td>
<td>183,745</td>
<td>34.80</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inlets Cleaned</td>
<td>115,277</td>
</tr>
<tr>
<td>Catch Basins Cleaned</td>
<td>2,825</td>
</tr>
<tr>
<td>Drywells Cleaned</td>
<td>0</td>
</tr>
<tr>
<td>Manholes Cleaned</td>
<td>46,236</td>
</tr>
<tr>
<td>Vactoring Hours</td>
<td>7,947</td>
</tr>
<tr>
<td>Sanitary Sewer Back-Up</td>
<td>0</td>
</tr>
<tr>
<td>Storm Sewer Back-up</td>
<td>275</td>
</tr>
<tr>
<td><strong>Miscellaneous: Total Miles of Maint.:</strong></td>
<td>33.21</td>
</tr>
</tbody>
</table>

### Video Inspections

<table>
<thead>
<tr>
<th></th>
<th>Feet</th>
<th>Miles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sanitary Sewer TV Inspected</td>
<td>Existing</td>
<td>107,646</td>
</tr>
<tr>
<td></td>
<td>New</td>
<td>15,576</td>
</tr>
<tr>
<td>Storm Sewer TV Inspected</td>
<td>Existing</td>
<td>259</td>
</tr>
<tr>
<td></td>
<td>New</td>
<td>0</td>
</tr>
<tr>
<td>Combined Sewer TV Inspected</td>
<td>Existing</td>
<td>57,697</td>
</tr>
<tr>
<td>Service Laterals TV Inspected</td>
<td>Existing</td>
<td>2,567</td>
</tr>
<tr>
<td></td>
<td>New</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Televised:</strong></td>
<td>183,745</td>
<td>34.80</td>
</tr>
</tbody>
</table>

### Maintenance Repair Summary

<table>
<thead>
<tr>
<th></th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sanitary &amp; Combined Manhole Entry</td>
<td>3</td>
</tr>
<tr>
<td>Sanitary Main Repairs</td>
<td>0</td>
</tr>
<tr>
<td>Sanitary Manhole Repairs</td>
<td>0</td>
</tr>
<tr>
<td>Sanitary Manholes Replaced</td>
<td>0</td>
</tr>
<tr>
<td>Sanitary Manhole Invert Repairs</td>
<td>0</td>
</tr>
<tr>
<td>Sanitary Manhole Bench Repairs</td>
<td>0</td>
</tr>
<tr>
<td>Storm Grate Replaced or Repaired</td>
<td>0</td>
</tr>
<tr>
<td>Combined Manhole Raised to Grade or Exposed or Repaired</td>
<td>1</td>
</tr>
<tr>
<td>Storm Main Repairs</td>
<td>0</td>
</tr>
<tr>
<td>Storm Manhole Repairs</td>
<td>0</td>
</tr>
<tr>
<td>Combined Manhole Invert/Bench Repair</td>
<td>0</td>
</tr>
<tr>
<td>Storm Manhole Invert/Bench Repair</td>
<td>0</td>
</tr>
<tr>
<td>Storm Inlet Repairs/Replaced</td>
<td>7</td>
</tr>
<tr>
<td>Storm Catch Basin Repairs/Replaced</td>
<td>4</td>
</tr>
<tr>
<td>Combined Catch Basin Replaced/Repaired</td>
<td>0</td>
</tr>
<tr>
<td>Combined Inlets Repaired/Replaced</td>
<td>0</td>
</tr>
<tr>
<td><strong>Bags of Concrete:</strong></td>
<td>58.5</td>
</tr>
<tr>
<td>Castings</td>
<td>4</td>
</tr>
<tr>
<td>Pre-Fabs</td>
<td>4</td>
</tr>
<tr>
<td>Risers</td>
<td>4</td>
</tr>
<tr>
<td>Sewer Permit Inspections</td>
<td>194</td>
</tr>
<tr>
<td>Water Tap Inspections</td>
<td>1</td>
</tr>
<tr>
<td><strong>“As-Built” Inspections:</strong></td>
<td>8</td>
</tr>
</tbody>
</table>
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. Residential customers account for 57 percent of total flow. The treatment facility operates 24 hours per day, 365 days a year. The twenty-five employees of the Wastewater Division have over 489 years of combined wastewater experience. Eight members of the staff hold Indiana’s highest level of professional operator certification.

Water is the most valuable natural resource in the world. Municipalities must manage and steward wastewater from multiple sources. In 2020 the Water Environment Federation formally began using the term Water Resource Recovery Facility (WRRF) in place of Wastewater Treatment Plant. This change focuses on the products and benefits of treatment rather than the waste coming into facilities. With the ability recover valuable resources from wastewater such as phosphorus, nitrogen, methane, and clean water, Mishawaka is proud to provide state of the art water resource recovery.

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 that provide heat to the plant buildings and also the anaerobic digesters. The two, one million-gallon primary digesters must be held at 100 degrees F. 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.

**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 untreated sewage into the St. Joseph River. The Clean Water Act (CWA) requires cities with combined sewer systems to develop long-term control plans (LTCP) 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 30 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 in CSO volume from the baseline year of 1990 and represents capture and treatment of 99.54% of wet weather flow. Approximately $250 million has been spent to date on CSO control. This impressive volume reduction and percent capture illustrate that the right investments have largely already been made.
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 not the right investment of ratepayers’ money. It 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 many of our citizens.

Mishawaka is engaged in ongoing 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 City seeks to not construct a $100 million storage and conveyance tunnel, which is required by our current LTCP, with negligible benefit to either CSO reduction or water quality. In place of the tunnel, a “Sewer Separation and Neighborhood Revitalization Plan” would be just as protective of the environment and would bring tangible improvements to neighborhood infrastructure including new streets, curbs and sidewalks in project areas.

The new plan is more affordable and would result in an overall CSO percent capture of 99.74%, with an annual overflow volume of 2.3 million gallons. The cost for the alternate plan would be around $8.49 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 negotiations are ongoing.

In response to comments from the Agencies in November 2020, the City and its consultants prepared an updated alternatives analysis that looked at projects and costs required to go to fewer than our current 15 CSOs annually. The City evaluated 9, 7, 4, 2, and 0 overflows. Concurrently, the City updated its Financial Capability Analysis that measures the ability of the City and its ratepayers to reasonably afford more spending on CSO controls. This analysis confirmed that the City and the Utilities ratepayers are experiencing a “High Burden” at the existing 15 overflow per typical year level of control and at all other levels of control that were evaluated. The Agencies have indicated that our current 15 overflows annually are unacceptable, even though we are already at high financial burden. The City’s latest proposal to the Agencies recommends a 9 overflow level of control.

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. Our consent decree renegotiations are ongoing. This remains a top priority for the City!

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 2020, 1,374 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 pretreatment regulations. This includes the monitoring and inspecting of all Significant Industrial Users (SIUs) within the City. The City currently has nine 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 by controlling discharges of industrial pollutants at their source.

The pretreatment coordinator is also responsible for the operation of the Division’s mercury minimization program and for monitoring restaurants and institutional kitchens for discharge of fats, oil, and grease (FOG) which can cause blockages in the city’s sewer system.

**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 including biofilters and carbon adsorption systems. 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 inspected and certified by the Indiana State Department of Health. Our state certification was renewed in 2020.

Annually 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. In 2020 the laboratory successfully passed all required DMR-QA analyses.

**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 2020 was 61.2 MGD on July 10th. The maximum total flow treated on a single day was 22.11 million gallons on January 11th. The following are statistics for 2020.

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2020 Highlights

Final Clarifier Repair

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 four final clarifiers in early 2019.

When the troughs for the first clarifier arrived in March of 2019, we were excited to begin the clarifier rehabilitation. Our excitement soon turned to disappointment when, during installation of the new troughs, it was discovered that they were incorrectly fabricated and did not properly fit into the clarifier. The “new” troughs were removed, and the trough manufacturer recommended some modifications to make them fit correctly. When the modified troughs were reinstalled in the clarifier they again did not fit properly. The City decided to reject the troughs and directed the contractor to remove them from the site. The contractor voided their contract with the trough manufacturer. This began the process of finding an alternate trough supplier and essentially starting from scratch. By the end of the year a new source was found and work is underway to have these troughs designed, built and installed by the end of 2020. Three of four clarifiers were completed in 2020 and the fourth will be completed in January 2021.

Willow Creek Lift Station Repair

On October 14, 2019, the Wastewater Department was faced with a catastrophic failure of the Willow Creek Lift Station. A pump separated from its base and flooded the dry pit which contains the pumps, motors, and electrical control cabinet. Everything in the flooded pit was ruined. On the day of the failure and throughout the first night, sewer vacuum trucks were used to pump out the wet well to prevent sewer backups or overflows. The next morning the City contacted HRP Construction for assistance in setting up bypass pumping, taking the flooded pump pit out of the loop. This bypass was used while the treatment plant staff worked to rebuild the lift station. A new electrical control panel was built and is now mounted above ground so that it can never be subjected to flooding. New motors and one new pump were purchased and were installed. The re-built lift station was brought on-line early spring of 2020 and the bypass system was removed. The Wastewater Division is grateful for the vital assistance provided by HRP Construction and our Sewer Maintenance Department. A well-coordinated team effort averted what could have easily become an environmental disaster.

Anaerobic Digester Leak

In March, a pinhole leak that had developed in the external draft tube mixer on digester #1 the prior week was scheduled to be repaired by welding the pinhole. When the welder was grinding the area around the leak to clean it of paint before beginning the repair, the pinhole leak became significantly larger. Sludge from the one-million-gallon anaerobic digester was spraying out at a significant rate. We dug a trench to direct the sludge to a nearby manhole that drained back into the headworks of the WWTP. This averted any risk of environmental damage by its spread on the ground and potential to reach the river.

No repair was possible at this point until the flow of sludge could be stopped. We began lowering the sludge level in the digester by pumping it into another digester tank. We had to lower the sludge level below the hole to stop the flow. This was a slow process as approximately 140,000 gallons...
of sludge had to be transferred. Also, the gas pressure in the affected digester had to be very closely monitored because as its liquid level dropped there was a potential to lower the gas pressure in the digester tank. If the pressure were allowed to become negative, a vacuum relief valve on the cover of the digester would have opened allowing air into the digester to bring it to atmospheric pressure. This relief valve protects from the possibility of collapsing the digester cover if it comes under vacuum, but it also introduces air into the digester gas. Air mixed with digester gas becomes an explosive mixture between 5 to 20% air to gas. This would have created a very dangerous situation.

Once the digester liquid level was below the hole in the draft tube the leak stopped, but now digester gas was escaping from the hole. We used JB Marine weld to seal the hole and stop the gas from escaping and wrapped the patch with Gorilla tape to help reinforce it. Removing the tape the next day revealed that the JB Weld was holding. However, the hole could not be repaired by welding if there was digester gas in the draft tube. We now had to refill the digester with sludge to force the gas out of the tube and make it safe to weld on the draft tube.

During our lowering of the digester, we noticed a second small hole on a nearby weld. It was decided to also repair this by welding. On 4-28 the welder returned to take measurements for fabricating plates to weld over the failed areas. This was a complex repair because the large hole was at the intersection of two circular pipes and the smaller hole was also on a circular pipe and was directly in a weld. The welder decided to fabricate two box shaped patches to be welded around the leaks. The metal where the boxes were to be welded was ultrasonically tested to be sure its thickness was sufficient for welding. Fortunately, it was.

The welder couldn’t return for several days, but the JB Weld patch was holding well. When they returned, they started grinding and fitting the repair boxes to fit the complicated pipe curvatures. They then tack welded them in place over the holes. We thought we were home free.

The welder began welding the box over the hole that was in the weld. As he was about half-way done, the heat from the welding caused that small hole to turn into a large crack. Sludge began spraying quite forcefully from the areas of the repair box that hadn’t been welded yet. The welder was covered in sludge. He never gave up and continued to weld as sludge was forcefully spraying out of the areas he had to weld to complete the repair. Although the repair box “footprint” was not much larger than a cell phone, it took him over two hours to finally complete the weld under extremely adverse conditions.

The second much more complex repair box, over the larger hole that was JB welded, took only about 30 minutes to weld because the patch held and he did not have to fight a torrent of sludge. The repairs were completed around 2:30 p.m.

The welder, Norm, was too covered in sludge to get into his truck to drive home. We went to Meijer and bought soap and a towel so he could shower at the WWTP. He said he just wanted to throw away his clothes so we gave him a set of coveralls to wear home.

This repair required skilled operation and maintenance problem solving by Wastewater staff and I am very proud of them. It also required a tenacious and skilled welder from Dynamic Mechanical.
Odor Control Facility Maintenance

The odor control facilities at Central Park consist of a carbon adsorption tower followed by a 2-cell biofilter. Complaints of sewer odors required the Division to address the problem. In 2020 the activated carbon in the tower was removed and replaced. The spent carbon was classified as a hazardous waste because of its low pH and required special disposal. The shredded wood media in the biofilter was removed and replaced with new wood media.

A biofilter on Wilson Boulevard was also becoming ineffective at treating sewer odors. The filter media was removed and the biofilter cell was completely rebuilt. New wood media was added to complete the project.

Anaerobic Digester Cleaning

Cleaning of the three anaerobic digesters began in 2020 and by year’s end Digester #2 was cleaned and is in the process of being brought back into operation. This is a complex biological process that takes over a month to stabilize. 488 dry tons of material (mostly grit) was removed by our contractor Merrill Brothers. Including the dilution water added to allow the solids to be pumped, over 880,000 gallons were removed from the digester and hauled away. Cleaning of Digester #1 and #3 will commence in late winter/ early spring.

Construction Projects

In 2019, construction began on installation of a new Headworks bar screen to complement our two existing Andritz screens. This bar screen is over fifty feet tall and arrived in four sections. Kokosing Industrial did a masterful job of getting the massive sections into place for assembly as one unit. In early 2020 the new screen was commissioned and gives the treatment plant necessary redundancy in its influent screening.

Improvements to our sodium hypochlorite storage and distribution system also began in 2019. Sodium hypochlorite is used to disinfect the treatment plant effluent prior to discharge into the St Joseph River. A new 5,000-gallon bulk storage tank was installed and PVC sections of the distribution piping that was direct buried and prone to failure was replaced with butt welded HDPE pipe. When the refurbished system was brought into operation in early 2020 it was discovered that there was significant contamination in the piping loop that was reacting with the hypochlorite and causing significant gassing and rapid deterioration of the hypochlorite strength. Treatment plant staff spent many hours during the year repeatedly flushing the piping and cleaning the bulk storage tank. The problem has lessened in severity but the system is still not free of contamination. Plant staff continues to address the problem and it is hoped success will come in 2021.

Covid Global Pandemic

2020 was a year like no other in our lifetimes with the SARS-CoV-2 global pandemic. Normalcy in our lives disappeared in early March as travel restrictions and stay at home orders began to be put into place. As a wastewater treatment plant we cannot “work from home” or close our doors and suspend operation. We must operate and staff the facility 24 hours a day 365 days per year. The Wastewater Division instituted strict policies on controlling non-employee access to the facility and adhered to CDC recommendations on social distancing and mask wearing. For several months the laboratory and maintenance staffs were each divided into two teams. While one team
was at work the other team was at-home on an on-call status. The teams alternated between work and at-home on-call, protecting the lab or maintenance staffs safe from losing functionality due to widespread infection. Management and Operations personnel kept to their normal work schedules practicing CDC safety guidelines. We were fortunate to have only one COVID infection and several persons required to quarantine due to exposure to infected persons.

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 three aeration tanks. These railings, which were installed in the plant expansion of 1992, had become brittle and worn. New aluminum railing was purchased and installed by the plant maintenance staff without contractor assistance. The railing replacement project that began in 2019 was completed in 2020.

Award Winning

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.

The Mishawaka Wastewater Division was recognized at the Indiana Water Environment Association Annual Conference, which was held virtually this year. The Mishawaka Wastewater Laboratory received the Laboratory Excellence Award for the 19th consecutive year. The Division also received the Safety Award for the 5th consecutive year. This award recognizes continuing safety excellence.

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. By protecting and enhancing the St. Joseph River as well as promoting health in the community, the Wastewater Division provides benefits that help make Mishawaka the Best Hometown in America.
Water Division
Dave Majewski, Manager

What can be said about 2020 that hasn’t been said. The year of COVID-19 has thrown many detours our way but our mission to provide safe potable water never stopped. Our staff did an exceptional job adjusting to the new normal.

The pandemic caused a delay in the construction of our new treatment plant at Juday Creek and water tower at the current Gumwood wellfield site. The good news is on Dec 21, 2020 the Mishawaka City Council approved our plan, and we will be able to move forward. Bids will be opened as this is going to press, and we expect groundbreaking to be in late spring or early summer for both projects. The estimated construction time will be about 2 years. These projects will keep our infrastructure strong for years to come.

The new wellfield at Juday Creek will supply an additional 8.2 million gallons per day with room to expand that total to 12.5 million gallons per day. The new water tower at Gumwood will increase storage by half a million gallons and increase the pressure in the University Park district by an average of 15 psi. Our design team at DLZ along with my group here including Tony Galassi and Kent Osborn did a great job putting these projects together.

One project that was not delayed was the rehabilitation of our 3-million-gallon reservoir. Our new 2-million-gallon reservoir went online in late 2019 and the rehab of the old tank took place throughout 2020. This 90-year-old structure was in amazingly good shape for its age and required minimal work. We added new hatches, air vents, waterproofing, along with baffle walls to improve the flow through the tank. The baffles channelize the water and keep dead spots from occurring that can cause water quality issues. On January 11 of this year, the original 3-million-gallon reservoir went back online with the 2-million-gallon tank, giving us 5 million gallons of storage. All told the new tank was built and the old one rehabilitated in just over 2 years. Our engineers at DLZ did an excellent job with the design and planning, while our contractor HRP was outstanding with their attention to detail.

In 2020 we pumped about 3 billion gallons of water which is approximately equal to the amount that flows over Niagara Falls in 1 hour. On average we pump about 8 million gallons a day. The United States uses about 322 billion gallons of water each day. Our employees worked 1085 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

In 2020 we conducted our triennial lead/copper testing, and I am happy to report we had no exceedances of the Maximum Contaminant Level and are in compliance with the Lead/Copper Rule. In addition, this past year, we had to re-certify our lab with proficiency testing required by the Environmental Protection Agency. We received a certificate of recognition for successfully evaluating random samples with unknown levels of contaminants in them. This study makes sure our lab is testing properly, and if there is a problem, come up with a corrective action. In 2020 we conducted over 21,000 water quality tests, including over 800 bacteria samples to ensure our drinking water supply is safe.

The Water Quality/Operations Group is responsible for preparing our Annual Drinking Water Quality Report that is provided to our customers by July 1st of each year. This report summarizes the results of our comprehensive testing for our citizens in accordance with regulations set by the USEPA. My Assistant Manager, Tony Galassi, does a great job putting this report together and leading our Water Quality and Maintenance groups.

New requirements this past year required a validated water audit by an independent consultant to look for water loss and potential areas where we can account for water loss that is not metered, or inaccurately metered. Along with the audit we had to update our Risk and Resiliency Plan, and we began to update our Emergency Response Plan which is due later this year. With over 17,500 service connections, our 3 treatment plants can put out a maximum of 31.5 million gallons of water per day to over 300 miles of distribution main.

Maintenance

The Water Treatment and Pumping Facility Maintenance Group keeps our water treatment plants and associated well fields, booster stations, pressure control vaults, and elevated water storage tanks in proper working order. Each of our 22 production wells were inspected, serviced, and maintained as required. High Service Pump #2 was overhauled at the Division Street plant. At our east booster in Twin Branch, we overhauled both pumps at that site. Keeping our HVAC systems up and running is a daily chore that is not glamorous but requires a lot of
We replaced one unit at Virgil in 2020. At least one or two more units will be replaced in 2021. At Division Street, we had to re-line our two 5000-gallon bleach tanks. An ongoing effort to rehab the exterior of the well houses at Virgil continues as we have been replacing siding, painting, and putting on new roofs at this site. This group is also responsible for receiving the chemicals that treat our water supply.

**Well Head Protection**

Protection of the aquifer is so important as we need to protect this vital resource that is the source of our drinking water. Our Well Head Protection effort encompasses the identification of potential sources of ground water contamination; we then integrate this data in our GIS. We are constantly looking for commercial and industrial activities that could contaminate the ground water and monitor these areas continuously. For unexpected issues such as a chemical spill, we will respond and monitor the situation and the remediation. Coordinator Alexa Hill keeps her eyes on protecting our aquifer.

**Purchasing**

Record keeping, budget, inventory, organizing what happens every day at the Water Department falls on the shoulders of our Procurement, Inventory, and Staff Coordinator. Exemplary records are a must with our reporting requirements including state revolving loan submissions, employee records, and knowing where our inventory is and how much we use on a daily basis. Supporting our Construction Department with review of water main installation contracts along with so much more can be a daunting task but make the days go fast for Lina Griesinger who keeps it all in order for us.

**Meter & Backflow**

The Water Metering/Backflow/Cross Connection Group works to install, remove, and test our water meters. This talented team works closely with the Mishawaka Utilities Business Office to schedule these appointments. They are also dispatched for emergency shut-offs, low pressure calls, and other customer service issues. Water meters are needed so we can bill for our services, but they also must be maintained and replaced on a regular basis. When not working on regular appointments or emergencies, they are in the process of installing radio remote readers on our meters. This lets our Meter Reading Department get a read by just driving by the home or business. The Meter Department managed an astounding 9304 work orders in 2020; that is a 35% increase over 2019. A new face joined the Meter Department in 2020. Joe Mauro joined our staff as a meter installer and has been a great addition. Nick Standfield became our Meter/Backflow Inspector when Tom Wise moved into the Chief Meter/Backflow Inspector job when Greg Steinke retired. Both Tom and Nick have done a great job transitioning to their new positions. Supervisor Brian Galletti does a fine job keeping this group rolling.
The Backflow Team enforces the testing of many of the backflow devices located throughout our distribution system. The purpose of these devices is to prevent the back siphoning of potential harmful contaminants from commercial, industrial, or irrigation activities into Mishawaka’s potable water supply. Backflow devices are required on all commercial and industrial buildings, and all irrigation systems that receive water from Mishawaka Utilities. In 2020 they tested and inspected 2077 backflow devices. That is an amazing number considering the difficulty of gaining access to businesses during the pandemic.

**Distribution**

Another year has passed and 2020 kept our construction crew moving. This group keeps the water flowing in the distribution system. They are responsible for installing new water main, fixing service leaks and main breaks, removing lead services, and flushing hydrants. These are just a few examples of what they do on a daily basis. The construction group works closely with contractors and engineers to help plan, expand, coordinate, and design our water system.

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![2020 Construction Work Orders](image)

Our crews kept busy installing new water main. Over 8,000 feet of pipe, anywhere from 6” to 12”, was added to our system. In addition, 50 new fire hydrants were installed. Our mission to eliminate lead services continues as we removed 100 lead service lines and replaced them with copper. Two thousand and three hundred fire hydrants were flushed as part of distribution maintenance.

Some of the 2020 projects included AdventurePlex, All-Secure Self Storage, Kline Creek Estates, Main Street Commons, Mishawaka High School, East Borley Avenue, Northbridge Valley, and the 5th Street Recycling Center. Looking ahead to 2021 the table is being set, and we will be busy with lead replacements, water main installation, along with providing assistance to our in-house
projects at Juday Creek and water tower at Gumwood. Supervisor Fabian Chavez takes great pride in leading this group as we look to the future.

<table>
<thead>
<tr>
<th>2020 Construction Projects</th>
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<tbody>
<tr>
<td>Adventureplex</td>
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<tr>
<td>All-Secure Self Storage</td>
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<tr>
<td>5th Street Recycling Center</td>
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<tr>
<td>East Borley Avenue</td>
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**Experience**

Our staff has many highly trained and dedicated professionals licensed by the state of Indiana to install water main, maintain our distribution system, and run our treatment facilities. Education is ongoing, and we must earn contact hours to renew our licenses.

The pandemic made it difficult to earn continuing education credits. Our most common method was via in-person meetings. Most all was done virtually this past year and though it took time getting used to, we kept our training moving forward. Hopefully, we will be able to move to a more in-person format as 2021 moves along.

It was a very happy occasion for me at our fall American Water Works meeting as five of our employees received a very nice honor for service in the water industry, The John Hurty Award. I have been proud to serve with them for 25 years, and we were all given this service award together, albeit virtually, but nonetheless a great day for some dedicated professionals: Jay Plummer, Aaron DeCocker, Trent Franks, Kent Osborn, and Dave Majewski. 25 years of service each equals 125 years of experience. Congratulations to all.

We also had to say goodbye to valuable experience this past year. Heavy Equipment Operator Carl Smith said farewell after 23 years, and Chief Meter Backflow Inspector Greg Steinke called it quits after 20 years. We wish them best as they move on to the next stage in life.

Our dedicated staff continues to support Water For People which raises money to help fund clean drinking water and adequate sanitation throughout the world. 1 in 3 people or 2.1 billion do not have access to safe drinking water. We had to cancel our fund-raising event for 2020, but hopefully later in 2021, we will again continue our fund-raising efforts.
The Mayor’s visionary approach with our city parks, retail and commercial development extends to the infrastructure people may not see on a daily basis but is needed for our current needs and future growth. The administration is committed to grow and keep Mishawaka strong for years to come, and the projects in this report are a statement that we are doing just that! Our accountants at Baker Tilley put together a financial plan for the Utility that will keep our infrastructure strong for generations while being thoughtful of the financial impact to our customers.

We are proud to serve the citizens of Mishawaka, and we will continue that mission without fail.